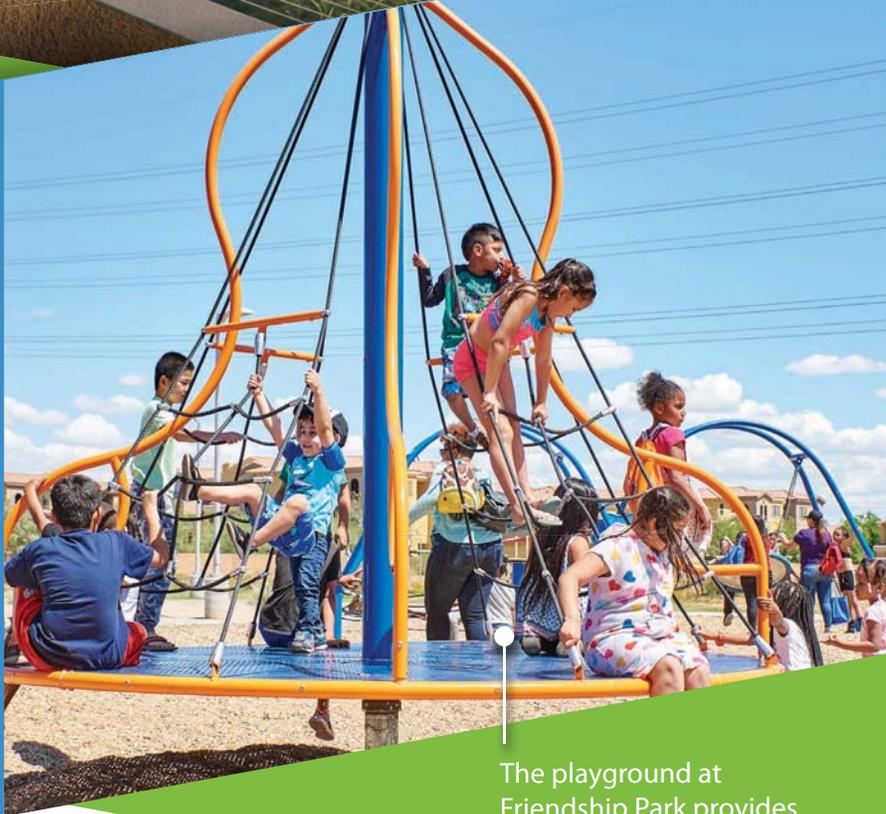




FISCAL YEAR
2019-2020

An artist's rendering of Festival Fields due to be completed December 2019

ANNUAL BUDGET & **FINANCIAL PLAN**



The playground at Friendship Park provides fun for kids of all ages



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Avondale

Arizona

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director

*Annual Budget for the fiscal year beginning
July 1, 2019 through June 30, 2020
Adopted by the City Council on June 3, 2019*

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 2019-20 Annual Budget book.

- **Introduction** – The table of contents is followed by the budget message from the City Manager to the Mayor and Council and Citizens of Avondale, which includes financial priorities and significant issues for the FY2019-20 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 FY2019-2020 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, FY2018-19 highlights, FY2019-20 goals, performance indicators, authorized staffing levels, and appropriations.
- **Capital Improvement Program** – This section provides the reader with the City's five-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.

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To the Honorable Mayor and Council and Citizens of Avondale:

I am pleased to present to you the adopted annual budget for the City of Avondale for FY 2019-20. The Budget was carefully developed to further the City's mission of delivering effective and efficient services to Avondale residents, businesses, and visitors. The budget is in balance and addresses the priorities and goals of the City Council and Avondale residents. Appropriations for the year total \$236,699,250. This document contains facts and numbers needed to understand Avondale's plans and goals.

Current Economic Climate

The Avondale economy continues to grow, showing substantial recovery from the Great Recession experienced a decade ago. Recent trends demonstrate continued slow and steady growth. Unemployment rates have fallen to 4.3% in Arizona and 3.8% in Avondale. Businesses are expanding, and numerous commercial projects are planned or are currently under construction. A major renovation and update was completed at the ISM raceway. New hotels are under construction along the Interstate 10 corridor, with over 400 new hotel rooms planned to be completed in the near future.

The City continued to experience steady growth in revenue during FY 2018-19, and the trend is expected to continue for FY 2019-20. City sales tax collections increased six percent in FY 2018-19 and similar trends were seen with other General Fund revenue sources such as state-shared revenues. As Avondale experiences economic growth, City leaders have strategically increased funding in order to maintain and enhance current levels of service for residents and businesses. Most of these staffing and service level increases are necessary to meet the demands of the growing population, the increase in development projects, and the City's growing economy.

While commercial facilities continue to expand, the City has seen a decrease in Single Family Housing Permits in FY 2018-19 and is forecasting lower than normal Single-Family Housing Permits for the upcoming fiscal year. New home starts have slowed significantly in the last few years due to a depletion of infrastructure ready lots. Fortunately, builders in Avondale are prepared to bring over 6,400 homes to market. The city anticipates steady construction of 200 to 500 homes per year for the next 10 years. The temporary decrease in permits impacts General Fund revenues. The City is conservative in how it forecasts revenues related to construction and growth, as these revenue sources tend to be highly variable. Revenue from these sources is targeted to be used on one-time capital rather than on-going operations. Overall, the temporary contraction in these revenue sources is more than offset by growth in retail sales tax and state-shared revenues.

Budget Priorities

The following priorities provided the guidelines in developing the FY 2019-20 budget:

- continued financial sustainability, balancing between meeting the needs of today and preparing for the growth and opportunities for tomorrow,
- aligning on-going resources and on-going uses,

- continuing to maintain strategic reserve balances in General Fund and Enterprise Funds, and
- expanding and enhancing services when resources are available.

City Council received presentation on the budget during council meetings throughout the spring. The FY 2019-20 budget was developed based on their feedback. With overall economic growth leading to increases in on-going resources, a number of services were strategically enhanced for FY 2019-20 budget.

The City continues to invest in police and fire services as part of the FY 2019-20 budget. The budget includes five new patrol officers in order to increase the amount of time and resources available for proactive patrol and increasing police's visible presence in the community. Two park rangers were added in the budget to expand monitoring at City parks to seven days per week. A school resource officer, partially funded from local school districts, was added to ensure safety and security at local high schools. An additional Criminal Investigations Detective was added to assist with the investigations of property crimes. As traffic has increased through the City with growth, an additional Traffic Police Officer was also added to the budget. The budget for the Fire and Medical department includes a services technician, which will facilitate the more efficient maintenance and deployment of equipment and resources. Additional fire positions are included in the forecast as the City prepares to construct a fifth fire station in the next five years.

Other enhanced services included in the FY 2019-20 budget include an additional facility maintenance worker to increase preventative maintenance at city buildings, a recycling coordinator to assist with recycling-related education and outreach, and a contracts administrator to coordinate compliance with legal agreements and increase information sharing among departments. These employees, along with strategic investment in new or upgraded information technology systems, will increase compliance and efficiency for the City.

As the City grows, there is a greater need for strategic leadership and management. The FY 2019-20 budget includes additional leadership positions in the Development and Engineering Services Department, the Neighborhood and Family Services Department, and Police Department. The City also brought City Attorney services in-house during the previous fiscal year.

Based on the current economic outlook and available resources, staff is confident in the City's ability to increase staffing levels for FY 2019-20. During the FY 2019-20 budget cycle, the City added 23.5 FTEs for expanded or new services. Additionally, previously filled but unaccounted positions funded through grants, vacancy savings, and other revenues are now included in the city's FTE count as part of the FY 2019-20 budget. This accounting change added 25.5 FTEs to the City's budgeted FTE count. As a result, new positions and the updated accounting, the budget includes a total of 588.75 full-time equivalent (FTE) positions, an increase of 49 FTE positions.

As the City continues to grow and expand, the City must invest in the infrastructure necessary to serve current and future residents, businesses, and visitors. The FY 2019-20 includes \$100.7 million for capital improvement projects. The Capital Improvement Plan (CIP) includes funding for the design and construction of major projects including parks, roadways, public safety facilities, and water and sewer infrastructure. Included in the FY 2019-20 CIP is funding for expansion of the Police Department's property and evidence facility, construction of a new Resource Center, the widening of 107th Avenue/McDowell Road, on-going large diameter sewer line repair and system improvements, water reservoir repair and rehabilitation, and the expansion of Festival Fields Park. These improvements will allow Avondale to meet current demands and future growth, as well as improve service delivery to the community.

Even with the strategic expansion of certain services and the investment in infrastructure, the FY 2019-20 budget is structurally balanced and maintains generous reserve requirements. The City maintains a minimum General Fund balance of no less than 35% of the prior year's uses of the General Fund. The Water and Wastewater Funds are budgeted to maintain nine months of operating expenditures plus 5% of all current assets in fund balance. These reserves allow the City to ensure continuity of operations in case of emergency or an economic downturn.

Acknowledgements

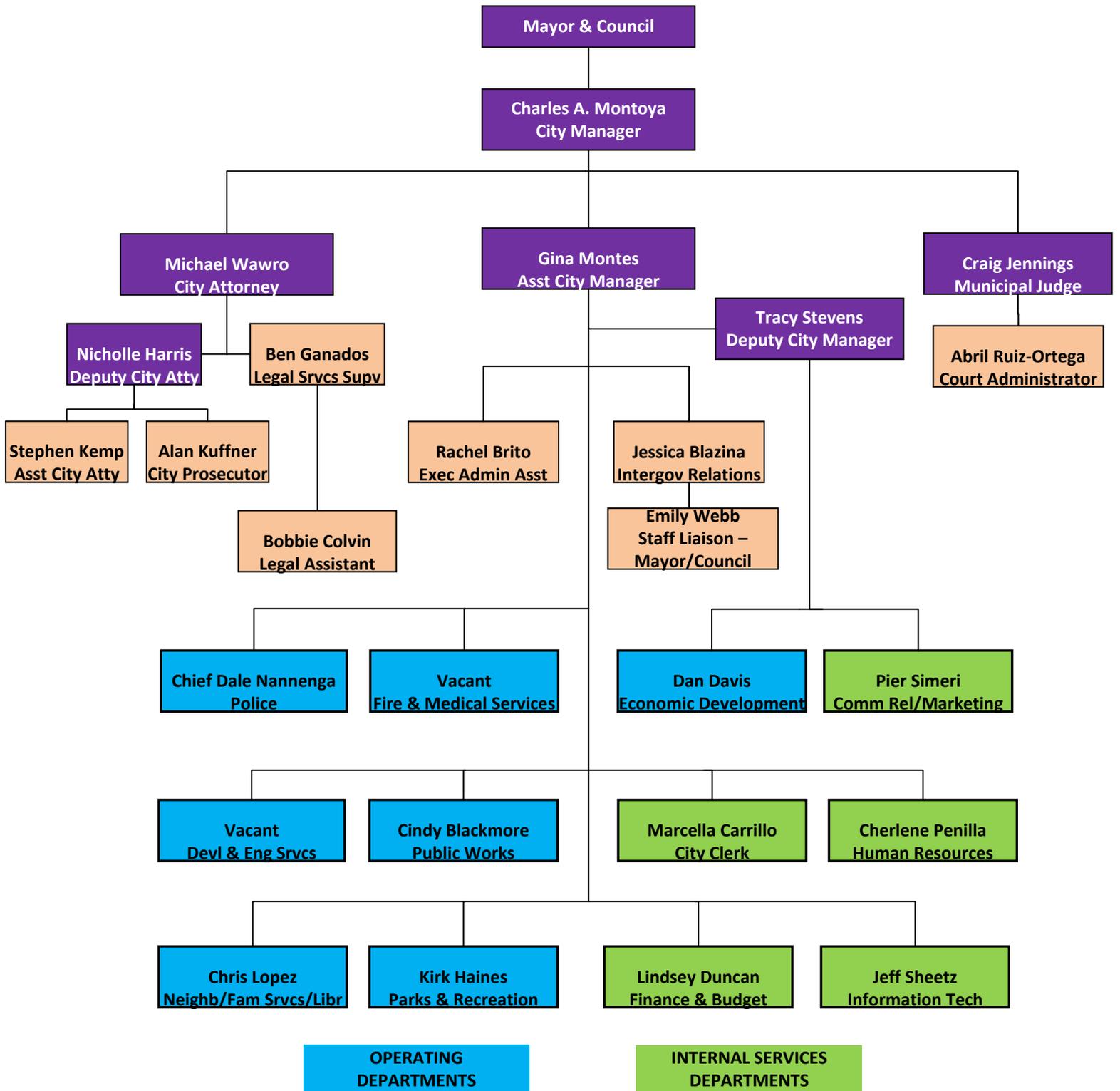
I would like to thank the Mayor and City Council for the valuable input and diligence which has shaped Avondale into a vibrant and prosperous City. I would also like to thank the Department Directors and their team members for their hard work in developing and maintaining a fiscally sound budget throughout the year. And finally, I would like to recognize the residents, businesses, and visitors of Avondale for their involvement in City events and for their feedback on services provided by their city government. Together we can continue providing a high level of service to our customers, the residents of Avondale.

Sincerely,



Charles A. Montoya,
City Manager

City of Avondale Citizens



Avondale City Council

FY 2019-20

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, City Attorney and City Judge 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:

- Maricopa Association of Governments (MAG) Regional Council
- MAG Regional Council Executive Committee
- MAG Transportation Policy Committee
- Greater Phoenix Economic Council – Board of Directors



VICE MAYOR PAT DENNIS

Tenure: January 2017 – December 2020

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

- Valley Metro Regional Public Transportation Authority (RPTA) Board of Directors
- Avondale Boards, Commissions & Committees Council Subcommittee member
- Southwest Lending Closet Board of Directors
- Las Palmeras West Homeowners Association (HOA)
- Avondale Council Subcommittee for Boards & Commissions



COUNCILMEMBER TINA CONDE

Tenure: September 2017 – December 2022

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

- Avondale Interfaith Council - Chair
- A New Leaf – West Valley Advisory Board Member
- Maricopa Association of Governments – Human Services and Community Initiatives Committee
- Avondale Contributions Assistance Program Council Subcommittee member
- Agua Fria Food and Clothing Bank



COUNCILMEMBER BRYAN KILGORE

Tenure: February 2014 – December 2022

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

- Luke West Valley Council
- Avondale Risk Management and Trust Fund Board
- Avondale Council Subcommittee for Boards & Commissions



COUNCILMEMBER VERONICA MALONE

Tenure: January 2017 – December 2020

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

- Southwest Valley Chamber of Commerce Board of Directors
- Avondale Contributions Assistance Program Council Subcommittee member



COUNCILMEMBER CURTIS NIELSON

Tenure: January 2019 – December 2022

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

- AZ Municipal Water Users Association Board of Directors
- Avondale Contributions Assistance Program Council Subcommittee member
- Community Advisory Group for the Phoenix/Goodyear Airport Superfund Site



COUNCILMEMBER MIKE PINEDA

Tenure: January 2017 – December 2020

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

- Maricopa Association of Governments (MAG) – Economic Development Committee
- Westmarc Board of Directors
- Avondale Council Subcommittee for Boards & Commissions
- Estrella Mountain Community College Business Advisory Board



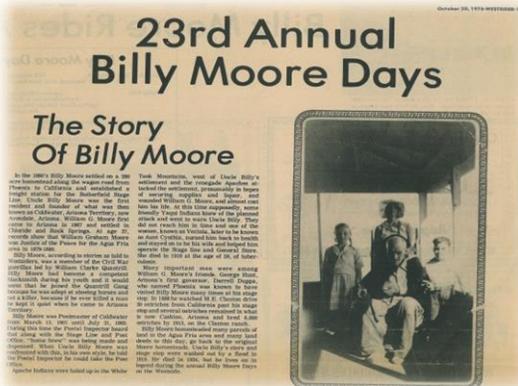
Community Profile

LOCATION

Nestled at the base of the scenic Estrella Mountains where the Agua Fria, Salt and Gila Rivers converge, Avondale is located along Interstate 10 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 and boast traffic counts over 190,000 along I-10 and 131,000 along State Route 101.

HISTORY

- Prior to European settlement, Native American tribes farmed in the Avondale area for hundreds of years, using the Salt, Gila, and Agua Fria rivers to build an extensive network of irrigation canals that aided with farming in the area.
- In 1851, at the confluence of the Salt and Gila Rivers in present-day Avondale, while making a reconnaissance survey for the United States-Mexico boundary under the 1848 Treaty of Guadalupe-Hildago, Monument Hill was built by the US Boundary Commission. 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, farmers began to settle near the Salt River and the Gila River confluence. 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 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 moved from areas affected by the dust bowl and colder Midwest areas. Many 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

Community Profile

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 a decreased need for farm workers due to new agricultural machinery, the area began a transition from an agrarian economy to a mixture of farming and industrial, commercial, and service activities.
- In December 1946, the City of Avondale was incorporated with a population of approximately 2,000 citizens.
- The Avondale Police and Fire Departments were formed by ordinance of the City Council in 1947.
- The opening of the nearby Goodyear Aerospace Plant in 1949 further solidified Avondale's transition from a small farming community to a modern city with diverse opportunities.
- The small 4,225 square foot building (pictured below on the left) on Central Avenue and Brinker Drive served as Avondale's city hall from 1971 to 2003.



Old City Hall



City Hall

- The current city hall building and campus, off Avondale Boulevard and Van Buren Street, was constructed in 2003. The 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, the population of Avondale has grown rapidly, and Avondale is now the 12th largest city in the state. The estimated current population is 84,736 residents. That figure is projected to rise to 88,048 by 2020.

Community Profile

COMMUNITY

- Avondale has made substantial investments into community amenities including the Randall McDaniel Sports Complex, two community parks – Friendship and Festival Fields, and two public libraries – Civic Center and Sam Garcia.
- 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.



Randall McDaniel Sports Complex

QUALITY OF LIFE

- The quality of life and the variety of cultural, economic, geographic and educational advantages in the area provides an atmosphere rich in resources and opportunity. There is 200,000 SF of retail space in the form of family entertainment venues, restaurant, and other retail options in the city.
- ISM Raceway, which opened in 1964, is a state-of-the-art racetrack that hosts two NASCAR events each year and recently completed a \$178-million-dollar renovation. ISM Raceway will host the 2020 NASCAR National Championship.



ISM Raceway

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 Estrella Mountains. 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 in education are boundless in Avondale. Avondale is home to Northern Arizona University, Arizona State University, Estrella Mountain Community College, Rio Salado College and Universal Technical Institute. Estrella Mountain Community College will embark on a \$31M expansion project that will add multi-use classrooms, flex labs, offices and student support space. The High School system in Avondale is expanding as well. St. John Paul II Catholic High School, a full-service Catholic High School, plans to grow in four phases and increase the student base until it reaches 1,000. Tolleson Union High School also broke ground and will enroll freshmen and sophomores for the 2019-20 school year. Tolleson Union High School will be 275,000 SF and is designed to accommodate 3,000 students.

BUSINESS ENVIRONMENT

- Avondale, located in the Phoenix Metropolitan Area, is in one of the fastest-growing labor forces in the US. The workforce in Avondale is young, educated, and skilled with a median age of 29. The talent pipeline is rich and Avondale offers hundreds of thousands of trained workers in the healthcare, finance and insurance, manufacturing and information technology within a 15-mile drive of the City.
- 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. The Avondale Sports Complex is the largest indoor multi-sport facility in the state and draws large crowds for tournaments, leagues and other special events throughout the year.
- 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 and will soon be welcoming the AKOS Medical Campus to the Corridor with its 136,000 SF of Class A medical office space.



AKOS Medical Campus

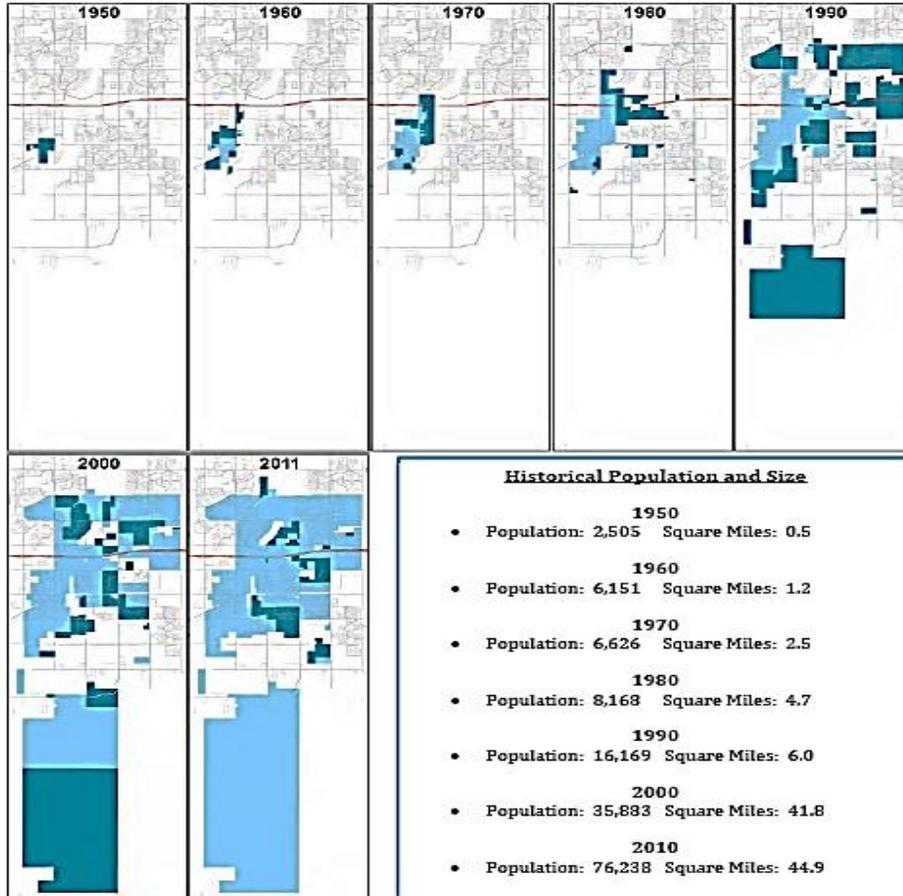
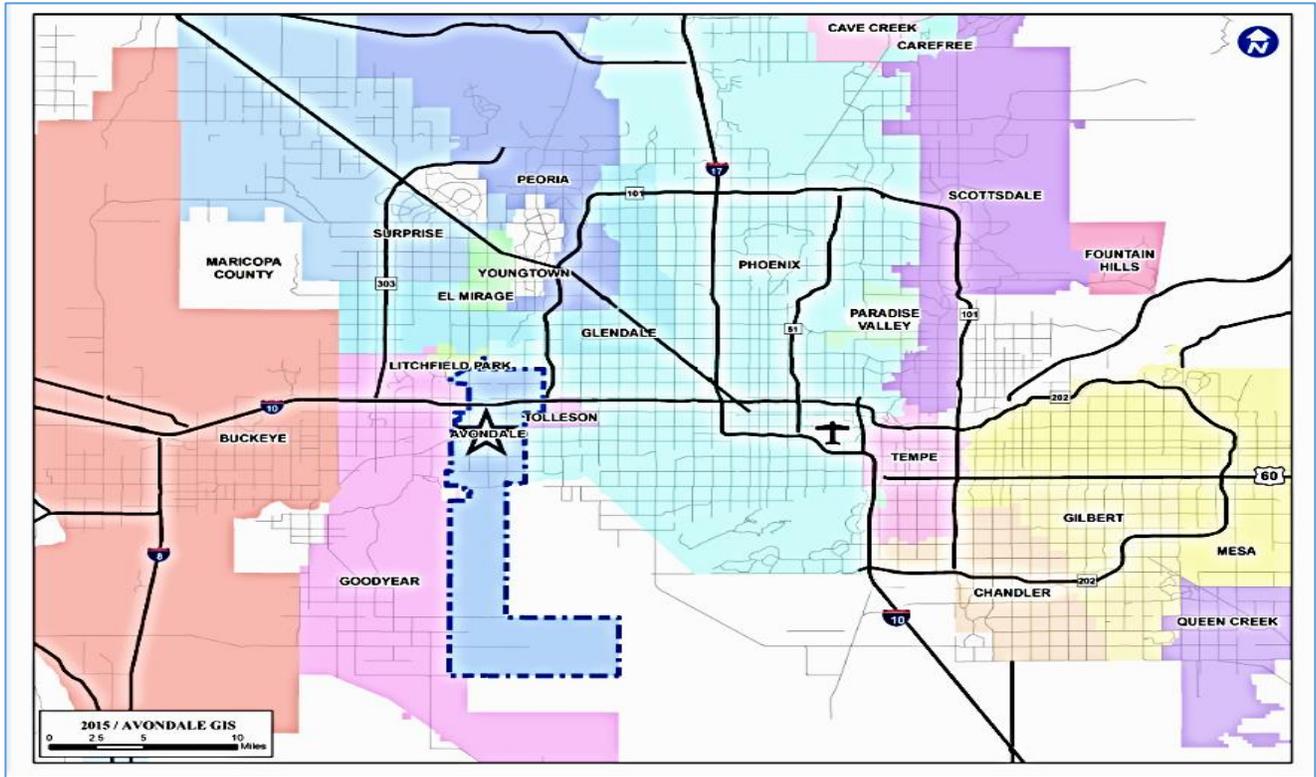
Community Profile

- From an industrial sector perspective, the one million SF Coldwater Depot Logistics Center continues to be a major employment center in the city. King Koil, which licenses its mattresses to more than 30 manufacturers in over 90 countries, now occupies 90,000 SF in the Logistics Center. Currently, there is less than 10% of available inventory in the Coldwater Depot to occupy.
- Over the last six years, the 600,000 SF Avondale Commerce Center has experienced exponential growth, having decreased its vacancy rate from 93% to 10% during that time frame. The Commerce Center includes a diverse tenant mix that ranges from a brewery distribution and tasting room, fulfillment operations, a premier baseball and softball training facility, and many other businesses.
- From a retail perspective, Avondale's vacancy rate averages below the Valley and hovers around 5%. The McDowell Road Corridor between 99th & 107th Avenue has introduced a plethora of additional retail options including several shopping, family entertainment and fast casual dining options.
- Four business hotels, including those from the Marriott and Hilton portfolio, will be adding over 400 hotel rooms in the upcoming year to the community.



Main Event

Avondale Maps



Miscellaneous Statistics & Demographics

Snapshot of Avondale	
Date of Incorporation	December 13, 1946
Form of Government	Council/Manager
City Budget FY 2019-20	\$236,699,250
Number of City Employees (FTE)	588.75
Land Area (Square Miles)	45.6
Population Per Square Mile	1858
Miles of Streets	268

City Facilities and Services	
Culture and Recreation	
Community Centers	1
Parks	10
Park Acreage - Developed	120
Ramadas	16
Ball Fields	8
Soccer Fields	11
Basketball Courts	9
Tennis Courts	2
Trails/Paths	14.5
Dog Park	1
Police Protection	
Number of Stations	1
Number of Sub Stations	3
Number of Beat Offices	1
Number of Police Personnel and Officers	142
Number of Patrol Vehicles	105
Fire Protection	
Number of Stations	4
Number of Fire Personnel	60
Number of Calls Answered Yearly	11,000
Sewage System	
Miles of Sanitary Sewers	237
Number of Service Connections	23,407
Water Systems	
Miles of Water Mains	330
Number of Service Connections	24,054
Daily Average Consumption in Gallons	11.0 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	6
Number of Community Colleges	2
Number of Technical/Trade Schools	1

Miscellaneous Statistics & Demographics

Major Employers (100+ Employees)	
Agua Fria School District	ISM Raceway
Arizona Kidney Disease & Hypertension Center	Legacy Assisted Living
Avondale Auto Mall	Litchfield Elementary School District
Avondale Elementary School District	Littleton School District 65
azpro Group	Maricopa County Regional Court
City of Avondale	Rocky Mountain Cummins
Conn's Home Plus	Royal Sun West Care Center
Copper State Rubber	Sam's Club
Costco Wholesale	SanMar
Estrella Mountain Community College	Sportsman Warehouse
Food City	SunBridge Estrella Care Center
Fry's Food and Drug Store	Tolleson Union High School District
Harkins Theatres	Universal Technical Institute
Home Depot	Wal-Mart Stores

Other Avondale Employers	
American Sports Centers	Main Event
BestBuy	Mor Furniture
Boot Barn	Old Navy
Cemex	Phoenix Children's Hospital Urgent Care
Copper Springs	Quik Trip
Field Lining Systems, Inc.	Ross Dress for Less
Hobby Lobby	Sprouts Farmers Market
Integrative Medical Services	Tuesday Morning
King Koil	ULTA Beauty
Kohl's	Vitamin Shoppe

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



Miscellaneous Statistics & Demographics

Population¹

2016 Census Population Estimate	84,736
White	21,184 25%
Black or African American	8,474 10%
Asian	1,695 2%
American Indian/Alaska Native	847 1%
Other	847 1%
Hispanic or Latino	51,689 61%

Housing Units	
Occupied	29,239

Age, Income, and Workforce²

Population by Age	
Age 0 - 4	8%
Age 5 - 9	10%
Age 10 - 14	8%
Age 15 - 19	7%
Age 20-24	8%
Age 25-34	16%
Age 35-44	16%
Age 45-54	11%
Age 55-59	5%
Age 60-64	4%
Age 65 - 74	4%
Age 75 - 84	2%
Age 85 and over	1%
Male	49.4%
Female	50.6%
Median Home Value	\$230,000
Median Household Income	\$57,170
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	29.2 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%

Household Income	
Less Than \$10,000	11%
\$10,000 to \$14,999	5%
\$15,000 to \$24,999	9%
\$25,000 to \$34,999	11%
\$35,000 to \$49,999	14%
\$50,000 to \$74,999	24%
\$75,000 to \$99,999	13%
\$100,000 to \$149,999	9%
\$150,000 to \$199,999	3%
\$200,000 or more	1%

Educational Attainment	
Less than 9 th Grade	11%
9 th to 12 th Grade, No Diploma	13%
High School Graduate (or equivalent)	31%
Some College, No Degree	25%
Associate Degree	8%
Bachelor's Degree	8%
Graduate or Professional Degree	4%

Climate ³	
Average maximum temperature	88.2°F
Average annual temperature	75.8°F
Average annual precipitation	8.51"
City Election Turnout ⁴	
Registered Voters	38,948
Active Voters	67.9%

Sources: ¹2010 United States Census
⁴Avondale City Clerk

²Nielson Demographic Snapshot, May 2016

³National Weather Service

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 1st through June 30th of each year. Arizona state law also requires that cities in Arizona adopt a tentative budget annually which establishes the maximum level of expenditure for the fiscal year. The expenditure limitation for state and local governments is set by Arizona Constitution and is based on actual local revenues for the FY 1979-80. 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

- 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.
- 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.

Expenditures and Budget Control

- Central service costs will be evaluated and indirect rates/administrative charges calculated annually according to Federal guidelines.
- Mid-year budget requests that require commitment of ongoing resources will be kept to a minimum to minimize the impact on future budgets.
- All departments are responsible for ensuring that expenditures do not exceed their approved budget.
- Transfer of general fund contingency appropriation requires City Council approval. 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.

Policies, Process and Budget Development

- 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 five-year period to allow for appropriate planning.
- The CIP shall be reviewed each year by the Capital Improvement Plan Citizen's Committee.
- The CIP must satisfactorily address all legal and financial limitations and maintain the City's favorable investment ratings.
- The impact of capital projects (maintenance costs, staffing, etc.) on the operating budget should always be an important consideration when evaluating projects for inclusion in the CIP.
- Capital projects should:
 - Support City Council goals and objectives and be consistent with the City of Avondale's General Plan and approved infrastructure improvements plan (IIP).
 - Prevent the deterioration of the City's existing infrastructure and protect its investments in parks, streets, buildings and utilities.
 - Encourage and sustain economic development in Avondale.
 - Respond to and anticipate future growth in the City.
 - Increase the efficiency and productivity of City operations.
 - Capital projects constructed in response to residential or commercial development should be financed through development fees.
 - 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 30th of the applicable fiscal year.
- The City Manager, or his authorized designee, has the authority to assign funds for specific purposes. Any funds set aside as assigned fund balance must be reported to the Council at an upcoming regular meeting and recorded in the minutes.

Policies, Process and Budget Development

- 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.
- 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 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

Policies, Process and Budget Development

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 funds.

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

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

- Compensated absence liabilities (e.g., sick and vacation leave) are recorded as expenses within the Enterprise Funds when earned by employees (GAAP) as opposed to being expensed when paid (Budget).
- Capital outlays within the Enterprise Funds are recorded as assets on a GAAP basis and expenses on a budget basis.
- Principal payments on debt obligations of the Enterprise funds are recorded as a reduction of liability on a GAAP basis and expensed on a budget basis.
- Depreciation expense is recorded on a GAAP basis only.

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.



Policies, Process and Budget Development

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.

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.

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

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

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,

Policies, Process and Budget Development

maintenance costs tied to new facilities, and fulfilling requirements set by other governing bodies that the City is subject to are a few examples of reasons why a department may submit a supplemental funding request.

As with the revenue estimates, fiscal prudence demands that expenditure estimates be as accurate as possible. Departments submit their budget to the Finance and Budget Department for review. Budget analysts review the budgets in detail, checking for the accuracy and reasonableness of projections, and ensuring that all required elements of the budget are correct. The analysts then conduct a technical review with each department to gain a comprehensive understanding of their approach and to quantify their numbers. Adjustments may be made if new efficiencies are developed or historical data suggests that funding levels can be adjusted without harming service levels. The department's requests are reviewed by the City Manager who has the final say on whether the Department's entire budget request will be recommended to Council or if other avenues need to be explored to address supplemental requests.

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

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

Policies, Process and Budget Development

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

2018

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	

Date	Task	Legal Ref.

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						

Date	Task	Legal Ref.
4th	Capital Improvement Plan (CIP) System Available	
27th	CIP Carryover Reconciliation	

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			

Date	Task	Legal Ref.
15th	Operating Carryover Reconciliation	

November						
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11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Date	Task	Legal Ref.
15th	CIP Budget Requests Due	
26th-29th	Budget Staff Review of CIP	

December						
S	M	T	W	T	F	S
						1
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9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	1					

Date	Task	Legal Ref.
3rd	Budget System Opens	
10th	Goal-setting & Budget Retreat	
10th-20th	Budget/Depts. CIP Review	

2019

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		

Date	Task	Legal Ref.
6th	Budget System Closes	
7th-10th	Budget Staff Operating Budget Review	
7th-24rd	Budget/Dept CIP Review	
14th	Hearing on Infrastructure Improvement Plan	
21st-31st	Budget/Dept Operating Budget Review	

Budget Calendar

2019

February						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
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March						
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24	25	26	27	28	29	30
31						

April						
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28	29	30				

May						
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June						
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23	24	25	26	27	28	29
30						

Date	Task	Legal Ref.
4th	Budget Process Overview	
19th	Budget Worksession - Operating Discussion	§42-17101
15th	Post Property Values	§42-17055
19th	Adopt IIP and notice of intention to impose fees	

Date	Task	Legal Ref.
4th	Fee changes due to Budget	
4th	Budget Worksession - Enterprise Funds	
4th	Carryover requests due	
19th	CIP Citizens' Committee meeting-1	
25th	Public Hearing on proposed development fees	
25th	Budget Worksession - Capital	

Date	Task	Legal Ref.
4th	Post Notice of Fee Changes	§9-499.15
15th	City Manager's Recommended Budget	
22nd	City Council Meeting on Dept Budgets	
29th	City Council Meeting on Dept Budgets	

Date	Task	Legal Ref.
6th	Adopt Tentative Budget/AG Forms	§42-17101, §42-17102, CC Art. VI, Sec. 4
6th	Adoption of development fees	
13th	Post Tentative Budget/AG Forms	§42-17103
16th	1st Publication - Tentative Budget & TNT, Press Release	§42-17103/§42-17107
16th	Public Notice CFD	
16th	Fees - Social Media Notice	§9-499.15
24th	2nd Publication - Tentative Budget & TNT	§42-17103/§42-17107

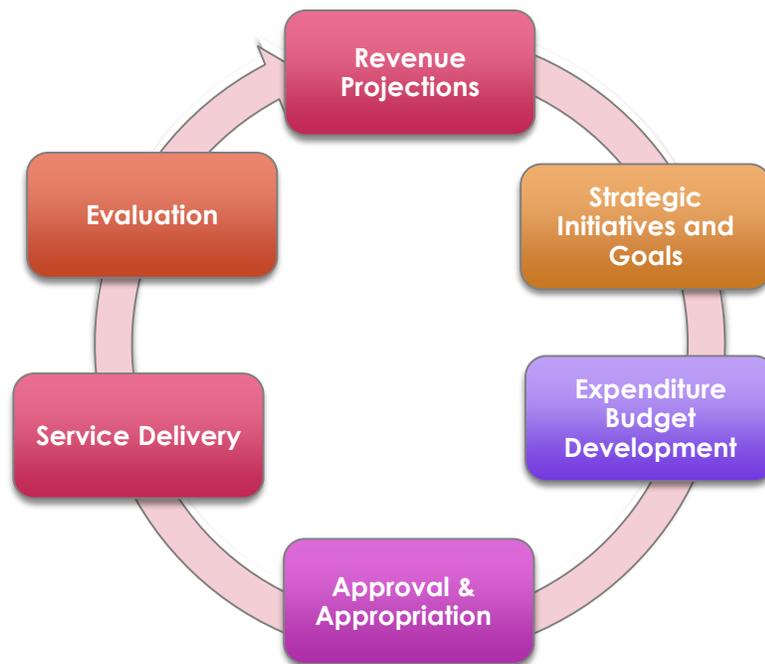
Date	Task	Legal Ref.
3rd	Adopt Final Budget/TNT Public Hearing	§42-17105 & §42-17104
3rd	Adopt Fee Schedule	§9-499.15
3rd	Adopt Pension Funding Policy	§38-863.01
4th	Post Final Budget	§42-17103
17th	Adopt Property Tax Levy	§42-17104
20th	Prop. Tax Docs to Property Tax Oversight Commission	§42-17107

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Budget Summary

Preparing the Budget

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 process begins with revenue projections, so the City has estimate of the available resources to budget against. Strategic initiatives and goals are communicated from City Council and residents. Those priorities are used to set the priorities for the budget. The combination of the priorities and estimate of resources available set the direction for the budget.



Revenue Projections

The budget process starts with a projection of the City's resources, including revised revenue projections for the current fiscal year and a forecast for the upcoming fiscal year that the City is budgeting. Revenue projections are the foundation of the budget process, as this indicates how much resources the City will have to fund all the various services provided by the City. During the budget process, the revenue actuals are monitored to ensure the forecast remains reasonable or if any adjustments need to be made.

Avondale's revenue projections are developed based on a number of factors including forecasts of the national and state economy and indications of local conditions, such as building permits. Staff notes the relationship between certain economic variables and the revenues received by the City. For example, sales tax collections from retail purchases are heavily correlated with conditions in the state economy. Sales tax collections related to contracting and construction and building permit revenues are correlated with known planned expansions of Avondale businesses and the number of lots ready for home construction. The City takes a conservative approach when projecting revenue for the next year and in the future, especially with volatile sources such as building permit related revenues.

Budget Summary

Tax revenues have been growing across the state and collections have rebounded from the fiscal year FY 2010-11 low point. The pattern of revenue growth experienced over the past few years has continued in FY 2018-19. There are a number of indicators that the economy continues to grow. Sales tax for FY 2018-19 is projected to be 6% higher than in FY2017-18. Property valuations for Avondale are up 9% according to the latest Maricopa County Assessor's reports. The number of single family home permits issued varies as local housing developments move through the development and construction process. In FY2017-18, the number of single family permits issued was 297 but in FY 2018-19, the projected amount is 120. The City takes a conservative approach to forecasting revenues and revenue related to growth is budgeted as a one-time revenue source. Additional detail on the major sources of revenue for Avondale is included in the Revenue Summary.

Strategic Initiatives and Goals

On December 10, 2018, Council and staff met during a strategic budget retreat to discuss the direction of the FY 2019-20 budget and the needs of City departments. Finance and Budget provided an update on economic factors and indicators that influence the amount of resources available to Avondale. The departments discussed any additional resources they may need to maintain current service levels and to fund new programs. The current Five Year Strategic Plan, created in 2016 was discussed during the meeting. The plan was designed with guidance from the Avondale City Council, and created with input from residents, local businesses and key personnel across the City's organization. The plan represents a cohesive and thoughtful approach to current and future development in Avondale. The strategic initiatives from the Five Year Strategic Plan are highlighted below.

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.

INITIATIVE: CREATE AND SUPPORT DIVERSE RECREATION & ENTERTAINMENT OPPORTUNITIES

- Maintain community safety for businesses and residents.
- 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.

Budget Summary

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

- Establish creative community spaces throughout the City.
- Strengthen education and faith-based partnerships.
- Expand employment opportunities to residents through job training and placement program.
- Promote and support school readiness for Avondale children.

INITIATIVE: ENCOURAGE & SUPPORT CREATIVE INNOVATION IN DEVELOPMENT AND SERVICE

- Improve internal and external customer service delivery.
- Expand financial toolbox by leveraging funding sources and incentives.

INITIATIVE: CREATE A CONNECTED COMMUNITY

- Encourage a flexible environment responsive to market trends.
- 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 their prior year expenditures, review their projected service levels, consider the City's strategic initiatives, and adjust their base budgets as necessary. Additional funding requests are presented to management through supplemental requests. Management reviews the supplemental requests, the resources available, the adjusted base budgets, and creates a recommended budget that is presented to City Council. In April, the City Manager presented the recommended budget and the City Council held meetings to evaluate the needs of each department. Based on Council input, the proposed budget is modified, and the budget for tentative approval is created.

Approval & Appropriations

For cities and towns, Arizona law requires a tentative budget approval and a final budget approval. Avondale's budget was tentatively approved on May 6, 2019. The tentatively adopted budget sets the total expenditure limit for the budget, though budget authority can be moved between organizational units. After tentative approval, as required by state law, notice was posted on the Avondale website and in local newspapers. On June 3, the public was encouraged to give input during a public hearing, and after the conclusion of the public hearing, the budget received final approval.

Budget Summary

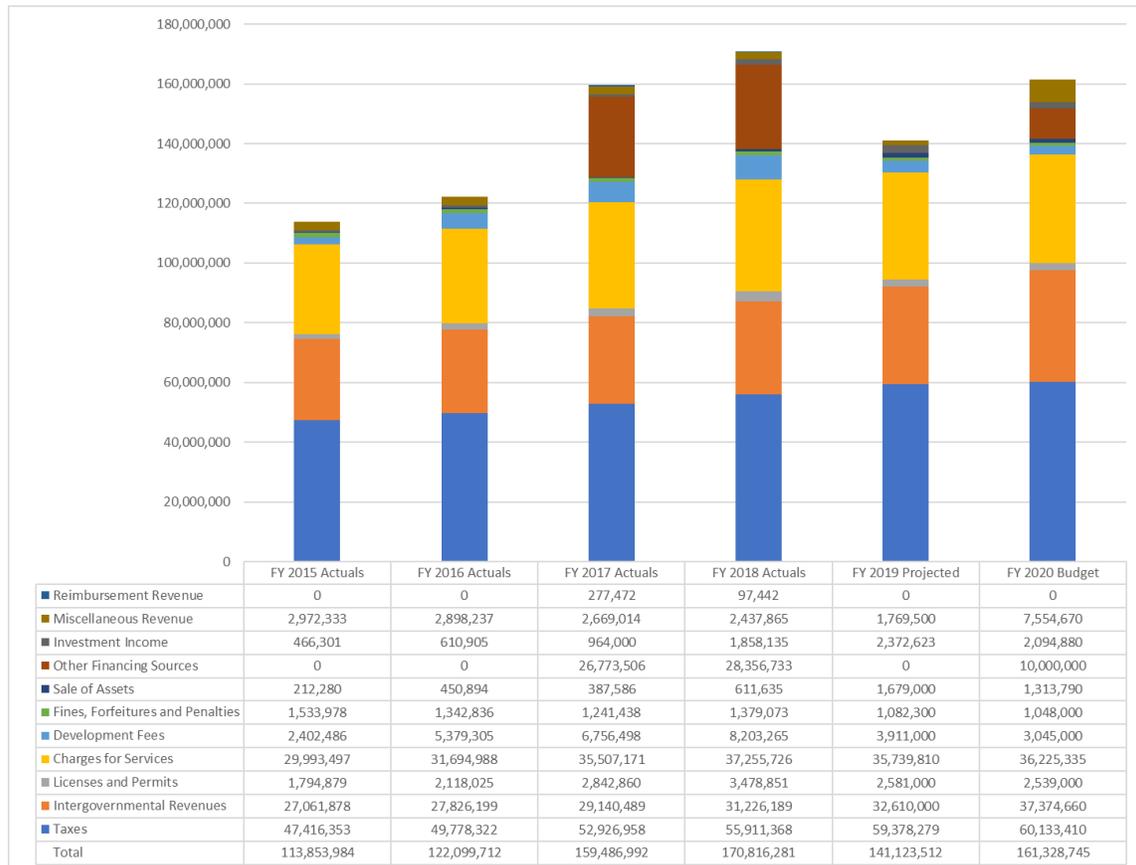
Service Delivery and Evaluation

The budget became effective July 1, 2019. After adoption, the budget is reviewed on a regular basis. Departments and Finance and Budget meet regularly to review reports and discuss any potential issues that are not accounted for in the adopted budget. Departments may move budget capacity between different objects, as long as they do not transfer vacancy savings or transfer pf budget capacity between different funds. With management approval, Contingency funding is available for unforeseen needs that arise during the year, including unbudgeted grants or other unanticipated revenues, emergencies, and changes in priorities.

Revenue Summary

Below is a summary of the revenue sources for the City of Avondale, summarized by category. Included in the information below is a description of the revenue source, any applicable legal regulations, historic collections, and the forecast for FY 2019-20.

The largest funding source for Avondale services and infrastructure continues to be local taxes. Intergovernmental revenues include grants and state shared revenues, including the City’s share of state income tax, gasoline tax, vehicle license tax, and state sales tax. Other Financing Sources includes bond sales, which is not revenue but an alternative financing source.

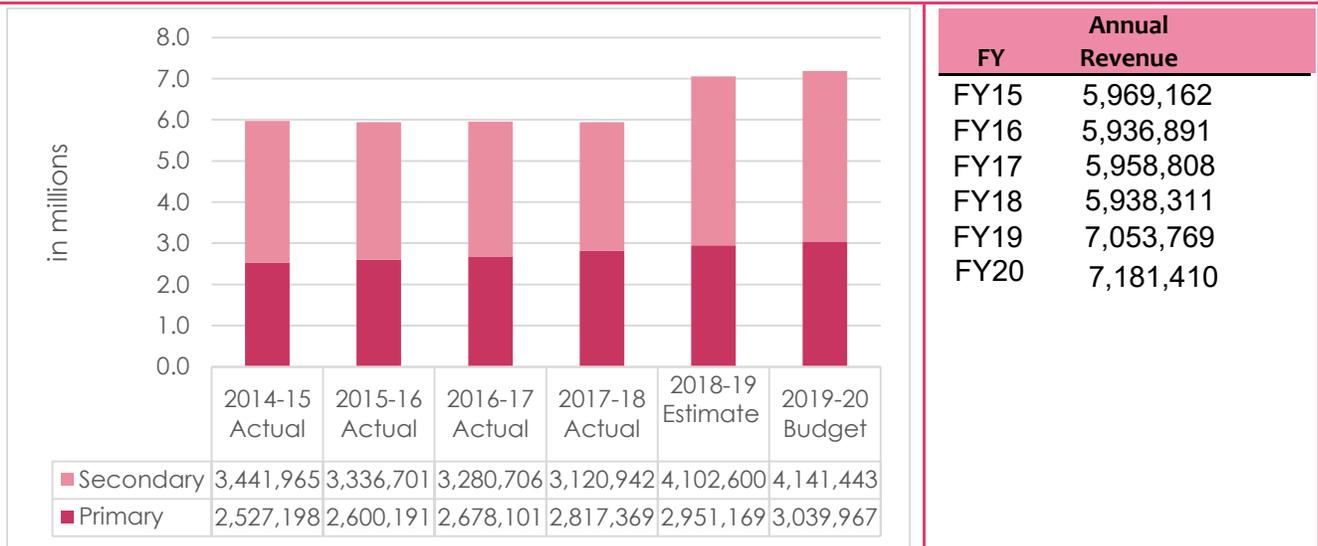


Budget Summary

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 a fraction of the total assessed of total valuation is set by property classification within State Statute. The County Assessor's Office 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 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 per \$100 of assessed valuation.



FY	Annual Revenue
FY15	5,969,162
FY16	5,936,891
FY17	5,958,808
FY18	5,938,311
FY19	7,053,769
FY20	7,181,410

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 (GO) bonded indebtedness and is deposited in the GO Bond Debt Service Fund. This property tax may be levied in the amount necessary to retire bonded indebtedness based on the City's projected GO debt service.

Structure

Primary Tax Rate	\$0.7003 per \$100 of NAV*Limited Property Value	General Class & AV Ratios Commercial – 18% Residential – 10% Source: Arizona State and County Abstract of the Assessment Roll
Secondary Tax	\$0.9540 per \$100 of NAV*Limited Property Value	
Rate Total	\$1.6543	

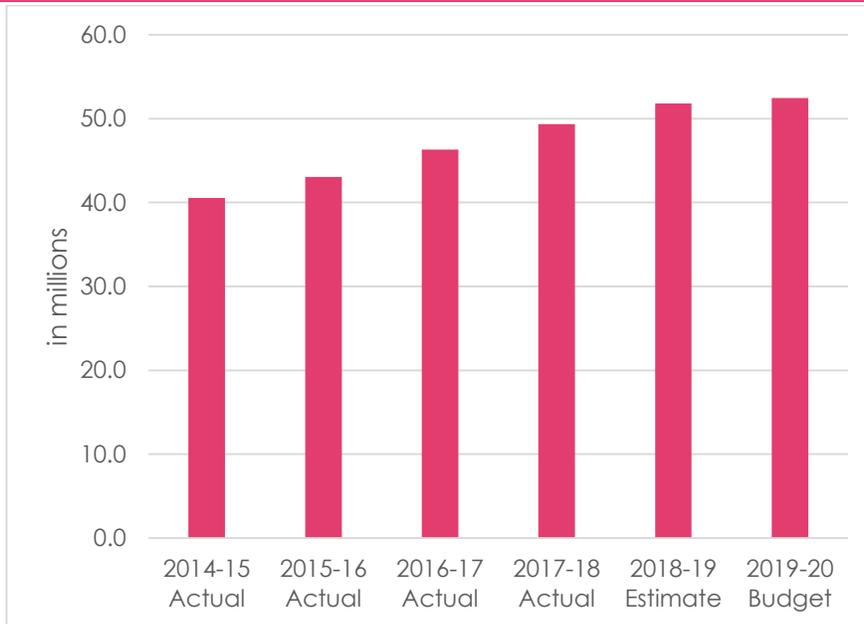
Assumptions

The City annually receives the net assessed values of taxable property from the County Assessor. Existing property values increased 6.6% from the 2018 tax year and another 2.4% was added in new property resulting in a 9.0% total growth in primary assessed valuations. The total tax rate for FY 2019-20 was decreased from \$1.7618 to \$1.6543 per \$100 of assessed valuation and meets legal limits on primary property tax and secondary property tax collections with annual G.O. debt requirements. The rate decreased for FY 2019-20, but the amount levied increased due to the increase in property values.

Budget Summary

Sales Tax – Transaction Privilege Tax (TPT)

The City of Avondale imposes a Transaction Privilege Tax (TPT), where the seller, not the purchaser, is responsible for the tax. 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 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 various sales tax categories. A few of these categories have rates different from the standard retail rate and these categories help staff make educated forecasts on sales tax revenues.



FY	Annual Revenue	+/-
FY15	40,533,299	11.4%
FY16	43,026,818	6.2%
FY17	46,288,365	7.6%
FY18	49,065,677	6.0%
FY19	51,795,000	4.9%
FY20	52,442,000	1.3%

Use

Avondale sales tax consists of three pieces: 1.5% on all eligible taxable items to fund General Fund Operations, 0.5% sales tax on eligible items less than \$5,000 to fund public safety specifically, and another 0.5% on all eligible items less than \$5,000 to fund streets, water, sewer and transit improvements and associated debt. Different categories of sales tax have different inflationary factors. Retail sales tax tends to follow larger trends in the economy. Contracting/construction sales tax is dependent on local construction and can be highly cyclical. In FY 2019-20, it is forecasted that contracting/construction sales tax will decline due to a decrease in single family home construction.

Structure

Classification	Effective:			Total Rate
	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%
Construction/Contracting	1.5%	0.5%	0.5%	2.5%
Hotel/Bed Tax (incl. 2% addl.) Use Tax	3.5%	0.5%	0.5%	4.5%
All Other	1.5%	0.5%	0.5%	2.5%

Assumptions

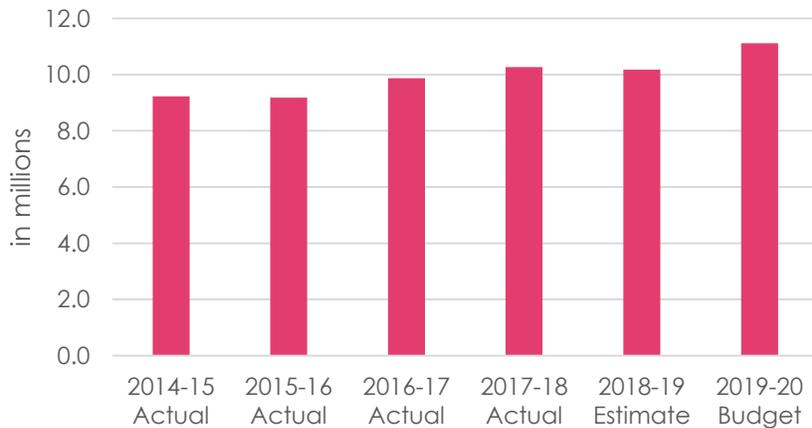
An overall growth rate of 1.3% is projected for the FY2019-20. The projections are based on recent collection trends by classification. The construction/contracting category is forecasted to decrease in FY2019-20 while retail sales tax is forecasted to increase 4%.

Budget Summary

Intergovernmental Revenues

State Shared Income Tax – Urban Revenue Sharing (URS)

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 population estimate for cities & towns greater than 1,500 and for cities & towns with a population of 1,500, they an amount based on 1,500 residents. The distribution is from income tax collections from two years previous, so the amount of URS is a known number during the budget adoption process.



FY	Annual Revenue	+/-
FY15	9,229,081	8.6%
FY16	9,179,045	-0.5%
FY17	9,871,106	7.5%
FY18	10,265,600	4.0%
FY19	10,175,000	-0.9%
FY20	11,121,000	9.3%

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 (FY 2017-18)	\$4,917,073,333
15% City & Town Share	\$737,561,000
Population Estimate for Avondale	84,025
Avondale Pct. of Total City & Town Population	1.5%
Avondale FY 2019-20 Share	\$11,121,000

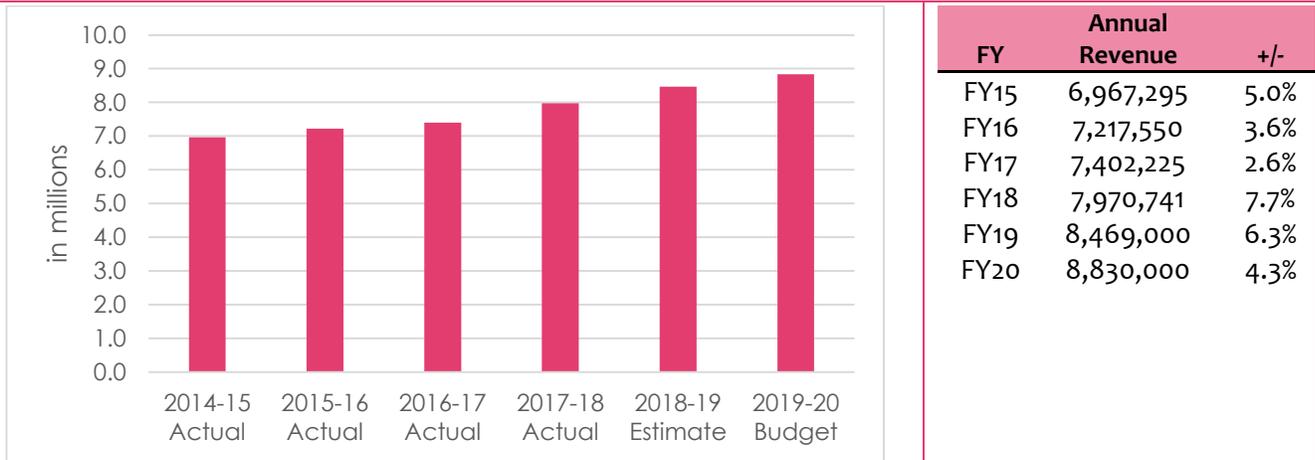
Assumptions

A 9.3% increase in the FY 2019-20 distribution is expected, based on income taxes collected by the Arizona Department of Revenue for FY 2017-18. Assumes no changes to the statutory distributions.

Budget Summary

State Shared Sales Tax – Transaction Privilege Tax (TPT)

The State of Arizona shares state sales tax with local governments. 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 population estimates.



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.

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)	\$2,340,000,000	Class	% to DB
25% City & Town Share	\$585,000,000		
US Census Population for Avondale	84,025	Transporting, Utilities, Telecomm, Private Car/Pipelines, Publishing, Printing, Contracting,	20%
Avondale Pct. of Total City & Town Population	1.5%	Mining	32%
Avondale FY2019-20 Share	\$8,830,000	Restaurants & Bars, Retail, Amusements, Equipment Rentals,	40%
		Hotel/Motel (5.5%)	50%
		ARS §42.5010	

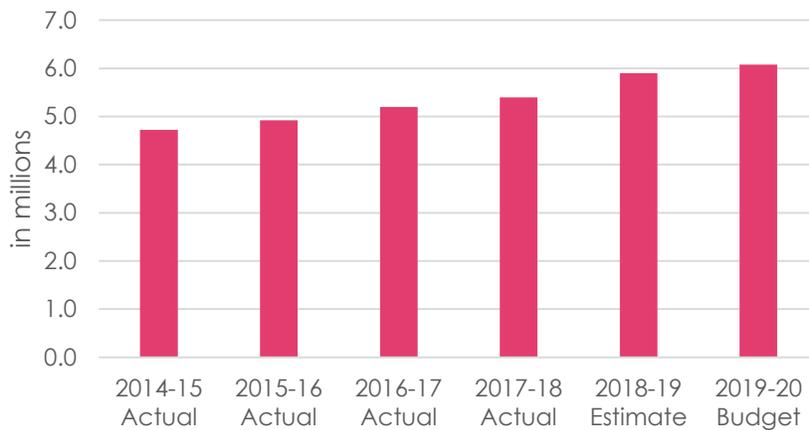
Assumptions

A 4.3% increase in the FY 2018-19 distribution is expected, based primarily on projections prepared by the League of Arizona Cities and Towns.

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 population estimates.



FY	Annual Revenue	+/-
FY15	4,719,669	9.8%
FY16	4,916,826	4.2%
FY17	5,196,536	5.7%
FY18	5,398,639	3.9%
FY19	5,899,000	9.3%
FY20	6,076,000	3.0%

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

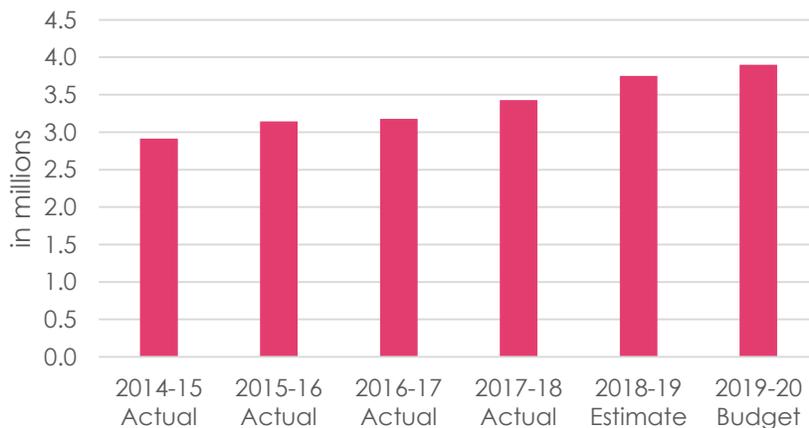
Cities and towns receive 27.5% of HURF based on two factors: population and gasoline sales within each county.

Assumptions

This revenue source is subject to fluctuations in fuel consumption and consumer behavior.

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 population estimate.



FY	Annual Revenue	+/-
FY15	2,912,879	7.1%
FY16	3,143,954	7.9%
FY17	3,177,920	1.1%
FY18	3,430,082	7.9%
FY19	3,753,000	9.4%
FY20	3,900,000	3.9%

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

Budget Summary

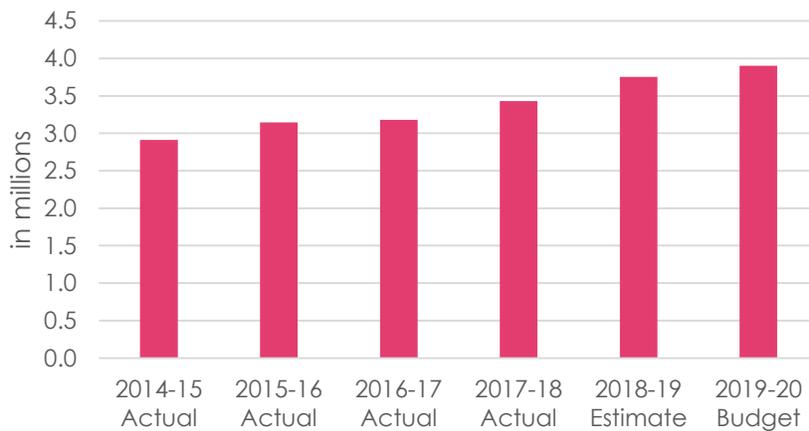
Cities and towns receive a total of 20.45% of VLT collections which are distributed based on the most recent population estimates.

Assumptions

This revenue source is subject to consumer behavior. An increase of 3.9% is projected, correlating with the trend in retail purchases and automobile purchases.

Grants & Intergovernmental Agreements (IGA)

The City of Avondale actively pursues grant funds from a wide variety of sources, both governmental and non-governmental and seeks partnerships through 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 additional \$5,000,000 in grants to ensure sufficient appropriation primarily for any unanticipated grants.



FY	Annual Revenue
FY15	3,004,379
FY16	3,073,786
FY17	3,240,544
FY18	3,930,860
FY19	4,084,000
FY20	12,217,660

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 eligible expenses are tracked in the same special revenue fund.

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

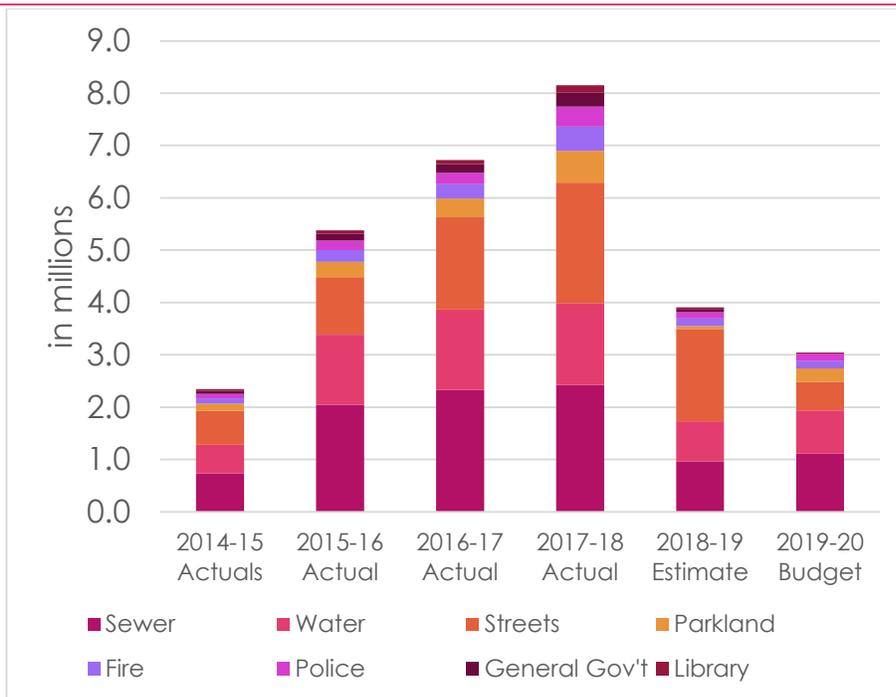
The FY 2019-20 projections reflect the \$5,000,000 unanticipated revenue and assume the continued award of routine grants. The Neighborhood and Family Services Department also provides the projections for various grant revenues based on the status of their current grant programs.

Budget Summary

Charges for Service

Development Impact Fees

As allowable under A.R.S. §9-463.05, the City of Avondale charges development impact fees 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 needed to serve new development. Development fees are collected with each new building permit. New fees became effective in August 1, 2019. The new fees were calculated in conformance with the new requirements of the statute which was revised in April 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 library development fees will also be discontinued when all debt obligations have been met.



FY	Annual Revenue	+/-
FY15	2,347,559	123.9%
FY16	5,379,305	129.1%
FY17	6,723,890	25.0%
FY18	8,150,155	21.2%
FY19	3,911,000	-52.0%
FY20	3,045,000	-22.1%

Category	FY20
Sewer	1,118,000
Water	821,000
Streets	547,000
Parkland	258,000
Fire	137,000
Police	146,000
Library	18,000
Total	3,045,000

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 into a restricted revenue fund to ensure the revenue is used only for allowable uses.

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.

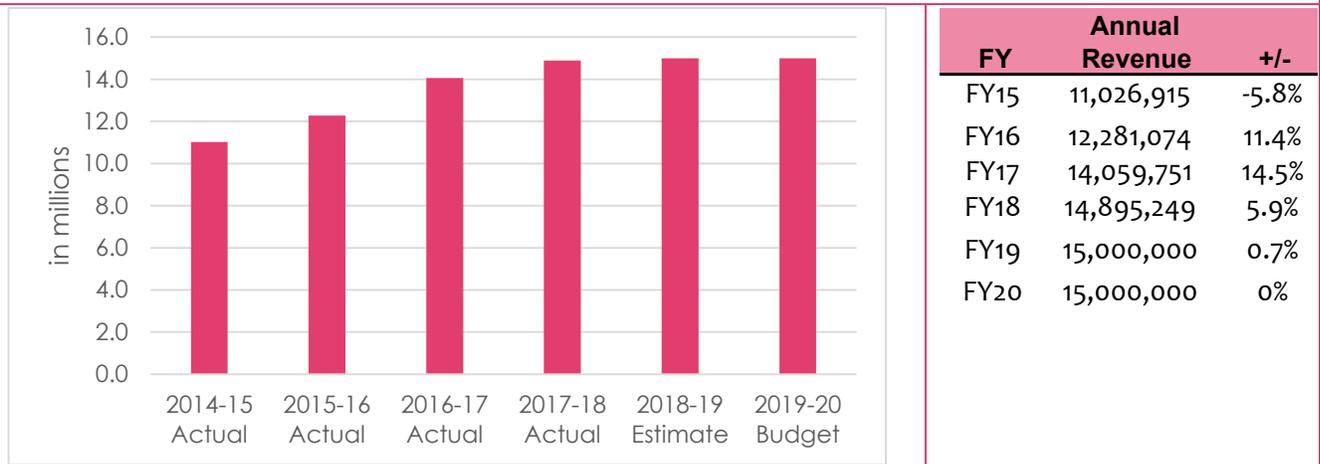
Assumptions

Projections are based on the amount of single family residential homes forecasted to be built FY2019-20 and the new fees implemented August 1, 2019. Due to the cyclical nature of construction, the City is conservative in forecasting this resource.

Water Rate Related Revenue

Budget Summary

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 February 2018.



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 utility infrastructure. All revenue is deposited in the Water Utility Enterprise Fund.

Structure

The City has a water rate structure which recovers 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 a water conservation focused rate block structure, which charges more for higher water usage.

Admin fee \$3.39 per bill Meter Size-Base Fee all users* -		Residential Usage Charge*/ 1,000 gallons		Non-Residential Usage Charge**/ 1,000 gallons	
3/4" Meter	11.87	0-4,000 gal	1.21	0-8,000 gal	1.93
1" Meter	24.48	5,000-8,000 gal	1.93	9,000-12,000gal	2.84
1 1/2" Meter	45.68	9,000-12,000gal	2.84	13,000 + gal	4.45
2" Meter	71.02	13,000 + gal	4.45	Hydrant – all gal	4.45
3" Meter	130.27				
4" Meter	214.86				
6" Meter	426.33				
8" Meter	679.99				
10" Meter	976.05				
Hydrant Meter	214.86				

*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

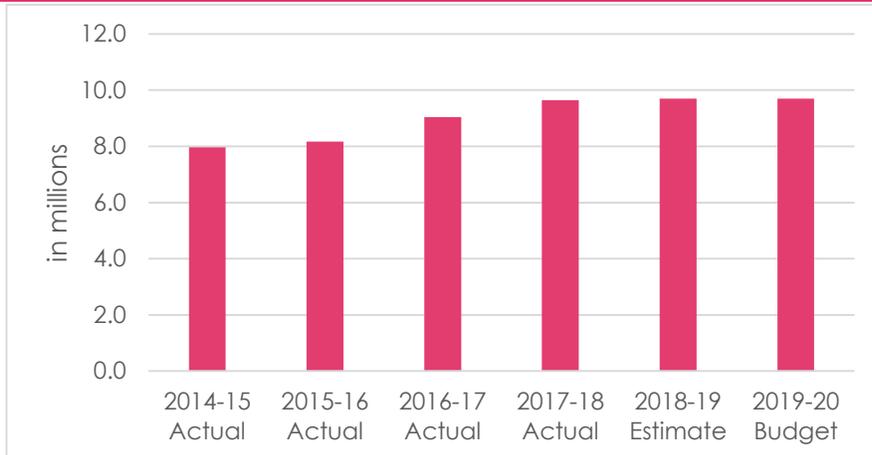
Assumptions

For FY 2019-20, water rates will stay constant. Minimal customer growth is expected but will be balanced by increased conservation in the system. The City has contracted for a study of water and wastewater rates and will be implementing any recommendations resulting from those studies.

Budget Summary

Sewer Rate Related Revenue

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 sewer system. The current fees have been effective since February 2018.



FY	Annual Revenue	+/-
FY15	7,964,757	0.3%
FY16	8,174,566	2.6%
FY17	9,046,299	10.7%
FY18	9,644,607	6.6%
FY19	9,700,000	0.6%
FY20	9,700,000	0%

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 rate 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		\$6.89				
<u>Customer Class</u>	<u>Volume charge per 1,000 gal</u>	<u>Return Factor</u>	<u>Customer Class</u>	<u>Volume charge per 1,000 gal</u>	<u>Return Factor</u>	
Residential*	4.04	80%	Restaurant	7.93	80%	
Multi-Family	4.04	100%	Mobile Home Park*	4.04	80%	
Auto Steam Cleaning	11.79	70%	Laundromat	2.56	70%	
Bakery Wholesale	7.93	80%	Bars w/o Dining	2.99	80%	
Hospital & Convalescent	3.06	80%	Schools and College	2.43	80%	
Hotel W/ Dining	5.35	80%	Laundry, Commercial	4.37	70%	
Hotel W/O Dining	3.41	80%	Professional Office	2.40	80%	
Markets w/Garbage Disposal	7.30	80%	Car Wash	1.97	70%	
Mortuaries	7.30	80%	Department/Retail	2.63	80%	
Repair Shop/Svc Station	3.05	80%				

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

Assumptions

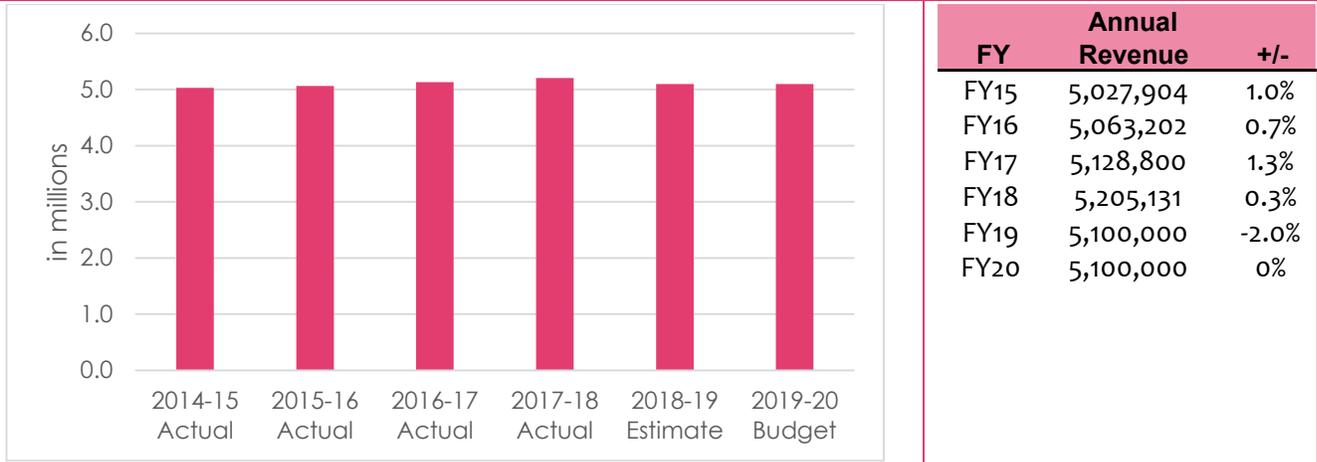
For FY 2019-20, sewer rates will stay constant. Minimal customer growth is expected but will be balanced by increased conservation in the system. The City has contracted for a study of water and wastewater rates and will be implementing any recommendations resulting from those studies.

Budget Summary

Sanitation Rate Related Revenue

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 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

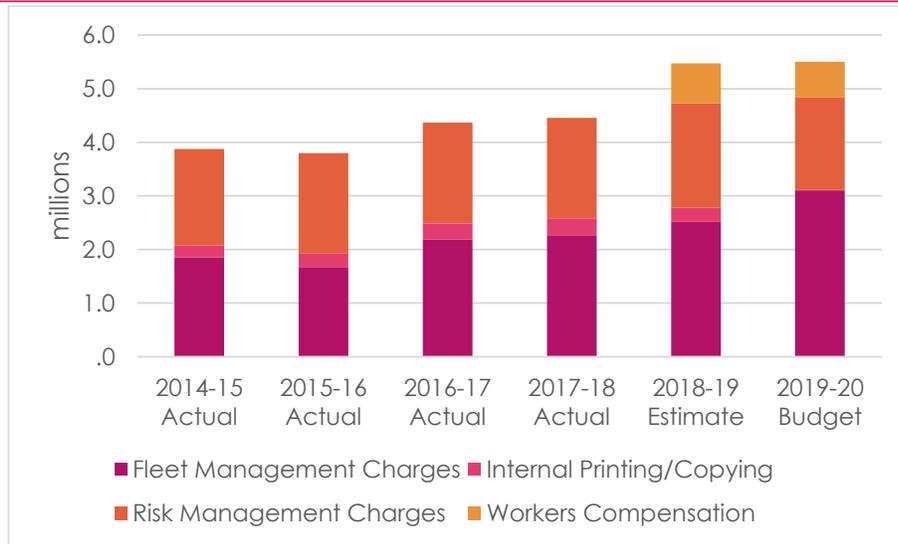
Assumptions

Revenues from this source are forecasted to be consistent with historical collections as rates have not increased since FY2008-09.

Budget Summary

Internal Service Charges

The City of Avondale maintains three internal service funds to account for services provided citywide for fleet management, risk management and workers compensation. The City retired its printer/copier fund in FY2018-19 and will account for these costs in the Information Technology Department moving forward. 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, building occupancy, risk and insurance charges.



FY	Annual Revenue
FY15	3,873,652
FY16	3,798,795
FY17	4,368,006
FY18	4,456,690
FY19	5,472,295
FY20	5,500,315

Category	FY20
Workers Comp	659,740
Risk Mgmt.	1,731,380
Fleet Mgmt.	3,106,195
Total	5,500,315

Use

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

The risk management fund is utilized for the City's self-insurance risk management program which includes liability and property insurance, uninsured claims, reserves and risk management staff.

The workers compensation fund is utilized to fund the City's self-insurance workers' compensation program, including paying of claims and stop-loss insurance.

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	Workers Compensation
Allocation	Hourly Labor	Liability by FTE Count & Claims %	Compensation
Components	Parts plus Markup	Building by Occupancy %	Risk by job class
	Fuel plus Markup	Vehicle by Value	
	Sublet plus Markup	Reserve Requirement	
Charge Basis	Work Order	Annual Allocation	Biweekly Payroll

Assumptions

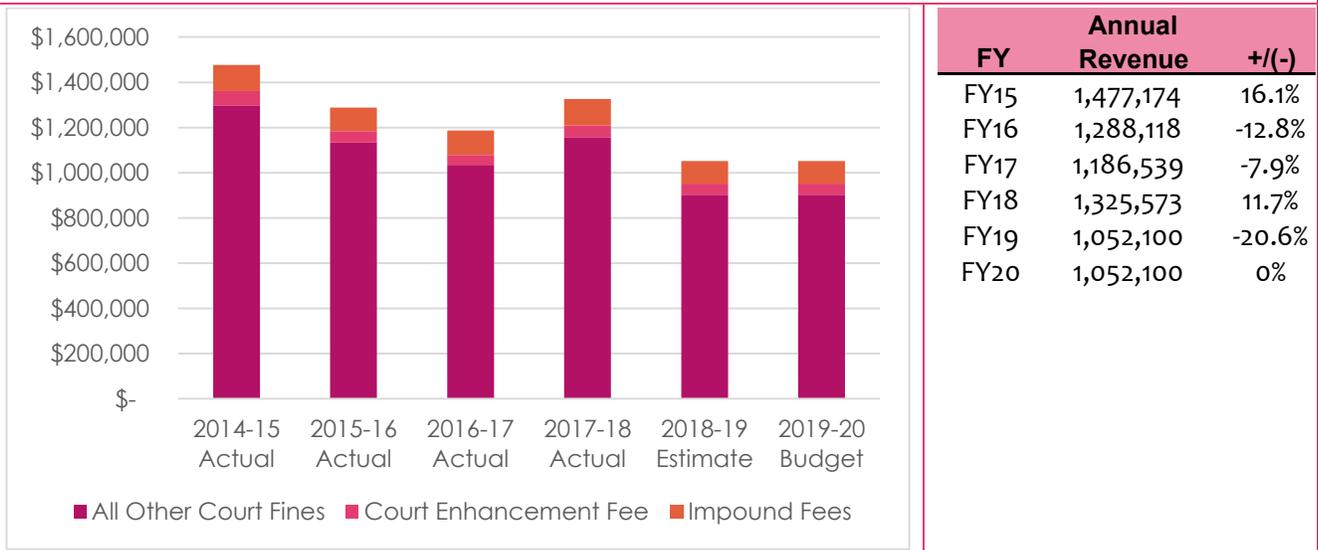
Projections are based on projected internal service fund expenses and reserve requirements. Fleet revenue assumptions include projected fuel and parts prices. Risk management revenue for FY2019-20 assumes a use of the accumulated reserve in the fund. Workers Compensation is based on the risk profile and historic claims from various job classes in the City.

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.



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:

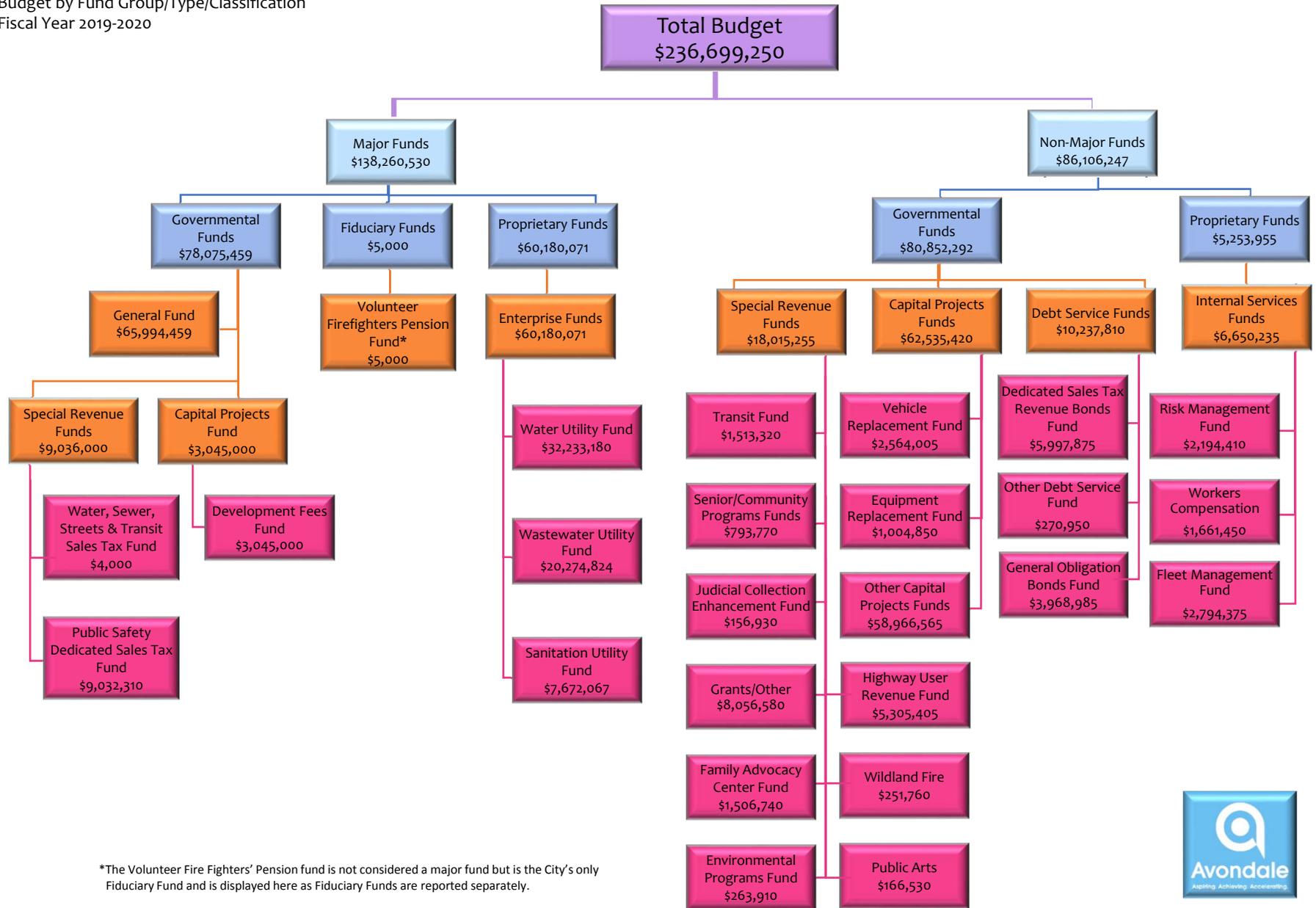
- Court Enhancement Fee - \$19 per case Vehicle
- Impound Release Fee - \$150 per vehicle

Assumptions

The FY 2019-20 budget reflects a conservative estimate of 0% fine growth over the FY 2018-19 estimate.

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Expenditure Budget Summary
 Budget by Fund Group/Type/Classification
 Fiscal Year 2019-2020



*The Volunteer Fire Fighters' 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.



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Budget Summary

Expenditure Summary

Home Rule

Under the Arizona State Constitution, Arizona cities and towns are held to a state mandated expenditure limitation based on what the city expended in FY 1979-80, plus inflation and population growth. Local governments may implement an alternative expenditure limitation through a voter approval, known as Home Rule. Under the voter approved “Home Rule” expenditure limitation, the City has the ability to set its own expenditure limitation as long as the expenditure limitation within available resources. The current Home Rule expenditure limitation was approved in November 2016 and is effective through June 30, 2021.

Fund Types

The City of Avondale prepares an annual budget and financial plan for all funds. The City’s funds are accounted for in specific fund types that help classify specific expenditures by resource available to pay for those expenditures. 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		

The following table shows the departments contributing to the expenditures in the various Fund Types.

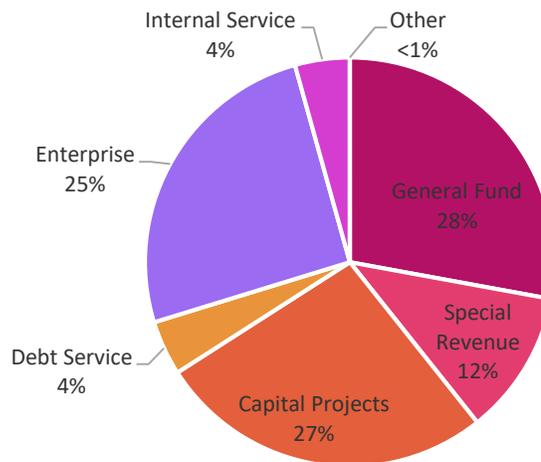
Department	Fund Type						
	Capital Projects	Debt Service	Enterprise	General Fund	Internal Service	Special Revenue	Trust & Agency
Capital Improvement Projects	X		X				
City Administration				X			
City Attorney’s Office				X			
City Clerk				X			
City Council				X			
City Court				X		X	
Community Relations	X			X		X	
Development and Engineering Services	X			X		X	
Economic Development				X			
Finance and Budget				X			
Fire and Medical	X			X		X	X
Human Resources				X	X		
Information Technology	X		X	X			

Budget Summary

Neighborhood, Family Services, and Libraries	X			X		X	
Non-Departmental		X	X	X	X	X	
Parks and Recreation	X			X			
Police				X		X	
Public Works	X	X	X	X	X	X	

Budget by Fund Type

Total appropriations of \$236,699,250 for FY 2019-2020 by fund category are depicted on the right. The general fund appropriations comprise 28% of the total budget and capital funds make up 27%. Enterprise funds, including enterprise capital projects make up about 25%. Special revenue funds, including dedicated sales taxes and grant funds, total 12%. The appropriations for the City's only trust fund total \$5,000.



Funds are further classified as major or non-major based on the size of the fund and the local focus on the fund. 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	Water, Sewer, Streets & Transit Sales Tax Public Safety Sales Tax	Highway User Revenue Local Transportation Assistance Senior Programs Judicial Collection Enhancement Grants-in-Aid Family Advocacy Center Environmental Programs
	Capital	Development Fees	Equipment Replacement Vehicle Replacement Other Capital Projects
	Debt Service		General Obligation Bonds Dedicated Sales Tax Bonds Other Debt Service Funds
Proprietary	Enterprise	Water Utility Wastewater Utility Sanitation	
	Internal Service		Risk Management Fleet Services Worker's Compensation
Fiduciary	Pension Trust		Voluntary Fire Fighter's Pension

Budget Summary

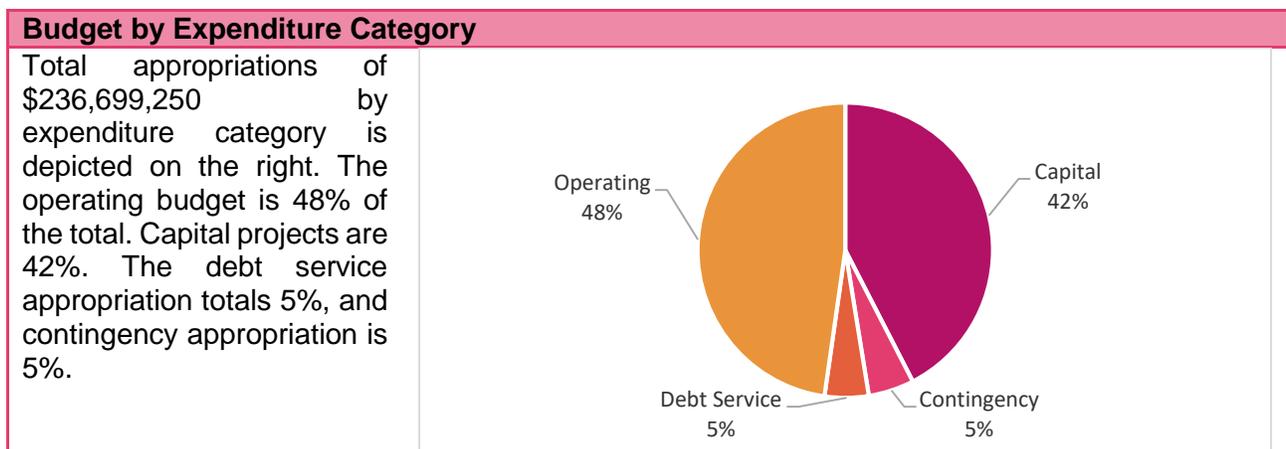
In addition to fund groupings and categories, expenditures are budgeted by expenditure type which helps separate the operations from capital, debt and contingency appropriations.

Expenditure Category

The expenditure budget can be classified a number of different ways. One way is to group expenditures into categories such as personal services, contractual services, commodities, capital outlay, debt and lease, and contingency. A five-year comparison of the expenditure budget, broken down by category is presented in the following table.

Operating Expenditures & Budget by Object Category					
	FY2015-16 Budget	FY2016-17 Budget	FY2017-18 Budget	FY2018-19 Budget	FY2019-20 Budget
Personal Services	47,566,873	50,642,138	53,899,196	57,261,237	62,609,673
Contractual Services	38,239,136	40,501,743	42,869,316	39,512,222	44,308,303
Commodities	5,960,631	6,101,676	6,283,484	7,412,396	7,510,432
Capital Outlay	64,696,820	82,239,064	92,745,431	120,015,268	102,589,677
Debt and Lease	11,444,350	12,749,918	10,230,020	11,605,132	11,756,210
Contingency	8,907,370	11,777,980	11,437,370	7,975,755	7,924,955
Total	176,815,180	204,012,519	217,464,817	243,782,010	236,699,250

The operating expenditure budget for the FY 2019-20 fiscal year includes: a salary adjustment of 3% cost of living adjustment, a 2% salary adjustment for merit increases, increases in pension and other associated payroll costs, supplemental requests totaling \$13.3 million. A complete listing of supplemental and carryover requests is included in the Summary Schedules section of this document.

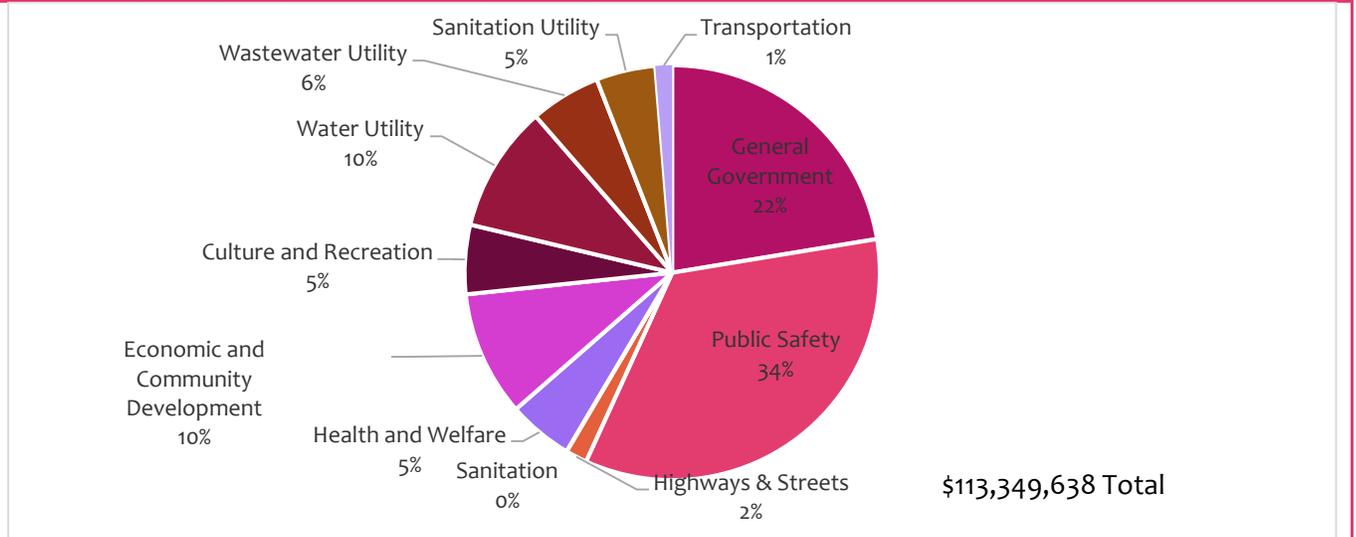


Operations is the largest expenditure component of the budget. The operating budget is developed with the individual departments reviewing their current base budgets and making supplemental requests for new funding to address Council goals, expenditure pressures, and/or customer growth. City departments are grouped by function as shown below:

Budget Summary

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

Operating Budget by Function – Operating FY2019-20

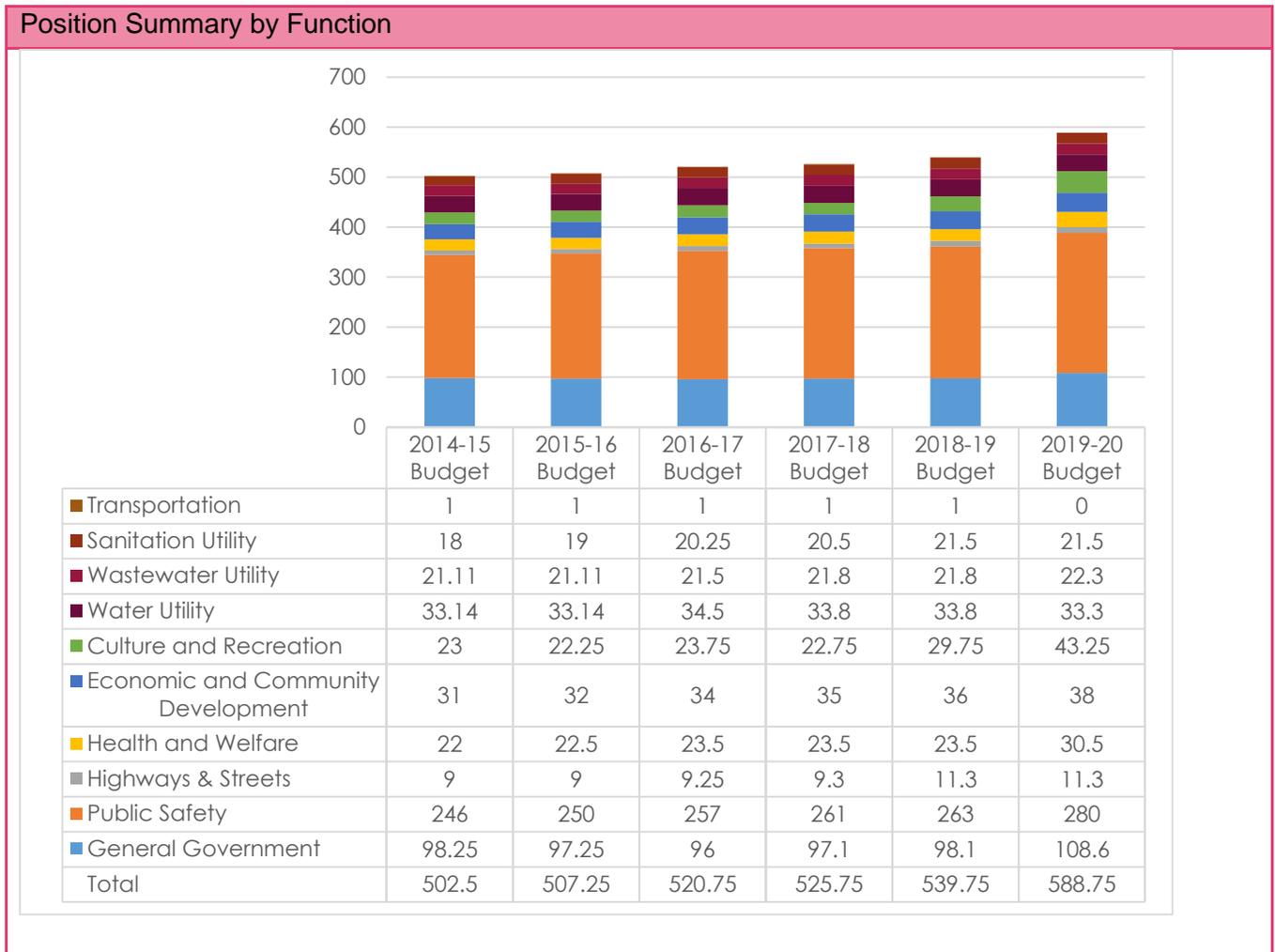


Total operating appropriations of \$113,349,638 for the operating function are depicted above. The total operating budget has increased by 8.2% from the FY 2018-19 budget. Public Safety is the largest component of the operating budget at 34% or \$39 million. General Government and Utility operations including water, wastewater and sanitation are the second and third largest operations respectively.

Budget Summary

City Staffing

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 6.5 full-time equivalents (FTE) per 1,000 citizens. Below is a breakdown of Avondale staffing by function area.



Between the FY 2018-19 adopted budget and the FY 2019-20 adopted budget, 49 FTEs were added. 24.5 FTEs were in previously in positions that were funded, but the position was not included in the City’s official position count. These positions are funded with revenues like grants, and if the funding for these positions was not available in the future, the City would need to make a decision on whether to keep the position or not. 24.5 positions were added for new or expanded services. As the City continues to grow and revenues continue to increase, the City will strategically examine staffing and expand the staffing where prudent and when budget staff is confident in the fiscal sustainability of the City. A detail breakdown of the positions added or accounted for in the FY 2019-20 budget is included on the next page.

Budget Summary

The new FTEs include the following positions:

• Patrol Officers	5
• School Resource Office	1
• Traffic Officer	1
• Criminal Investigations Detective	1
• City Attorney	1
• Park Rangers	2
• Fire Support Services Tech	1
• Facility Maintenance Worker	1
• Recycling Coordinator	1
• Contract Administrator	1
• Parks Maintenance Worker	1
• Legal Services Supervisor	1
• Legal Assistant	1
• Assistant City Attorney	1
• Deputy City Attorney	1
• Asst Director Dev. Services	1
• Asst Director Finance and Budget	1
• Asst Director Neighborhood and Family Services	1
• Assistant Police Chief	1
• Admin Clerk – Passports	0.5

Total 24.5

The FTEs included in the budget due to the accounting charge include:

• Police Officer	3
• Graphic Designer	1
• Mental Health Therapist	2
• Recreation Assistant	8
• Recreation Specialist	1.5
• Customer Service Specialist	1
• Parks Specialist	1.5
• Senior Programs Driver	2
• Family Education Specialist	1
• Family Education Assistant	1
• Recreation Center Coordinator	1
• Community Development Coordinator	1

Total 24.5

Budget Summary

Compensation

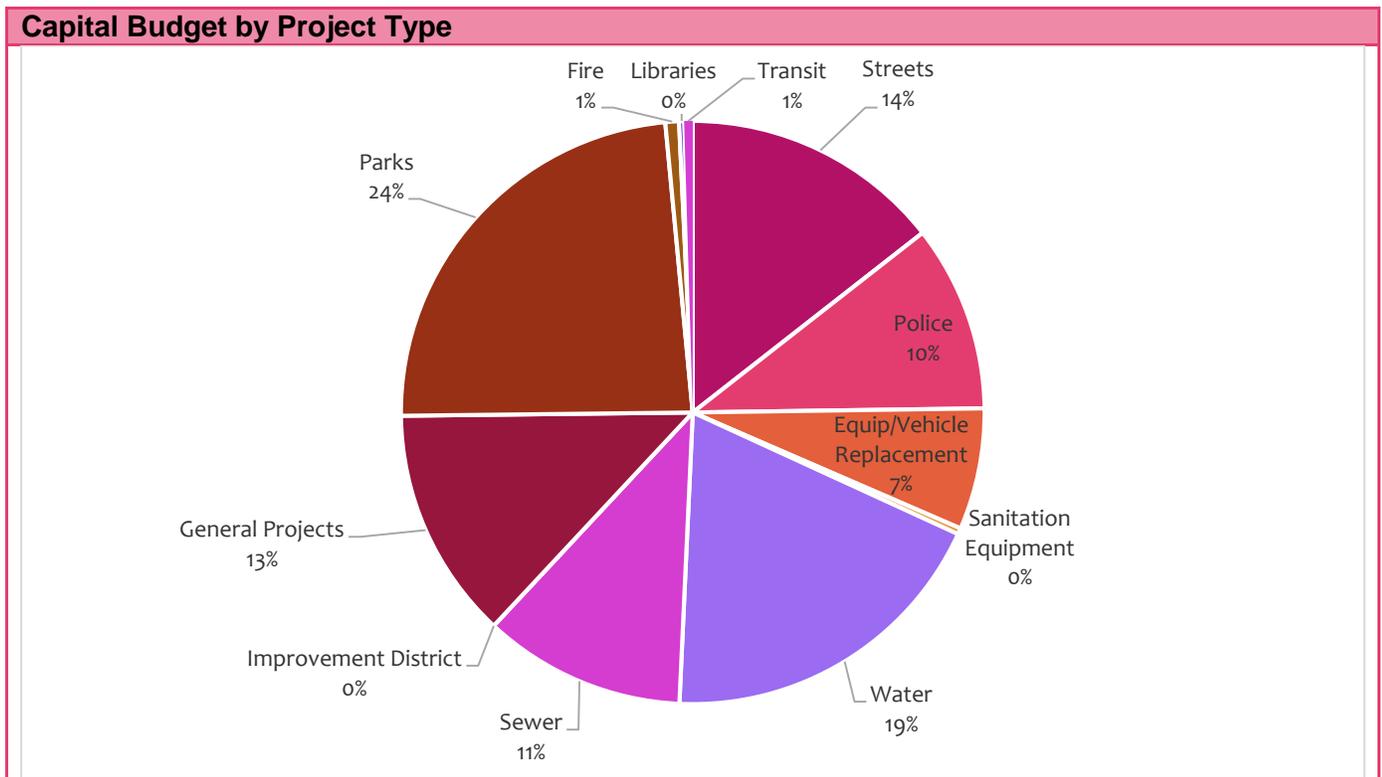
The cost of staffing has a significant impact on the budget. Major components of personnel compensation include salaries, pensions, and medical benefits.

Salaries paid to employees is the largest portion of the City’s Personal Services budget. Competitive salaries are essential for recruiting and keeping top talent that ensures the highest quality of service delivery to the community. The FY 2019-20 budget includes a 3% cost of living adjustment for all City employees and a 2% merit increase for employees that are not at the top of their salary range and that have successfully passed a performance evaluation.

Most City of Avondale employees are members of the Arizona State Retirement System (ASRS). Sworn police and fire personnel are members of the Public Safety Personnel Retirement System (PSPRS), and there are distinct City plans for Police and Fire sworn employees. Some City elected officials are included in the Elected Official Retirement Plan (EORP), although new elected officials are not eligible for this plan. The City’s PSPRS pension funding policy was adopted with the Final Budget on June 3, 2019.

Capital Improvement Plan

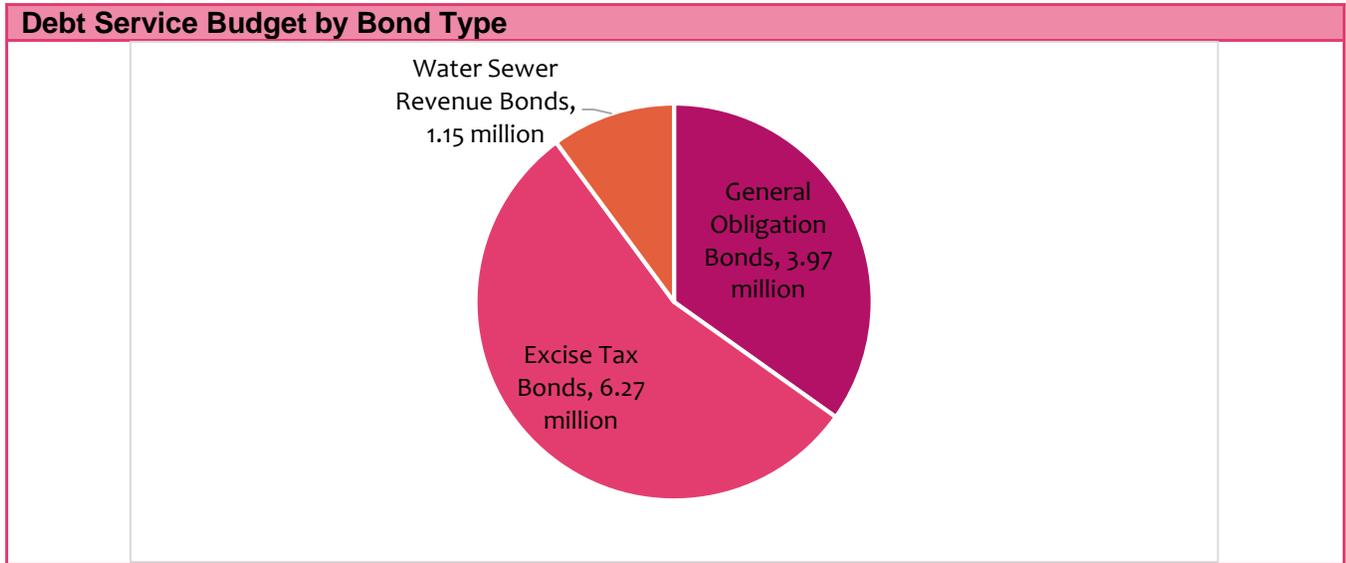
The Capital Improvement Plan (CIP) is an integral component of the City’s budget. The first year of the developed five-year plan becomes the source of capital appropriations within this budget. The total capital appropriations for FY 2019-20 are \$100,735,862. This total includes the appropriations for general capital, enterprise fund capital projects and equipment replacement. Detailed information on the financing of the plan and descriptions and costs for each capital project is included in the Capital Improvement Plan section.



Budget Summary

Debt Service

The City's debt service requirements have remained steady year to year as old debt is retired and as the City issues new debt to pay for capital improvement projects. Since the end of the recent economic downturn, property values and sales tax revenues have been increasing which improves the City's ability to issue debt. The debt service projections for this year assumes the issuance of \$11.4 million in bonds for park improvements as well as to build a new resource center for the Neighborhood and Family Services Department to provide human services to residents.



Budget Summary

Projection of Financial Condition

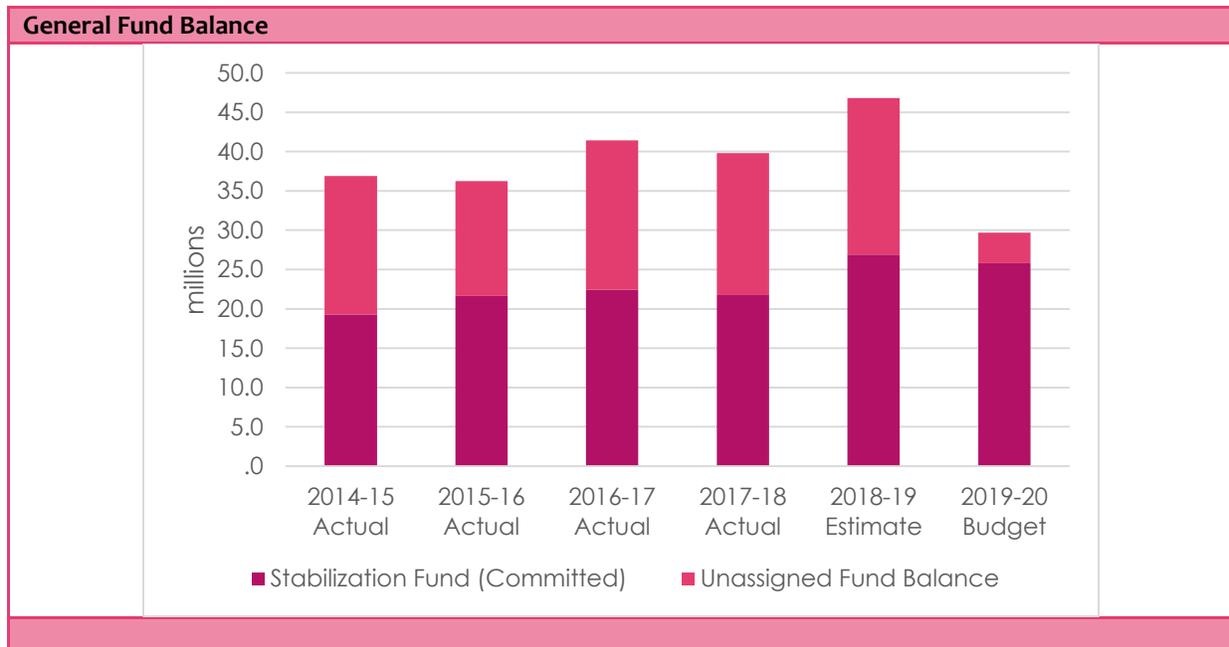
This section is an assessment of the City’s financial condition which includes an analysis of revenues and expenditures to ensure the City’s balanced budget requirements are met. In addition, a long-range forecast is prepared for each fund which is classified as a major fund to evaluate the fiscal health of the fund. Below is a projection of all funds, grouped by fund type.

Fund Type	Fund Balance / Net Position June 30, 2019	Revenue	Transfer-In	Expenditure	Transfers Out	Stabilization Fund	Fund Balance / Net Position June 30, 2020
General Fund	46,806,400	70,563,587	-	65,994,459	21,661,430	25,803,240	3,910,858
Special Revenue	26,719,200	33,805,250	2,184,000	27,051,255	13,666,975	-	21,990,220
Capital Projects	47,583,370	4,026,420	29,214,800	66,580,420	2,780,100	-	11,464,070
Debt Service	5,574,800	4,203,443	6,427,965	10,237,810	-	-	5,968,398
Enterprise	94,793,300	43,180,650	6,787,955	60,180,071	6,487,955	-	78,093,879
Internal Service	4,211,500	5,546,395	-	6,650,235	18,260	-	3,089,400
Trust & Agency	223,800	3,000	-	5,000	-	-	221,800
Total all funds	225,912,370	161,328,745	44,614,720	236,699,250	44,614,720	25,803,240	124,738,625

General Fund

The general fund contains unrestricted resources, and the expenses in the fund are discretionary in nature and can be allocated to the highest priorities of the City. As the City’s primary operating fund and the fund with the least amount of restrictions on expenses, the general fund tends to be a major focus of the budgetary discussions.

At the end of the FY 2018-19, the balance in the general fund is estimated to total \$29.7 million. Of this total, \$25.8 million is committed to the stabilization fund. This leaves \$3.9 million in unassigned fund balance. This is in accordance with the City’s policy of retaining at least 35% of General Fund prior year budgeted expenditures and transfers-out within the City’s stabilization fund.



Budget Summary

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.

General Fund Budget Analysis FY 2019-20

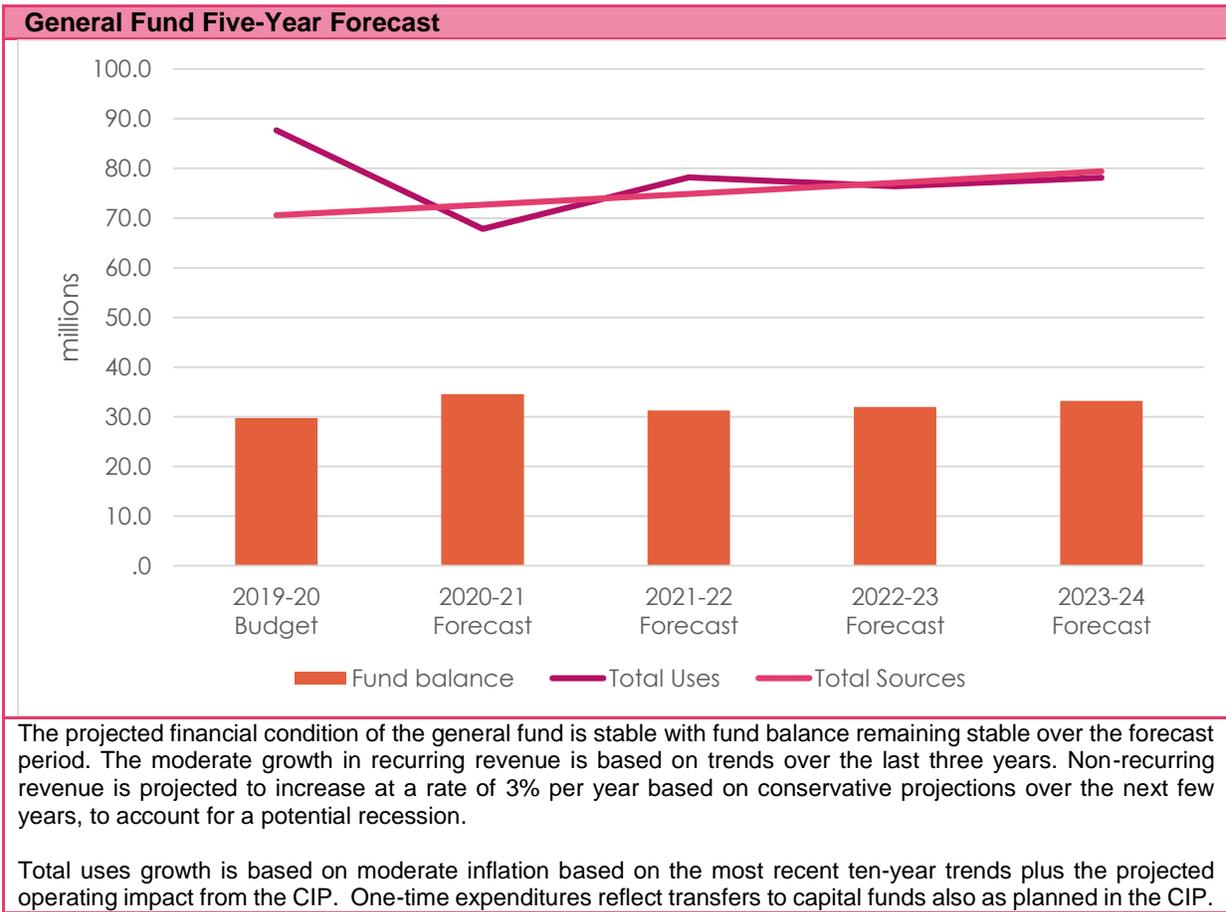
Revenue	Recurring Revenue		OneTime Sources			Total Revenue
Taxes		38,947,967			-	38,947,967
Intergovernmental Revenues		23,851,000			50,000	23,901,000
Licenses and Permits		1,539,000			1,000,000	2,539,000
Charges for Services		1,076,000			-	1,076,000
Fines, Forfeitures and Penalties		958,000			-	958,000
Sale of Assets		-			1,054,000	1,054,000
Investment Income		220,000			300,000	520,000
Miscellaneous Revenue		355,000			1,187,000	1,542,000
Total Revenue		66,946,967			3,591,000	70,537,967

Expenditures	FY 2018 Base	Additions	FY 2019 Base	Supplementals	All Other*	Total	Expenditures
General Government	13,880,629	2,673,747	16,554,376	1,564,955	405,530	1,970,485	18,524,861
Public Safety	27,503,627	814,418	28,318,045	256,300	75,677	331,977	28,650,022
Health and Welfare	1,712,440	234,745	1,947,185	96,222	94,590	190,812	2,137,997
Economic & Community Dev.	4,217,455	315,504	4,532,959	1,604,200	1,794,000	3,398,200	7,931,159
Culture and Recreation	4,756,737	540,058	5,296,795	403,645	49,250	452,895	5,749,690
Contingency	-	-	-	-	3,000,000	3,000,000	3,000,000
Sub-Total	52,070,888	4,578,472	56,649,360	3,925,322	5,419,047	9,344,369	65,993,729
Net Transfers	3,775,740	985,690	4,761,430	-	16,900,000	16,900,000	21,661,430
Grand Total Uses	55,846,628	5,564,162	61,410,790	3,925,322	22,319,047	26,244,369	87,655,159
Net Change in Fund Balance			5,536,177			(22,653,369)	(17,117,192)

*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. In FY 2019-20, ongoing revenues are \$5.5 million higher than on-going expenses. One-time uses which are not funded by non-recurring revenues are funded by use of the unassigned general fund balance. Since the ongoing revenue is higher than ongoing expenses, the General Fund budget is considered structurally balanced. For FY 2019-20, the City is using unassigned fund balance and one-time revenues to fund a number of one-time expenses, including street improvements and the Festival Fields expansion. Also included in the one-time is \$3 million in budgeted contingency which is only used with City Council approval.

Budget Summary



Special Revenue Funds

The special revenue funds account for the proceeds of specific revenue sources that are restricted 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 from \$26.7 million to \$22 million by the end of FY 2019-20, due to one-time transfers from Special Revenue funds to the capital improvement projects. Revenues in the major special revenue funds are projected to cover ongoing costs.

Budget Summary

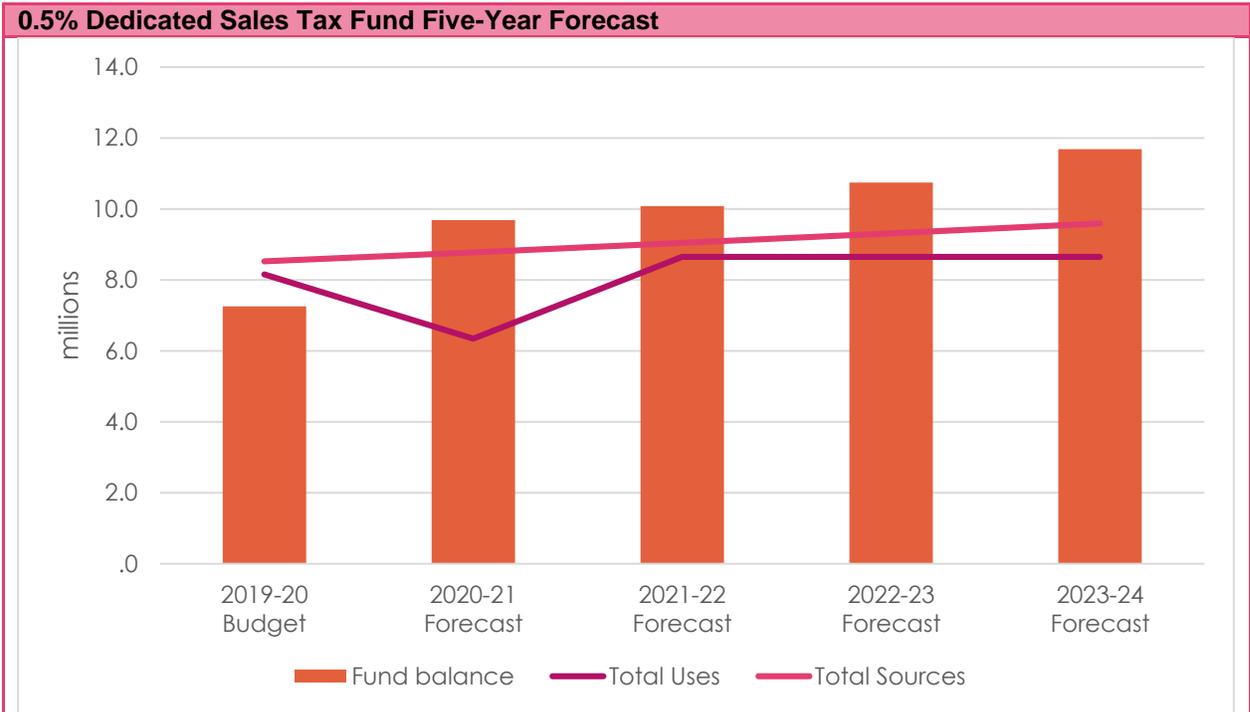
Special Revenue Funds Budget Analysis FY 2019-20

Revenue	Recurring Revenue			Non-Recurring Revenue			Totals
Taxes			17,044,000			-	17,044,000
Intergovernmental Revenues			7,352,730			2,661,750	10,014,480
Charges for Services			260,000			251,760	511,760
Development Fees			-			-	-
Fines, Forfeitures and Penalties			90,000			-	90,000
Investment Income			160,000			-	160,000
Miscellaneous Revenue			-			5,211,130	5,211,130
Operating Transfers In			2,184,000			-	2,184,000
Total Revenue			27,090,730			8,124,640	35,215,370
Expenditures	FY 2018 Base	Additions	FY 2019 Base	Supplemental	All Other*	One-Time Total	Totals
General Government	505,160	105,750	610,910	39,850	5,080,055	5,119,905	5,730,815
Public Safety	8,132,710	1,391,240	9,523,950	102,000	-	102,000	9,625,950
Highways & Streets	1,831,437	26,738	1,858,175	-	40,000	40,000	1,898,175
Health and Welfare	1,149,881	1,218,254	2,368,135	-	1,236,190	1,236,190	3,604,325
Economic and Community Development	2,795,660	13,210	2,808,870	-	325,000	325,000	3,133,870
Culture and Recreation	-	-	-	-	20,595	20,595	20,595
Transportation	1,393,050	(17,730)	1,375,320	-	100,000	100,000	1,475,320
Debt Principal	152,242	(2,942)	149,300	-	-	-	149,300
Capital Outlay	12,250	-	12,250	425,500	139,775	565,275	577,525
Interest on Debt	66,766	(26,386)	40,380	-	-	-	40,380
Transfers	6,215,680	(114,130)	6,101,550	-	7,565,425	7,565,425	13,666,975
Contingency	-	-	-	-	795,000	795,000	795,000
Total Expenditures	22,254,836	2,594,004	24,848,840	567,350	15,302,040	15,869,390	40,718,230
Other Financing Sources	FY 2018 Base	Additions	FY 2019 Base	Supplemental	All Other*	One-Time Total	Totals
Transfers In	(1,584,415)	1,584,415	-	-	-	-	-
Transfers Out	-	-	-	-	795,000	795,000	795,000
Total Other	(1,584,415)	1,584,415	-	-	795,000	795,000	795,000
Net Change in Fund Balance			2,241,890			(8,539,750)	(6,297,860)

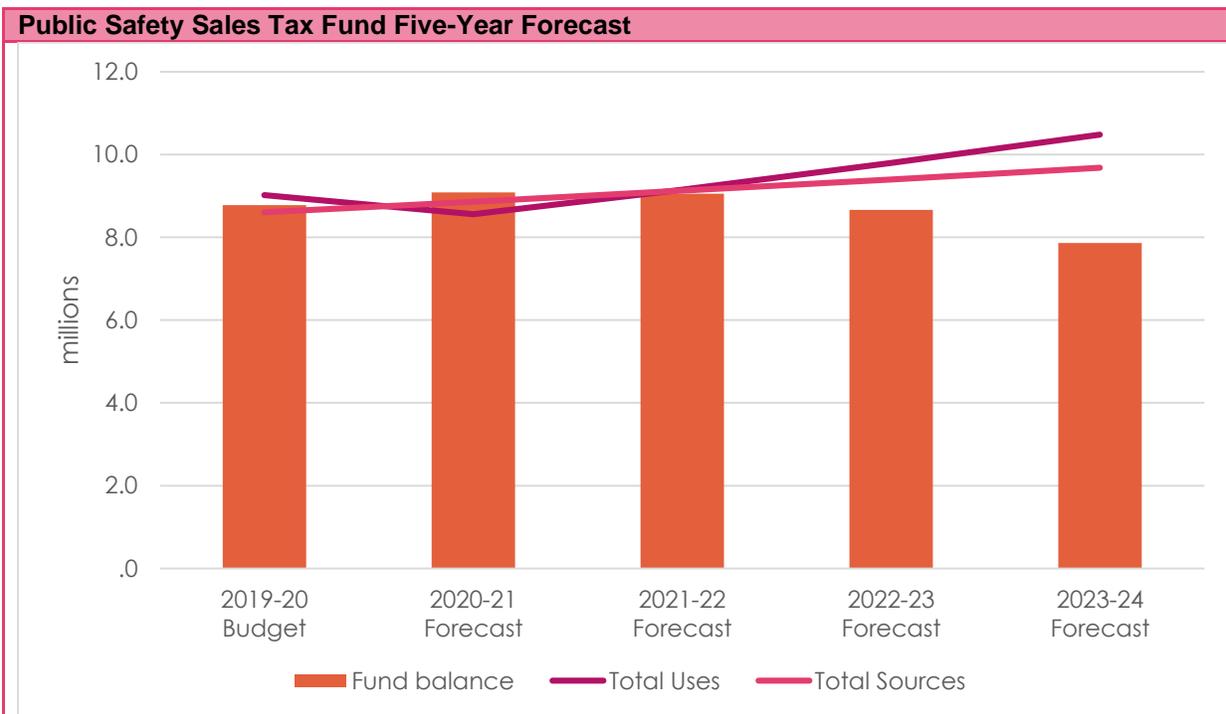
*Includes carryovers, contingency, onetime credits and grant/contribution based programs.

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



The projected financial condition in the 0.5% Dedicated Sales Tax Fund projects a slight increase in fund balance. Long-term sales tax revenue growth is projected to increase 3% annually to account for a forecasted slowing of economic growth. A transfer to the Transit fund and debt service are also included which are approved uses of this dedicated tax.



Budget Summary

Revenue growth in the Public Safety Sales Tax fund is based on the same assumptions as the 0.5% Dedicated Sales Tax fund. 86% of the operating costs in this fund are public safety wages and benefits and due to the recent trends of increasing pension and healthcare costs, the base expenditures in this fund are projected to increase at a higher rate than other expenditures in other funds.

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 2019-20 is projected to decrease to \$47.6 million from \$11.5 million due to the spending of accumulated impact fees, operating transfers and bond proceeds. The street construction fund is expected to drop due to the planned completion of several roadway projects. A summary along with detailed schedules of projected revenues and uses of these funds are presented in the Capital Improvement Plan section of this document.

Debt Service Funds

The debt service funds account for the accumulation of resources and the payment of general long-term debt principal, interest, and related costs. The fund balance estimate for the debt service funds is projected to increase slightly from \$5.6 million to \$6.0 million by June 30, 2020. 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 and more information regarding the use of debt is included in the Capital Improvement Plan section of this document.

Enterprise Funds

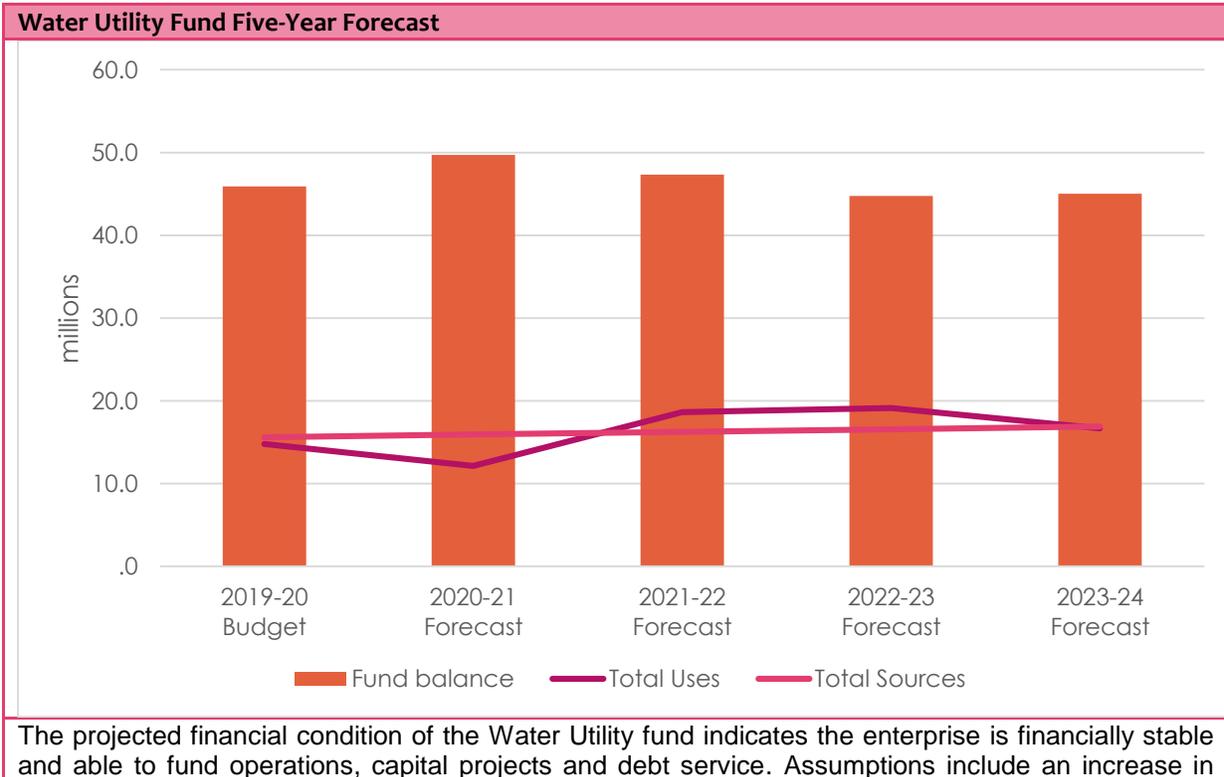
The enterprise fund consists of the City's water, sewer, and sanitation utilities. The enterprises are funded recover expenses through user fees. The enterprise funds are projected to decrease in fund balance from \$94.8 million to \$78.1 million by June 30, 2020. This decrease is due to the projected completion of several major capital projects. These projects are detailed in the Capital Improvement Plan section of this document.

Budget Summary

Enterprise Funds Budget Analysis FY2019-20

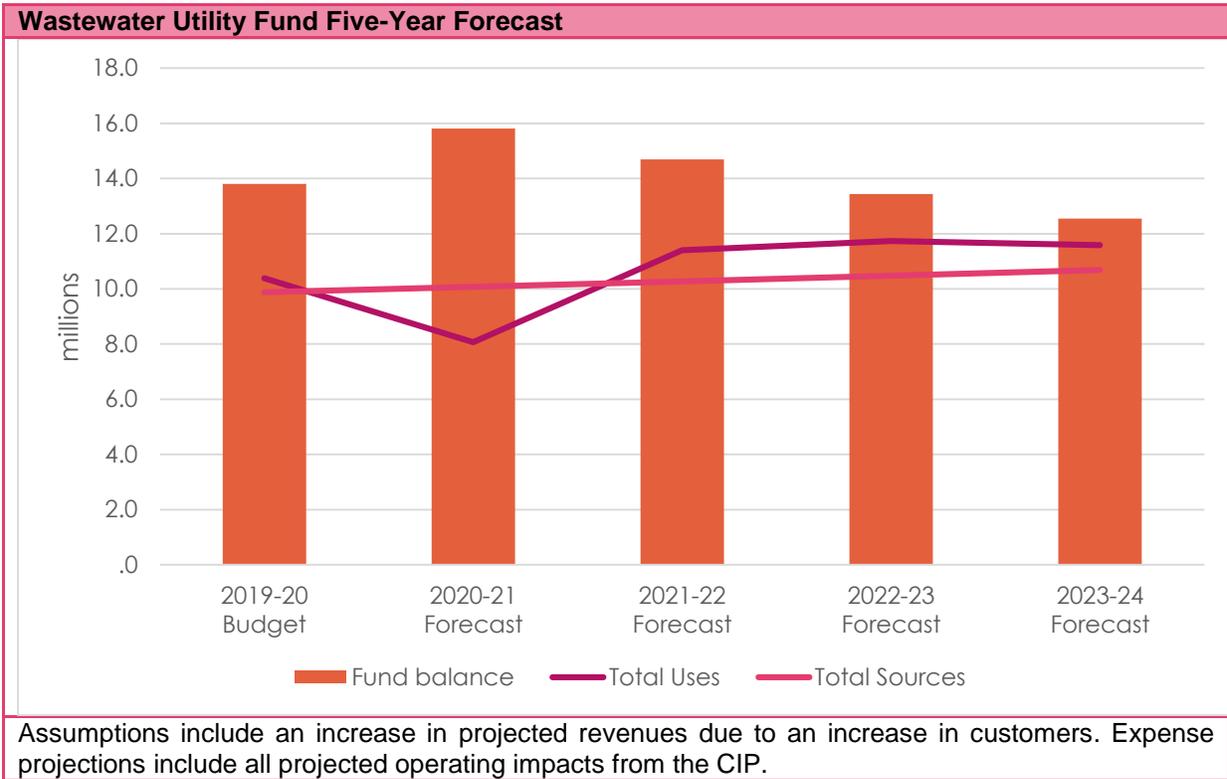
Revenue	Recurring Revenue		Non-Recurring Revenue		Total Revenue		
Intergovernmental Revenues		57,680		-	57,680		
Charges for Services		29,800,000		-	29,800,000		
Development Fees		-		1,939,000	1,939,000		
Sale of Assets		-		197,470	197,470		
Other Financing Sources		-		10,000,000	10,000,000		
Investment Income		792,000		291,500	1,083,500		
Miscellaneous Revenue		103,000		-	103,000		
Operating Transfers In		-		6,783,665	6,783,665		
Total Revenue		30,752,680		19,211,635	49,964,315		
Expenditures	FY 2018 Base	Additions	FY 2019 Base	Supplementals	All Other*	Total One-Time	Total Expenditures
Cost of sales & services	22,628,296	(1,079,256)	21,549,040	171,100	26,749	197,849	21,746,889
Contingency	-	-	-	-	2,500,000	2,500,000	2,500,000
Capital Outlay	533,000	196,800	729,800	140,000	33,910,342	34,050,342	34,780,142
Debt Principal	938,180	(112,810)	825,370	-	-	-	825,370
Interest on Debt	343,235	(15,565)	327,670	-	-	-	327,670
Total Expenditures	24,442,711	(1,010,831)	23,431,880	311,100	36,437,091	36,748,191	60,180,071
Transfers In	-	-	-	-	(6,783,665)	(6,783,665)	(6,783,665)
Transfers Out	1,179,670	758,285	1,937,955	-	4,550,000	4,550,000	6,487,955
Net Transfers	1,179,670	758,285	1,937,955	-	(2,233,665)	(2,233,665)	(295,710)
Projected Change in Net Position			5,382,845			(15,302,891)	(9,920,046)

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

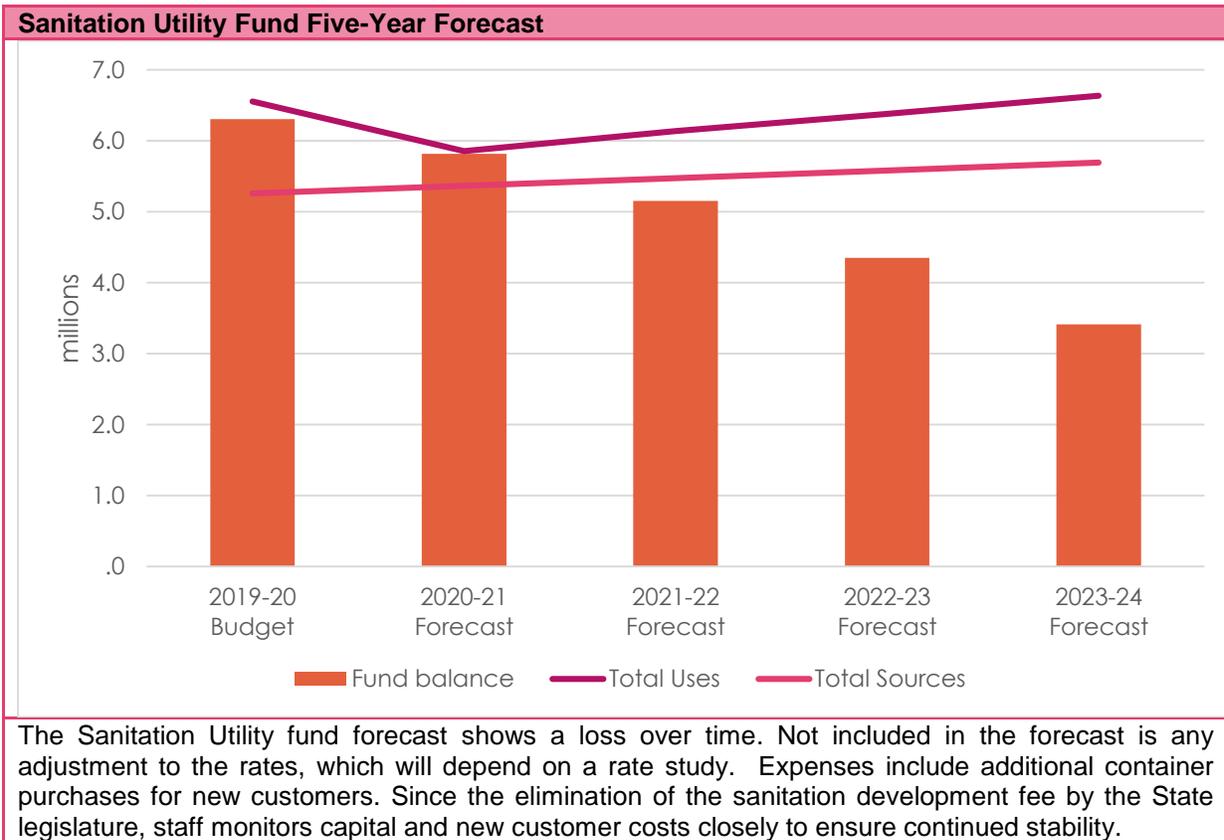


Budget Summary

projected revenues due to customer growth. Expense projections include all projected operating impacts from the CIP.



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, Workers' Compensation fund, and the Fleet Services fund. The intent of these funds is to provide services on a reimbursement basis and therefore costs are matched annually with the internal charges. The internal service funds' net position is projected to remain relatively unchanged.

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.

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City Council

Goals and Guidance

Policy

Community Involvement

Department Description

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

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

Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Budget	FY 18-19 Amended	FY 18-19 Estimates	FY 19-20 Budget
Expenditure by Category						
Personal Services	149,145	147,408	170,580	152,047	152,047	203,170
Contractual Services	51,233	50,170	100,045	88,951	88,951	97,030
Commodities	250	91	650	650	650	710
Transfers Out	6,240	6,840	5,900	5,900	5,900	5,850
Total by Category	206,868	204,509	277,175	247,548	247,548	306,760
Expenditures by Division						
City Council	25,465	21,016	25,400	25,400	25,400	28,250
City Council - Nielson	-	-	-	-	-	33,140
City Council - Pineda	7,417	16,121	36,210	35,581	35,581	39,560
City Council - Kilgore	31,358	15,376	42,240	42,240	42,240	38,520
City Council - Dennis	13,366	25,073	29,893	29,457	29,457	41,220
City Council - Malone	9,274	29,350	34,566	31,688	31,688	36,060
City Council - Conde	-	15,707	31,376	30,285	30,285	34,310
City Council - Weise	38,831	40,609	46,696	45,458	45,458	55,700
City Council - Former Council Members	81,157	41,257	30,794	7,439	7,439	-
Total by Division	206,868	204,509	277,175	247,548	247,548	306,760
Expenditures by Fund						
General Fund	206,868	204,509	277,175	247,548	247,548	306,760
Total by Fund	206,868	204,509	277,175	247,548	247,548	306,760

**City
Administration**

Executive Office

Intergovernmental Affairs

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.

The Intergovernmental Affairs Division coordinates the legislative and external activities and programs of the city of Avondale. The division carries out the state and federal legislative agenda adopted by the City Council, researches and reviews state and federal legislation impacting the city, protects the city's interests in various stakeholder processes and works to resolve City issues with external partners. Intergovernmental Affairs staff the Mayor and Council on the various federal, state and regional policy committees.

Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Budget	FY 18-19 Amended	FY 18-19 Estimates	FY 19-20 Budget
Expenditure by Category						
Personal Services	790,122	812,061	1,006,960	1,119,060	1,119,060	1,101,690
Contractual Services	754,532	940,748	1,085,130	1,134,578	1,134,578	405,085
Commodities	1,227	3,420	4,390	20,330	20,330	5,030
Other	(240,770)	(321,640)	(317,640)	(317,640)	(317,640)	4,000
Transfers Out	3,940	4,340	7,820	7,820	7,820	7,750
Total by Category	1,309,051	1,438,929	1,786,660	1,964,148	1,964,148	1,523,555
Expenditures by Division						
City Administrative Office	877,551	1,032,981	988,760	985,798	985,798	1,050,970
Intergovernmental Affairs	-	-	268,940	268,940	268,940	472,585
City Attorney	431,500	405,948	528,960	709,410	709,410	-
Total by Division	1,309,051	1,438,929	1,786,660	1,964,148	1,964,148	1,523,555
Expenditures by Fund						
General Fund	1,309,051	1,438,929	1,786,660	1,964,148	1,964,148	1,523,555
Total by Fund	1,309,051	1,438,929	1,786,660	1,964,148	1,964,148	1,523,555
Authorized Positions by Division						
City Administrative Office	4.00	4.00	4.00	4.00	4.00	4.00
Intergovernmental Affairs	-	-	-	2.00	2.00	2.00
Total Authorized FTE	4.00	4.00	4.00	6.00	6.00	6.00

City Attorney

City Attorney

City Prosecutor

Department Description

The City Attorney provides legal advice to the Mayor and the City Council, City Administration, the City departments, and the City's boards and commissions. The department prepares and reviews contracts, ordinances, resolutions, and other legal documents involving the City. The department also represents the City in civil litigation and criminal misdemeanor matters in the City Court.

Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Budget	FY 18-19 Amended	FY 18-19 Estimates	FY 19-20 Budget
Expenditure by Category						
Personal Services	-	-	-	-	-	733,220
Contractual Services	-	-	-	-	-	841,650
Commodities	-	-	-	-	-	16,760
Other	-	-	-	-	-	(321,640)
Total by Category	-	-	-	-	-	1,269,990
Expenditures by Division						
City Attorney	-	-	-	-	-	1,115,990
City Prosecutor	-	-	-	-	-	154,000
Total by Division	-	-	-	-	-	1,269,990
Expenditures by Fund						
General Fund	-	-	-	-	-	1,269,990
Total by Fund	-	-	-	-	-	1,269,990
Authorized Positions by Division						
City Attorney	-	-	-	4.00	4.00	5.00
Total Authorized FTE	-	-	-	4.00	4.00	5.00

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.

The Information Technology Department consists of five divisions and 17 technology professionals. Additionally, the City has two coordinated IT specialists—one in Police and one in Libraries.

IT ADMINISTRATION

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

IT CUSTOMER SUPPORT

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

IT NETWORK OPERATIONS

- Voice/Data/Video/Mobile Communications and Access
- Converged Server and Storage Administration
- Disaster Recovery/Business Resumption
- Information Systems Security
- Specialized Systems for Police CAD/RMS, Premise Security, Council Chambers

IT BUSINESS SYSTEMS

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

IT GEOGRAPHIC INFORMATION SYSTEMS

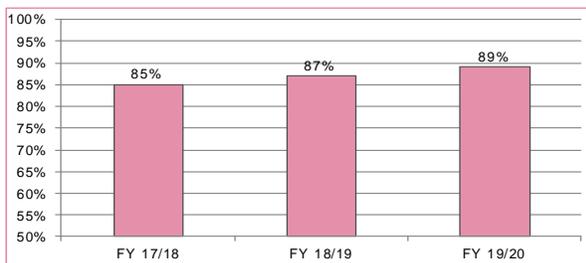
- High-Quality Geospatial Information and Systems for Staff and Public Uses
- Mapping Products, Data Access, Training, Analysis, and Applications
- Specialized Data and Interfaces for Public Safety, Public Works, Utilities, Planning and Zoning, Streets Management, Citizen Communications, and Asset Management

Performance Measures:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Network Infrastructure Uptime and Availability – Percentage of all hours the City network is operational and usable by departments	99.5%	99.5%	>=99.5%
Server Systems Uptime and Availability – Percentage of all hours the City servers are operational and usable by departments	99.4%	99.5%	>=99.5%
Business Systems Uptime and Availability – Percentage of all hours the City business software systems are operational and usable by departments	99.5%	99.5%	>=99.5%
Customer Support Cases – Percentage of cases submitted by customers resolved within two business day	84%	88	90
Project Success – Percentage of projects completed within schedule, budget, scope, and satisfaction	85	87	89

Workload Indicators:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Customer Support Cases – Number of Helpdesk Tickets	2586	2600	2700
Projects – Number of business software, systems, and infrastructure projects completed	92	120	110
Computer Replacements Workload – Number of PCs imaged, deployed, and migrated	150	160	165

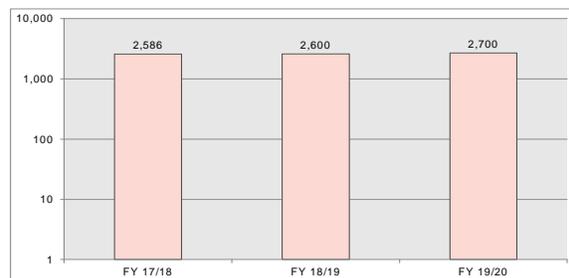
Performance Measure

Percent of projects completed within schedule, budget, scope and satisfaction



Workload Indicator

Number of Helpdesk Tickets Received



Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Budget	FY 18-19 Amended	FY 18-19 Estimates	FY 19-20 Budget
Expenditure by Category						
Personal Services	1,771,359	1,885,698	2,086,140	2,086,140	2,086,140	2,295,750
Contractual Services	730,099	760,159	971,855	971,416	971,416	3,054,946
Commodities	71,200	81,870	70,130	70,469	70,469	463,571
Capital Outlay	65,689	15,159	22,000	22,000	22,000	363,000
Other	(699,180)	(550,420)	(550,420)	(550,420)	(550,420)	(550,420)
Debt Service	46,000	-	-	-	-	-
Transfers Out	27,600	29,500	32,780	32,780	32,780	33,080
Total by Category	2,012,767	2,221,966	2,632,485	2,632,385	2,632,385	5,659,927
Expenditures by Division						
Technology Administration	279,925	378,261	427,525	427,525	427,525	500,125
IT Infrastructure & Communications	864,909	831,749	927,150	927,150	927,150	1,021,540
Technology Services	-	-	-	-	-	2,606,702
IT Business Systems	484,681	526,113	698,930	698,830	698,830	781,520
IT Customer Support	283,485	232,362	303,720	303,720	303,720	304,620
GIS	99,767	253,481	275,160	275,160	275,160	415,040
Regional Family Advocacy	-	-	-	-	-	15,380
Environmental Programs Fund	-	-	-	-	-	14,000
CDBG	-	-	-	-	-	1,000
Total by Division	2,012,767	2,221,966	2,632,485	2,632,385	2,632,385	5,659,927
Expenditures by Fund						
General Fund	2,012,767	2,221,966	2,632,105	2,632,005	2,632,005	5,230,775
Highway User Revenue Fund	-	-	-	-	-	27,900
Regional Family Advocacy	-	-	-	-	-	15,380
Public Safety Dedicated Sales Tax	-	-	-	-	-	33,990
CDBG	-	-	-	-	-	1,000
Environmental Programs Fund	-	-	-	-	-	14,000
Water Operations	-	-	380	380	380	124,182
Sewer Operations	-	-	-	-	-	191,200
Sanitation	-	-	-	-	-	14,000
Fleet Services Fund	-	-	-	-	-	7,500
Total by Fund	2,012,767	2,221,966	2,632,485	2,632,385	2,632,385	5,659,927
Authorized Positions by Division						
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	6.00	6.00	6.00
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	3.00
Total Authorized FTE	16.00	16.00	16.00	17.00	17.00	18.00

Community Relations

Public Information/Media Relations

Marketing

Municipal Arts Commission

Department Description

The Community Relations Department encompasses the areas of community & media relations, communications, marketing and branding, citizen engagement, public information, special events planning, and web/social media services.

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, outreach and education campaigns, and events.

Professional strategic guidance is provided to the City Council and City Management, as well as city staff, on matters related to media relations and marketing, to enhance, promote and protect Avondale's image and reputation.

FY 2018-19 Highlights

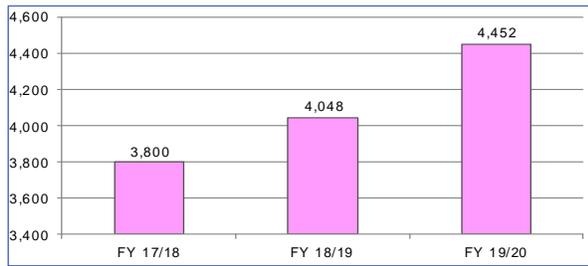
- Re-established delivery of RAVE to all households, to keep residents informed and connected to city programs and services.
- Developed a citywide, comprehensive internal Marketing 101 training to raise departments' awareness of the myriad of marketing services provided by Community Relations, and to help them be more effective in promoting and publicizing their programs and initiatives.
- Coordinated the 2018 Resident Satisfaction Survey to gauge the "livability" of Avondale and measure residents' satisfaction with city services.
- Community Relations developed and launched the Making Lives Better initiative, to raise awareness of and support the organization's core values.
- Developed a myriad of high quality marketing and promotional/outreach material for special events, campaigns and more.

Performance Measures:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Increase users of city's social media by 10% each year.	3800	4048	4452

Workload Indicators:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Media Releases Generated	196	196	200
Conduct four internal citywide Marketing/Media trainings	5	5	6
Complete marketing service requests	0	174	200

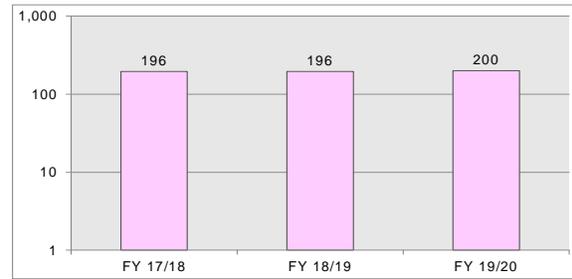
Performance Measure

Users of City's Social Media
(Increase by 10% annually)



Workload Indicator

Media releases generated



Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Budget	FY 18-19 Amended	FY 18-19 Estimates	FY 19-20 Budget
Expenditure by Category						
Personal Services	861,774	906,411	509,140	543,806	543,806	499,780
Contractual Services	924,658	1,181,852	327,379	290,266	290,266	249,660
Commodities	2,540	6,742	5,220	5,520	5,520	3,580
Capital Outlay	115,736	9,100	59,478	59,478	59,478	71,725
Other	-	-	55,680	55,680	55,680	-
Transfers Out	7,550	7,320	6,850	6,850	6,850	6,790
Total by Category	1,912,258	2,111,425	963,747	961,600	961,600	831,535
Expenditures by Division						
Grants Administration	130,401	130,361	-	-	-	-
Public Information Office	676,289	695,167	821,196	821,696	821,696	665,005
Intergovernmental Affairs	235,475	241,316	-	-	-	-
Transit Fund	826,077	1,030,181	-	-	-	-
Public Arts Fund	44,016	14,400	142,551	139,904	139,904	166,530
Total by Division	1,912,258	2,111,425	963,747	961,600	961,600	831,535
Expenditures by Fund						
General Fund	1,042,165	1,066,844	821,196	821,696	821,696	665,005
Transit Fund	826,077	1,030,181	-	-	-	-
Public Arts Fund	44,016	14,400	142,551	139,904	139,904	166,530
Total by Fund	1,912,258	2,111,425	963,747	961,600	961,600	831,535
Authorized Positions by Division						
Grants Administration	1.00	1.00	1.00	-	-	-
Public Information Office	4.00	4.00	4.00	3.00	3.00	4.00
Transit Operations	1.00	1.00	1.00	-	-	-
Intergovernmental Affairs	1.00	1.00	1.00	-	-	-
Total Authorized FTE	7.00	7.00	7.00	3.00	3.00	4.00

Non- Departmental

Centralized Costs and Transfers

Contingency

Department Description

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

Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Budget	FY 18-19 Amended	FY 18-19 Estimates	FY 19-20 Budget
Expenditure by Category						
Personal Services	(158,375)	62,268	130,210	130,210	130,210	600
Contractual Services	1,582,549	1,934,641	7,581,800	3,406,200	3,406,200	6,202,940
Commodities	15,240	65,189	105,000	105,000	105,000	-
Capital Outlay	75,779	3,122,057	150,000	150,000	150,000	-
Other	4,050	6,350	6,350	278,284	278,284	6,350
Debt Service	-	-	122,219	122,219	122,219	1,534,400
Transfers Out	13,009,219	25,482,634	16,334,750	16,334,750	16,334,750	32,357,230
Contingency	-	-	3,745,000	3,259,738	3,259,738	3,745,000
Total by Category	14,528,462	30,673,139	28,175,329	23,786,401	23,786,401	43,846,520
Expenditures by Division						
Non-Departmental	8,191,765	24,161,107	16,455,589	16,240,129	16,240,129	30,678,915
Public Arts Fund	-	-	-	2,647	2,647	-
Other Grants	(30,127)	-	5,000,000	823,885	823,885	5,000,000
Cemetery Maintenance	12,274	12,032	15,740	15,740	15,740	15,740
0.5% Dedicated Sales Tax	6,354,550	6,500,000	6,704,000	6,704,000	6,704,000	8,151,865
Total by Division	14,528,462	30,673,139	28,175,329	23,786,401	23,786,401	43,846,520
Expenditures by Fund						
General Fund	7,633,282	23,789,594	14,155,579	13,935,101	13,935,101	23,312,800
Highway User Revenue Fund	403,310	5,690	255,690	257,470	257,470	5,471,820
Other Grants	(30,127)	-	5,000,000	823,885	823,885	5,000,000
Cemetery Maintenance Fund	12,274	12,032	15,740	15,740	15,740	15,740
0.5% Dedicated Sales Tax	6,354,550	6,500,000	6,704,000	6,704,000	6,704,000	8,151,865
Public Safety Dedicated Sales Tax	4,550	110,725	500,600	500,600	500,600	499,000
Public Arts Fund	-	-	-	2,647	2,647	-
Water Operations	270	220	1,213,280	1,213,280	1,213,280	80,010
Sewer Operations	90	39,279	70	573	573	1,130,380
Sanitation	190	220	220	220	220	184,755
Printer - Copier Service Fund	148,698	213,458	330,000	330,000	330,000	-
Risk Management Fund	1,185	1,771	-	2,735	2,735	-
Fleet Services Fund	190	150	150	150	150	150
Total by Fund	14,528,462	30,673,139	28,175,329	23,786,401	23,786,401	43,846,520

Finance and Budget

Customer Service and Utility Billing

Budget and Research

Accounting

Revenue

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 Comprehensive Annual Financial Report, and facilitating external audits and independent reviews and grant management.

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

FY 2018-19 Highlights

- Received the GFOA Certificate of Excellence in Financial Reporting
- Received GFOA's Distinguished Budget Presentation Award

FY 2019-20 Objectives:

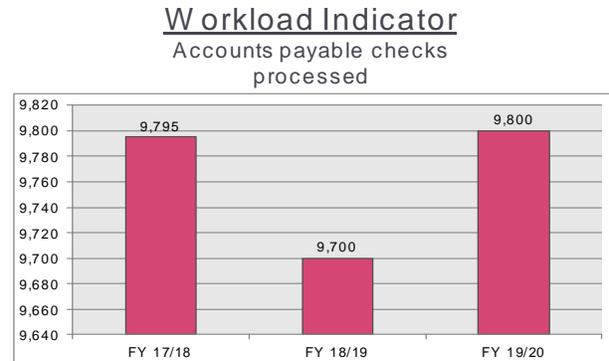
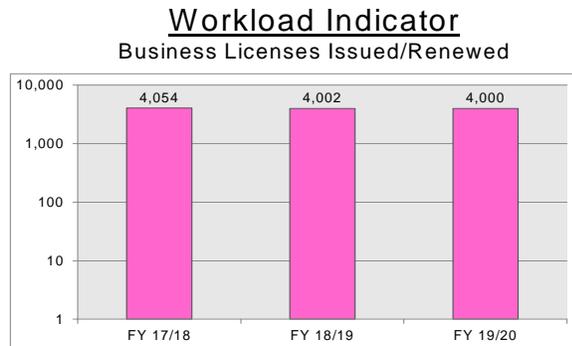
Strategic Initiative: Initiative 4 - Encourage & Support Creative Innovation in Development & Service Delivery

Strategic Goal: *Improve Internal and External Service Delivery*

- Implement procurement solutions that support vendor relations
- Implement new budget software to improve efficiency and accuracy.

Performance Measures:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Obtained Distinguished Budget Presentation award	Yes	Yes	Yes
Unmodified audit opinion	Yes	Yes	Yes
Obtained the Certificate of Excellence in Financial Reporting award	Yes	Yes	Yes
Bonded debt revenue coverage ratios met	Yes	Yes	Yes

Workload Indicators:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Number of utility accounts opened/closed	8780	8720	8700
Number of purchase orders issued	1381	1841	1000
Number of purchase order modifications	1036	974	500
Annual Business licenses issued/renewed	4054	4002	4000
Accounts payable checks processed	9795	9700	9800



Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Budget	FY 18-19 Amended	FY 18-19 Estimates	FY 19-20 Budget
Expenditure by Category						
Personal Services	2,300,459	2,493,209	2,947,906	2,889,949	2,889,949	3,316,710
Contractual Services	965,266	1,191,663	1,453,850	1,585,807	1,585,807	1,165,615
Commodities	15,406	16,065	19,420	23,883	23,883	13,600
Capital Outlay	-	-	120,000	66,030	66,030	10,000
Other	(1,687,300)	(1,706,510)	(1,507,630)	(1,507,630)	(1,507,630)	(1,706,510)
Transfers Out	29,600	27,770	32,540	32,540	32,540	32,470
Total by Category	1,623,431	2,022,197	3,066,086	3,090,579	3,090,579	2,831,885
Expenditures by Division						
Grants Administration	-	-	146,330	146,330	146,330	-
Accounting	1,475,429	1,471,023	1,843,456	1,843,153	1,843,153	581,790
Finance Administration	-	-	-	41,300	41,300	640,515
Revenue	-	-	-	303	303	850,845
Customer Service & Utility Billing	(195,970)	66,889	267,530	267,530	267,530	(75,545)
Procurement	-	-	-	-	-	491,815
Budget and Research	343,972	484,285	735,970	733,425	733,425	317,465
Other Grants	-	-	72,800	58,538	58,538	25,000
Total by Division	1,623,431	2,022,197	3,066,086	3,090,579	3,090,579	2,831,885
Expenditures by Fund						
General Fund	1,623,431	2,022,197	2,993,286	3,032,041	3,032,041	2,806,885
Other Grants	-	-	72,800	58,538	58,538	25,000
Total by Fund	1,623,431	2,022,197	3,066,086	3,090,579	3,090,579	2,831,885
Authorized Positions by Division						
Accounting	15.50	14.50	15.50	10.50	10.50	9.50
Finance Administration	-	-	-	3.00	3.00	4.00
Revenue	-	-	-	4.00	4.00	4.00
Customer Service & Utility Billing	10.00	10.00	10.00	8.00	8.00	8.00
Procurement	-	-	-	3.00	3.00	4.00
Budget and Research	4.00	5.00	5.00	3.00	3.00	3.00
Total Authorized FTE	29.50	29.50	30.50	31.50	31.50	32.50

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 workers' compensation and safety management

FY 2018-19 Highlights

- Workers' Compensation Self-Insurance:**
 The Human Resources Risk Management Division handles and manages the City Property, Auto, Liability and Workers' Compensation claims. The City has been self-insured for Property, Auto and Liability since 2004 and the program has been very successful. In 2017, with the help of the Arizona Industrial Commission, the City evaluated its system for handling and managing Workers' Compensation claims and it was determined that going self-funded would save the City money in claim cost and provide more control over the claims process. HR/RM filed the application for self-insurance and obtained the necessary bonding, excess insurance coverage and Third Party claims Administrator. The Arizona Industrial Commission approved the City's self-insured status and starting 7/1/2018, with the approval and funding from the City Council, the City began the new Workers' Compensation self-insured program. Part of the process was looking at the program's cost without claims. The prior Workers' Compensation Pool Program had a program cost without claims of \$1.1 million. The new Self-insured program has a program cost without claims of \$175,000. With the safety programs already in place, the City has seen a steady decline in claim cost over the past couple of fiscal years and along with more focus on Risk Management and Safety awareness, the program is projected to bring the cost down even further.
- Pay Equity Review:**
 In July of 2018, at the request of City Council, the Human Resources Department analyzed employee compensation data to identify any internal gender pay equity issues. This data analysis included a review of employees within the same job classification, gender, length of incumbency, and professional qualifications such as education and certification. The pay analysis did not produce any gender equity issues or concerns, and demonstrated that gender does not influence pay practices within the City of Avondale.
- Electronic Onboarding:**
 In an ongoing effort to streamline processes and reduce the amount of paper used, the HR department has been making progress to digitize new employee onboarding. Currently, HR is utilizing DocuSign to send offer letters and policy acknowledgments to candidates. The plan is to convert the remaining paper employee onboarding documents to a digital version by the end of the fiscal year. These process improvements have significantly reduced printing costs and time spent preparing documents.

FY 2018-19 Highlights

- ❑ **Standardized Offboarding:**
The employee offboarding process was streamlined and professionalized through the creation and implementation of a standardized exiting process and checklist. This process includes meeting with each employee to conduct an exit interview, and providing the employee with all of the information required for a successful transition. A form letter was created to ensure that exiting employees have the necessary information regarding benefits, retirement, and other important details upon separation.
- ❑ **Employee Information Update:**
The Human Resources Department created a task within the City's HRIS, ADP, for employees to easily review and update personal information. Fields employees could review and update within the task included: contact information, home/mailling addresses, demographic information and emergency contacts. Verifying employee information is up-to-date ensures that we can contact an employee, or their contacts, in the event of an emergency, ensures documents are mailed to the correct address, and allows us to submit accurate demographic information for federal reporting (EEO-4). A guide was also created to train managers on how to look up employee emergency contacts within the system.

FY 2019-20 Objectives:

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

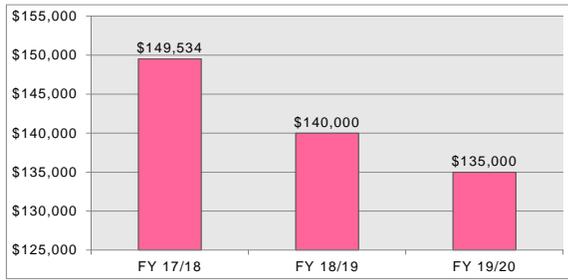
Strategic Goal: *Improve Internal and External Service Delivery*

- ❑ Conduct an internal compensation study and ongoing evaluation of internal pay equity.
- ❑ Streamline HR processes with the ultimate goal of going "paperless".
- ❑ Update, facilitate and monitor employee safety training programs across the City.
- ❑ Successfully negotiate new contracts with the Police and Fire associations.

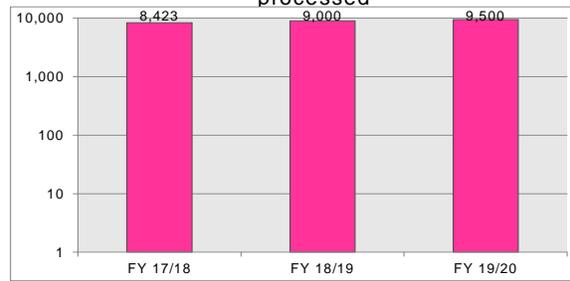
Performance Measures:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Percentage of new hires successfully passing probation.	91%	96%	98%
Property, Auto & Liability Claim Recoveries	\$31,035	\$140,000	\$160,000
Workers' Compensation Claim Costs	\$149,534	\$140,000	\$135,000
Percentage of employees that voluntarily leave and would recommend the City as a place of employment for others.	100%	93%	96%

Workload Indicators:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
# of Workers' Compensation Claims Reported	98	84	80
# of Recruitments	94	100	110
# of Property, Auto & Liability Claims Reported	117	160	160
# of Personnel Action Forms (PAFs)	509	480	500
# of Full Time Equivalent Employees (FTEs)	525.75	544.75	588.75
# of Employment Applications	8423	9000	9500

Performance Measure
Workers' Compensation Claim Costs



Workload Indicator
Number of employment applications processed



Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Budget	FY 18-19 Amended	FY 18-19 Estimates	FY 19-20 Budget
Expenditure by Category						
Personal Services	1,042,533	1,119,590	1,185,640	1,278,640	1,278,640	1,242,820
Contractual Services	2,223,388	2,445,374	2,004,051	2,764,514	2,764,514	2,905,494
Commodities	22,852	34,393	32,996	54,981	54,981	29,486
Capital Outlay	26,458	13,382	-	-	-	-
Other	(247,900)	(432,140)	(432,140)	(432,140)	(432,140)	(432,140)
Transfers Out	29,623	10,630	11,360	11,360	11,360	12,320
Contingency	-	-	500,000	500,000	500,000	1,000,000
Total by Category	3,096,954	3,191,229	3,301,907	4,177,355	4,177,355	4,757,980
Expenditures by Division						
Risk Management Operations	239,455	708,956	338,120	319,894	319,894	141,640
Premiums and Claims	1,659,518	1,617,357	1,987,460	2,002,951	2,002,951	2,055,000
Workers Compensation Administration	-	-	-	120,000	120,000	174,920
Workers Compensation Claims	-	-	-	780,000	780,000	1,485,000
Human Resources	1,197,981	864,916	976,327	954,510	954,510	895,920
Organizational Training & Development	-	-	-	-	-	5,500
Total by Division	3,096,954	3,191,229	3,301,907	4,177,355	4,177,355	4,757,980
Expenditures by Fund						
General Fund	1,197,981	864,916	976,327	954,510	954,510	901,420
Risk Management Fund	1,898,973	2,326,313	2,325,580	2,322,845	2,322,845	2,196,640
Worker's Compensation Fund	-	-	-	900,000	900,000	1,659,920
Total by Fund	3,096,954	3,191,229	3,301,907	4,177,355	4,177,355	4,757,980
Authorized Positions by Division						
Risk Management Operations	2.00	2.00	2.00	0.80	0.80	0.80
Workers Compensation Administration	-	-	-	1.20	1.20	1.20
Human Resources	8.00	8.00	8.00	8.00	8.00	8.00
Total Authorized FTE	10.00	10.00	10.00	10.00	10.00	10.00

Development and Engineering Services

- Planning
- Building Safety
- Local Transit Operations
- Capital Improvement Program Management
- Traffic Engineering
- Land Services
- Construction Management

Department Description

The Development & Engineering Services Department provides planning, building safety, transit, sustainability, 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, the Energy, Environmental and Natural Resources Commission, and is a resource for developers, site selectors, other governmental agencies and the general public.

The Planning Division provides a variety 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, Accessible, 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 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. Transit staff sits on various regional committees working with the regional partners to ensure transit expansion.

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.Maintenance, Floodplain Administration and School Safety.

FY 2018-19 Highlights

- Completion of the City Center Plan Update
- Completed design of the City's new Senior and Resource Center
- Oversaw the addition of two new hotels in City Center
- Completed updates to the City's design guidelines
- Impelmented a city-wide Green Business Program to highlight those businesses committed to making environmental and sustainability initiatives a priority within their business and the City of Avondale.
- Completed Safe Routes to School assessments with Littleton, Garden Lakes, Estrella Vista, Michael Anderson and Canyon Breeze Elementary Schools, which resulted in opportunities to mitigate traffic congestion and improve safety through re-striping and the addition of school crosswalk beacons.

FY 2019-20 Objectives:

Strategic Initiative: Initiative 1 - Foster Sustainable Community Development

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

- Add single family residential development in southern Avondale

Strategic Goal: *Encourage Development of Businesses in Healthcare, Technology, and Advanced Manufacturing*

- Continue to add/ improve fiber connectivity throughout the City

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

- Promote the Safe Routes to school program and complete studies with the following local elementary schools: Collier, Rancho Santa Fe and Quentin and Legacy Traditional School.

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

Strategic Goal: *Improve Internal and External Service Delivery*

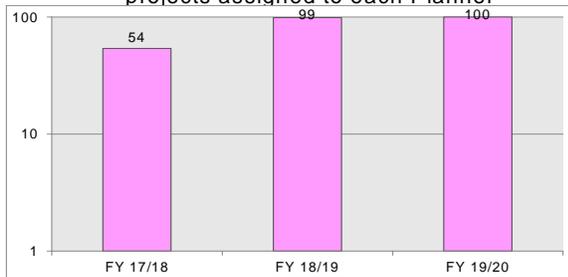
- Add 5 miles of bike lanes throughout the City

Performance Measures:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Average number of private development projects assigned to each Planner	54	99	110
Average number of CIP projects assigned to each Engineering Project Manager	4.5	6.2	6
Total number of streetlight repair requests per year	1343	967	600
Total number of sign repair requests per year	324	247	300
Number of miles / lane miles sealed per year	17.5	26.1	25

Workload Indicators:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Permits issued - Building	1354	1042	1300
Permits issued - Planning	100	109	130
Permits issued - Engineering	343	367	375
Plan reviews completed - Building	2146	2038	2200
Plan reviews completed - Engineering	512	520	520
Building inspections completed	18378	18137	20000
Customers served at the Development Services front counter	2853	2452	2950
Over the counter plan reviews completed	190	212	300
Traffic Control Plans Reviewd & Approved	282	338	400

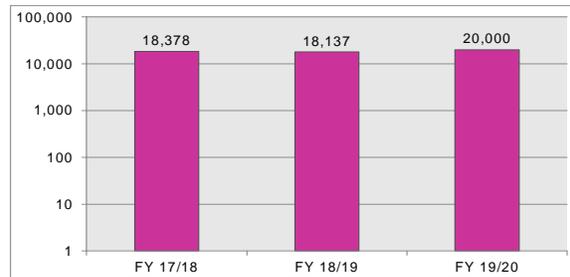
Performance Measure

Average number of private development projects assigned to each Planner



Workload Indicator

Building and Fire Inspections Completed



Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Budget	FY 18-19 Amended	FY 18-19 Estimates	FY 19-20 Budget
Expenditure by Category						
Personal Services	3,025,752	3,275,356	3,678,786	3,678,786	3,678,786	3,987,500
Contractual Services	1,475,240	1,391,479	3,329,430	3,542,214	3,542,214	3,657,700
Commodities	129,045	182,784	437,170	381,557	381,557	330,530
Capital Outlay	141,724	-	-	78,820	78,820	-
Other	150,670	140,670	331,215	331,215	331,215	331,215
Debt Service	-	-	219,008	219,008	219,008	-
Transfers Out	101,130	85,870	92,450	92,450	92,450	172,110
Contingency	-	-	50,000	50,000	50,000	50,000
Total by Category	5,023,561	5,076,159	8,138,059	8,374,050	8,374,050	8,529,055
Expenditures by Division						
Planning	687,282	666,157	657,250	742,601	742,601	726,710
Building Services	627,158	636,078	849,546	1,001,246	1,001,246	825,960
Development Svcs Administration	375,058	396,543	407,700	407,700	407,700	860,280
Engineering	1,302,870	1,295,754	1,437,005	1,436,465	1,436,465	1,498,425
Traffic Engineering	1,826,128	1,930,407	3,098,768	3,098,248	3,098,248	2,391,390
Environmental Programs	245	-	-	-	-	-
Neighborhood Traffic Mitigation Program	-	-	-	-	-	500,000
Transit Fund	-	-	1,394,120	1,394,120	1,394,120	1,475,320
Environmental Programs Fund	204,820	151,220	293,670	293,670	293,670	250,970
Total by Division	5,023,561	5,076,159	8,138,059	8,374,050	8,374,050	8,529,055
Expenditures by Fund						
General Fund	2,846,107	2,846,475	3,197,031	3,434,082	3,434,082	3,757,565
Highway User Revenue Fund	1,972,634	2,078,464	3,253,238	3,252,178	3,252,178	3,045,200
Transit Fund	-	-	1,394,120	1,394,120	1,394,120	1,475,320
Environmental Programs Fund	204,820	151,220	293,670	293,670	293,670	250,970
Total by Fund	5,023,561	5,076,159	8,138,059	8,374,050	8,374,050	8,529,055
Authorized Positions by Division						
Planning	6.00	6.00	5.00	5.00	5.00	5.00
Building Services	4.00	4.00	6.00	6.00	6.00	6.00
Development Svcs Administration	3.00	3.00	3.00	4.00	4.00	5.00
Engineering	9.00	9.00	9.00	9.00	9.00	9.00
Traffic Engineering	7.00	8.00	8.00	8.00	8.00	8.00
Environmental Programs	1.00	1.00	1.00	1.00	1.00	1.00
Total Authorized FTE	30.00	31.00	32.00	33.00	33.00	34.00

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 continues to be an area of focus for the City Clerk's staff due to variety of formats in which records are created and the challenges with ensuring records are managed and maintained in accordance with the law. Employee education and staying abreast of available technology is an emphasis for the department.

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 2018-19 Highlights

- Successfully conducted the Fall 2018 election by maintaining open communication with candidates and applicable vendors while ensuring statutory requirements were met. The City of Avondale continued to serve as an early-voting Ballot Center which was open to all eligible voters in Maricopa County, regardless of the city or town they live in.
- Successfully implemented CivicClerk, a new agenda management software to be used internally citywide. The new software improved the experience of employees when submitting and approving agenda items to upcoming City Council meeting agendas. Implementation was completed and user training was held in February 2019.
- Successfully implemented an online Boards, Commission, and Committee application form which provided an easier application process for residents interested in serving on an Avondale Board, Commission or Committee.
- Additional City Clerk's Office staff attended the Arizona Secretary of State's Office Election Certification Training, working towards increasing the number of staff who are Certified State of Arizona Election Officers.

FY 2019-20 Objectives:

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

Strategic Goal: *Be Known and Promote Avondale*

- Implement a “Clerks Corner” for inclusion in various newsletters and social media outlets distributed to residents.

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

Strategic Goal: *Improve Internal and External Service Delivery*

- Implement and conduct a Board, Commission, and Committee Staff Training to provide more guidance and support to the staff and directors who oversee boards, commissions, and committees.
- Continue to focus on and work with city staff to promote the destruction of records that have met their retention requirement.

Strategic Initiative: Initiative 5 - Create a Connected Community

Strategic Goal: *Promote Community Engagement through Civic Education*

- In the fall of 2019, initiate preparations for the 2020 election by preparing the candidate packet and have it available online in November of 2019.

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

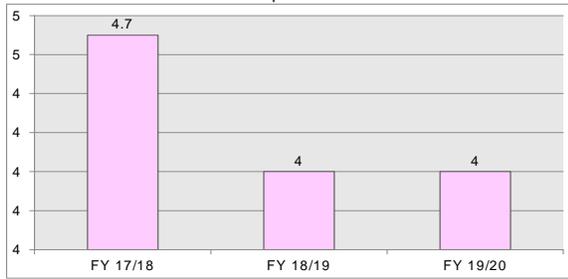
- Work with the IT Department to create a boards, commissions, and committee database to track applications and membership terms in a more efficient manner.
- Create an on-line Special Event and Street Closure application form to provide an easier application process for residents interested in holding events in Avondale. The form will be more dynamic and intuitive to ensure the information needed for city staff to approve the application is provided.

Performance Measures:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Percentage of phone calls successfully answered through the mainline automatic call distributor.	91.46%	94.02%	95%
Average numbers of days to complete public records requests	4.7 days	4 days	4 days

Workload Indicators:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Number of public records requests completed	624	674	724
Number of phone calls answered through the mainline automatic call distributor	15734	15484	15284
Number of passport applications processed	8345	7831	8614

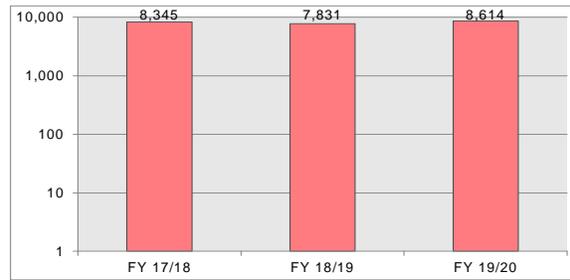
Performance Measure

Average number of days to complete records requests



Workload Indicator

Passport Applications Processed



Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Budget	FY 18-19 Amended	FY 18-19 Estimates	FY 19-20 Budget
Expenditure by Category						
Personal Services	522,231	546,057	552,040	552,040	552,040	568,570
Contractual Services	121,651	87,707	140,146	133,006	133,006	190,410
Commodities	8,127	9,802	5,600	12,640	12,640	10,100
Capital Outlay	-	-	23,000	23,000	23,000	-
Other	(66,480)	(93,500)	(93,500)	(93,500)	(93,500)	(93,500)
Transfers Out	7,550	8,350	8,670	8,670	8,670	8,590
Total by Category	593,079	558,416	635,956	635,856	635,856	684,170
Expenditures by Division						
City Clerk	541,506	558,416	607,486	607,386	607,386	570,945
Elections	51,573	-	28,470	28,470	28,470	113,225
Total by Division	593,079	558,416	635,956	635,856	635,856	684,170
Expenditures by Fund						
General Fund	593,079	558,416	635,956	635,856	635,856	684,170
Total by Fund	593,079	558,416	635,956	635,856	635,856	684,170
Authorized Positions by Division						
City Clerk	6.00	6.00	6.00	6.00	6.00	6.50
Total Authorized FTE	6.00	6.00	6.00	6.00	6.00	6.50

Police Department

Patrol

Investigations

Support Services

Community Programs

Department Description

The Police Department is responsible for delivering public safety-related services to the community. Additionally, the department includes volunteers, and has operational oversight of the Southwest Family Advocacy Center.

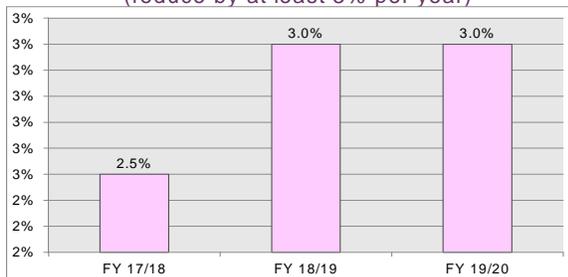
Public Safety services are provided to the community through the two organizational divisions within the department. The Operations Division delivers proactive and reactive patrols throughout the city, responds to calls for service from the public, and investigates and enforces criminal and traffic laws. 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.

Performance Measures:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Participate in at least two citizen academies to educate the community about public safety.	2	2	2
Enhance enforcement efforts to reduce to property-related crime in the city, by 2.5% over a three year period.	3% decrease	2.5% decrease	2.5% decrease
Detective case clearance rates	9%	2%	2%
Use social media to connect with the community with at least 24 informational posts on Facebook.	23	24	24
Ensure the safe movement of traffic throughout the city by focusing on accident reduction of 3%.	2.5% increase	3% decrease	3% decrease
Ensure the safe movement of traffic throughout the city by increasing traffic related contacts and public education by 3%.	43% increase	3% increase	3% increase

Workload Indicators:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Motor Vehicle Thefts	248	244	241
Animal Problems	2172	2304	2782
Arsons	23	28	30
Burglaries	437	395	339
Citizen Assists	4073	4286	4075
Court Processes	230	235	229
Felony Arrests	823	800	808
Aggravated Assaults	152	143	144
Misdemeanor Arrests	3564	3264	3137
Wanted Persons	1561	1574	1536
Parking Problems	1065	950	1109
Rapes	26	30	28
Robberies	79	83	84
Suspicious	5051	5226	5299
Thefts	2462	2458	2455
Traffic Accidents	1556	1690	1725
Traffic Stops	10031	9818	9924
Homicides	7	6	7

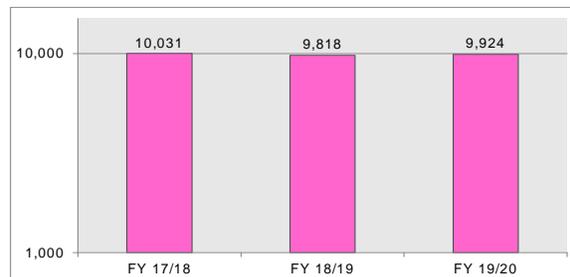
Performance Measure

Traffic accident reduction efforts
(reduce by at least 3% per year)



Workload Indicator

Traffic Stops



Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Budget	FY 18-19 Amended	FY 18-19 Estimates	FY 19-20 Budget
Expenditure by Category						
Personal Services	18,030,145	19,463,009	19,971,747	20,214,180	20,214,180	22,095,820
Contractual Services	2,625,219	2,839,204	3,035,660	3,140,659	3,140,659	2,993,310
Commodities	703,206	564,100	772,532	816,954	816,954	675,447
Capital Outlay	411,938	115,877	184,200	243,454	243,454	675,300
Other	96,780	88,030	298,030	298,030	298,030	38,030
Transfers Out	971,120	782,270	1,062,020	1,062,020	1,062,020	1,299,510
Total by Category	22,838,408	23,852,490	25,324,189	25,775,297	25,775,297	27,777,417
Expenditures by Division						
Police - Administration	2,004,189	2,098,195	1,606,320	1,606,120	1,606,120	1,665,467
Police - Community Services	249,081	209,643	285,420	288,120	288,120	304,380
Police - Patrol Support	485,227	554,010	609,100	609,100	609,100	626,280
Police - Professional Standards Bureau	176,319	88,357	740,980	738,480	738,480	925,700
Police - Communications	1,560,260	1,663,454	2,078,741	2,078,741	2,078,741	2,048,280
Police - Records	214,616	214,338	423,580	423,580	423,580	419,140
Police - Traffic	1,098,370	1,131,161	1,095,640	1,095,640	1,095,640	1,296,120
Police - COPS Hiring ARRA	502,439	45	-	-	-	-
Police - Detention Services	928,237	968,384	1,114,648	1,112,765	1,112,765	1,082,810
Police - Patrol	10,140,619	11,019,049	11,345,440	11,340,876	11,340,876	12,821,630
Police - Investigations	2,856,000	3,198,492	3,396,680	3,396,680	3,396,680	3,611,920
Police - Community Action Team (CAT)	794,739	818,533	782,320	782,320	782,320	822,580
Police - Agua Fria SRO	95,906	98,174	96,850	96,850	96,850	100,960
Police - Tolleson Union SRO	211,434	217,740	200,310	200,310	200,310	424,900
Police - GIITEM	112,066	131,929	106,580	106,580	106,580	94,970
Regional Family Advocacy	1,177,445	1,318,448	1,441,580	1,748,138	1,748,138	1,532,280
Other Grants	162,755	78,229	-	117,302	117,302	-
R.I.C.O. All Agencies	68,706	44,309	-	33,695	33,695	-
Total by Division	22,838,408	23,852,490	25,324,189	25,775,297	25,775,297	27,777,417
Expenditures by Fund						
General Fund	16,802,534	17,827,968	18,914,317	18,907,870	18,907,870	20,020,607
Other Grants	162,755	78,229	-	117,302	117,302	-
Co. R.I.C.O. w/Maricopa Atty	68,706	44,309	-	33,695	33,695	-
Regional Family Advocacy	1,177,445	1,318,448	1,441,580	1,748,138	1,748,138	1,532,280
Public Safety Dedicated Sales Tax	4,626,968	4,583,536	4,968,292	4,968,292	4,968,292	6,224,530
Total by Fund	22,838,408	23,852,490	25,324,189	25,775,297	25,775,297	27,777,417
Authorized Positions by Division						
Police - Administration	10.00	10.00	6.00	6.00	6.00	7.00
Police - Family Advocacy Center	5.00	5.00	5.00	5.00	5.00	7.00
Police - Community Services	3.00	3.00	3.00	3.00	3.00	3.00
Police - Patrol Support	6.00	7.00	6.00	6.00	6.00	8.00

Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Budget	FY 18-19 Amended	FY 18-19 Estimates	FY 19-20 Budget
Authorized Positions by Division						
Police - Professional Standards Bureau	-	-	5.00	5.00	5.00	5.00
Police - Communications	21.00	21.00	21.00	21.00	21.00	21.00
Police - Records	4.00	4.00	6.00	6.00	6.00	6.00
Police - Traffic	8.00	8.00	8.00	8.00	8.00	9.00
Police - COPS Hiring ARRA	5.00	-	-	-	-	-
Police - Detention Services	9.00	9.00	10.00	10.00	10.00	10.00
Police - Patrol	78.00	83.00	81.00	81.00	81.00	90.00
Police - Investigations	22.00	23.00	25.00	25.00	25.00	26.00
Police - Community Action Team (CAT)	7.00	7.00	6.00	6.00	6.00	6.00
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
Total Authorized FTE	182.00	184.00	186.00	186.00	186.00	202.00

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 2018-19 Highlights

- Judge Jennings and Abril Ruiz-Ortega attended the 2018 Judicial Leadership Conference October 24 - 25, 2018.
- Judge Jennings taught "Voiur Dire" and "Pretrial Motives" at the Arizona Justice of the Peace Conference in September 6, 2018, "Mock Hearings" at the Civil Traffic Hearing Officer Training in October 12, 2018, and "Jury Trial Issues" at the GOHS Dui Traffic Judicial Conference in December 7, 2018.
- Video Initial Appearance and Arraignment System Upgrade and install completed.
- Continue the participation in the Regional Homeless Court Program in Maricopa County.
- Continue the participation in StandUp for Veterans hosted by the City of Glendale and the Veteran's StandDown Event.

FY 2019-20 Objectives:

Strategic Initiative: Initiative 1 - Foster Sustainable Community Development

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

- Complete a Court Security self-assessment and an outside assessment through the Administrative Office of the Courts.

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

Strategic Goal: *Improve Internal and External Service Delivery*

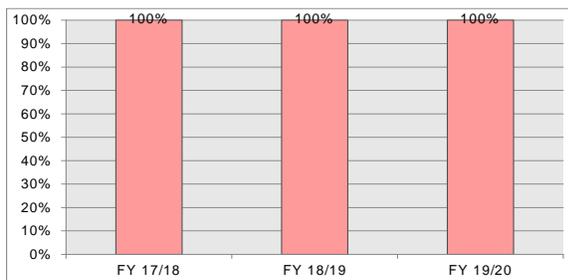
- Continue to work & expand Compliance Assistance Program (CAP)
- Continue the compliance and enforcement of court orders.

Performance Measures:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
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 100% of the time.	100	100	100
Process restitution disbursements within 10 days 100% of the time.	100	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.	100	100	100

Workload Indicators:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Issue warrants, and orders to show cause on a timely basis on litigants who fail to appear or comply on criminal cases.	80	100	100
Compliance with foreign language and sign language interpretation requirements	100	100	100
Compliance to Minimum Accounting Standards	100	95	100
Court Cases Filed	10970	9140	11650
12 month net revenue collections	\$1,904,529	\$1,629,675	\$1,999,755

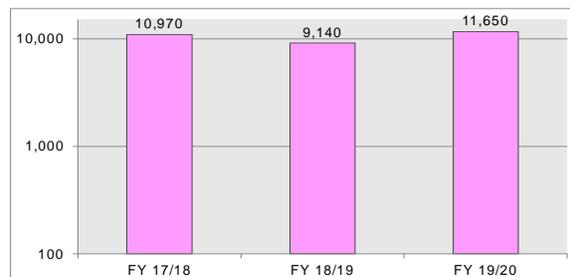
Performance Measure

Process restitution disbursements within 10 days



Workload Indicator

Court Cases Filed



Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Budget	FY 18-19 Amended	FY 18-19 Estimates	FY 19-20 Budget
Expenditure by Category						
Personal Services	1,029,699	1,133,293	1,200,340	1,200,340	1,200,340	1,253,360
Contractual Services	240,622	255,015	301,695	302,244	302,244	303,320
Commodities	15,809	10,979	16,780	16,231	16,231	16,780
Capital Outlay	-	68,841	-	-	-	-
Other	-	-	50,000	50,000	50,000	58,000
Transfers Out	13,740	14,540	14,860	14,860	14,860	14,780
Total by Category	1,299,870	1,482,668	1,583,675	1,583,675	1,583,675	1,646,240
Expenditures by Division						
Court	1,190,073	1,330,473	1,408,975	1,408,975	1,408,975	1,468,250
Court Security	14,192	15,012	20,460	20,460	20,460	21,060
Court Payments	95,605	137,183	154,240	154,240	154,240	156,930
Total by Division	1,299,870	1,482,668	1,583,675	1,583,675	1,583,675	1,646,240
Expenditures by Fund						
General Fund	956,420	1,080,397	1,154,625	1,154,625	1,154,625	1,194,930
Court Payments	95,605	137,183	154,240	154,240	154,240	156,930
Public Safety Dedicated Sales Tax	247,845	265,088	274,810	274,810	274,810	294,380
Total by Fund	1,299,870	1,482,668	1,583,675	1,583,675	1,583,675	1,646,240
Authorized Positions by Division						
Court	12.00	13.00	13.00	13.00	13.00	13.00
Court Security	1.00	1.00	1.00	1.00	1.00	1.00
Total Authorized FTE	13.00	14.00	14.00	14.00	14.00	14.00

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 including Emergency Medical Services, Technical Rescue and Wildland; 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
- Joint training facility with the Goodyear Fire Department
- Special event staffing consortium
- Emergency Services Agreement with ISM 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 2018-19 Highlights

- Completed a renovation of the Station 172 living areas.
- Implemented a new fire incident data management system.
- Implemented a hands only CPR training program in conjunction with the area high schools.
- Completed the Unified Command Center components within the Emergency Operations Center.
- Implemented a new ambulance transport agreement.

FY 2019-20 Objectives:

Strategic Initiative: Initiative 1 - Foster Sustainable Community Development

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

Strategic Initiative: Initiative 1 - Foster Sustainable Community Development

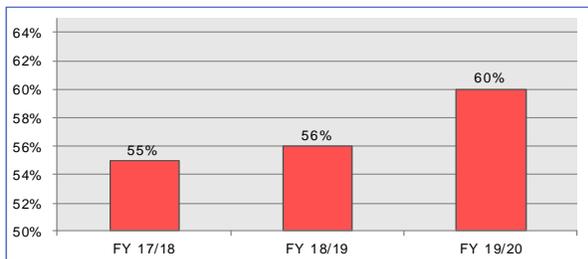
- Improve administrative staffing levels to provide adequate operational support.
- Improve personnel safety through protective clothing replacement and upgrading ballistic protection.
- Improve cardiac patient care by adding Lucas Chest Compression devices to all front line apparatus
- Upgrade the commercial access key system on apparatus to improve key security.

Performance Measures:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Arrival on scene of a code 3 emergency incident from time of dispatch in six minutes or less,	55%	56%	60%
Inspect all significant risk occupancies on an annual basis	100%	100%	100%
Inspect all moderate risk occupancies on a bi-annual basis	100%	100%	100%
All incident response staff complete 36 hours of skill based emergency medical training	90%	92%	95%
All command officers complete 12 hours of continuing leadership/command education	85%	90%	95%
All incident response staff complete assigned TargetSolution training programs	90%	92%	95%
Completion of data entry or review on all incidents by end of the 48-hour duty cycle	85%	90%	90%
Hospital transport continuity of care provided for all advanced life support patients from Avondale incidents	33%	35%	40%
Complete at least 2 babysitter workshops on an annual basis	100%	100%	100%
Complete at least one department open house per year	100%	100%	100%

Workload Indicators:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
School program student contacts	5411	3900	4875
Car seat safety inspections	85	90	99
CPR classes / First Aid Classes	28	28	30
Annual significant risk occupancy inspections	64	67	67
Bi-annual moderate/low risk occupancy inspections	1419	1479	1553
Development Services related activities	486	600	660
Station tours	17	18	20
Fire incident investigations	16	26	26
Emergency incident requests for service	11647	12340	13000
Fire/hazard training student contact hours	12870	13000	13250
Emergency medical service training student contact hours	2069	2900	3000
Command officer training student contact hours	1673	1750	1750
Hands Only CPR student contacts		1218	1522

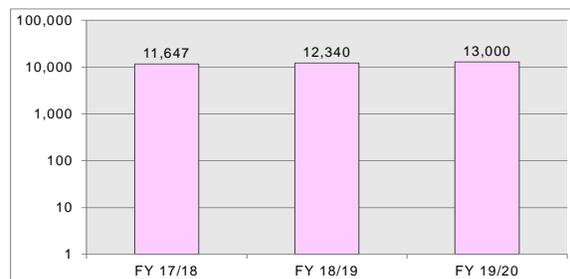
Performance Measure

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



Workload Indicator

Emergency Incident Requests for Service



Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Budget	FY 18-19 Amended	FY 18-19 Estimates	FY 19-20 Budget
Expenditure by Category						
Personal Services	8,715,109	10,069,502	10,006,470	10,006,470	10,006,470	10,163,220
Contractual Services	1,398,780	1,442,540	1,775,974	1,723,779	1,723,779	1,653,429
Commodities	307,922	296,891	774,800	717,710	717,710	647,886
Capital Outlay	119,496	27,212	-	106,903	106,903	45,500
Other	-	90	10,000	10,000	10,000	10,000
Transfers Out	864,790	520,390	843,590	843,590	843,590	975,080
Total by Category	11,406,097	12,356,625	13,410,834	13,408,452	13,408,452	13,495,115
Expenditures by Division						
Fire	4,800	4,800	5,000	5,000	5,000	5,000
Community Risk Reduction	475,996	538,206	570,140	567,140	567,140	600,750
Fire - Administration	1,250,603	1,197,523	1,192,414	1,242,758	1,242,758	1,158,224
Emergency Management	153,873	172,443	166,270	166,270	166,270	251,780
Fire - EOC Ops	184,368	74,779	448,964	451,539	451,539	73,800
Fire - Professional Development	383,595	461,160	522,885	501,321	501,321	682,305
Fire - Intervention Services	8,735,078	9,558,477	9,916,801	9,881,314	9,881,314	9,924,396
Emergency Medical Services	-	-	96,680	90,680	90,680	185,080
Technical Rescue Response	-	-	21,830	21,830	21,830	18,000
Wildland Response	-	-	6,500	14,750	14,750	45,750
ISM Race Fire Overtime	42,754	64,432	141,460	141,460	141,460	142,580
Wildland Fire Deployment	108,827	124,788	173,500	176,000	176,000	-
Wildland Fire Deployment	-	-	-	-	-	251,760
Other Grants	66,203	160,017	148,390	148,390	148,390	155,690
Total by Division	11,406,097	12,356,625	13,410,834	13,408,452	13,408,452	13,495,115
Expenditures by Fund						
General Fund	9,114,057	9,969,098	11,082,914	11,080,532	11,080,532	11,102,255
Other Grants	66,203	160,017	148,390	148,390	148,390	155,690
Public Safety Dedicated Sales Tax	2,221,037	2,222,710	2,174,530	2,174,530	2,174,530	1,980,410
Wildland Fire Deployment Fund	-	-	-	-	-	251,760
Volunteer Fire Fighter's Pension	4,800	4,800	5,000	5,000	5,000	5,000
Total by Fund	11,406,097	12,356,625	13,410,834	13,408,452	13,408,452	13,495,115
Authorized Positions by Division						
Community Risk Reduction	4.00	4.00	4.00	4.00	4.00	4.00
Fire - Administration	4.00	5.00	5.00	4.00	4.00	5.00
Emergency Management	1.00	1.00	1.00	1.00	1.00	1.00
Fire - Professional Development	2.00	2.00	2.00	3.00	3.00	3.00
Fire - Intervention Services	64.00	63.00	63.00	63.00	63.00	63.00
Technical Rescue Response	-	2.00	2.00	-	-	-
State Fire Training	-	-	-	2.00	2.00	2.00
Total Authorized FTE	75.00	77.00	77.00	77.00	77.00	78.00

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 2018-19 Highlights

Industrial Highlights

- The one million SF Coldwater Depot Logistics Center continues to be a major employment center in the city. King Koil, which licenses its mattresses to more than 30 manufacturers in over 90 countries, now occupies 90,000 SF in the Logistics Center. With this King Koil transaction there is less than 10% of available inventory in the building to occupy.
- Over the last six years, the 600,000 SF Avondale Commerce Center has experienced exponential growth in its occupancy rates, having decreased its vacancy rate from 93% to 10% during that time frame. The Commerce Center includes a diverse tenant mix that ranges from a brewery distribution and tasting room, to fulfillment operations, to a premier baseball and softball training facility, and everything in between.
- Additionally, Site Manufacturing relocated from New Mexico now occupies the former West Valley View building. With two dozen employees operating in the 35,300 SF space, they provide high-quality worksite lighting through portable solar power generation light towers.

Hospitality Highlights

- Two business hotels, including Marriott's Residence Inn and My Place are under construction and will accommodate business and leisure travelers alike. Plans have also been submitted for another Marriott brand, Springhill Suites.

Educational Highlights

- St. John Paul II Catholic High School started its first academic year with its first freshman and sophomore class of 150 students. With plans to scale in four phases and increase the student base until it reaches 1,000 students, St. John Paul II is a full-service Catholic High School offering its own academic curriculum, sports teams, music and student life programs.
- Tolleson Union High School broke ground on a new high school and will enroll freshmen and sophomores for the 2019-20 school year. The school, to be located on the northwest corner of Avondale and Encanto Boulevard, will be 275,000 SF and is designed to accommodate 3,000 students. Campus plans include a multi-story school with a gymnasium, practice field, football/soccer/track field and a performing arts center.
- Estrella Mountain Community College will embark on a \$31M expansion project. Plans call for a 37,000 SF building that will contain multi-use classrooms, flex labs, offices and student support space. Also included in the 37,000 SF expansion will be 6,000 SF dedicated to vocational and occupational labs as part of the Gateway Community College Southwest Skill Center.

FY 2018-19 Highlights

Retail Highlights

•Averaging below the Valley's retail vacancy rate, Avondale's rate hovers around 5%. The McDowell Road Corridor between 99th & 107th Avenue has introduced additional retail options including Boot Barn, Tuesday Morning, Escape Room, Ulta and several fast casual dining options.

Healthcare Highlights

•Avondale is pleased to be welcoming AKOS Medical Campus to the community. Offered as two 68,000 SF Class A medical office buildings with planned delivery for 2019, this premier medical office space along Avondale's burgeoning Health-Tech Corridor will bring upwards of 400 new jobs.

•BridgeWater Assisted Living's first residents will arrive on its 126,000 SF campus in early 2019 and will provide independent and assisted living services, along with specialized memory care.

FY 2019-20 Objectives:

Strategic Initiative: Initiative 1 - Foster Sustainable Community Development

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

- Develop and deploy outreach plan to business and residential prospects to highlight opportunities in Avondale.

Strategic Goal: *Encourage Development of Businesses in Healthcare, Technology, and Advanced Manufacturing*

- Locate three (3) new companies each year that expand quality employment opportunities and support revenue growth.
- Conduct analysis to understand workforce quality to further encourage development in target sectors.
- Develop and implement comprehensive strategy for business attraction opportunities.

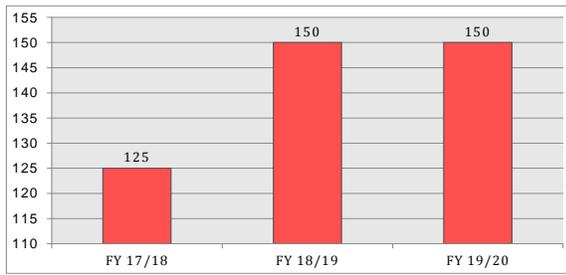
Strategic Goal: *Ensure City has Financial Capacities to Support Development*

- Attract retail businesses that will increase sales tax revenue.

Performance Measures:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
# of engagements with industry contacts focused on business infill	38	40	40
# of jobs exceeding the median county wage	125	150	150
# of individual engagements with industry contacts focused on target sectors	910	910	910
# of outreach events focused on target sectors	192	200	200
# of engagements with industry contacts focused on retail sector	74	74	74
# of engagements with industry contacts focused on residential infill	11	12	12
Locate three new companies	3	3	3
% of project submittals incorporating data analytics	70%	75%	75%
# of engagements with industry contacts focused on sports, entertainment and hospitality sectors	33	36	36

Performance Measure

Number of jobs within the City exceeding the median county wage



Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Budget	FY 18-19 Amended	FY 18-19 Estimates	FY 19-20 Budget
Expenditure by Category						
Personal Services	527,128	556,215	600,590	600,590	600,590	616,730
Contractual Services	981,299	934,130	2,566,184	2,566,184	2,566,184	3,616,174
Commodities	3,694	1,579	1,100	1,100	1,100	500
Capital Outlay	115,320	30,000	2,400,000	2,400,000	2,400,000	-
Transfers Out	3,830	4,230	4,390	4,390	4,390	4,350
Total by Category	1,631,271	1,526,154	5,572,264	5,572,264	5,572,264	4,237,754
Expenditures by Division						
Economic Development	1,378,938	1,218,014	5,241,244	5,241,244	5,241,244	3,906,554
City Center Property Management	70,536	82,311	87,100	87,100	87,100	96,450
Avondale Corporate Center	181,797	168,399	225,220	225,220	225,220	234,750
Tierra Madre	-	57,430	18,700	18,700	18,700	-
Total by Division	1,631,271	1,526,154	5,572,264	5,572,264	5,572,264	4,237,754
Expenditures by Fund						
General Fund	1,631,271	1,526,154	5,572,264	5,572,264	5,572,264	4,237,754
Total by Fund	1,631,271	1,526,154	5,572,264	5,572,264	5,572,264	4,237,754
Authorized Positions by Division						
Economic Development	4.00	4.00	4.00	4.00	4.00	4.00
Total Authorized FTE	4.00	4.00	4.00	4.00	4.00	4.00

Parks & Recreation

Parks & Recreation

Facilities & Grounds

Department Description

The Parks and Recreation Department's areas of responsibility includes a Recreation division for programs and services, park maintenance and operations, building and facility maintenance, and the Goodyear Farms Cemetery. The Parks and Recreation Mission Statement is Making lives better with dynamic services and spaces to learn, play and connect.

The Recreation division seeks to preserve and enhance the high quality of life for those who live and work in our community. Recreation services include citywide special events, sports programs and leisure classes for all ages, youth camps and programs as well as park and facility rentals and reservations.

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, enhanced appearance and function of all public buildings, compliance with applicable codes, laws, rules, and regulations and preservation and maintenance of the City of Avondale's assets.

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. Parks services include quality play spaces within neighborhood areas, quality citywide sports facilities for baseball, softball, soccer, trails, open spaces, and community gathering spaces.

FY 2018-19 Highlights

- Three Neighborhood Park improvements projects completed at Mountain View, DeConcini, and Fred Campbell Parks. Dessie Lorenz park improvements in progress.
- Community park improvements include field lighting #9 and 10 soccer fields at Friendship Park, and restroom building replacement with added parking at the west end of the park. Festival Fields Park expansion is underway, including two youth sports fields, irrigation system renovation, lake, skate park area, hard court area, off-leash dog park area, lighting walking paths, splash park, playgrounds, and picnicking facilities, and various park amenities.
- Growing the existing special event program, with two newly added events - July 4 Water Palooza and New Year's Eve Party at ISM complete with fireworks.

FY 2019-20 Objectives:

Strategic Initiative: Initiative 1 - Foster Sustainable Community Development

Strategic Goal: *Maintain and Expand Quality Infrastructure*

- Sustain or improve existing facility and park infrastructure by replacing aging materials and completing projects scheduled in the Capital Improvement Program.
- Develop and apply a preventative maintenance program for all park and facility assets with specific key milestones to be achieved on a quarterly basis.

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

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

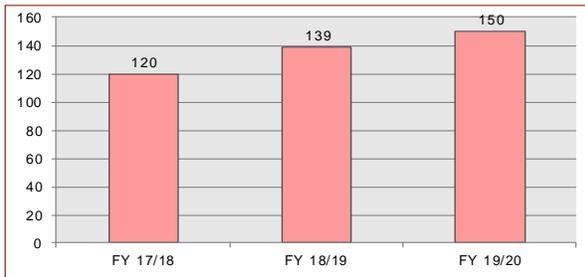
- Expand recreation programs and services by building partnerships with various governmental and non-governmental organizations.

Performance Measures:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Increase the number of annual sports tournaments held in the parks by 10%	10	23	25
Increase teen program participation by 10% annually	11	97	106
Increase participation in youth and adult sports programs by 10%	1648	2058	2263
Increase participants registered for recreation classes annually by 5%	315	442	464
Increase ramada rentals in the parks by 10% annually	60	512	600
Achieve an annual Facilities Division Timeliness rating of greater than 80%.	79	85	85
Achieve an annual Facilities Division Customer Service Quality rating of greater than 80%.	82	85	85
Increase adult program participation by 10% annually	1335	1643	1807
Increase participants registered for recreation classes annually by 5%	315	330	345
Increase participation in youth and adult sports programs by 10%	1800	2000	2250

Workload Indicators:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Total number of completed Work Requests	1732	1732	1900
Total class offerings in the Recreation Division	120	139	150
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 facilities not fully maintained but with one or more systems maintained by Facilities Division.	16	16	16
Implement preventative maintenance program and achieve 90% outcome of all established milestones.	0	20	75
Average number of adult attendees per program	7.89	8	8.5
Average attendance per children's program	22.43	23	24
Attendance at Signature events	40000	42000	45000

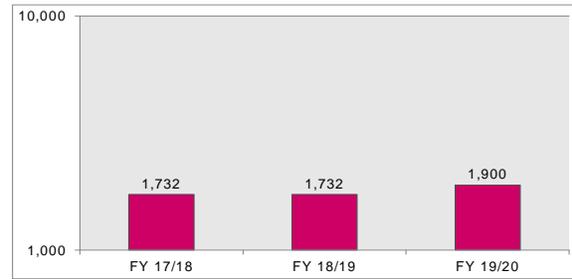
Performance Measure

Total classes offered in Recreation division



Workload Indicator

Total number of completed Facilities work requests



Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Budget	FY 18-19 Amended	FY 18-19 Estimates	FY 19-20 Budget
Expenditure by Category						
Personal Services	2,026,600	2,104,480	1,559,652	1,562,652	1,562,652	2,158,785
Contractual Services	3,273,926	3,542,353	3,565,638	3,481,072	3,481,072	3,863,011
Commodities	358,262	366,019	425,070	402,709	402,709	414,170
Capital Outlay	37,585	28,702	75,000	135,315	135,315	205,440
Other	(330,460)	(333,436)	106,650	54,361	54,361	(121,030)
Transfers Out	138,580	144,160	48,450	48,450	48,450	71,310
Total by Category	5,504,493	5,852,278	5,780,460	5,684,559	5,684,559	6,591,686
Expenditures by Division						
Grounds Maintenance	1,142,238	1,281,010	1,945,160	1,945,160	1,945,160	2,273,923
Building Maintenance	1,566,819	1,555,728	1,824,608	1,824,608	1,824,608	2,136,021
PRL Administration	382,584	426,784	441,687	441,687	441,687	458,947
Library - Sam Garcia	533,914	489,608	-	-	-	-
Library - Civic Center	559,533	548,702	-	-	-	-
Library Administration	347,665	404,023	-	-	-	-
Recreation	941,272	1,135,047	1,569,005	1,457,997	1,457,997	1,722,795
Other Grants	380	376	-	9,107	9,107	-
Library Grants	30,088	11,000	-	6,000	6,000	-
Total by Division	5,504,493	5,852,278	5,780,460	5,684,559	5,684,559	6,591,686
Expenditures by Fund						
General Fund	5,474,025	5,840,902	5,780,460	5,669,452	5,669,452	6,591,686
Other Grants	380	376	-	9,107	9,107	-
Library Projects	30,088	11,000	-	6,000	6,000	-
Total by Fund	5,504,493	5,852,278	5,780,460	5,684,559	5,684,559	6,591,686
Authorized Positions by Division						
Grounds Maintenance	2.00	2.00	9.00	9.00	9.00	11.50
Building Maintenance	4.00	4.00	4.00	4.00	4.00	5.00
PRL Administration	3.00	3.00	3.00	3.00	3.00	3.00
Library - Sam Garcia	6.25	6.25	6.25	-	-	-
Library - Civic Center	6.50	6.50	6.50	-	-	-
Library Administration	2.00	2.00	2.00	-	-	-
Recreation	4.00	3.00	3.00	3.00	3.00	14.00
Total Authorized FTE	27.75	26.75	33.75	19.00	19.00	33.50

**Neighborhood,
Family
Services, and
Libraries**

- Family Services
- Community Development
- Code Enforcement
- Revitalization
- Youth & Community Engagement
- Libraries

Department Description

The Neighborhood, Family Services, and Libraries 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, Family Services, and Libraries. 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. The department provides safety net services and prevention programs to families in need. When appropriate, financial tools and education 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. 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, programming for all ages, and resources to improve the educational and leisure goals of the community. Staff advocates for families, children, youth, senior residents and small businesses by listening to their needs and desires, while working towards programs and strategies to address those needs.

Encouraging community involvement is an important goal of the department. The department is advised by two advisory bodies to assure that we are responsive to community needs. These include the Neighborhood and Family Services Commission and Youth Advisory Commission.

FY 2018-19 Highlights

- ❑ The Avondale Senior Center provides services for the senior and disabled populations with transportation to and from the center, meals provided at the center and meals to homebound clients, and also resources and activities. This year, meal services have increased by 2% with a total of 34,590 meals served.
- ❑ The Care1st Avondale Resource Center, in partnership with Goodwill of Central and Northern Arizona, established a new career center located within the Resource Center. This collaborative effort resulted in 634 individuals finding employment.
- ❑ The Library was awarded a \$48,595 grant for a mobile library outreach trailer. The mobile library will allow library staff to bring library services and resources to Avondale neighborhoods that face barriers to using Avondale's physical libraries.
- ❑ Improvements to the Avondale Proud inspection program help to reduced illegal sign placement by fifty-one percent (51%), graffiti by twenty-six percent (26%), and property maintenance violations by one percent (1%).
- ❑ The Housing & Community Development Division completed 25 owner-occupied units through the Emergency and Substantial Home Repair Programs and assisted 15 homebuyers with the purchase of their first home through the First-Time Homebuyer Program.
- ❑ The Youth & Community Engagement Division generated over \$101,987 worth of volunteer service through our AmeriCorps VISTA volunteer recruitment and projects. Volunteer projects included: Make A Difference Day, Global Youth Services Day and Historic Avondale clean-up and other projects.
- ❑ A new position of Community Outreach Manager was created to focus efforts on neighborhoods in Avondale facing barriers to accessing library services, performing outreach to schools and other community-based organizations, and staffing city-sponsored events.
- ❑ The Revitalization Division completed a comprehensive Strategic Plan and Vision for the Revitalization Neighborhoods of Historic Avondale, Cashion, Las Ligas and Rio Vista. The plan includes strategies to address the core areas of Neighborhood Resources, Housing, Economic Development, Civic Engagement and Health and Wellness.

FY 2019-20 Objectives:

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

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

- Increase partnerships and funding sources by 3% to support intergenerational programming throughout the community
- Increase library programming and events by 5%

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

- Complete CDBG-funded landscaping improvements at the Historic Avondale Gateway at Dysart Rd and MC 85 following completion of underground utility replacements.

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*

- Increase the number of summer youth employment program placements by 10%

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

- Increase READ! 365 program participation by 20% over the previous year with a focus on registering students from local schools
- Register at a minimum of 300 student library card users during outreach visits and events

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

Strategic Goal: *Improve Internal and External Service Delivery*

- Evaluate the Avondale Proud proactive inspection program and implement practices to increase effectiveness
- Review agreements and evaluate impact of program and partnerships housed within the Resource Center

Strategic Initiative: Initiative 5 - Create a Connected Community

Strategic Goal: *Promote Community Engagement through Civic Education*

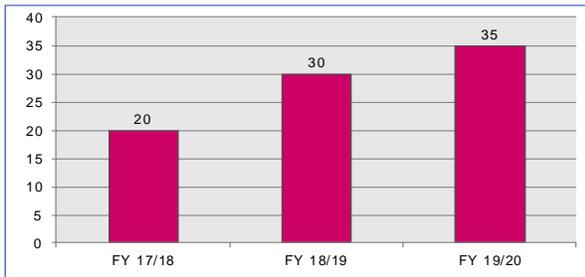
- Implement Avondale Front Porch community outreach strategy to increase levels of community engagement in Avondale's revitalization areas

Performance Measures:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Requests for utility and rental assistance addressed within 48 hours 95% of the time	98%	98%	98%
Number of youth placed at job sites at Historic Avondale small businesses	2	2	4
Maintain Youth Commission membership at 80% or greater	12	17	19
Number of library outreach events/opportunities conducted or participated in each year.	20	30	35
Increase library virtual patron count annually 5%	544,824	400,000	420,000
Number of participants enrolled in AvITEMP	23	26	26
Number of commercial facades renovated	1	0	4
Conduct initial code enforcement inspections within 2 business days of receipt 95% of the time	98.7%	96%	96%
Increase number of volunteer hours leveraged by 10%	4110	4000	5280
Number of neighborhood civic associations established in non-HOA communities	0	1	2
Increase teen program participation by 10% annually	1301	1431	1574
Increase adult program participation by 10% annually	1414	1555	1711
Total number of individuals utilizing the Resource Center	57000	7200	7200
Increase the year to year number of housing units within the City that are affordable to low and moderate income residents by 50%	11	15	21

Workload Indicators:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Total number of homes that receive Substantial Home Repair Program Assistance	6	10	10
Average number of adult library attendees per program	7.1	6.5	7
Library FTEs per 1,000 sq. ft. (metro area avg. 1.9)	2.9	2.76	2.76
Number of physical items circulated	226425	230000	235000
Total number of people benefitting from volunteer income tax assistance program	2087	580	1500
Total number of homebuyers who received down payment and closing cost assistance	5	15	10
Average attendance per children's program at libraries	20	20	25
Total number of graffiti sites abated by the Code Enforcement Division	1784	1000	1000
Total number of youth placed at job sites in Historic Avondale	2	2	3
Total number of illegal signs removed by the Code Enforcement Division	5139	2500	2500
Total number of individuals served through the Community Action Program	750	800	850
Total number of neighborhood civic associations established	0	1	2
Total number of new homes constructed	2	0	3
Total number of participants in AviTEMP Program	23	26	26
Total number of inspections conducted by the Code Enforcement Division	37785	35000	35000
Total number of homes that receive Emergency Home Repair Program Assistance	10	15	21
Total number of individuals utilizing the Resource Center	55021	57000	60000
Total number of commercial façades renovated	1	0	4
Number of library visitors	204215	210000	212000
Total number of volunteer hours leveraged	4539	4000	5100
Increase the number of meals served for senior and disabled populations	33797	30000	34000

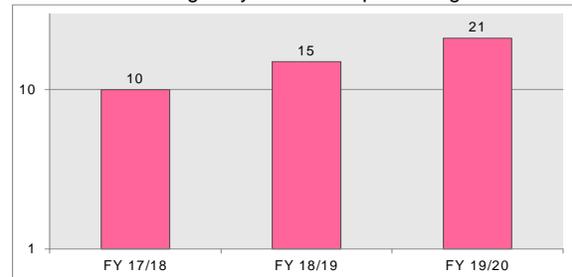
Performance Measure

Library outreach events/opportunities



Workload Indicator

Number of homes benefited from
Emergency Home Repair Program



Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Budget	FY 18-19 Amended	FY 18-19 Estimates	FY 19-20 Budget
Expenditure by Category						
Personal Services	1,926,474	2,076,094	2,964,870	3,388,398	3,388,398	3,551,650
Contractual Services	905,321	1,307,914	1,164,734	2,822,284	2,822,284	2,861,115
Commodities	143,798	176,172	265,422	284,848	284,848	389,342
Capital Outlay	82,085	-	138,000	145,126	145,126	138,000
Other	-	-	155,000	142,057	142,057	155,000
Transfers Out	283,060	299,155	410,360	406,360	406,360	209,090
Total by Category	3,340,738	3,859,335	5,098,386	7,189,073	7,189,073	7,304,197
Expenditures by Division						
Soc. Svcs - Senior Transportation	-	540	2,270	2,270	2,270	510
Neighborhood & Family Services Admin	676,198	634,880	436,070	386,048	386,048	558,545
Family Services	170,679	156,154	208,550	209,472	209,472	213,100
Youth Services Division	47,782	137,908	272,140	261,338	261,338	352,222
Code Enforcement	535,785	585,743	765,910	756,910	756,910	798,270
Revitalization	-	-	175,860	190,460	190,460	203,440
Community Action Program	4,718	5,607	4,540	4,540	4,540	3,830
Youth Commission	14,050	16,092	22,170	22,170	22,170	22,970
Library - Sam Garcia	-	-	594,640	585,065	585,065	577,490
Library - Civic Center	-	-	697,125	676,607	676,607	650,755
Library Administration	-	-	463,370	463,697	463,697	537,390
Senior Nutrition	604,795	597,438	645,714	678,059	678,059	685,260
CDBG	518,439	489,287	538,740	1,311,605	1,311,605	1,347,370
Community Action Program	113,372	155,429	136,640	167,443	167,443	133,240
Home Grant	281,825	729,464	134,217	1,095,515	1,095,515	951,490
Library Grants	-	-	-	-	-	48,595
Other Grants	373,095	350,793	430	377,874	377,874	219,720
Total by Division	3,340,738	3,859,335	5,098,386	7,189,073	7,189,073	7,304,197
Expenditures by Fund						
General Fund	1,449,212	1,536,924	3,642,645	3,558,577	3,558,577	3,918,522
Senior Nutrition	604,795	597,438	645,714	678,059	678,059	685,260
Community Action Program	113,372	155,429	136,640	167,443	167,443	133,240
Home Grant	281,825	729,464	134,217	1,095,515	1,095,515	951,490
Other Grants	373,095	350,793	430	377,874	377,874	219,720
Library Projects	-	-	-	-	-	48,595
CDBG	518,439	489,287	538,740	1,311,605	1,311,605	1,347,370
Total by Fund	3,340,738	3,859,335	5,098,386	7,189,073	7,189,073	7,304,197
Authorized Positions by Division						
Congregate Meals	1.80	1.80	1.80	1.80	1.80	1.80
Home Delivered Meals	2.20	2.20	2.20	2.20	2.20	3.20
MCSO	1.90	1.90	1.90	1.90	1.90	1.90
Soc. Svcs - Senior Transportation	0.60	0.60	0.60	0.60	0.60	1.60

Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Budget	FY 18-19 Amended	FY 18-19 Estimates	FY 19-20 Budget
Authorized Positions by Division						
Neighborhood & Family Services Admin	6.00	6.00	3.00	3.00	3.00	5.00
Family Services	2.00	1.00	1.00	1.00	1.00	1.00
Youth Services Division	-	2.00	2.00	2.00	2.00	2.00
Code Enforcement	7.00	6.00	7.00	7.00	7.00	7.00
Revitalization	-	-	2.00	2.00	2.00	2.00
Community Action Program	2.00	2.00	2.00	2.00	2.00	2.00
Care 1st Resource Center	-	-	-	-	-	1.00
First Things First	-	-	-	-	-	2.00
Library - Sam Garcia	-	-	-	6.00	6.00	6.00
Library - Civic Center	-	-	-	6.75	6.75	6.75
Library Administration	-	-	-	2.00	2.00	2.00
Total Authorized FTE	23.50	23.50	23.50	38.25	38.25	45.25

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 can provide essential public services to the community through valued customer service, effective operations, and sound planning.

FY 2018-19 Highlights

- Fleet Services successfully completed the upgrade project to the City's fuel system. The new system improved the technology, allowing for ease of operations and increased reporting capabilities.
- Combined operations of the Sanitation and Street Maintenance divisions, allowing for improved service to our community. Combining the man power and equipment proved to decrease response times and create easier solutions when responding to community needs.
- Completed the upgrade project at the Water Reclamation Facility. Resulting in improved operational effectiveness, allowing the Facility to continue to operate to the permitted nine million gallons per day.

FY 2018-19 Highlights

- Successfully developed the Avondale Aquaculture Program. Public Works expert staff now breed fish for stocking our natural water treatment lakes in the Crystal Gardens Subdivision. In addition to adding operational effectiveness and flexibility, the program will save \$20,000 per year in fish stocking costs.

FY 2019-20 Objectives:

Strategic Initiative: Initiative 1 - Foster Sustainable Community Development

Strategic Goal: *Maintain and Expand Quality Infrastructure*

- continue to maintain an assured water supply for existing and future development and engage in regional discussions on Water issues.

Complete capital projects and emergency repairs in a timely manner to minimize impact to residents and businesses.

Continue to utilize reliability methods to optimize operations, realize full lifecycle of assets and reduce repair/replacement costs through preventative maintenance programs.

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

Strategic Goal: *Improve Internal and External Service Delivery*

- Continue to provide the highest levels of service while recognizing the changing needs of our customers

Explore community Outreach Options including a Water Academy and Digital Newsletter to increase awareness on water issues and operations.

Update the fleet utilization/optimization programs.

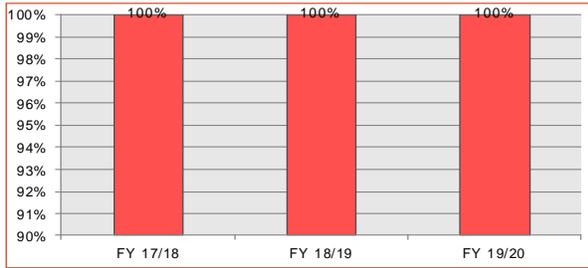
Optimize bulk trash routing. Allowing for more defined schedules improving service to our customers.

Performance Measures:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Repond to customer inquiries within 1 business day 95% of the time.	100%	100%	100%
Respond to afterhours emergency callouts within one hour.	100%	100%	100%

Workload Indicators:	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Projected
Tons of recycling material collected.	5132	5079	5181
Tons of green waste collected.	942	1067	1088
Tons of garbage collected.	22812	24251	24736
Tons of bulk waste collected.	3851	4492	4582
Recycling diversion rate.	0.18	0.17	0.15
Miles of sewer lines cleaned.	83	67	100
Chlorine residual in drinking water system = 0.8mg/L - 1.2mg/L	1.02	1.05	1.02
Billions of gallons of wastewater treated annually.	2.07	2.2	2.24

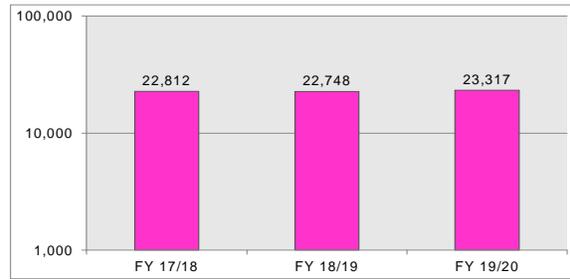
Performance Measure

Response to after-hours emergency calls within one hour



Workload Indicator

Tons of Garbage Collected



Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Budget	FY 18-19 Amended	FY 18-19 Estimates	FY 19-20 Budget
Expenditure by Category						
Personal Services	7,641,827	7,736,465	8,690,166	8,690,166	8,690,166	8,820,298
Contractual Services	8,447,201	8,216,356	9,970,306	9,789,999	9,789,999	9,834,289
Commodities	3,061,248	3,410,559	4,041,216	4,070,083	4,070,083	4,241,690
Capital Outlay	12,035,449	12,152,295	737,000	1,082,398	1,082,398	875,800
Other	3,020,220	3,202,620	3,202,600	3,202,600	3,202,600	3,202,600
Debt Service	63,985	267,228	1,281,415	1,281,415	1,281,415	-
Transfers Out	15,767,513	9,611,671	6,027,380	6,027,380	6,027,380	6,605,810
Contingency	-	-	2,550,000	2,550,000	2,550,000	2,550,000
Total by Category	50,037,443	44,597,194	36,500,083	36,694,041	36,694,041	36,130,487
Expenditures by Division						
Fleet Services	2,033,596	2,297,001	2,618,345	2,618,345	2,618,345	2,802,755
Field Operations Administration	124,072	15,223	2,870	2,870	2,870	-
Motor Pool	41,727	31,884	31,960	31,960	31,960	47,750
Streets	1,493,940	1,824,433	2,045,657	2,044,937	2,044,937	2,211,825
Solid Waste	4,206,664	4,606,240	4,461,343	4,461,083	4,461,083	4,778,127
ADMINISTRATION	-	-	-	-	-	20,000
Sanitation-Uncontained	649,696	744,743	692,560	692,660	692,660	791,430
Recycling, Education and Enforcement	279,261	328,426	341,110	341,110	341,110	488,310
Green Waste	260,413	242,052	247,625	247,785	247,785	284,195
Other Grants	-	-	-	255,116	255,116	-
Water Distribution	8,208,101	8,338,987	2,643,745	2,656,006	2,656,006	2,722,885
Water Administration	5,332,107	5,620,775	6,035,199	5,959,003	5,959,003	5,694,219
GIS and Land Services	998	88	-	-	-	-
Water Resources	1,532,862	1,554,338	1,892,990	1,893,390	1,893,390	1,910,760
Water Quality	470,123	566,051	687,740	687,548	687,548	642,060
Wetlands Treatment	125,574	144,409	193,410	193,202	193,202	332,450
Water Production	3,342,469	3,149,847	4,245,371	4,145,371	4,145,371	4,140,090
SCADA - Water	-	-	-	104,000	104,000	181,410
Wastewater Collection	1,943,023	1,697,366	2,111,238	2,103,338	2,103,338	2,172,738
Wastewater Administration	11,089,374	3,805,821	4,414,470	4,392,867	4,392,867	3,073,463
Wastewater Lift Stations	8,980	41,442	3,080	3,080	3,080	3,080
SCADA - Sewer	-	-	-	7,000	7,000	62,730
Water Reclamation Facility	8,894,033	9,587,838	3,831,140	3,801,140	3,801,140	3,692,250
SCADA - WWTP	-	-	-	52,000	52,000	77,730
Wastewater	430	230	230	230	230	230
Total by Division	50,037,443	44,597,194	36,500,083	36,694,041	36,694,041	36,130,487
Expenditures by Fund						
General Fund	165,799	47,107	34,830	34,830	34,830	47,750
Highway User Revenue Fund	1,493,940	1,824,433	2,045,657	2,044,937	2,044,937	2,211,825
Other Grants	-	-	-	255,116	255,116	-
Water Operations	19,012,234	19,374,575	15,698,535	15,638,600	15,638,600	15,623,954

Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Budget	FY 18-19 Amended	FY 18-19 Estimates	FY 19-20 Budget
Expenditures by Fund						
Sewer Operations	21,935,840	15,132,477	10,359,938	10,359,435	10,359,435	9,082,001
Sanitation	5,396,034	5,921,601	5,742,778	5,742,778	5,742,778	6,362,202
Fleet Services Fund	2,033,596	2,297,001	2,618,345	2,618,345	2,618,345	2,802,755
Total by Fund	50,037,443	44,597,194	36,500,083	36,694,041	36,694,041	36,130,487
Authorized Positions by Division						
Fleet Services	7.50	7.60	7.60	7.60	7.60	7.60
Streets	9.25	9.30	11.30	11.30	11.30	11.30
Solid Waste	14.25	12.50	13.50	13.50	13.50	13.50
Sanitation-Uncontained	3.00	4.00	4.00	4.00	4.00	4.00
Recycling, Education and Enforcement	2.00	2.00	2.00	1.00	1.00	2.00
Green Waste	1.00	2.00	2.00	2.00	2.00	2.00
Water Distribution	14.25	14.25	14.25	14.25	14.25	14.25
Water Administration	6.50	5.80	5.80	5.80	5.80	3.80
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	2.00	1.00	1.00	2.00	2.00	2.00
Water Production	6.75	7.75	7.75	7.75	7.75	7.25
SCADA - Water	-	-	-	-	-	1.00
Wastewater Collection	7.25	7.25	7.25	7.25	7.25	7.25
Wastewater Administration	1.50	1.80	1.80	1.80	1.80	1.80
SCADA - Sewer	-	-	-	-	-	0.50
Water Reclamation Facility	12.75	12.75	12.75	12.75	12.75	12.25
SCADA - WWTP	-	-	-	-	-	0.50
Total Authorized FTE	93.00	93.00	96.00	96.00	96.00	96.00

Capital Improvement

FY2019-20 through FY2023-24

Developing the Capital Improvement Plan

The Capital Improvement Plan (CIP) is the City's five-year blueprint for creating and maintaining the crucial infrastructure that will support the continued growth and development of Avondale. FY 2019-20 represents the first year of the City's established official five-year CIP. Each year, in conjunction with the annual budgeting process, the five-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 General Plan, the approved Infrastructure Improvements Plan (IIP), and master plans 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, Development and Engineering, Police, Fire, Court, and Economic Development participate in the review of past capital projects and the identification of new projects for inclusion in the plan.

Citizen input is obtained through the Capital Improvement Plan Committee and from constituents that contact the Council and City management directly. City residents have alerted staff about infrastructure and renovation needs, quality of life enhancements, and historic preservation issues that should be addressed in the capital plan. Citizens are also given the opportunity to have input 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 various planned improvements.

Projects included in the FY 2020-24 CIP will form the basis for appropriations in the FY 2019-20 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 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 infrastructure improvements.

What are Capital Improvements?

Capital improvements are strategic investments in infrastructure that allow the City to provide service to residents. Streets, water treatment and reclamation plants, parks and recreation buildings, and one-time acquisitions of equipment are all considered capital improvements. With the exception of some 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 CIP, 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

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 approval is acquired through 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 new construction that may be used for "pay-as-you-go" financing for capital projects. When a builder takes out a building permit, the builder 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. In September 2008, voters approved expanding the May 2001 voter authorization to include transit projects. The City is able to leverage these dollars through the issuance of bonds in the water, sewer, streets and transportation funds. These funds are used for pay-as-you-go capital funding and for payment of bond debt.

Operating Funds - The City plans to transfer in approximately \$120.3 million dollars over the next five-years from operating funds to supplement the five-year capital budget.

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 the current Five-Year CIP includes \$10.9 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 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. 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

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, for FY 2018-19. The City has sufficient capacity to issue bonds to fund this five-year plan as seen by the legal debt margins as of June 30, 2019.

	20%	6%
	Water, Sewer, Public Safety, Streets, Transit, Facilities, Flood Control, Open Space, Library, and Parks	General Municipal Purpose Bonds
Net Full Cash Assessed Value	633,585,560	633,585,560
Debt Limit	126,717,112	38,015,134
Net Bonds Outstanding	31,543,099	8,396,901
Legal Debt Margin	118,320,211	6,472,035

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. Avondale currently does not have any outstanding HURF Bond debt.

Revenue Bonds

Revenue bonds differ from GO bonds, as the pledge of the debt is a specific revenue source and not the full faith and credit of the City. 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

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	8,000,000	4,500,000
	Water Lines & Storage Reservoirs	2,500,000	0	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	0	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 & Recreation	15,000,000	15,000,000	0
15-May-07	Public Safety Facilities & Equipment	13,000,000	7,500,000	5,500,000
15-May-07	General Government Facilities	17,000,000	9,500,000	7,500,000
Totals		117,800,000	76,105,000	41,695,000
(a) City can pledge either enterprise revenues or property taxes.				
(b) City can pledge either street & highway revenues or property taxes.				

The City issued \$24.2 million in new general obligation bonds in FY 2018-19, and the reduction in authorization is reflected above.

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.

Municipal Development Corporation Bonds

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

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

Avondale currently does not use MDC bonds, but still can issue Excise Tax related debt.

Capital Improvement

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 funds for these projects are expended, the fund balance is reduced by the project cost. 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. The budget includes over \$53 million carryover in fund balance for the FY 2019-20 capital budget.

Debt and Capital Budgets Relationship

The CIP 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 FY 2019-20 budget includes \$10.7 million 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 Generally Accepted Accounting Principles (GAAP). The following schedule shows the FY 2019-20 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	2,245,000	1,271,915	3,516,915
Pledged Revenue Refunding Obligations - GLTD	5,330,000	740,675	6,070,675
Sub-total	7,575,000	2,012,590	9,587,590
Enterprise Funded Debt			
Water & Sewer Revenue Bonds	525,373	297,000	822,373
Pledged Revenue Refunding Obligations - Water & Sewer	300,000	17,856	317,856
Sub-total	825,373	314,856	1,140,229
Grand Total - All Debt	8,400,373	2,327,446	10,727,819

Operating and Capital Budget Relationship

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

There are a number of major projects in the CIP that will require substantial operating funds when completed. The project details in the following capital section include the expected impact on the operating budget of capital projects. A few major examples are: Alamar Community Park, Resource Center, Property and Evidence Facility, and Water Distribution Pressure Zones. 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.

Capital Improvement

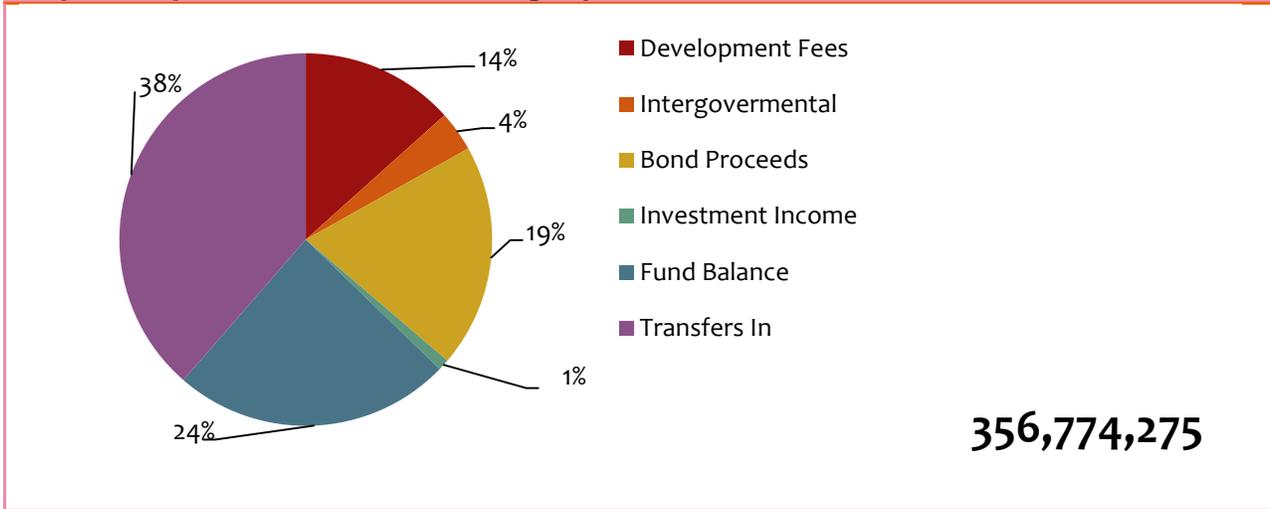
Operating Impact	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24
General Fund					
Staffing	0	200,000	375,000	625,000	625,000
Electricity	500	21,000	22,000	22,000	28,000
Equipment Maintenance	5,000	10,000	10,000	10,000	10,000
Grounds Maintenance	500	8,500	108,500	158,500	183,500
Supplies/Contracts	25,000	25,000	35,000	35,000	35,000
Supplies/Contracts	0	27,500	252,500	202,500	212,500
Utilities-Water/Sewer	0	2,500	132,500	132,500	134,500
GF Total	31,000	294,500	935,500	1,185,50	1,228,500
HURF					
Electricity	0	500	5,000	11,500	11,500
Grounds Maintenance	0	5,000	7,000	8,000	8,000
Staffing	0	0	5,000	5,000	5,000
Street Maintenance	2,000	11,000	12,000	32,000	32,000
HURF Total	2,000	16,500	29,000	56,500	56,500
Water					
Electricity	20,000	20,000	20,000	20,000	20,000
Staffing	0	0	2,500	2,500	2,500
Supplies/Contracts	127,600	447,600	447,600	2,447,600	2,447,600
Water Total	147,600	467,600	470,100	2,470,100	2,470,100
Wastewater					
Supplies/Contracts	10,000	10,000	10,000	20,000	20,000
Wastewater Total	10,000	10,000	10,000	20,000	20,000
Grand Total	190,600	788,600	1,444,600	3,732,100	3,775,100

Capital Improvement Plan Summary

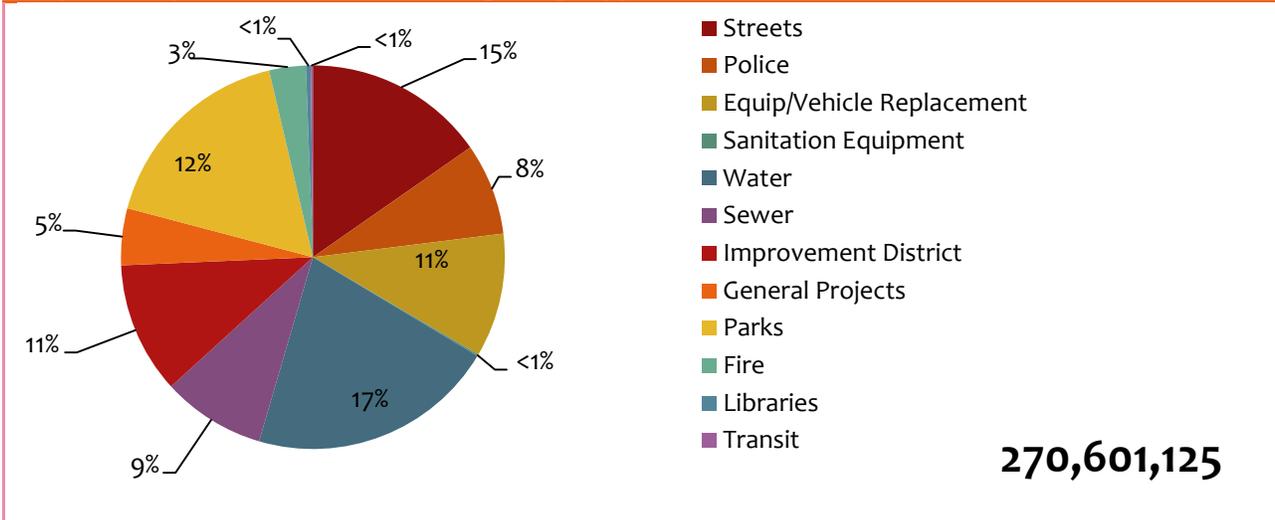
The CIP for the City of Avondale totals \$270,601,125 for FY 2019-20 through FY 2023-24. The FY 2019-20 budget totals \$100,735,862 including \$280,100 in transfers to debt service funds. The plan takes into consideration all known capital needs and ties potential revenue sources to those needs. As the City continues to grow and age, new needs will undoubtedly surface, causing the plan to change. 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

Capital Improvement Plan Funding by Source



Capital Improvement Plan Budget by Type



Capital Improvement Plan Summary

Fiscal Years 2020-24

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
Fund Balances All	75,356,470	27,012,303	28,845,996	27,144,031	37,338,570	
Capital Plan Revenue						
Intergovernmental Revenues						
Maricopa County	0	0	250,000	0	0	250,000
Federal Grants & Other Sources	2,500,000	0	2,850,000	2,500,000	2,700,000	10,550,000
Other State Sources	102,000	0	0	0	0	102,000
Total Intergovernmental Revenues	2,602,000	0	3,100,000	2,500,000	2,700,000	10,902,000
Development Fees						
Street Construction	547,000	1,100,000	1,100,000	1,500,000	2,500,000	6,747,000
Police Development	146,000	390,000	585,000	634,000	585,000	2,340,000
Park Development	258,000	519,000	519,000	708,000	1,179,000	3,183,000
Library Development	18,000	49,000	74,000	80,000	74,000	295,000
Fire Dept. Development	137,000	365,000	547,000	592,000	547,000	2,188,000
Sewer Development	1,118,000	2,245,000	2,245,000	3,062,000	5,103,000	13,773,000
Water Development	821,000	2,188,000	3,282,000	3,556,000	3,282,000	13,129,000
Total Development Fees	3,045,000	6,856,000	8,352,000	10,132,000	13,270,000	41,655,000
Investment Income						
Salvage	259,790	74,920	74,920	74,920	74,920	559,470
Interest Earned	547,600	480,600	480,600	480,600	480,600	2,470,000
Total Investment Income	807,390	555,520	555,520	555,520	555,520	3,029,470
Operating Transfers In						
Transfer In 520--Sanitation Fund	50,000	50,000	50,000	50,000	50,000	250,000
Transfer In 101--General Fund	16,900,000	11,850,000	8,650,000	5,150,000	5,100,000	47,650,000
Technology Replacement Contribution	1,165,160	1,070,360	1,070,360	1,070,360	1,070,360	5,446,600
Technology Replacement Contribution-AAA	5,300	5,300	5,300	5,300	5,300	26,500
Transfer In 201--Highway Users Fund	5,000,000	0	0	0	0	5,000,000
Transfer In 230-- Dedicated Sales Tax	1,800,000	800,000	2,300,000	2,300,000	2,300,000	9,500,000
Transfer in 501--Avondale Water	3,000,000	4,000,000	6,000,000	6,000,000	3,000,000	22,000,000
Transfer In Wastewater Fund	1,500,000	2,500,000	3,000,000	3,000,000	2,500,000	12,500,000
Vehicle Replacement Contributions	3,952,275	2,864,240	2,864,240	2,864,240	2,864,240	15,409,235
Vehicle Replacement Contributions-	64,570	0	0	0	0	64,570
Transfer In 322--One Time Capital	2,500,000	0	0	0	0	2,500,000
Total Operating Transfers In	35,937,305	23,139,900	23,939,900	20,439,900	16,889,900	120,346,905
Other Financing Sources						
Bond Proceeds	10,000,000	5,500,000	0	45,000,000	0	60,500,000
Total Other Financing Sources	10,000,000	5,500,000	0	45,000,000	0	60,500,000
Sub-Total	52,391,695	36,051,420	35,947,420	78,627,420	33,415,420	236,433,375
Total Resources	127,748,165	63,063,723	64,793,416	105,771,451	70,753,990	356,774,275

Capital Improvement Plan Summary

Fiscal Years 2020-24

Capital Outlay*	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
304 Street Construction	14,539,500	10,246,500	6,830,750	4,312,000	5,476,250	41,405,000
308 Police Development	10,416,881	0	0	4,000,000	6,500,000	20,916,881
310 Park Development	23,850,000	7,400,000	8,750,000	3,200,000	3,400,000	46,600,000
311 Library Development	280,100	207,950	207,950	207,950	207,950	1,111,900
319 Fire Dept. Development	759,477	0	1,075,000	6,000,000	500,000	8,334,477
320 Improvement District	0	0	0	30,000,000	0	30,000,000
322 One-Time Project Fund	12,970,707	0	0	0	0	12,970,707
325 Transit	475,000	0	0	0	0	475,000
513 Sewer Development	11,295,983	2,630,000	4,560,000	3,420,000	1,650,000	23,555,983
514 Water Development	19,020,494	10,245,000	11,085,000	10,346,875	5,923,750	56,621,119
524 Sanitation Equipment	342,000	0	0	0	0	342,000
530 Water Equipment Replacement	882,100	883,576	158,080	538,324	372,485	2,834,565
531 Sewer Equipment Replacement	429,100	143,000	30,000	30,000	344,641	976,741
532 Sanitation Equipment Replacement	1,905,665	1,075,260	1,263,453	612,463	314,984	5,171,825
601 Vehicle Replacement	2,564,005	488,441	2,839,152	4,679,269	3,835,210	14,406,077
603 Technology & Equipment Replacemen	1,004,850	898,000	850,000	1,086,000	1,040,000	4,878,850
Total Expenditures	100,735,862	34,217,727	37,649,385	68,432,881	29,565,270	270,601,125
Estimated Ending Balance	27,012,303	28,845,996	27,144,031	37,338,570	41,188,720	

*Includes transfers to other funds for debt repayment.

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

304 Street Construction	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
Beginning Balance	3,942,100	126,600	1,255,100	849,350	4,112,350	7,211,100
Revenue						
Development Fees	547,000	1,100,000	1,100,000	1,500,000	2,500,000	6,747,000
IGA - MCDOT	0	0	250,000	0	0	250,000
Grant - State	102,000	0	0	0	0	102,000
Interest Earned	75,000	75,000	75,000	75,000	75,000	375,000
Revenue Bonds	0	5,500,000	0	0	0	5,500,000
Transfer In - General Fund	3,500,000	4,200,000	3,000,000	4,000,000	4,000,000	18,700,000
Transfer In - 0.5% Sales Tax	1,500,000	500,000	2,000,000	2,000,000	2,000,000	8,000,000
Transfer In - HURF	5,000,000	0	0	0	0	5,000,000
Total Revenue	10,724,000	11,375,000	6,425,000	7,575,000	8,575,000	44,674,000
Total Resources	14,666,100	11,501,600	7,680,100	8,424,350	12,687,350	

Capital Costs

Development Fee Eligible Projects

ST1021-Dysart Rd Extension - Whyman Ave to Lower Buckeye Rd	0	0	0	0	0	0
ST1125-Avondale Blvd - McDowell to Encanto	1,000,000	975,000	0	0	0	1,975,000
ST1127-Traffic Signal at 107th and Pierce	0	0	0	0	0	0
ST1146-Van Buren St (North Half) - Fairway Dr to 121st Ave	0	175,000	1,800,000	0	0	1,975,000
ST1166-Avondale Blvd - Lower Buckeye to Miami	0	0	185,000	500,000	0	685,000
ST1170-Traffic Signal and Intersection Improvements at Avondale & Lower Buckeye	0	200,000	500,000	0	0	700,000
ST1171-Traffic Signal and Roadway Improvements at El Mirage & Lower Buckeye	0	0	575,000	0	0	575,000
ST1172-Roadway Improvements on El Mirage - Lower Buckeye Road to Calle Hermosa	0	0	0	0	0	0
ST1181-Traffic Signal - 107th Avenue and Roosevelt Street	0	0	0	0	0	0
ST1187-Traffic Signal - 119th Ave and McDowell	0	550,000	0	0	0	550,000
ST1188-Traffic Signal - 119th Ave and Lower Buckeye	0	0	0	0	0	0
ST1195-Traffic Signal - Central and Lower Buckeye	0	0	0	0	0	0
ST1224-107th Avenue/McDowell Road Widening	2,839,000	0	0	0	0	2,839,000
ST1334-Van Buren - 107th Avenue to Avondale Boulevard	0	0	0	0	0	0
ST1336-Fairway Drive Improvements - Van Buren Street to New Traffic Interchange (Garfield)	2,200,000	1,825,000	0	0	0	4,025,000
ST1381-Traffic Signal - Maricopa Street & Avondale Blvd	698,000	0	0	0	0	698,000
ST1382-McDowell Road & 107th Avenue - Dual Left-turn Lanes	500,000	0	0	0	0	500,000

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

304 Street Construction	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
Development Fee Eligible Projects						
ST1383-Traffic Signal - Broadway Rd & Avondale Blvd	0	0	0	0	0	0
ST1437-Traffic Signal - Thomas Rd & 137th Ave	475,000	0	0	0	0	475,000
ST1449-Traffic Signal - Van Buren Street and 103rd Avenue	0	0	0	0	0	0
ST1459-El Mirage Rd & Buckeye Rd - Install NBR Turn Lane	270,000	0	0	0	0	270,000
ST1600-Dysart Rd Widening - Whyman Ave to Buckeye Rd (MC 85)	0	0	0	0	0	0
Total Development Fee Eligible	7,982,000	3,725,000	3,060,000	500,000	0	15,267,000
Non-Development Fee Eligible Projects						
ST1007- Street Drainage Issues	300,000	150,000	150,000	150,000	150,000	900,000
ST1009-City Wide Street Overlay	600,000	0	0	0	0	600,000
ST1012- Bridge Repairs	200,000	0	0	0	0	200,000
ST1020-Preventative Street Maintenance	1,800,000	600,000	600,000	600,000	2,000,000	5,600,000
ST1164-Streetlight Replacement Program Citywide	344,000	200,000	200,000	200,000	400,000	1,344,000
ST1220-Pedestrian Ramp/Sidewalks Program	600,000	100,000	100,000	100,000	100,000	1,000,000
ST1265-Dysart/McDowell Intersection	0	0	0	0	0	0
ST1275-Western - Central to 4th Ave - Improvements	0	0	0	0	0	0
ST1294-ITS Fiber Backbone Program	250,000	250,000	250,000	250,000	250,000	1,250,000
ST1306-Thomas - 99th Ave to 103rd Ave - Road Improvements	150,000	0	0	0	0	150,000
ST1309-MC85 - Litchfield to Agua Fria Bridge	0	0	0	0	0	0
ST1365-Dysart / Rancho Santa Fe Intersection Improvements	534,000	0	0	0	0	534,000
ST1371-Gateway Program	100,000	0	0	0	0	100,000
ST1374-Bike Retrofit Program	50,000	50,000	50,000	50,000	50,000	250,000
ST1380-Intersection Improvements - Roosevelt St & 99th Ave	0	1,285,000	0	0	0	1,285,000
ST1395-Avondale Boulevard Landscape and Median Improvements Roosevelt to Main Street (MC 85)	0	1,000,000	0	0	0	1,000,000
ST1406-Safe Routes to Schools Program	102,000	0	0	0	0	102,000
ST1460-Wayfinding Signage	0	0	0	0	0	0
ST1465-Dysart Road Median Improvements - I-10 to Van Buren	480,000	0	0	0	0	480,000
ST1500-Historic Avondale, Cashion and Las Ligas Improvements Program	212,500	1,756,500	2,370,750	1,962,000	2,476,250	8,778,000
ST1509-Palm Lane Road Extension - 117th Avenue to 118th Avenue	85,000	300,000	0	0	0	385,000
ST1510-Thomas Road Bridge	750,000	500,000	0	0	0	1,250,000
TMP9267-Glen Arm Farms Geotechnical Analysis and Pavement Design	0	0	0	0	0	0
TMP9386-Street Light Infill Program	0	50,000	50,000	500,000	50,000	650,000

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

304 Street Construction	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
Non-Development Fee Eligible Projects						
TMP9393-HAWK Signal at Avondale Blvd south of Buckeye Rd (MC 85)	0	280,000	0	0	0	280,000
TMP9398-HAWK Signal at Dysart Road south of Riley Drive	0	0	0	0	0	0
TMP9420-El Mirage Road Bridge	0	0	0	0	0	0
Total Non-Development Fee Eligible	6,557,500	6,521,500	3,770,750	3,812,000	5,476,250	26,138,000
Total Capital Costs	14,539,500	10,246,500	6,830,750	4,312,000	5,476,250	41,405,000
Estimated Ending Balance	126,600	1,255,100	849,350	4,112,350	7,211,100	

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: ST1007	Project Title: Street Drainage Issues
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Funding Source: Ops. Transfers In	Pct. New Development:	0.00%
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Project Description:
 This program allocates funds to be used for professional design services and physical infrastructure improvements to address unforeseen drainage concerns within city limits. Locations to be investigated and addressed include 107th Avenue at Fire Station 172, 107th Avenue & Durango and Indian Springs Road (adjacent to ISM).

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	150,000	150,000	300,000	150,000	150,000	150,000	150,000

Project No: ST1009	Project Title: City Wide Street Overlay
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Funding Source: Ops. Transfers In	Pct. New Development:	0.00%
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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.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	200,000	400,000	600,000	-	-	-	-

Project No: ST1012	Project Title: Bridge Repairs
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Funding Source: Ops. Transfers In	Pct. New Development:	0.00%
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Project Description:
 This bi-annual bridge repair program provides improvements to the City's bridges as recommended by the Arizona Department of Transportation's structural bridge group.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	200,000	200,000	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: ST1020	Project Title: Preventative Street Maintenance
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Funding Source: Ops. Transfers In	Pct. New Development:	0.00%
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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.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	200,000	1,600,000	1,800,000	600,000	600,000	600,000	2,000,000

Project No: ST1021	Project Title: Dysart Rd Extension - Whyman Ave to Lower Buckeye Rd
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Funding Source: Development Fees	Pct. New Development:	100.00%
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Project Description:
 This project will extend Dysart Road from its existing terminus at Whyman Avenue, south to Lower Buckeye Road, in order to provide better circulation for the businesses and residents along Dysart Road south of Buckeye Road (MC 85). Land acquisition will be necessary for the roadway extension. The street section will consist of 80 feet for the right-of-way, four travel lanes, bicycle lanes, curb and gutter, and sidewalks on each side.
 This project should coordinate with ST1248 for the installation of a traffic signal at Lower Buckeye & Dysart and WA1231 for the extension of a 12" diameter water line from Whyman Ave to Lower Buckeye Rd.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Operating Impact:							
Utilities-Water/Sewer		-	-	-	-	-	-
Street Maintenance		-	-	-	-	-	-
Total Operating Costs		-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: ST1125	Project Title: Avondale Blvd - McDowell to Encanto
Funding Source: Development Fees	Pct. New Development: 100.00%
Project Description:	
<p>The purpose of this project is to complete the widening of Avondale Boulevard to minor arterial street standards on the west side of the road. These improvements will provide sidewalks and bike lanes to support students in walking and biking to school.</p> <p>The road will be widened along the west side of Avondale Boulevard from McDowell Road to Encanto Boulevard. The half street improvements will increase Avondale Boulevard capacity from a 2-lane to a 4-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 the tiling of an existing irrigation ditch adjacent to city-owned property, as well as the relocation of existing overhead 12kV electric poles. Landscaping will be included as part of these improvements.</p>	

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	1,000,000	1,000,000	975,000	-	-	-

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

Project No: ST1127	Project Title: Traffic Signal at 107th and Pierce
Funding Source: Development Fees	Pct. New Development: 100.00%
Project Description:	
<p>Construct a standard Maricopa County Department of Transportation traffic signal at the intersection of 107th Avenue and Pierce Street. The traffic signal will help improve traffic flow and provide safer access for vehicles exiting the future Roosevelt Park phase 2 development on the west side and the UTI site on the east side of 107th Avenue. The existing intersection is a 3-way intersection with STOP control for the east leg (westbound Pierce Street traffic) only.</p>	

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

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

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: ST1146 **Project Title:** Van Buren St (North Half) - Fairway Dr to 121st Ave

Funding Source: Development Fees, Ops. Tran **Pct. New Development:** 50.00%

Project Description:
 This project will widen the north side of Van Buren St from 121st Ave to Fairway Dr to arterial standards, in order to complete improvements in this scalloped section of street. Sewer and water stub-outs will be incorporated into the improvements to serve the adjacent properties. Potential cost for modification of the existing traffic signal is included in the project.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	175,000	1,800,000	-	-

Operating Impact:

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

Project No: ST1164 **Project Title:** Streetlight Replacement Program Citywide

Funding Source: Ops. Transfers In **Pct. New Development:** 0.00%

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. It is anticipated that approximately 180 poles will need to be replaced between FY20-FY23. \$200k is allocated in FY24 for the next citywide street light pole assessment.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	344,000	-	344,000	200,000	200,000	200,000	400,000

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: ST1166	Project Title: Avondale Blvd - Lower Buckeye to Miami
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Funding Source: Development Fees, IGA	Pct. New Development: 50.00%
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Project Description:

This project will improve Avondale Boulevard by widening the east half of the street to minor arterial standards and constructing pavement widening, curb & gutter, sidewalks, street lights, landscaping and a bus pullout on the east leg of the intersection. 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. The existing power lines will be placed underground.

An Intergovernmental Agreement for cost sharing with the Maricopa County Department of Transportation (MCDOT) will be required. Anticipate City fronting total project cost and a \$200k reimbursement from MCDOT.

This project should coordinate with ST1170 for the construction of a new traffic signal at the intersection of Avondale Blvd and Lower Buckeye Rd. The design for this project and ST1170 will be handled as a single project by one design professional, with construction projects occurring in separate years.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	185,000	500,000	-

Operating Impact:							
Electricity	-	-	-	-	4,000	4,000	-
Street Maintenance	-	-	-	-	20,000	20,000	-
Total Operating Costs	-	-	-	-	24,000	24,000	-

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: ST1170	Project Title: Traffic Signal and Intersection Improvements at Avondale & Lower Buckeye
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Funding Source: Development Fees	Pct. New Development:	100.00%
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Project Description:

This project will construct a traffic signal using City standard trombone-type specifications at the intersection of Avondale Boulevard and Lower Buckeye Road. The traffic signal will help improve traffic flow, reduce delay along the arterial roadways, and provide safer access to residents and businesses in the vicinity. 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.

An Intergovernmental Agreement for cost sharing with the Maricopa County Department of Transportation (MCDOT) will be required. Anticipate City fronting total project cost and a \$150k reimbursement from MCDOT.

This project should coordinate with ST1166 for the construction of arterial improvements on the east side of Avondale Blvd south of the intersection. The design for this project and ST1166 will be handled as a single project by one design professional, with construction projects occurring in separate years.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	200,000	500,000	-	-

Operating Impact:							
Staffing	-	-	-	5,000	5,000	5,000	-
Electricity	-	-	-	2,500	2,500	2,500	-
Grounds Maintenance	-	-	-	1,000	1,000	1,000	-
Total Operating Costs	-	-	-	8,500	8,500	8,500	-

Project No: ST1171	Project Title: Traffic Signal and Roadway Improvements at El Mirage & Lower Buckeye
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Funding Source: Development Fees	Pct. New Development:	100.00%
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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 to residents and businesses in the vicinity. The signal will be constructed with the poles at the ultimate arterial section location. The existing business sign at the southwest corner will need to be relocated. It is also anticipated that there will be an Intergovernmental Agreement and cost sharing with the Maricopa County Department of Transportation.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	575,000	-	-

Operating Impact:							
Electricity	-	-	-	-	2,500	2,500	-
Grounds Maintenance	-	-	-	-	1,000	1,000	-
Total Operating Costs	-	-	-	-	3,500	3,500	-

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: ST1172 **Project Title:** Roadway Improvements on El Mirage - Lower Buckeye Road to Calle Hermosa

Funding Source: Development Fees, Ops. Tran **Pct. New Development:** 50.00%

Project Description:

This project will provide roadway widening along the west side of El Mirage Road from Lower Buckeye Road north approximately 1,100 feet. The purpose of this project is to provide sidewalks and bike lanes supporting multiple modes of transit. The half street improvements will increase El Mirage Road's capacity from a 2-lane to a 4-lane roadway. The project improvements include vertical curb and gutter, sidewalk, street lights, a new pavement section, new striping, a temporary retention basin and catch basin with scupper. The north side of Lower Buckeye will also be improved from El Mirage to 123rd Drive. The south side of Lower Buckeye will be improved for approximately 200 feet west of the intersection. Improvements south of Lower Buckeye on El Mirage will extend 250 feet south of the intersection. All improvements to Lower Buckeye Road will be to arterial standards. Existing utility poles and wires on the west side will be placed underground.

This project should coordinate with ST 1171 Traffic Signal at El Mirage & Lower Buckeye

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Operating Impact:

Street Maintenance	-	-	-	-	-	-	-
Total Operating Costs	-	-	-	-	-	-	-

Project No: ST1181 **Project Title:** Traffic Signal - 107th Avenue and Roosevelt Street

Funding Source: Development Fees **Pct. New Development:** 100.00%

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.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Operating Impact:

Electricity	-	-	-	-	-	-	-
Grounds Maintenance	-	-	-	-	-	-	-
Total Operating Costs	-	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: ST1187	Project Title: Traffic Signal - 119th Ave and McDowell
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Funding Source: Development Fees	Pct. New Development:	100.00%
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Project Description:

Construct a traffic signal using City standard trombone type specifications 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. The City will re-evaluate the traffic impact of Westpoint High School at this location and design the signal and improvements accordingly.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	550,000	-	-	-

Operating Impact:							
Electricity	-	-	-	2,000	2,000	2,000	-
Grounds Maintenance	-	-	-	1,000	1,000	1,000	-
Total Operating Costs	-	-	-	3,000	3,000	3,000	-

Project No: ST1188	Project Title: Traffic Signal - 119th Ave and Lower Buckeye
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Funding Source: Development Fees	Pct. New Development:	100.00%
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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. It is also anticipated that there will be an Intergovernmental Agreement and cost sharing with the Maricopa County Department of Transportation.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

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

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: ST1195	Project Title: Traffic Signal - Central and Lower Buckeye
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Funding Source: Development Fees, IGA	Pct. New Development: 100.00%
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Project Description:
 This project will construct a traffic signal using Maricopa County Department of Transportation (MCDOT) standard specifications at the intersection of Central Avenue and Lower Buckeye Road. The traffic signal will help improve traffic flow, reduce delay along Lower Buckeye Road, and provide safe access for vehicles to and from adjacent residential neighborhoods to the north, and the community park to the south. It is also anticipated that there will be an Intergovernmental Agreement and cost sharing with the Maricopa County Department of Transportation.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Operating Impact:

Electricity	-	-	-	-	-	-	-
Grounds Maintenance	-	-	-	-	-	-	-
Total Operating Costs	-	-	-	-	-	-	-

Project No: ST1220	Project Title: Pedestrian Ramp/Sidewalks Program
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Funding Source: Ops. Transfers In	Pct. New Development: 0.00%
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Project Description:
 This annual program allocates money to facilitate the Citywide installation of sidewalk improvements and Americans with Disabilities Act (ADA) compliant ramps where needed. This program will also allocate funds to upgrade existing ramps to ADA compliant ramps. In FY 20, an area that has been identified for sidewalk installation is the east side of 107th Avenue from Encanto Blvd extending north approximately 500 feet. This will provide continuous sidewalk on the east side of 107th Avenue.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	350,000	250,000	600,000	100,000	100,000	100,000	100,000

Operating Impact:

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

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: ST1224	Project Title: 107th Avenue/McDowell Road Widening
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Funding Source: Development Fees	Pct. New Development: 100.00%
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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 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.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	2,639,000	200,000	2,839,000	-	-	-	-

Operating Impact:

	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Street Maintenance	-	5,000	5,000	5,000
Total Operating Costs	-	5,000	5,000	5,000

Project No: ST1265	Project Title: Dysart/McDowell Intersection
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Funding Source: IGA, Ops. Transfers In	Pct. New Development: 0.00%
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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 crashes and delays and provide safer access for vehicles to and from adjacent developments. The existing traffic signal will be replaced to accommodate the widening. It is anticipated that the City will be partnering with the City of Goodyear. The improvements will incorporate recommendations from the Road Safety Assessment conducted by Maricopa Association of Governments (MAG) for this intersection.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: ST1275 Project Title: Western - Central to 4th Ave - Improvements

Funding Source: Ops. Transfers In Pct. New Development: 0.00%

Project Description:
 This project will reconstruct Western Avenue from Central Avenue to 4th Avenue. The improvements will include replacement of the street pavement section and the addition of storm drain facilities. Reconstruction of driveways, sidewalks and curb and gutter are included in the cost. Staff will work with adjacent property owners to acquire adequate right of way to facilitate the addition of angled parking stalls on the north side of Western Avenue, east of 3rd Ave.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Project No: ST1294 Project Title: ITS Fiber Backbone Program

Funding Source: Grants, Ops. Transfers In Pct. New Development: 0.00%

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.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	100,000	150,000	250,000	250,000	250,000	250,000	250,000

Project No: ST1306 Project Title: Thomas - 99th Ave to 103rd Ave - Road Improvements

Funding Source: IGA, Ops. Transfers In Pct. New Development: 0.00%

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

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	150,000	-	150,000	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: ST1309	Project Title: MC85 - Litchfield to Agua Fria Bridge
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Funding Source: Ops. Transfers In	Pct. New Development: 0.00%
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Project Description:
 The project will improve Buckeye Road (MC85) to minor arterial standards from Litchfield Road to the Agua Fria River Bridge. The improvements include new vertical curb and gutter, sidewalks, streetlights, a new pavement section and new striping and landscaping. MC85 is Avondale's only roadway that meets the highway designation and is a road of regional significance. Undergrounding of the overhead utilities including power and telephone lines are included in the project.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Project No: ST1334	Project Title: Van Buren - 107th Avenue to Avondale Boulevard
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Funding Source: Development Fees	Pct. New Development: 100.00%
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Project Description:
 This project will improve Van Buren Street between Avondale Boulevard to 107th Avenue, to major arterial roadway standards, to improve the capacity and safety through this corridor. The improvements will include vertical curb and gutter, sidewalk, streetlights, a new pavement section, new striping, temporary retention basis and scuppers. The project will include ROW acquisition.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Project No: ST1336	Project Title: Fairway Drive Improvements - Van Buren Street to New Traffic Interchange (Gar
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Funding Source: Development Fees, Ops. Tran	Pct. New Development: 100.00%
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Project Description:
 Arizona Department of Transportation (ADOT) will construct a new traffic interchange (TI), at Fairway Drive, from I-10 to Garfield St. At the completion of the ADOT project, the City will construct a 5-lane section from Garfield St. to Van Buren St, which will allow for safe and continuous vehicular travel from the T.I. to Van Buren. Improvements include sidewalks, lighting, landscaping, striping, signage, landscape irrigation, ITS facilities and other improvements. Right of way acquisition will be required.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	764,000	1,436,000	2,200,000	1,825,000	-	-	-

Operating Impact:								
Street Maintenance			-	3,000	3,000	3,000	3,000	-
Total Operating Costs			-	3,000	3,000	3,000	3,000	-

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: ST1365	Project Title: Dysart / Rancho Santa Fe Intersection Improvements
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Funding Source: IGA, Ops. Transfers In	Pct. New Development:	0.00%
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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. Relocation of an existing monument sign and signal pole, as well as right-of-way acquisition will be required to complete the project.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	534,000	-	534,000	-	-	-	-

Project No: ST1371	Project Title: Gateway Program
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Funding Source: Ops. Transfers In	Pct. New Development:	
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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. The gateway design elements include landscaping, irrigation, hardscape features, monumentation, and up-lighting elements.

In FY 17, the gateway identified at the northeast corner of Dysart Rd and MC85/Main Street was addressed and the sign component of the project was completed in FY19. Following completion of project SW1389 (Dysart Road Sewer Replacement, Riley to Corral), the Gateway Project landscaping and irrigation improvements will be completed.

Supports:

- The Street Tree Master Plan

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	100,000	100,000	-	-	-	-

Operating Impact:							
Grounds Maintenance		500	500	500	500	500	-
Total Operating Costs		500	500	500	500	500	-

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: ST1374		Project Title: Bike Retrofit Program					
Funding Source:	Ops. Transfers In	Pct. New Development:	0.00%				
Project Description:							
The Bike Retrofit Program will fund projects that will add buffered bike facilities, striped bike lanes and green bike lane paint where appropriate to existing City streets. Green paint will continue to be installed on Central Avenue at approaches to driveways to increase driver awareness.							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	50,000	50,000	50,000	50,000	50,000	50,000

Project No: ST1380		Project Title: Intersection Improvements - Roosevelt St & 99th Ave					
Funding Source:	Ops. Transfers In	Pct. New Development:	0.00%				
Project Description:							
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. The purpose of the project is to replace the asphalt concrete pavement in the left turn lanes of the west leg of the intersection due to severe deterioration (rutting) by large trucks stopping at 99th Ave. Portland Cement Concrete Pavement (PCCP) will be considered for use at this location. The ultimate area of base and subbase to be removed and reconstructed covers an area approximately 800' x 50'. The improvements will also include relocation of the existing water line and sewer manhole outside of the new PCCP to reduce future maintenance costs.							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	1,285,000	-	-	-

Project No: ST1381		Project Title: Traffic Signal - Maricopa Street & Avondale Blvd					
Funding Source:	Development Fees	Pct. New Development:	100.00%				
Project Description:							
This project will construct a traffic signal using City standard trombone-type specifications at the intersection of Avondale Blvd and Maricopa St. This project will improve traffic flow, reduce delay and provide safer access to residents and businesses in the vicinity. Curb ramps and pedestrian push buttons meeting the requirements of ADA will be included in the project.							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	468,000	230,000	698,000	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: ST1382 **Project Title: McDowell Road & 107th Avenue - Dual Left-turn Lanes**

Funding Source: Development Fees, Ops. Tran **Pct. New Development:** 80.00%

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 westbound to southbound and eastbound to northbound movements. The existing 69kV pole on the northeast corner of the intersection will be relocated under a separate (non-CIP) project.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	500,000	-	500,000	-	-	-	-

Project No: ST1383 **Project Title: Traffic Signal - Broadway Rd & Avondale Blvd**

Funding Source: Development Fees **Pct. New Development:** 100.00%

Project Description:
 This project will construct a traffic signal using City standard trombone-type specifications and intersection improvements at the intersection of Avondale Blvd and Broadway Rd. The Buckeye Feeder Canal will need to be tiled and the electric distribution lines buried or relocated in the proximity to the intersection only.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Operating Impact:

Electricity	-	-	-	-	-	-
Grounds Maintenance	-	-	-	-	-	-
Total Operating Costs	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: ST1395 **Project Title: Avondale Boulevard Landscape and Median Improvements Roosevelt to Main St**

Funding Source: Ops. Transfers In Pct. New Development: 0.00%

Project Description:
 This project will remove and replace all broken median curbing, remove and replace all brick pavers, remove shrubs and unhealthy trees, and supplement with new trees and shrubs and add lighting. The project will beautify one of Avondale’s major corridors. The project will be 100% City funded.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	1,000,000	-	-	-

Operating Impact:

Electricity	-	500	500	500	500	-
Grounds Maintenance	-	5,000	5,000	5,000	5,000	-
Total Operating Costs	-	5,500	5,500	5,500	5,500	-

Project No: ST1406 **Project Title: Safe Routes to Schools Program**

Funding Source: Grants Pct. New Development: 0.00%

Project Description:
 The federally-funded Safe Routes to School (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 which is in very close proximity to two of the Avondale Schools. Updating the SRTS plans for all of these schools 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 City of Avondale is required to provide funds equaling 5.7% of the total grant award as in-kind services (staff time).

 There is no fiscal outlay by the City for these studies. However, recommendations for improvements are specified in the studies for each of the schools, and may result in the addition of projects in the CIP. One such project is TMP9393, which is a HAWK signal at Avondale Blvd south of Buckeye Road, which was a recommendation from the SRTS study for Littleton Elementary School.0

 FY 20: grant of \$96,200 for four (4) STRS traffic studies, City Share of (\$5,800) from staff time spent on the project

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	102,000	102,000	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: ST1437	Project Title: Traffic Signal - Thomas Rd & 137th Ave
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Pct. New Development:	50.00%
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Project Description:
This project will construct a traffic signal using a standard Maricopa County Department of Transportation (MCDOT) signal at the intersection of Thomas Rd and 137th Ave. The signal will help improve traffic flow, reduce delay along the arterial roadways, provide safer access for vehicles exiting adjacent developments and facilitate access to a new high school and developments to the north of Thomas Rd. The City anticipates a cost share with the new high school, with the school contributing 25% of the cost.
Priority #18

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	475,000	475,000	-	-	-	-

Project No: ST1449	Project Title: Traffic Signal - Van Buren Street and 103rd Avenue
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Funding Source: Development Fees	Pct. New Development:	100.00%
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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. The improvements will include curb, gutter, sidewalk, a temporary drainage basin and bus pullouts on Van Buren Street. It is also anticipated that there will be an Intergovernmental Agreement and cost sharing with the Maricopa County Department of Transportation.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

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

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: ST1459 **Project Title: El Mirage Rd & Buckeye Rd - Install NBR Turn Lane**

Funding Source: Development Fees, Ops. Tran **Pct. New Development:** 75.00%

Project Description:
 This project will add a dedicated turn lane to handle the northbound to eastbound movement at El Mirage Rd and Buckeye Rd (MC85), in order to reduce delay. Additional right of way will be needed, and is included in the project. A relocation of the existing Maricopa County traffic signal at the southeast corner will be required, as well as the relocation of an existing utility pole, fire hydrant and irrigation structure.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	270,000	-	270,000	-	-	-	-

Project No: ST1460 **Project Title: Wayfinding Signage**

Funding Source: Ops. Transfers In **Pct. New Development:** 0.00%

Project Description:
 This project will continue to install wayfinding signs in conformance with the Wayfinding Signage Master Plan. The project includes the continued installation of street sign toppers for Special Districts within Historic Avondale in conformance with the Historic Avondale Design and Development Guidelines. In FY 20, a solar powered lighted Monument Sign is planned to be installed at the northwest corner of Thomas Road and 99th Avenue.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Project No: ST1465 **Project Title: Dysart Road Median Improvements - I-10 to Van Buren**

Funding Source: Ops. Transfers In **Pct. New Development:** 0.00%

Project Description:
 This project will remove and replace all broken median curbing, remove and replace brick pavers as needed, remove/replace dead trees and shrubs, and supplement the existing trees with new trees and shrubs. The project will beautify one of Avondale's major corridors. The project will be 100% City funded.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	380,000	100,000	480,000	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: ST1500	Project Title: Historic Avondale, Cashion and Las Ligas Improvements Program
	Pct. New Development: 0.00%

Project Description:

This program will address the reconstruction of roads and upgrades of water and sewer facilities in neighborhoods located in Historic Avondale, Cashion and Las Ligas. Six (6) project areas have been identified, and the scope of work will include removal, the replacement of asphalt pavement, the installation of sidewalk, ramp and driveway improvements in accordance with current Americans with Disabilities Act (ADA) guidelines, the relocation of existing utility poles and the upgrade of water and sewer facilities. The six areas, include:

Area 1 - 3rd Avenue to Central Avenue, Western Ave to MC 85
 Area 2 - 3rd Ave/3rd Pl to Central Avenue, Western to Dooley
 Area 3 - Cashion, 113th to 111th Ave, Durango to MC 85
 Area 4 - Central to 4th Street, Elm to Harrison
 Area 5 - 1st St to Central Avenue, Whyman to MC 85 & Greenleaf, and 4th ST to 7th St, Pacific to Western Ave (includes coordination with the Roosevelt Irrigation District)
 Area 6 - Las Ligas, 127th Ave to 125th Ave, Elwood to Illini

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	212,500	212,500	1,756,500	2,370,750	1,962,000	2,476,250

Project No: ST1509	Project Title: Palm Lane Road Extension - 117th Avenue to 118th Avenue
Funding Source: Ops. Transfers In	Pct. New Development: 0.00%

Project Description:

This project will construct half-street improvements on the southern portion of Palm Lane between 117th and 118th Avenue. Palm Lane is classified as a major local road which requires 60-feet of right-of-way (ROW) and includes 2-travel lanes, bike lanes, and sidewalks. The adjacent southern parcel is an existing electrical switchyard that is jointly owned by APS/SRP. This parcel will not redevelop or construct the southern half street. It is anticipated that the school north of the project limits will construct the northern section of this corridor or work jointly with this project. The project estimate assumes that ROW will need to be purchased to construct the southern half-street to major local road standards. Specific half-street improvements include curb gutter, sidewalk, pavement, drainage, and streetlight improvements. A temporary drainage basin will be installed and an easement for the basin will be purchased with this project.

This project will improve the level of service (LOS) of this corridor, and improve traffic circulation with the construction of new Tolleson High School. In addition to the proposed half street improvements, a segment of potable waterline needs to be installed in conjunction with this project. Landscaping is not included as part of this project.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	85,000	85,000	300,000	-	-	-

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

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: ST1510	Project Title: Thomas Road Bridge
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Funding Source: Bond Proceeds, Grants, Ops.	Pct. New Development:	0.00%
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Project Description:

This project will widen Thomas Road to a 4-lane arterial street, including a concrete bridge from approximately 0.5 miles west of the Agua Fria River westerly levee to 0.4 miles east of the easterly levee. The bridge will be approximately 1,300 feet in length spanning the Agua Fria River, and will include lighting, pedestrian and bicycle facilities. The project will require 404 and 408 permits from the United States Army Corps of Engineers through coordination with the Maricopa Flood Control District. Major right of way acquisition will be required for the project. The City anticipates receiving funding for this project as a result of the extension of Prop 400.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	750,000	750,000	500,000	-	-	-

Operating Impact:

Electricity	-	-	-	-	-	-	-
Street Maintenance	-	-	-	-	-	-	-
Total Operating Costs	-	-	-	-	-	-	-

Project No: ST1600	Project Title: Dysart Rd Widening - Whyman Ave to Buckeye Rd (MC 85)
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Funding Source: Development Fees	Pct. New Development:	100.00%
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Project Description:

This project will widen Dysart Road from Whyman Ave north to MC 85 (Buckeye Rd) from 3 lanes to 4 lanes, to provide better response times for emergency services and circulation for the businesses and residents along Dysart Road south of MC 85. Land acquisition will be necessary for the roadway widening on the west side between Harrison Dr and the extension of Corral St from the west.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Operating Impact:

Street Maintenance	-	-	-	-	-	-	-
Total Operating Costs	-	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: TMP9267	Project Title: Glen Arm Farms Geotechnical Analysis and Pavement Design
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Pct. New Development:	0.00%
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Project Description:

The Glen Arm Farms subdivision is unique and incorporates ongoing private property irrigation in unlined ditches. Between 60% and 80% of all roadway surfaces within the subdivision have medium to high severity pavement distresses, because the road surfaces cannot be sustained on top of the constantly saturated sub-soils resulting from the flood irrigation in the subdivision. This project will allow for the preparation of an engineering study, including a geotechnical investigation and pavement analysis, recommending a design whose sub base and base structure will be compatible with saturated soil conditions and should adequately support a paved surface. The study will consider the likelihood of full water main and related service replacements. Full construction drawings are not included in the scope, and will be part of a future project.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Project No: TMP9386	Project Title: Street Light Infill Program
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Funding Source: Ops. Transfers In	Pct. New Development:	0.00%
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Project Description:

This project is intended to add street light poles with LED fixtures along sections of roadway which are dimly lit due to large gaps between existing street lights.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	50,000	50,000	500,000	50,000

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: TMP9393 Project Title: HAWK Signal at Avondale Blvd south of Buckeye Rd (MC 85)

Funding Source: Ops. Transfers In Pct. New Development: 0.00%

Project Description:

This project will design and install a Pedestrian Hybrid Beacon (PHB), aka High-Intensity Activated Crosswalk (HAWK) signal, on Avondale Boulevard, approximately 600 feet south of the intersection of MC 85. The project location coincides with an existing designated school crossing near Littleton Elementary School and transit bus stops serving the Southside Zoom transit service. The PHB was part of a list of recommended improvements documented in a Safe Routes to School (SRTS) study report conducted for Littleton Elementary. The crossing serves a large volume of school-aged children before and after school activity on a daily basis as well as the general residential and transit population. The project will consist of two signal poles with mast arms (similar to a traffic signal) with a pedestrian-actuated system to activate the operation of the PHB.

Construction cost is \$250,000 plus \$30,000 for design.

The City will apply for grant funding through the Federal Urbanized Area Formula Grant (5307) Program. Grant funds for this program are administered by the City of Phoenix. This grant program covers up to 80% of the total project cost (design and construction), with a 20% local match. The City will fund the project and be reimbursed after construction. No additional right-of-way is anticipated with this project.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	280,000	-	-	-

Operating Impact:

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

Project No: TMP9398 Project Title: HAWK Signal at Dysart Road south of Riley Drive

Pct. New Development: 0.00%

Project Description:

This project will design and install a Pedestrian Hybrid Beacon (PHB), aka High-Intensity Activated Crosswalk (HAWK) Signal, on Dysart Road between Riley Drive and Hill Drive. The PHB will provide a controlled pedestrian access crossing at Dysart Rd to the City's Future Resource and Senior Center.

Additional right-of-way will be required to accommodate the improvements.

The City will apply for grant funding through the Federal Urbanized Area Formula Grant (5307) Program. Grant funds for this program are administered by the City of Phoenix. This grant program covers up to 80% of the total cost of design and construction, with a 20% local match. The City will fund the project and be reimbursed after construction. No additional right-of-way is anticipated with this project.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Operating Impact:

Equipment Replacement	-	-	-	-	-	-
Total Operating Costs	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Street Construction

Project No: TMP9420	Project Title: El Mirage Road Bridge
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Pct. New Development:	0.00%
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Project Description:
 Design and construct a bridge on El Mrage Road at the Gila River crossing. Right of way acquisition will be required.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Police Development

308 Police Development	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
Beginning Balance	7,963,100	97,219	492,219	1,082,219	6,721,219	811,219
Revenue						
Development Fees	146,000	390,000	585,000	634,000	585,000	2,340,000
Interest Earned	5,000	5,000	5,000	5,000	5,000	25,000
G.O. Bonds	0	0	0	9,000,000	0	9,000,000
Transfer In - General Fund	2,400,000	0	0	0	0	2,400,000
Total Revenue	2,551,000	395,000	590,000	9,639,000	590,000	13,765,000
Total Resources	10,514,100	492,219	1,082,219	10,721,219	7,311,219	
Capital Costs						
Development Fee Eligible Projects						
PL1161-Property and Evidence Room	9,516,881	0	0	0	0	9,516,881
PL1908-Lakin Ranch Substation	0	0	0	0	1,000,000	1,000,000
PL1999-Command Vehicle	800,000	0	0	0	0	800,000
Total Development Fee Eligible	10,316,881	0	0	0	1,000,000	11,316,881
Non-Development Fee Eligible Projects						
PL1176-Joint Training Facility with Glendale	0	0	0	0	0	0
PL1297-RWC Police Radio Upgrade	0	0	0	0	0	0
PL1407-Detention Center and Police Substation	100,000	0	0	4,000,000	5,500,000	9,600,000
TMP9415-Police Substation	0	0	0	0	0	0
Total Non-Development Fee Eligible	100,000	0	0	4,000,000	5,500,000	9,600,000
Total Capital Costs	10,416,881	0	0	4,000,000	6,500,000	20,916,881
Estimated Ending Balance	97,219	492,219	1,082,219	6,721,219	811,219	

Capital Improvement Plan

Fiscal Years 2020-24

Police Development

Project No: PL1161 **Project Title: Property and Evidence Room**

Funding Source: Bond Proceeds, Development **Pct. New Development:** 50.00%

Project Description:
 The Avondale Police Department is requesting the funds to build a new 19,000 square foot property and evidence room and office space. 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. These containers will only be a stop-gap solution which will only extend the capacity deadline by 1-2 years.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	2,882,331	6,634,550	9,516,881	-	-	-	-

Operating Impact:

Supplies/Contracts	-	2,500	2,500	2,500	2,500	-
Utilities-Water/Sewer	-	500	500	500	500	-
Electricity	-	15,000	15,000	15,000	15,000	-
Total Operating Costs	-	18,000	18,000	18,000	18,000	-

Project No: PL1176 **Project Title: Joint Training Facility with Glendale**

Funding Source: Ops. Transfers In **Pct. New Development:** 0.00%

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.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Police Development

Project No: PL1297 **Project Title: RWC Police Radio Upgrade**

Funding Source: Development Fees, Ops. Transf **Pct. New Development:** 0.00%

Project Description:
 The Federal Government(FCC) has mandated a re-banding of radio frequencies for use by public safety, effective in 2017. Current mobile and portable police radios will not work on the new frequencies and must be replaced prior to 2025. The new radios are necessary for communications involving officer safety, delivery of basic police services to citizens, and interoperability with other police and fire departments throughout the state. The current radios were acquired in 2015. The Avondale Police Department operates on the RWC radio system.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Project No: PL1407 **Project Title: Detention Center and Police Substation**

Funding Source: Bond Proceeds, Ops. Transf **Pct. New Development:** 0.00%

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 Multiple Interactive Learning Objectives (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. There are 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.

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

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	100,000	-	100,000	-	-	4,000,000	5,500,000

Operating Impact:

Supplies/Contracts	-	-	-	-	-	10,000	-
Utilities-Water/Sewer	-	-	-	-	-	2,000	-
Electricity	-	-	-	-	-	5,000	-
Total Operating Costs	-	-	-	-	-	17,000	-

Capital Improvement Plan

Fiscal Years 2020-24

Police Development

Project No: PL1908		Project Title: Lakin Ranch Substation					
Funding Source:	Development Fees	Pct. New Development:	100.00%				
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).							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	1,000,000
Operating Impact:							
Staffing			-	-	-	-	-
Supplies/Contracts			-	-	-	-	-
Utilities-Water/Sewer			-	-	-	-	-
Electricity			-	-	-	-	-
Equipment Replacement			-	-	-	-	-
Vehicles/Major Equipment			-	-	-	-	-
Total Operating Costs			-	-	-	-	-

Project No: PL1999		Project Title: Command Vehicle					
Funding Source:	Development Fees, Ops. Tran	Pct. New Development:	47.00%				
Project Description:							
This is a state of the art mobile command vehicle (MCV) 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 ISM Raceway. 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.							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	800,000	-	800,000	-	-	-	-
Operating Impact:							
Equipment Maintenance			5,000	10,000	10,000	10,000	10,000
Total Operating Costs			5,000	10,000	10,000	10,000	10,000

Capital Improvement Plan

Fiscal Years 2020-24

Police Development

Project No: TMP9415	Project Title: Police Substation	Pct. New Development:	0.00%
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Project Description:

In an effort to have a police presence in the Historic Avondale area, a small substation, which is to be part of the new Detention Center, would benefit the citizens of Avondale. The substation that would be smaller than other current facilities, but still has the resources to have patrol officers work from. The presence increases the visibility of uniformed officers in the area and allows them more interaction with the community. The police department has had a facility in the Historic Avondale area for a great number of years and the current facility was re-purposed into a police substation. The building is approximately 40 years old and the maintenance of the building is in need of substantial repair. A new substation at or near the new Detention Center would allow for officers to have a work area in the beat without having to leave the immediate area and will also provide a workstation for police officers who access the Detention Center for prisoners in order to complete forms and booking information

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Operating Impact:							
Supplies/Contracts	-	-	-	-	-	-	-
Utilities-Water/Sewer	-	-	-	-	-	-	-
Electricity	-	-	-	-	-	-	-
Total Operating Costs	-	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Park Development

310 Park Development	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
Beginning Balance	9,980,100	548,100	1,185,100	1,322,100	2,348,100	3,845,100
Revenue						
Development Fees	258,000	519,000	519,000	708,000	1,179,000	3,183,000
Grant - Federal	2,100,000	0	2,850,000	2,500,000	2,700,000	10,150,000
Interest Earned	60,000	18,000	18,000	18,000	18,000	132,000
Transfer In - General Fund	9,500,000	7,500,000	5,500,000	1,000,000	1,000,000	24,500,000
Transfer In 322--One Time Capital	2,500,000	0	0	0	0	2,500,000
Total Revenue	14,418,000	8,037,000	8,887,000	4,226,000	4,897,000	40,465,000
Total Resources	24,398,100	8,585,100	10,072,100	5,548,100	7,245,100	
Capital Costs						
Development Fee Eligible Projects						
PK1338-Future Park - Alamar Development	0	4,000,000	4,000,000	0	0	8,000,000
Total Development Fee Eligible	0	4,000,000	4,000,000	0	0	8,000,000
Non-Development Fee Eligible Projects						
GG1409-Sustain Existing Building Infrastructure	443,000	500,000	500,000	500,000	500,000	2,443,000
PK1000-Sand Volleyball Courts	100,000	150,000	0	0	0	250,000
PK1027-Friendship Park Enhancements	1,200,000	500,000	0	0	0	1,700,000
PK1029-Multi -Modal Trail System	0	0	2,850,000	2,500,000	2,700,000	8,050,000
PK1105-Festival Fields	17,500,000	0	0	0	0	17,500,000
PK1346-Agua Fria Trail and Trail Head	425,000	0	0	0	0	425,000
PK1408-Van Buren Multi-Use Path	2,200,000	0	0	0	0	2,200,000
PK1462-Crystal Gardens Trail Improvements	220,000	300,000	0	0	0	520,000
PK1464-Sports Field Lighting - Area Lighting	175,000	0	0	0	0	175,000
PK1503-Community Center Repurposing	75,000	1,250,000	750,000	0	0	2,075,000
PK1504-Courts and Finance Dept. Improvements	312,000	0	0	0	0	312,000
PK1512-Neighborhood Park Enhancements	850,000	450,000	550,000	200,000	200,000	2,250,000
ST1387-Goodyear Farms Cemetery Improvements	350,000	150,000	100,000	0	0	600,000
TMP9397-Monument Signage	0	100,000	0	0	0	100,000
Total Non-Development Fee Eligible	23,850,000	3,400,000	4,750,000	3,200,000	3,400,000	38,600,000
Total Capital Costs	23,850,000	7,400,000	8,750,000	3,200,000	3,400,000	46,600,000
Estimated Ending Balance	548,100	1,185,100	1,322,100	2,348,100	3,845,100	

Capital Improvement Plan

Fiscal Years 2020-24

Park Development

Project No: GG1409	Project Title: Sustain Existing Building Infrastructure
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Funding Source: Ops. Transfers In	Pct. New Development:	0.00%
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Project Description:

This funding request will facilitate the ongoing replacement of equipment and building systems at city facilities that are near or have exceeded their useful life. This program request prioritizes replacements to sustain existing infrastructure at the current level of service by addressing systems where the cost to maintain them has become prohibitive and may cause disruption to operations. These prioritized items are based on existing conditions and circumstances. Certain circumstances could alter the priorities such as unanticipated system failures, broken equipment, etc. and adjustments to priorities would be approved by the City Manager.

Prioritized for fiscal year 2019-20 are water heater replacements at Fire Stations 171 and 172; replacement of the mechanical locking systems at the Municipal Operations Service Center, Fleet and Community Center Library, replacement of hardware and control panels for the keyless door access system at all City Facilities; carpet replacement at the Northwest Police Sub-Station; replacement of upholstered and meeting room furniture at Sam Garcia Library; replacement of meeting room seating for City Hall; replacement of the entry gate automation system at the Municipal Operations Service Center; replacement of the fire alarm system at the Court, Police Headquarters and City Hall; replacement of 6 heating, ventilation and air conditioning (HVAC) units, one at the Municipal Operations Service Center, three at the Jail and two at the Western Sub-Station.

Replacements prioritized for future fiscal years include exterior repairs and paint for the Court, Police Headquarters, City Hall and Civic Center Library; replacement of water heaters at Cashion Police Sub-Station and the Municipal Operations Service Center; replacement of carpet at the Civic Center Library; refurbishment of the City Center parking lot; replacement of generators at the Fleet and Fire Station 171; replacement of roofs at the Civic Center Library and Sam Garcia Library; replacement of HVAC units at the Municipal Operations Service Center, Fire Station 171 and Cashion Police Sub-Station.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	443,000	443,000	500,000	500,000	500,000	500,000

Project No: PK1000	Project Title: Sand Volleyball Courts
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Funding Source: Ops. Transfers In	Pct. New Development:	0.00%
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Project Description:

Construction of lighted sand volleyball courts adjacent to the American Sports Centers facility.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	100,000	100,000	150,000	-	-	-

Operating Impact:								
Supplies/Contracts			25,000	25,000	35,000	35,000	35,000	-
Total Operating Costs			25,000	25,000	35,000	35,000	35,000	-

Capital Improvement Plan

Fiscal Years 2020-24

Park Development

Project No: PK1027		Project Title: Friendship Park Enhancements					
Funding Source:	Ops. Transfers In	Pct. New Development:	0.00%				
Project Description:							
<p>Friendship Park is currently going through several stages of renovations. A \$3.5M renovation was completed in 2016 which includes new picnicking areas, parking, splash pad, two new playgrounds, an additional restroom building, replacing tennis courts and various site improvements. Park enhancements currently in progress include lighting soccer fields 9 & 10, replacing the western-most restroom building, additional parking, dog park renovations, and irrigation system and field improvements. Planned improvements for Fiscal Year 2019-20 includes resurfacing and lighting basketball courts, replacing basketball court backboards and goals, tennis court LED lighting, renovating the final restroom in the center of the park, fencing and backstop replacements, and shade canopies for the player areas and spectator areas as funding allows. Future planned improvements include changing out the sports field lighting to LED lighting, completing and lighting the perimeter walkway, monument signage at the park entrance, adding pickleball courts, and development of the Field Green area.</p>							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	500,000	700,000	1,200,000	500,000	-	-	-

Project No: PK1029		Project Title: Multi -Modal Trail System						
Funding Source:	Grants, Ops. Transfers In	Pct. New Development:	0.00%					
Project Description:								
<p>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. Development of the trail connections include City of Avondale investment and adjacent development requiring connectivity. Priority trail development is focused along the Agua Fria River between Indian School Road and Lower Buckeye Road. In addition to private development/investment and capital improvement program funding, federal funding will be sought to leverage costs to maximize future development of the trails system along the Agua Fria river.</p>								
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	
Capital Outlay	-	-	-	-	2,850,000	2,500,000	2,700,000	
Operating Impact:								
Grounds Maintenance			-	-	-	50,000	75,000	-
Total Operating Costs			-	-	-	50,000	75,000	-

Capital Improvement Plan

Fiscal Years 2020-24

Park Development

Project No: PK1105	Project Title: Festival Fields
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Funding Source: Ops. Transfers In	Pct. New Development: 0.00%
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Project Description:
 Funds requested in the current fiscal year is to renovate the existing restroom facilities with new fixtures, lavatories, drinking fountains, dividers, lighting, hand dryers, etc. Future year's funding is for a new restroom facility if needed, shaded spectator areas, and miscellaneous improvements to aging infrastructure.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	13,500,000	4,000,000	17,500,000	-	-	-	-

Project No: PK1338	Project Title: Future Park - Alamar Development
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Funding Source: Development Fees	Pct. New Development: 100.00%
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Project Description:
 This project includes land acquisition and construction of a community park in the southern area of the city in cooperation with private development. 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. Design of the project is currently in progress. Public meetings will be conducted to help develop the park program elements in conjunction with needs assessed from the comprehensive master plan.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	4,000,000	4,000,000	-	-

Operating Impact:							
Staffing	-	-	175,000	175,000	175,000	-	-
Supplies/Contracts	-	-	225,000	150,000	150,000	-	-
Utilities-Water/Sewer	-	-	130,000	130,000	130,000	-	-
Grounds Maintenance	-	-	100,000	100,000	100,000	-	-
Total Operating Costs	-	-	630,000	555,000	555,000	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Park Development

Project No: PK1346		Project Title: Agua Fria Trail and Trail Head					
Funding Source:	IGA, Ops. Transfers In	Pct. New Development:	0.00%				
Project Description:							
<p>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.</p>							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	425,000	425,000	-	-	-	-

Project No: PK1408		Project Title: Van Buren Multi-Use Path					
Funding Source:	Grants, Ops. Transfers In	Pct. New Development:	0.00%				
Project Description:							
<p>This project will design and construct a multi-use path between 127th Avenue 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 Transportation Alternatives Program (TAP) funding of \$2M is available towards construction. Some right of way has previously been acquired.</p>							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	2,200,000	-	2,200,000	-	-	-	-

Project No: PK1462		Project Title: Crystal Gardens Trail Improvements					
Funding Source:	Ops. Transfers In	Pct. New Development:	0.00%				
Project Description:							
<p>Crystal Gardens walking paths, irrigation and landscaping is in decline. In 2014 capital funding was established to renovate metal edging to a concrete curb that separates granite walking path and grass. Concrete edging had been replaced in 9 of the 21 cells. The emphasis area in the current fiscal year is renovation and restoration of the irrigation system to repair and renovate aging irrigation system that includes line breaks and worn irrigation valves that cause flooding and water waste. It is estimated that another \$750,000 will complete the concrete boarder around each of the remaining cells. The emphasis for Fiscal Year 2019-20 is full replacement of all trash receptacles and relocating them out of irrigated turf areas, and converting [difficult-to-grow-and-maintain] turf areas to riprap or decomposed granite to help with proper drainage through the community. Future years funding will continue to replace metal edging with concrete curbing, and landscape renovations.</p>							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	120,000	100,000	220,000	300,000	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Park Development

Project No: PK1464	Project Title: Sports Field Lighting - Area Lighting
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Funding Source: Ops. Transfers In	Pct. New Development:	0.00%
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Project Description:

The primary purpose of this program is to assess opportunities to partner with various agencies that have access to sport fields, and have the city install sports field lighting and provide the opportunity to co-locate youth sports programs and activities during off-operating hours for leagues and tournaments. This program would also provide for opportunities to convert existing sports field lighting from its existing system to LED fixtures to reduce energy costs. Potential partners could include APS, SRP, and various school districts. The FY 2019-20 request is for specialized lighting at the City Hall amphitheater to take advantage of stage performances and area security lighting for evening events at this location.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	175,000	-	175,000	-	-	-	-

Operating Impact:

Electricity	500	500	1,500	1,500	2,500	-
Total Operating Costs	500	500	1,500	1,500	2,500	-

Project No: PK1503	Project Title: Community Center Repurposing
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Funding Source: Ops. Transfers In	Pct. New Development:	
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Project Description:

This request is to repurpose the Community Center once the Neighborhood and Family Services Department relocates into the replacement Resource Center. The first year's request is to assess the existing condition of the facility and identify potential recreational programming and services opportunities. After the programming and community input has been assembled, the consultant team will develop an engineering/architectural plan and cost estimates to develop a strategy for the appropriate modifications.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	75,000	75,000	1,250,000	750,000	-	-

Operating Impact:

Staffing	-	-	-	250,000	250,000	-
Supplies/Contracts	-	-	-	25,000	25,000	-
Total Operating Costs	-	-	-	275,000	275,000	-

Capital Improvement Plan

Fiscal Years 2020-24

Park Development

Project No: PK1504		Project Title: Courts and Finance Dept. Improvements					
Funding Source: Ops. Transfers In		Pct. New Development:		0.00%			
Project Description:							
<p>The Avondale City Court has two Court Rooms. The Court was constructed in 2003 and the Court Rooms were finished in wood paneling and trim. Over their fifteen years of service the wood work has become worn. This project will provide for expert restoration to the existing panels and replacement of wood trim, handrails and casework damaged beyond restoration.</p> <p>The Court has requested the open office staff workstations be replaced with modern workstations and seating tailored to an increasing collaborative work style. Lower partition walls will facilitate communication and reduced surface area will allow for additional work stations in anticipation of additional staff in future years. The Judges, Prosecutor and Public Defender's office furniture dates to before the construction of the existing Court building. The meeting room furniture dates to the construction of the building in 2003. Replacing the existing office and meeting room furniture will create a modern facility with furnishings comparable to other court facilities. This project could be phased over two years or accomplished in one. There is no cost savings to be recognized by either approach. A phased project would prioritize the open office work station replacements in year one, \$80,000 Phase two would replace the office and meeting room furniture, \$80,000.</p> <p>The Finance Department is outgrowing its footprint on the second floor. This project would replace the existing open office workstations with smaller workstations having lower walls. This will maximize space within the Department allowing for additional workstations and increased collaboration.</p>							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	312,000	312,000	-	-	-	-

Project No: PK1512		Project Title: Neighborhood Park Enhancements					
Funding Source: Ops. Transfers In		Pct. New Development:		0.00%			
Project Description:							
<p>Park restorations at various neighborhood parks. Planned park improvements for FY 2019-20 includes Donnie Hale Park - basketball court lighting, surfacing, backboards, goals; park benches, trash receptacles; area lighting to include playground area and the walking path through the park; ballfield dugout replacements with shade and spectator shade; off street parking paving, striping and curb stops; ADA accessibility to site improvements - estimated cost at \$550,000. Other planned improvements include landscape plants, granite and signage at various parks. Future years improvements will focus on DeConcini Park playground, shelters and structures replacement, Mountain View Park playground replacement and a new picnic shelter to reclaim the well site, replacing trash receptacles, benches and picnic tables, park signage, etc..</p>							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	200,000	650,000	850,000	450,000	550,000	200,000	200,000

Capital Improvement Plan

Fiscal Years 2020-24

Park Development

Project No: ST1387	Project Title: Goodyear Farms Cemetery Improvements
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Funding Source: Ops. Transfers In	Pct. New Development:	0.00%
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Project Description:
 Funds requested for Fiscal Year 2019-20 includes improving landscaping within the cemetery, replacing the gravel parking area with an asphalt parking lot, and controlling dust on the western path used for access to burials. Future improvements include area security lighting, signage, landscaping, and artificial shade over public gathering space.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	100,000	250,000	350,000	150,000	100,000	-	-

Project No: TMP9397	Project Title: Monument Signage
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Funding Source: Ops. Transfers In	Pct. New Development:	
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Project Description:
 City of Avondale signage along Indian Springs Road to market the City of Avondale entrance into Estrella Mountain Open Space Park. Includes electrical supply, lighting, design, permits, etc.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	100,000	-	-	-

Operating Impact:								
Electricity			-	500	500	500	500	-
Total Operating Costs			-	500	500	500	500	-

Capital Improvement Plan

Fiscal Years 2020-24

Library Development

311 Library Development	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
Beginning Balance	(77,300)	10,700	1,850	18,000	40,150	6,300
Revenue						
Development Fees	18,000	49,000	74,000	80,000	74,000	295,000
Interest Earned	100	100	100	100	100	500
Transfer In - General Fund	350,000	150,000	150,000	150,000	100,000	900,000
Total Revenue	368,100	199,100	224,100	230,100	174,100	1,195,500
Total Resources	290,800	209,800	225,950	248,100	214,250	
Capital Costs						
Development Fee Eligible Projects						
TR06-Debt Service for Library	280,100	207,950	207,950	207,950	207,950	1,111,900
Total Development Fee Eligible	280,100	207,950	207,950	207,950	207,950	1,111,900
Total Capital Costs	280,100	207,950	207,950	207,950	207,950	1,111,900
Estimated Ending Balance	10,700	1,850	18,000	40,150	6,300	

Capital Improvement Plan

Fiscal Years 2020-24

Library Development

Project No: TR06	Project Title: Debt Service for Library
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Funding Source: Development Fees	Pct. New Development: 100.00%
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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.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	280,100	280,100	207,950	207,950	207,950	207,950

Capital Improvement Plan

Fiscal Years 2020-24

Fire Dept. Development

319 Fire Dept. Development	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
Beginning Balance	924,000	311,523	686,523	168,523	770,523	827,523
Revenue						
Development Fees	137,000	365,000	547,000	592,000	547,000	2,188,000
Interest Earned	10,000	10,000	10,000	10,000	10,000	50,000
G.O. Bonds	0	0	0	6,000,000	0	6,000,000
Total Revenue	147,000	375,000	557,000	6,602,000	557,000	8,238,000
Total Resources	1,071,000	686,523	1,243,523	6,770,523	1,327,523	
Capital Costs						
Development Fee Eligible Projects						
FR1040-Lakin Ranch Fire Station	0	0	0	0	500,000	500,000
Total Development Fee Eligible	0	0	0	0	500,000	500,000
Non-Development Fee Eligible Projects						
FR1324-RWC Radio System	0	0	475,000	0	0	475,000
FR1364-Fire Apparatus Refurbishment	232,477	0	0	0	0	232,477
FR1505-Replace Training Facility Support Building	327,000	0	0	0	0	327,000
FR1998-Command Vehicle	200,000	0	0	0	0	200,000
TMP9389-Relocate / Reconstruct Fire Station 171	0	0	600,000	6,000,000	0	6,600,000
Total Non-Development Fee Eligible	759,477	0	1,075,000	6,000,000	0	7,834,477
Total Capital Costs	759,477	0	1,075,000	6,000,000	500,000	8,334,477
Estimated Ending Balance	311,523	686,523	168,523	770,523	827,523	

Capital Improvement Plan

Fiscal Years 2020-24

Fire Dept. Development

Project No: FR1040	Project Title: Lakin Ranch Fire Station
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Funding Source: Development Fees	Pct. New Development:	100.00%
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Project Description:

This project is a full fire/police public safety facility which will be located on El Mirage Road south of Broadway Road. Timing of the facility will be driven by residential development in the area and associated public safety response needs. The station would house an engine company which will serve the far southern portions of Avondale. The space may be designed to house an ambulance through a lease arrangement and may be designed to provide operational support for events at ISM Raceway. An ambulance will be required to open the station. Construction of this type of apparatus takes 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 currently projected that actual construction of project will begin in fiscal year 2025 with a 9-12 month construction time. Staff has worked with the developer on a conceptual site plan to ensure that the site will accommodate fire, police and public needs. Comprehensive project design is currently projected to begin in 2024.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	500,000

Operating Impact:

Staffing	-	-	-	-	-	-	-
Utilities-Water/Sewer	-	-	-	-	-	-	-
Electricity	-	-	-	-	-	-	-
Equipment Maintenance	-	-	-	-	-	-	-
Building Maintenance	-	-	-	-	-	-	-
Vehicles/Major Equipment	-	-	-	-	-	-	-
Total Operating Costs	-	-	-	-	-	-	-

Project No: FR1324	Project Title: RWC Radio System
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Funding Source: Ops. Transfers In	Pct. New Development:	0.00%
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Project Description:

The Fire and Medical Department radio system operates on the 800 MHZ/VHF Regional Wireless Cooperative radio system which is managed by the City of Phoenix and has done so for the past 6 years. The mobile and portable radios which are purchased from Motorola Solutions have a useful lifespan of 10 years following which Motorola will no longer support the current model. The department currently has 50 dual band radios which will need to be replaced in FY2022/23 at a projected cost per unit of \$9,500. This project will provide the funds necessary to replace those radios.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	475,000	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Fire Dept. Development

Project No: FR1364	Project Title: Fire Apparatus Refurbishment
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Funding Source: Ops. Transfers In	Pct. New Development: 0.00%
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Project Description:

In FY2017-18 funds were allocated to refurbish three pumpers in order to extend their useful life by at least an additional 10 years. One pumper has been completed and is now in front line service. For a variety of reasons, one of which were cost over runs, the contract with the original vendor in Nevada was cancelled after the first vehicle was completed. The city subsequently approved a contract with a local vendor to complete the project on the other two vehicles. The second vehicle has been completed however there are now insufficient funds in the project account to complete the final vehicle. \$95,000 is available in the project fund and the anticipated cost for completion of the project is \$233,000. This request will provide the funds necessary to complete the third vehicle which will provide two reliable reserve apparatus.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	94,477	138,000	232,477	-	-	-	-

Project No: FR1505	Project Title: Replace Training Facility Support Building
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Funding Source: Grants	Pct. New Development: 0.00%
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Project Description:

The fire and medical department has operated a local fire training facility in conjunction with the City of Goodyear for over 10 years located at 4th Street and Lower Buckeye Road adjacent to the fleet maintenance facility. Since the beginning Goodyear has provided the live burn building and Avondale has been responsible for the classroom / restroom support facility. The classroom building is a modular building that was relocated from the old public works yard. It is now almost 40 years old and in dire need of replacement in order to continue to provide adequate classroom/restroom support for the wide variety of activities that occur at the site. It is estimated that to replace the existing facility with a new modular facility with similar capabilities will cost approximately \$327,000 which will include removal or demolition of the existing structure.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	327,000	327,000	-	-	-	-

Operating Impact:							
Supplies/Contracts	-	-	-	-	-	-	-
Utilities-Water/Sewer	-	-	-	-	-	-	-
Electricity	-	-	-	-	-	-	-
Total Operating Costs	-	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Fire Dept. Development

Project No: FR1998	Project Title: Command Vehicle
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Funding Source: Ops. Transfers In	Pct. New Development:	0.00%
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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.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	200,000	-	200,000	-	-	-	-

Project No: TMP9389	Project Title: Relocate / Reconstruct Fire Station 171
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Funding Source: Bond Proceeds, Ops. Transfers	Pct. New Development:	0.00%
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Project Description:

Fire Station 171 is located in historic Avondale on 5th Street, just south of Western Avenue, behind the current police detention facility/substation. The station was originally constructed in 1985 and went through a major interior renovation in 2006. There has been considerable recent discussion about relocating the police detention facility and Western Avenue substation to a site off Western Avenue. Should that occur the question then becomes what should be done with the rest of the property including the fire station. The current fire station configuration facing 5th street is not conducive to rapid access other than to the south since the construction of the Sam Garcia library several years ago cut off the 5th street connection to Western Avenue. Alternatives that have been briefly discussed have ranged from relocating the fire station to a more accessible location and use the current building for fire department support services; reconfigure the site and build a new station facing Western Avenue; or relocate the fire station and sell the existing property. In any case, general fund revenue will be necessary to accomplish any of the alternatives since the project would not be eligible for development impact fees. Timing and actual costs will be dependent on the alternative selected. The need for this project will be driven by the police department's need to do a major update of their detention facility and substation, and the city council's desire to move the detention facility off of Western Avenue.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	600,000	6,000,000	-

Capital Improvement Plan

Fiscal Years 2020-24

Improvement District

320 Improvement District	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
Beginning Balance	-	-	-	-	-	-
Revenue						
Revenue Bonds	0	0	0	30,000,000	0	30,000,000
Total Revenue	0	0	0	30,000,000	0	30,000,000
Total Resources						
	-	-	-	30,000,000	-	
Capital Costs						
Non-Development Fee Eligible Projects						
ID1046-Improvement District - Durango Channel	0	0	0	30,000,000	0	30,000,000
Total Non-Development Fee Eligible	0	0	0	30,000,000	0	30,000,000
Total Capital Costs	0	0	0	30,000,000	0	30,000,000
Estimated Ending Balance	-	-	-	-	-	

Capital Improvement Plan

Fiscal Years 2020-24

Improvement District

Project No: ID1046	Project Title: Improvement District - Durango Channel
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Funding Source: Bond Proceeds	Pct. New Development:	0.00%
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Project Description:

The project may include a regional drainage improvement called the Durango Regional Conveyance Channel (DRCC) which will collect storm runoff from a point located near the Buckeye Feeder Canal and Avondale Boulevard and will route the runoff to the ultimate outfall at the Agua Fria River. The project shall include a box culvert crossing at Avondale Boulevard just north of the Buckeye Feeder Canal, the DRCC alignment as proposed by the Developer of Lakin Ranch (inclusive of at least two additional box culvert crossings traversing Broadway Road and El Mirage Road), and the box culvert crossing of Dysart Road along with the outfall channel into the Agua Fria River. The project cost includes land acquisition, design, and construction.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	30,000,000	-

Capital Improvement Plan

Fiscal Years 2020-24

One-Time Project Fund

322 One-Time Project Fund	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
Beginning Balance	14,799,000	2,978,293	2,978,293	2,978,293	2,978,293	2,978,293
Revenue						
Transfer In - General Fund	1,150,000	0	0	0	0	1,150,000
Total Revenue	1,150,000	0	0	0	0	1,150,000
Total Resources	15,949,000	2,978,293	2,978,293	2,978,293	2,978,293	
Capital Costs						
Non-Development Fee Eligible Projects						
GG1410-Resource Center	11,720,707	0	0	0	0	11,720,707
GG1511-Land Acquisition	1,150,000	0	0	0	0	1,150,000
LB1363-Civic Center Library Study	100,000	0	0	0	0	100,000
Total Non-Development Fee Eligible	12,970,707	0	0	0	0	12,970,707
Total Capital Costs	12,970,707	0	0	0	0	12,970,707
Estimated Ending Balance	2,978,293	2,978,293	2,978,293	2,978,293	2,978,293	

Capital Improvement Plan

Fiscal Years 2020-24

One-Time Project Fund

Project No: GG1410	Project Title: Resource Center
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Funding Source: Bond Proceeds, Ops. Transfe	Pct. New Development:	0.00%
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Project Description:

This project will provide a new co-located human services facility to replace the existing Care1st Avondale Resource Center and Avondale Senior Center and Administration Offices that exceed service capacity and have reached their useful lifespan. In the near term, Resource Center staff anticipate a heightened need for services. The existing Senior Center is 12,000 sf and the existing Resource Center is approximately 9,000 sf. The new facility is expected to support all the services now offered, and through intentional design and efficient use of space, meet a host of additional human services needs that cannot be presently accommodated in existing facilities, with a building size approaching 30,000 sf. Resource Center staff have identified gaps in service and intend to expand their offerings by partnering with new providers in a new facility. A recent space and conceptual site study conducted by a third party consultant estimates the total project cost to be \$11.7M. The new facility will be located at the southwest corner of Eliseo Felix Jr. & Riley Drive.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	8,966,000	2,754,707	11,720,707	-	-	-	-

Operating Impact:

Staffing	-	200,000	200,000	200,000	200,000	-
Supplies/Contracts	-	25,000	25,000	25,000	25,000	-
Utilities-Water/Sewer	-	2,000	2,000	2,000	2,000	-
Electricity	-	5,000	5,000	5,000	5,000	-
Grounds Maintenance	-	3,000	3,000	3,000	3,000	-
Total Operating Costs	-	235,000	235,000	235,000	235,000	-

Project No: GG1511	Project Title: Land Acquisition
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Funding Source: Ops. Transfers In	Pct. New Development:	0.00%
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Project Description:

Acquisition of a parcel currently owned by the County for a future park site within the Civic Center Complex.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	1,150,000	1,150,000	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

One-Time Project Fund

Project No: LB1363		Project Title: Civic Center Library Study					
Funding Source:	Ops. Transfers In	Pct. New Development:	0.00%				
Project Description:							
A study to better utilize space and maximize public use of this facility.							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	100,000	100,000	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Transit

325 Transit	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
Beginning Balance	75,000	-	-	-	-	-
<u>Revenue</u>						
Grant - Federal	400,000	0	0	0	0	400,000
Total Revenue	400,000	0	0	0	0	400,000
Total Resources	475,000	-	-	-	-	
<u>Capital Costs</u>						
Non-Development Fee Eligible Projects						
TN1466-Bus Shelters	475,000	0	0	0	0	475,000
Total Non-Development Fee Eligible	475,000	0	0	0	0	475,000
Total Capital Costs	475,000	0	0	0	0	475,000
Estimated Ending Balance	-	-	-	-	-	

Capital Improvement Plan

Fiscal Years 2020-24

Transit

Project No: TN1466	Project Title: Bus Shelters
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Funding Source: Grants, Ops. Transfers In	Pct. New Development:	0.00%
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Project Description:

Additional bus shelters are needed along the Zoom north and south routes. This will provide local matching funds (\$75,000) for federal transit (ATAN) funding through MAG next spring.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	275,000	200,000	475,000	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Sewer Development

513 Sewer Development	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
Beginning Balance	9,130,000	677,017	3,017,017	3,927,017	6,794,017	12,972,017
Revenue						
Development Fees	1,118,000	2,245,000	2,245,000	3,062,000	5,103,000	13,773,000
Interest Earned	75,000	75,000	75,000	75,000	75,000	375,000
Transfer In - 0.5% Sales Tax	150,000	150,000	150,000	150,000	150,000	750,000
Transfer In - Wastewater Operating	1,500,000	2,500,000	3,000,000	3,000,000	2,500,000	12,500,000
Enterprise Revenue Bonds	0	0	0	0	0	0
Total Revenue	2,843,000	4,970,000	5,470,000	6,287,000	7,828,000	27,398,000
Total Resources	11,973,000	5,647,017	8,487,017	10,214,017	14,622,017	

Capital Costs

Development Fee Eligible Projects						
SW1237-Water Reclamation Facility - Phase II Expansion	0	0	0	0	0	0
SW1369-Secondary Clarifier at Water Reclamation Facility	583,492	0	0	0	0	583,492
Total Development Fee Eligible	583,492	0	0	0	0	583,492
Non-Development Fee Eligible Projects						
ST1500-Historic Avondale, Cashion and Las Ligas Improvements Program	0	100,000	100,000	100,000	100,000	400,000
SW1047-Citywide Sewer Improvements	900,000	250,000	250,000	250,000	250,000	1,900,000
SW1108-10th Street Lift Station - Force Main Improvements	300,000	0	0	0	100,000	400,000
SW1270-McDowell Road Sewerline Replacement - 119th to Avondale Boulevard	0	0	0	0	0	0
SW1339-Water Reclamation Facility Upgrades	486,963	0	0	0	0	486,963
SW1356-Large Diameter Sewer Line Repair Program	2,520,846	1,000,000	1,000,000	1,000,000	1,000,000	6,520,846
SW1367-Sewer System Improvement Projects	1,810,682	800,000	0	0	0	2,610,682
SW1368-Lift Station Security System Upgrades	100,000	50,000	50,000	50,000	0	250,000
SW1378-Lift Station Rehabilitation Program	999,000	200,000	200,000	200,000	200,000	1,799,000
SW1389-Dysart Road Sewer Replacement - Riley to Corral	2,250,000	0	0	0	0	2,250,000
SW1390-Dysart Road Sewer Replacement - Corral to Lower Buckeye	0	0	460,000	1,820,000	0	2,280,000
SW1391-Relocate Riley Lift Station	595,000	0	0	0	0	595,000
SW1467-WRF Grit System and Order Control System Improvements	0	230,000	2,500,000	0	0	2,730,000
SW1506-Water Reclamation Facility Operation Building Improvements	750,000	0	0	0	0	750,000
Total Non-Development Fee Eligible	10,712,491	2,630,000	4,560,000	3,420,000	1,650,000	22,972,491
Total Capital Costs	11,295,983	2,630,000	4,560,000	3,420,000	1,650,000	23,555,983
Estimated Ending Balance	677,017	3,017,017	3,927,017	6,794,017	12,972,017	

Capital Improvement Plan

Fiscal Years 2020-24

Sewer Development

Project No: ST1500	Project Title: Historic Avondale, Cashion and Las Ligas Improvements Program
	Pct. New Development: 0.00%

Project Description:

This program will address the reconstruction of roads and upgrades of water and sewer facilities in neighborhoods located in Historic Avondale, Cashion and Las Ligas. Six (6) project areas have been identified, and the scope of work will include removal, the replacement of asphalt pavement, the installation of sidewalk, ramp and driveway improvements in accordance with current ADA guidelines, the relocation of existing utility poles and the upgrade of water and sewer facilities. The six areas, include:

Area 1 - 3rd Avenue to Central Avenue, Western Ave to MC 85
 Area 2 - 3rd Ave/3rd Pl to Central Avenue, Western to Dooley
 Area 3 - Cashion, 113th to 111th Ave, Durango to MC 85
 Area 4 - Central to 4th Street, Elm to Harrison
 Area 5 - 1st St to Central Avenue, Whyman to MC 85 & Greenleaf, and 4th ST to 7th St, Pacific to Western Ave (includes coordination with the Roosevelt Irrigation District)
 Area 6 - Las Ligas, 127th Ave to 125th Ave, Elwood to Illini

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	100,000	100,000	100,000	100,000

Project No: SW1047	Project Title: Citywide Sewer Improvements
Funding Source: Ops. Transfers In	Pct. New Development: 0.00%

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. Public Works staff will prioritize the projects based on operational needs and line conditions. The projects will also be coordinated with planned street improvement and development project.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	650,000	250,000	900,000	250,000	250,000	250,000	250,000

Capital Improvement Plan

Fiscal Years 2020-24

Sewer Development

Project No: SW1108		Project Title: 10th Street Lift Station - Force Main Improvements					
Funding Source:	Ops. Transfers In	Pct. New Development:	0.00%				
Project Description:							
<p>The 10th Street Lift Station conveys over one million gallons of wastewater daily from the northwest portion of Avondale. The lift station pumps into a single force main that conveys flows across the Agua Fria River. Due to restricted access, staff is unable to inspect the line to identify deficiencies. In FY19, a deteriorated section of the force main by El Mirage Road was replaced. The FY20 funds will be used to replace a Ductile Iron section of the force main north of Van Buren. The remaining funding will be used to fund the construction of a backup force main crossing the river, or make other collections system improvements to provide a redundant outfall for the Lift Station.</p>							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	300,000	300,000	-	-	-	100,000

Project No: SW1237		Project Title: Water Reclamation Facility - Phase II Expansion					
Funding Source:	Development Fees	Pct. New Development:	100.00%				
Project Description:							
<p>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 processes, and disinfection and solids handling systems. The FY 2028 funding will be to start the design for the improvements. Construction is estimated to begin in FY 2029.</p>							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Project No: SW1270		Project Title: McDowell Road Sewerline Replacement - 119th to Avondale Boulevard					
Funding Source:	Ops. Transfers In	Pct. New Development:	0.00%				
Project Description:							
<p>This project will replace approximately 2,700 feet of a 21-inch sewer line in McDowell Road from 119th Avenue to Avondale Blvd. 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 will be coordinates when development occurs on the north side of McDowell Road, west of Avondale Boulevard.</p>							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Sewer Development

Project No: SW1339		Project Title: Water Reclamation Facility Upgrades					
Funding Source:	Ops. Transfers In	Pct. New Development:	0.00%				
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.							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	486,963	-	486,963	-	-	-	-

Project No: SW1356		Project Title: Large Diameter Sewer Line Repair Program					
Funding Source:	Ops. Transfers In	Pct. New Development:	0.00%				
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. Since the FY15 assessment, several repairs have been completed. This project will fund the remaining repairs for the identified deficiencies and also fund the continued inspection of the City's large diameter wastewater lines.							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	1,520,846	1,000,000	2,520,846	1,000,000	1,000,000	1,000,000	1,000,000

Project No: SW1367		Project Title: Sewer System Improvement Projects					
Funding Source:	Ops. Transfers In	Pct. New Development:	0.00%				
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. 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. The following is a list of projects that have been identified:							
<ul style="list-style-type: none"> - 107th Avenue & Westwind - The pipe is at an adverse grade in the intersection – COMPLETED FY19 - Garden Lakes Subdivision, south of Orange Blossom – Adverse grade under Roosevelt Irrigation District (RID) canal – FY20 Construction. - Garden Lakes Parkway - Adverse grade north of the RID canal – FY20 Construction. - MC85/Main - Dysart to Central - replacing existing 6-inch sewer lines behind the north and south sidewalks on MC85 with a single 8-inch line in the roadway – FY 20 Design, FY21 Construction 							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	1,010,682	800,000	1,810,682	800,000	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Sewer Development

Project No: SW1368		Project Title: Lift Station Security System Upgrades					
Funding Source:	Ops. Transfers In	Pct. New Development:	0.00%				
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.							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	50,000	50,000	100,000	50,000	50,000	50,000	-

Project No: SW1369		Project Title: Secondary Clarifier at Water Reclamation Facility					
Funding Source:	Development Fees	Pct. New Development:	100.00%				
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.							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	583,492	-	583,492	-	-	-	-

Project No: SW1378		Project Title: Lift Station Rehabilitation Program					
Funding Source:	Ops. Transfers In	Pct. New Development:	0.00%				
Project Description:							
The program provides funding to maintain and upgrade the City's 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 consists of pump/motor replacements, piping and apparatus replacements, 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.							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	799,000	200,000	999,000	200,000	200,000	200,000	200,000

Capital Improvement Plan

Fiscal Years 2020-24

Sewer Development

Project No: SW1389	Project Title: Dysart Road Sewer Replacement - Riley to Corral
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Funding Source: Ops. Transfers In	Pct. New Development:	0.00%
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Project Description:
 The existing 8/10-inch diameter sewer line in Dysart Road, between Riley Drive and Corral Street, is functioning near its designed capacity. The 2018 Integrated Utility Master Plan identified that this line needs to be upsized to accommodate future development in the area and to reduce the risk of sewer overflows. A video inspection also identified a section of Ductile Iron Pipe (DIP) south of Western Avenue that is severely deteriorated, which is increasing the importance of replacing this line with the upgraded line size. Design for the project started in FY19.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	250,000	2,000,000	2,250,000	-	-	-	-

Project No: SW1390	Project Title: Dysart Road Sewer Replacement - Corral to Lower Buckeye
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Funding Source: Ops. Transfers In	Pct. New Development:	0.00%
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Project Description:
 The existing 12-inch diameter sewer line in 7th and 4th Streets, is undersized between Corral Street and Lower Buckeye. The 2018 Integrated Utility Master Plan identified that this line needs to be upsized to accommodate future development in the area and to reduce the risk of sewer overflow. This sewer main also 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.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	460,000	1,820,000	-

Project No: SW1391	Project Title: Relocate Riley Lift Station
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Funding Source: Ops. Transfers In	Pct. New Development:	0.00%
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Project Description:
 The project provides funding to relocate the Riley Drive lift station. The lift station is currently located within the south sidewalk of Riley Drive, which impedes pedestrian passage. A new site will be constructed south of the sidewalk and will included new pumps, control panels, an odor control system, electrical infrastructure, security fencing and other infrastructure. The FY19 funding was programed to purchase a new site and underground the existing overhead power line to the site.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	95,000	500,000	595,000	-	-	-	-

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

Capital Improvement Plan

Fiscal Years 2020-24

Sewer Development

Project No: SW1467 Project Title: WRF Grit System and Order Control System Improvements

Funding Source: Ops. Transfers In Pct. New Development: 0.00%

Project Description:
 This project will fund the construction of a second grit removal system and rehabilitation of the existing odor control systems at the Water Reclamation Facility (WRF). The WRF currently has only a single grit removal system. A second grit removal system is required for the long-term protection of downstream equipment by minimizing the accumulation of grit in basins if the existing single grit system were to be out of service. This project will also fund replacing the plant odor control systems, which are nearing the end of their useful lives. These projects were originally included in the next project to increase the capacity of the WRF. Since the plant expansion has been pushed out to the second half of the 10-year Capital Program, staff is proposing to complete these improvements as a separate project.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	230,000	2,500,000	-	-

Operating Impact:

Supplies/Contracts	-	-	-	10,000	10,000	-	-
Total Operating Costs	-	-	-	10,000	10,000	-	-

Project No: SW1506 Project Title: Water Reclamation Facility Operation Building Improvements

Funding Source: Ops. Transfers In Pct. New Development: 0.00%

Project Description:
 The Water Reclamation Facility (WRF) Master Plan evaluated the functionality of the existing Operations building workspace and laboratory. The Operations Building is considered the control center for the facility. The building is 5,100 square feet, which is utilized for office space, operations control room, lunch/conference area, and the facility laboratory. In FY18, staff completed a project to replace the roof, upgrade the old workshop area into a new office space for the staff, and construct a new room for IT network equipment. The FY20 funds will be used to complete the remaining improvements to update the building to meet current building codes and ADA requirement along with upgrades to allow the building to better meet the needs of the operations staff.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	750,000	750,000	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Water Development

514 Water Development	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
Beginning Balance	10,981,600	6,057,106	2,250,106	697,106	156,231	764,481
Revenue						
Development Fees	821,000	2,188,000	3,282,000	3,556,000	3,282,000	13,129,000
Interest Earned	125,000	100,000	100,000	100,000	100,000	525,000
Revenue Bonds	10,000,000	0	0	0	0	10,000,000
Transfer In - 0.5% Sales Tax	150,000	150,000	150,000	150,000	150,000	750,000
Transfer In - Water Operating	3,000,000	4,000,000	6,000,000	6,000,000	3,000,000	22,000,000
Total Revenue	14,096,000	6,438,000	9,532,000	9,806,000	6,532,000	46,404,000
Total Resources	25,077,600	12,495,106	11,782,106	10,503,106	6,688,231	

Capital Costs

Development Fee Eligible Projects						
WA1068-Wellhead Treatment - Gateway Treatment Facility	24,099	0	0	0	0	24,099
WA1090-Well #26 - I-10/Agua Fria River	347,368	0	0	0	0	347,368
WA1131-Well 27 and Transmission line	189,434	0	0	700,000	720,000	1,609,434
WA1133-99th Ave Waterline - Thomas to Encanto	0	0	0	800,000	0	800,000
WA1135-McDowell Rd Waterline - 117th to Avondale	0	0	300,000	0	0	300,000
WA1142-Future Well	0	0	0	0	0	0
WA1214-Well at 107th & Encanto - SRP Shared Well	1,630,566	0	0	0	0	1,630,566
WA1231-Dysart Rd. Waterline - Whyman to Lower Buckeye	0	50,000	400,000	0	0	450,000
WA1285-White Mountain Apache Tribe Water Settlement	2,302,627	0	0	0	0	2,302,627
WA1302-Dysart Rd. Waterline - Roeser Alignment to Southern	0	0	0	0	0	0
WA1315-Future Well	0	0	0	0	0	0
WA1340-Nitrate Removal System for Coldwater Booster Station	0	0	0	0	0	0
WA1468-McDowell Rd 16-inch Waterline - Avondale to 99th Ave	500,000	0	0	0	500,000	1,000,000
WA1469-North Avondale Water Supply	7,361,527	0	0	0	0	7,361,527
WA1470-107th and Roosevelt Treatment Site - Land Purchase	0	0	0	0	0	0
WA1471-Garden Lakes Site - 2nd Reservoir & Booster Improvements	0	0	0	0	0	0
WA1472-Northside Booster Well Site - Land Purchase & DCR	75,000	0	0	0	0	75,000
Total Development Fee Eligible	12,430,621	50,000	700,000	1,500,000	1,220,000	15,900,621
Non-Development Fee Eligible Projects						
ST1500-Historic Avondale, Cashion and Las Ligas Improvements Program	101,250	1,325,000	2,775,000	7,096,875	2,703,750	14,001,875
TMP9405-Conversion to AMI Meter System	0	0	0	0	0	0
TMP9406- Zone 2/3 PRV SCADA Upgrades	0	0	0	0	0	0
TMP9408-16-inch WL El Mirage, Elwood to Lower Buckeye	0	0	0	0	0	0

Capital Improvement Plan

Fiscal Years 2020-24

Water Development

514 Water Development	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
Non-Development Fee Eligible Projects						
TMP9409-16-inch WL 107th – Jones to Superior	0	500,000	0	0	0	500,000
TMP9410-16-inch WL 107th Ave, Superior to Lower Buckeye	0	0	0	0	0	0
TMP9411-16-inch WL Dysart Road – Illini to Roeser	0	0	0	0	1,000,000	1,000,000
WA1057-Citywide Water Improvements	250,000	0	0	0	0	250,000
WA1162-CDBG Water Improvements	77,453	0	0	0	0	77,453
WA1169-Rio Vista Waterline Replacement	72,086	1,000,000	2,500,000	0	0	3,572,086
WA1298-Well #7 Site Improvements	575,000	1,000,000	0	0	0	1,575,000
WA1343-Water System Line Replacements and Expansions	1,095,466	1,000,000	1,000,000	1,000,000	1,000,000	5,095,466
WA1344-Zone 1/2 Water Distribution Pressure Zone	0	370,000	1,360,000	0	0	1,730,000
WA1372-Reservoir Coating Repairs and Rehabilitation	2,368,618	750,000	0	0	0	3,118,618
WA1414-Garden Lakes Nitrate Equipment Replacement	0	500,000	2,500,000	0	0	3,000,000
WA1473-Gateway Nitrate Treatment Equipment Replacement	500,000	2,500,000	0	0	0	3,000,000
WA1474-McDowell Recharge Basin Improvements	300,000	0	0	750,000	0	1,050,000
WA1475-Well and Booster Station Metering Upgrades	500,000	250,000	250,000	0	0	1,000,000
WA1476-Rancho Santa Fe Reservoir/Booster Electrical and Control Upgrades	0	0	0	0	0	0
WA1477-Northside Arsenic Treatment System Rehabilitation	0	1,000,000	0	0	0	1,000,000
WA1507-Crystal Gardens Treatment Cells Assessment	250,000	0	0	0	0	250,000
WA1508-16-inch WL El Mirage, Elwood to Illini	500,000	0	0	0	0	500,000
Total Non-Development Fee Eligible	6,589,873	10,195,000	10,385,000	8,846,875	4,703,750	40,720,498
Total Capital Costs	19,020,494	10,245,000	11,085,000	10,346,875	5,923,750	56,621,119
Estimated Ending Balance	6,057,106	2,250,106	697,106	156,231	764,481	

Capital Improvement Plan

Fiscal Years 2020-24

Water Development

Project No: ST1500	Project Title: Historic Avondale, Cashion and Las Ligas Improvements Program
	Pct. New Development: 0.00%

Project Description:

This program will address the reconstruction of roads and upgrades of water and sewer facilities in neighborhoods located in Historic Avondale, Cashion and Las Ligas. Six (6) project areas have been identified, and the scope of work will include removal, the replacement of asphalt pavement, the installation of sidewalk, ramp and driveway improvements in accordance with current ADA guidelines, the relocation of existing utility poles and the upgrade of water and sewer facilities. The six areas, include:

Area 1 - 3rd Avenue to Central Avenue, Western Ave to MC 85
 Area 2 - 3rd Ave/3rd Pl to Central Avenue, Western to Dooley
 Area 3 - Cashion, 113th to 111th Ave, Durango to MC 85
 Area 4 - Central to 4th Street, Elm to Harrison
 Area 5 - 1st St to Central Avenue, Whyman to MC 85 & Greenleaf, and 4th St to 7th St, Pacific to Western Ave (includes coordination with the Roosevelt Irrigation District)
 Area 6 - Las Ligas, 127th Ave to 125th Ave, Elwood to Illini

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	101,250	101,250	1,325,000	2,775,000	7,096,875	2,703,750

Project No: TMP9405	Project Title: Conversion to AMI Meter System
	Pct. New Development: 0.00%

Project Description:

The city currently uses an automatic meter reading (AMR) system to measure the water used by our customers for billing and accounting purposes. The system allows staff to collect consumption data by physically driving near the meter, which then uses a radio signal to transmit the usage data to a receiver. While the data is collected without manually reading the meter, it is still labor intensive and doesn't provide customers with real-time consumption data.

This project will fund the conversion to a new advanced metering infrastructure (AMI) system. AMI systems use a fixed radio system to provide real-time water usage data. These systems improve customer service and enhance water conservation by allowing customers to see their consumption patterns. AMI systems can also help minimize the city's non-revenue water due to leaks in the distribution system or theft. Overall, the conversion to an AMI system will improve water system operations and the management of the city's finite water resources.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Water Development

Project No: TMP9406	Project Title: Zone 2/3 PRV SCADA Upgrades
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Pct. New Development:	0.00%
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Project Description:

The pressure in the City's water distribution system is reduced generally south of the Elwood alignment to allow the system to operate more efficiently and protect customers. This project will install metering and SCADA equipment at four existing pressure reducing valve (PRV) stations in the City's water distribution system located at: 107th Avenue, Avondale Boulevard, El Mirage Road and Dysart Road. Connecting these sites to the SCADA network will allow operations staff to monitor the function of the sites and collect real-time data on the water distribution system.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Operating Impact:

Supplies/Contracts	-	-	-	-	-	-	-
Total Operating Costs	-	-	-	-	-	-	-

Project No: TMP9408	Project Title: 16-inch WL El Mirage, Elwood to Lower Buckeye
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Pct. New Development:	0.00%
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Project Description:

The 2018 Integrated Utility Master Plan identified the need to construct a 16-inch waterline in El Mirage Road to improve supplies to the City's lower pressure zone. This project will fund the cost to upsize approximately 2,750 LF of an existing 12-inch waterline in El Mirage Road, from Elwood Street to Lower Buckeye Road. This project includes design and construction.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Project No: TMP9409	Project Title: 16-inch WL 107th – Jones to Superior
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Funding Source: Ops. Transfers In	Pct. New Development:	0.00%
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Project Description:

The 2018 Integrated Utility Master Plan identified the need to construct a 16-inch waterline in 107th Avenue to improve supplies the City's lower pressure zone. This project will fund the cost to upsize approximately 1,600 LF of an existing 12-inch waterline in 107th Avenue, from Jones alignment to Superior alignment. The waterline construction will be coordinated with the development of the adjacent property and completed prior to widening of 107th Avenue to minimize costs and disruptions to the public. This project includes design and construction.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	500,000	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Water Development

Project No: TMP9410		Project Title: 16-inch WL 107th Ave, Superior to Lower Buckeye					
Pct. New Development:			0.00%				
Project Description:							
The 2018 Integrated Utility Master Plan identified the need to construct a 16-inch waterline in 107th Avenue to improve supplies to the City's lower pressure zone. This project will fund the cost to upsize approximately 2,300 LF of an existing 12-inch waterline, from Superior alignment to Lower Buckeye. This project includes design and construction.							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Project No: TMP9411		Project Title: 16-inch WL Dysart Road – Illini to Roeser					
Funding Source: Ops. Transfers In			Pct. New Development:	0.00%			
Project Description:							
The 2018 Integrated Utility Master Plan identified the need to construct a 16-inch waterline in Dysart Road to improve supplies to the City's lower pressure zone. The existing waterline in this section of Dysart Road necks down from 12 to 6-inches in diameter. This project will fully fund the replacement of 1,300 LF of the existing 12-inch waterline with a new 16-inch line south of Illini Street. The City will also fund the upsizing of 3,400 LF of existing 6/12-inch waterline adjacent to Phases 6 and 7 of the Alamar development south to the Roeser alignment. This project includes design and construction.							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	1,000,000

Project No: WA1057		Project Title: Citywide Water Improvements					
Funding Source: Ops. Transfers In			Pct. New Development:	0.00%			
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.							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	250,000	-	250,000	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Water Development

Project No: WA1068 Project Title: Wellhead Treatment - Gateway Treatment Facility

Funding Source: Development Fees Pct. New Development: 100.00%

Project Description:
 The City's Well 8A is currently equipped with a pump capable of 3,000 gallons per minute. However, the well is throttled down to 2,000 gallons per minute 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.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	24,099	-	24,099	-	-	-	-

Project No: WA1090 Project Title: Well #26 - I-10/Agua Fria River

Funding Source: Development Fees Pct. New Development: 100.00%

Project Description:
 The project includes design and construction for the 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 and Reservoir site. This project includes redrilling of an old irrigation well, zonal sampling, well and wellhead design, and construction. The site has already been purchased by the City.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	347,368	-	347,368	-	-	-	-

Project No: WA1131 Project Title: Well 27 and Transmission line

Funding Source: Development Fees Pct. New Development: 100.00%

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 2018 Integrated Utility Master Plan identified a numbers of future well sites to meet these needs. This project allows for the construction of a new well No. 27 on Thomas Road near the 116th Ave alignment. The City purchased the land for the well in FY18. The project will include a new well casing design and drilling, zonal sampling, wellhead design and construction. This project will also construct approximately 7,000 feet of a new well transmission line in Thomas Road. The line will run from approximately the 116th 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.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	189,434	-	189,434	-	-	700,000	720,000

Operating Impact:

Supplies/Contracts	-	-	-	-	-	-	-
Total Operating Costs	-	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Water Development

Project No: WA1133 Project Title: 99th Ave Waterline - Thomas to Encanto

Funding Source: Development Fees Pct. New Development: 100.00%

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. This project was identified in the 2018 Integrated Utility Master Plan. The project will create a looped distribution system around the southwest corner of Thomas Road and 99th Avenue. This line will also improve the distribution of water from the Gateway Booster Station to future development along 99th Avenue. This project includes design and construction and will be coordinated with development activities.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	800,000	-

Project No: WA1135 Project Title: McDowell Rd Waterline - 117th to Avondale

Funding Source: Development Fees Pct. New Development: 100.00%

Project Description:
 There is an existing 12-inch waterline in McDowell Road from 117th Avenue to Avondale Boulevard. The 2018 Integrated Utility Master Plan identified this waterline as being 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 improve distribution of water from the Rancho Santa Fe Booster Station to users south of I-10 and east of the Agua Fria River. This project includes design and construction and will be coordinated with development activities. This project will also tie into the future extension of the 16-inch waterline from Avondale Boulevard to 99th Avenue (CIP Project WA1468).

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	300,000	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Water Development

Project No: WA1142	Project Title: Future Well
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Funding Source: Development Fees	Pct. New Development: 100.00%
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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 2018 Integrated Utility 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 re-drilling the existing irrigation well, new well design and drilling, zonal sampling, site acquisition, wellhead design and construction, and new well transmission lines to convey the water to a reservoir/booster sites.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Operating Impact:							
Supplies/Contracts			-	-	-	-	-
Total Operating Costs			-	-	-	-	-

Project No: WA1162	Project Title: CDBG Water Improvements
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Funding Source: Ops. Transfers In	Pct. New Development: 0.00%
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Project Description:

This project provides funding to construct water system improvements in coordination with pavement repair projects in Historic Avondale.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	77,453	-	77,453	-	-	-	-

Project No: WA1169	Project Title: Rio Vista Waterline Replacement
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Funding Source: Ops. Transfers In	Pct. New Development: 0.00%
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Project Description:

This existing waterlines and services in the Rio Vista neighborhood are located within easements located behind the properties. Due to their age, the existing waterlines and service are prone to repeated failures. The easements make it difficult for Public Works staff to maintain and repair the waterlines as they preclude utilizing equipment such as backhoes. The project will relocate existing waterlines from the rear of properties to the street, place new water meters adjacent to the street/sidewalk in the right-of-way and re-establish water services to each property. In FY19 this project funded installing a new 12-inch waterline in 125th Avenue, north of Lower Buckeye, that will be become part of the future improvements in Rio Vista.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	72,086	-	72,086	1,000,000	2,500,000	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Water Development

Project No: WA1214		Project Title: Well at 107th & Encanto - SRP Shared Well						
Funding Source:	Development Fees	Pct. New Development:	100.00%					
Project Description:								
<p>It is necessary for the City to drill and equip new water production wells to meet future water demands and ensure system reliability. The 2018 Integrated Utility Master Plan identified a numbers of future well sites to meet these needs. Public Works is working with SPR to construct a new shared well at 107th and Encanto. This will supply water to the Garden Lakes Booster station and provide the City with additional water to blend with the new City of Phoenix water connection.</p> <p>The project will include re-drilling the existing irrigation well, zonal sampling, wellhead design and construction. The City will construct a new 12-inch well transmission line in 107th to convey the water to Garden Lakes Booster station. The well transmission line will be designed and constructed as part of the North Avondale Water Supply project. The FY19 funds were be used to fund the City's portion of the well drilling and the design of the 107th well transmission line. The FY20 funding will be used to fund the city's portion of the well equipping and constructing the well transmission line.</p>								
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	
Capital Outlay	530,566	1,100,000	1,630,566	-	-	-	-	
Operating Impact:								
Supplies/Contracts			102,600	102,600	102,600	102,600	102,600	-
Electricity			15,000	15,000	15,000	15,000	15,000	-
Total Operating Costs			117,600	117,600	117,600	117,600	117,600	-

Project No: WA1231		Project Title: Dysart Rd. Waterline - Whyman to Lower Buckeye						
Funding Source:	Development Fees	Pct. New Development:	100.00%					
Project Description:								
<p>The water distribution system currently dead ends in 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 2018 Integrated Utility Master Plan and will improve the water distribution system in the area. The project will be coordinated with Streets Project ST1021. This project includes design and construction.</p>								
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	
Capital Outlay	-	-	-	50,000	400,000	-	-	
Operating Impact:								
Staffing			-	-	2,500	2,500	2,500	-
Total Operating Costs			-	-	2,500	2,500	2,500	-

Capital Improvement Plan

Fiscal Years 2020-24

Water Development

Project No: WA1285		Project Title: White Mountain Apache Tribe Water Settlement						
Funding Source:	Ops. Transfers In	Pct. New Development:	100.00%					
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 (SRP) 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.								
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	
Capital Outlay	1,437,627	865,000	2,302,627	-	-	-	-	
Operating Impact:								
Supplies/Contracts			-	320,000	320,000	320,000	320,000	-
Total Operating Costs			-	320,000	320,000	320,000	320,000	-

Project No: WA1298		Project Title: Well #7 Site Improvements					
Funding Source:	Ops. Transfers In	Pct. New Development:	0.00%				
Project Description:							
This project includes the acquisition of property to expand the existing Well #7 site. The well is located on the west side of El Mirage Road, north of Indian School Road and is the largest capacity well that supplies water to the Northside Booster station. This project 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, emergency generator, electrical cabinets, piping modifications and the undergrounded of the existing overhead electrical power service to the site.							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	75,000	500,000	575,000	1,000,000	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Water Development

Project No: WA1302	Project Title: Dysart Rd. Waterline - Roeser Alignment to Southern
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Funding Source: Development Fees	Pct. New Development:	100.00%
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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 2018 Integrated Utility Master Plan. This project includes design and construction.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Operating Impact:

Staffing	-	-	-	-	-	-	-
Total Operating Costs	-	-	-	-	-	-	-

Project No: WA1315	Project Title: Future Well
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Funding Source: Development Fees	Pct. New Development:	100.00%
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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.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Operating Impact:

Supplies/Contracts	-	-	-	-	-	-	-
Total Operating Costs	-	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Water Development

Project No: WA1340	Project Title: Nitrate Removal System for Coldwater Booster Station
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Funding Source: Development Fees, Ops. Tran	Pct. New Development: 100.00%
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Project Description:

Currently, three wells supply water to the Coldwater Booster Station with a fourth added in FY19. Two of the existing wells have elevated levels of nitrate and must be blended prior to entering the distribution system. Plans call for the addition of two more wells to supply water to the site. It is anticipated that these future wells also have elevated level of nitrate, which will limit the city's ability to blend the supply water and restrict the capacity of the Coldwater Booster Station. The addition of a nitrate treatment system will allow the site to operate at its full capacity. This project will construct a new nitrate removal system and expand the disinfection system at the site to accommodate the increased flows.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Operating Impact:

Supplies/Contracts	-	-	-	-	-	-	-
Total Operating Costs	-	-	-	-	-	-	-

Project No: WA1343	Project Title: Water System Line Replacements and Expansions
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Funding Source: Ops. Transfers In	Pct. New Development: 0.00%
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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 projects. The following is a summary of the projects that have been identified:

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 installing this line to provide supply fire protection and a secondary water supply at Indian School Rd and 99th Ave.
 Holly Acres - Upgrade existing 4/6" waterlines and services in backyard easements with new 8" lines located in the street
 107th from Earl to Canal- Move the waterlines into the streets for protection and accessibility
 Glen Arm Farms service line replacements- Replace the existing 145 substandard waterline services. Remove services from backyard easements west of 106th Ave.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	595,466	500,000	1,095,466	1,000,000	1,000,000	1,000,000	1,000,000

Capital Improvement Plan

Fiscal Years 2020-24

Water Development

Project No: WA1344	Project Title: Zone 1/2 Water Distribution Pressure Zone
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Funding Source: Ops. Transfers In	Pct. New Development:	0.00%
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Project Description:

This project will construct pressure reducing valve (PRV) stations and install water valves to create a new pressure zone split in the City's water distribution system. This will allow for an increase of the system pressures in the northeast portion of the city, where more intense development is scheduled to occur, while maintaining the existing system pressures to the south. The PRV stations will be connected to the City's SCADA network to allow operations staff to monitor the function of the sites and collect system data. Once the Zone 1/2 pressure zone is put into service, the water system operational cost will increase due to the separation of the city's water production sites.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	370,000	1,360,000	-	-

Operating Impact:

Supplies/Contracts	-	-	-	2,000,000	2,000,000	-	-
Total Operating Costs	-	-	-	2,000,000	2,000,000	-	-

Project No: WA1372	Project Title: Reservoir Coating Repairs and Rehabilitation
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Funding Source: Ops. Transfers In	Pct. New Development:	0.00%
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Project Description:

The water storage in the City's water distribution system is primarily supplied by six above ground 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. As of FY20, only two of six operational steel reservoirs have not been rehabilitated. The FY20 funding will be used to repair the 2.5 million gallon (MG) Coldwater west reservoir. The FY21 funding is planned to repair the 0.75 MG Rancho Santa Fe west reservoir.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	1,268,618	1,100,000	2,368,618	750,000	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Water Development

Project No: WA1414	Project Title: Garden Lakes Nitrate Equipment Replacement
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Funding Source: Ops. Transfers In	Pct. New Development:	0.00%
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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 end of its useful life. The new equipment will ensure the reliability of the site and keep operating costs from escalating. Without the nitrate treatment system, a reduction in the Phoenix water connection to the site would limit the city's ability to blend our well supply water and greatly restrict the capacity of the Garden Lakes booster station.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	500,000	2,500,000	-	-

Project No: WA1468	Project Title: McDowell Rd 16-inch Waterline - Avondale to 99th Ave
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Funding Source: Development Fees	Pct. New Development:	100.00%
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Project Description:

There is an existing 12-inch waterline in McDowell Road from Avondale Boulevard to 99th Avenue. The line was identified in the 2018 Integrated Utility Master Plan as being undersized for the future needs of the water distribution system. This project consists of constructing 8,900 linear feet of 16-inch waterline from Avondale Boulevard to 99th Avenue. This project includes design and construction and will also tie into the future extension of the 16-inch waterline from Avondale Boulevard to 117th Avenue (CIP Project WA1135). The FY2020 funding will be used to construct a section of the waterline from 107th Avenue west to the 111th Avenue alignment to coordinate with the City's ongoing street improvement project.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	500,000	500,000	-	-	-	500,000

Capital Improvement Plan

Fiscal Years 2020-24

Water Development

Project No: WA1469	Project Title: North Avondale Water Supply
Funding Source: Development Fees	Pct. New Development: 100.00%
Project Description:	
<p>The City of Avondale currently has a long standing subcontract for 5,416 acre-feet of Colorado River water. Presently, the City is unable to take direct delivery of this water, which limits the overall resilience of the City's water supplies. The City of Phoenix has entered into an intergovernmental agreement with Avondale to treat and transport up to 5 MGD of our Colorado River supply. The 2018 Integrated Utility Master Plan has identified and supports this agreement. In addition to improved system reliability, the introduction of this surface water supply will be less expensive than constructing water treatment processes for the equivalent amount of well water.</p> <p>As part of the agreement, Avondale will construct and operate the interconnect with the Phoenix distribution system. Accordingly, this project will fund the construction of the following:</p> <ul style="list-style-type: none"> -A new metering site at the connection to the Phoenix water system near Indian School Road and 107th Avenue. -A new 24-inch transmission line from Indian School Road south on 107th Avenue to the Garden Lakes Reservoir/Booster site. -New pH adjustment and TTHM treatment systems, and other site modifications required to allow the Phoenix water to be brought into the Avondale distribution system. 	

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	761,527	6,600,000	7,361,527	-	-	-	-

Operating Impact:								
Supplies/Contracts			25,000	25,000	25,000	25,000	25,000	-
Electricity			5,000	5,000	5,000	5,000	5,000	-
Total Operating Costs			30,000	30,000	30,000	30,000	30,000	-

Project No: WA1470	Project Title: 107th and Roosevelt Treatment Site - Land Purchase
Funding Source: Development Fees	Pct. New Development: 100.00%
Project Description:	
<p>The 2018 Integrated Utility Master Plan identified the need to purchase a new 4-acre site near 107th Avenue and Roosevelt Street. This site will provide centralized treatment for two planned production wells and also contain a storage reservoir and booster station. The identified project will allow for the purchase of the land required prior to development occurring in the area.</p>	

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Water Development

Project No: WA1471	Project Title: Garden Lakes Site - 2nd Reservoir & Booster Improvements
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Funding Source: Development Fees	Pct. New Development:	100.00%
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Project Description:

The Garden Lakes Reservoir Booster station will become increasingly more important to the distribution system once the connection to the Phoenix water system is complete and the new north pressure zone is in place. The 2018 Integrated Utility Master Plan identified that the site needs additional reservoir storage and booster capacity to meet the ultimate system demands. This project will fund constructing an additional underground concrete reservoir and increasing booster capacity by 6 MGD. The project is timed with completion of the third well supplying the site to maximize the city's connection to the Phoenix water system.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Project No: WA1472	Project Title: Northside Booster Well Site - Land Purchase & DCR
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Funding Source: Development Fees	Pct. New Development:	100.00%
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Project Description:

The 2018 Integrated Utility Master Plan identified that the Northside Reservoir and Booster station is planned to accept water from one more production well at build-out. The location of the well site is planned to be north of Indian School Road and west of El Mirage Road. The identified project will allow for the purchase of the land required prior to development occurring in the area. The project will also complete a Design Concept Report (DCR) with the layout of the well site and the transmission line required to convey the water to the Northside Reservoir Booster site.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	75,000	-	75,000	-	-	-	-

Project No: WA1473	Project Title: Gateway Nitrate Treatment Equipment Replacement
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Funding Source: Ops. Transfers In	Pct. New Development:	0.00%
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Project Description:

The Gateway Booster station was equipped with a nitrate treatment system capable of treating 1,300 gallon per minute (gpm) in 2004. In 2018, a new nitrate treatment system was constructed at the site to add an additional 1,700 gpm of capacity. The additional capacity allowed the City to fully utilize the wells supplying water to the site. This project will fund the replacement of the original 1,300 gpm nitrate treatment systems, which will have reached the ends of its useful life.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	500,000	500,000	2,500,000	-	-	-

Operating Impact:							
Supplies/Contracts	-	-	-	-	-	-	-
Total Operating Costs	-	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Water Development

Project No: WA1474 Project Title: McDowell Recharge Basin Improvements

Funding Source: Ops. Transfers In Pct. New Development: 0.00%

Project Description:
 The McDowell Recharge Facility was constructed in 1999 to recharge the City's Salt River Project (SRP) and Central Arizona Project (CAP) water supplies. Modifications were made at a later date to allow treated reclaimed water from the City's Water Reclamation Facility to be brought to the recharge site. In recent years the staff has had issues with obtaining accurate readings from the weir/metering structure that introduces SPR and CAP flows to the site. Additionally, staff continues to experience difficulty with distributing the incoming flows to the designated recharge basins. In FY19, this project funded the installation of a new meter in the SRP/CAP transfer line to the site and improvements to the existing onsite distribution system to the recharge basins. The FY23 funding will be used to complete the ultimate piping improvements at the site.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	300,000	-	300,000	-	-	750,000	-

Project No: WA1475 Project Title: Well and Booster Station Metering Upgrades

Funding Source: Ops. Transfers In Pct. New Development: 0.00%

Project Description:
 The City currently operates 5 booster sites and 18 wells that supply water to the distribution system. The majority of the sites currently use older style propeller type meters to measure flows. Also, many of the existing meters are not connected or conducive to the City's SCADA system to allow for remote real-time monitoring or totalizing for flow data. This project will provide funding to replace with existing meters and to make the necessary connections to the City's SCADA system.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	250,000	250,000	500,000	250,000	250,000	-	-

Project No: WA1476 Project Title: Rancho Santa Fe Reservoir/Booster Electrical and Control Upgrades

Funding Source: Ops. Transfers In Pct. New Development: 0.00%

Project Description:
 The Rancho Santa Fe Reservoir and Booster station was originally constructed in the late 1990's and currently is the largest water supply source for the City. Many of the electrical and control systems at the site are nearing the end of their useful lives. This project will replace the existing electrical and control systems with new equipment that meets current City standards and will ensure that site can continue to operate safely and reliably.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Water Development

Project No: WA1477		Project Title: Northside Arsenic Treatment System Rehabilitation					
Funding Source:	Ops. Transfers In	Pct. New Development:	0.00%				
Project Description:							
The City's Northside Reservoir and Booster station contains an Arsenic Treatment system that was constructed in the mid 2000's. The Arsenic Treatment system is nearing the end of its useful life and the process vessels and media need to be rehabilitated to ensure continued operation. This project will fund the repair or replacement of the coatings, fittings, control valves, and the filter media contained in the three process vessels.							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	-	-	1,000,000	-	-	-

Project No: WA1507		Project Title: Crystal Gardens Treatment Cells Assessment					
Funding Source:	Ops. Transfers In	Pct. New Development:	0.00%				
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 Wetlands. Depending on the recommendations of the assessment, a future project will be created to fund any required repairs.							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	250,000	250,000	-	-	-	-

Project No: WA1508		Project Title: 16-inch WL El Mirage, Elwood to Illini					
Funding Source:	Ops. Transfers In	Pct. New Development:					
Project Description:							
The 2018 Integrated Utility Master Plan identified the need to construct a 16-inch waterline in El Mirage Road to improve supplies to the City's lower pressure zone. This project will fund the cost to upsize approximately 700 LF of an existing 12-inch waterline in El Mirage Road, from Elwood Street to Illini Street. The project will be coordinated with improvements planned by the adjacent phase of the Alamar development. The waterline construction will be completed prior to widening of El Mirage south of Elwood to minimize costs and disruptions to the public. The project will also add waterline stubs to allow for future waterline replacements in the area. It will also simplify sewer services in the area and coordinate with the City of Goodyear raw water transmission line planned to pass through their area. This project includes design and construction.							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	500,000	500,000	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Sanitation Equipment

524 Sanitation Equipment	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
Beginning Balance	571,300	279,800	330,300	380,800	431,300	481,800
Revenue						
Interest Earned	500	500	500	500	500	2,500
Transfer In - Sanitation Operating	50,000	50,000	50,000	50,000	50,000	250,000
Total Revenue	50,500	50,500	50,500	50,500	50,500	252,500
Total Resources	621,800	330,300	380,800	431,300	481,800	
Capital Costs						
Non-Development Fee Eligible Projects						
SN6800-Sanitation Equipment Purchase	342,000	0	0	0	0	342,000
Total Non-Development Fee Eligible	342,000	0	0	0	0	342,000
Total Capital Costs	342,000	0	0	0	0	342,000
Estimated Ending Balance	279,800	330,300	380,800	431,300	481,800	

Capital Improvement Plan

Fiscal Years 2020-24

Sanitation Equipment

Project No: SN6800 Project Title: Sanitation Equipment Purchase

Funding Source: Replacement Contributions Pct. New Development: 0.00%

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.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	342,000	-	342,000	-	-	-	-

Capital Improvement Plan

Fiscal Years 2020-24

Water Equipment Replacement

530 Water Equipment Replacement	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
Beginning Balance	2,300,500	1,943,560	1,432,144	1,646,224	1,480,060	1,479,735
Revenue						
Interest Earned	27,600	27,600	27,600	27,600	27,600	138,000
Vehicle Replacement - Water	333,770	182,020	182,020	182,020	182,020	1,061,850
Technology Replacement - Water	163,790	162,540	162,540	162,540	162,540	813,950
Total Revenue	525,160	372,160	372,160	372,160	372,160	2,013,800
Total Resources	2,825,660	2,315,720	1,804,304	2,018,384	1,852,220	
Capital Costs						
Non-Development Fee Eligible Projects						
IT5121-Technology Infrastructure and Communication Systems	337,200	116,000	104,000	93,000	40,000	690,200
VR5200-Vehicle Replacement	544,900	767,576	54,080	445,324	332,485	2,144,365
Total Non-Development Fee Eligible	882,100	883,576	158,080	538,324	372,485	2,834,565
Total Capital Costs	882,100	883,576	158,080	538,324	372,485	2,834,565
Estimated Ending Balance	1,943,560	1,432,144	1,646,224	1,480,060	1,479,735	

Capital Improvement Plan

Fiscal Years 2020-24

Water Equipment Replacement

Project No: IT5121 Project Title: Technology Infrastructure and Communication Systems

Funding Source: Replacement Contributions Pct. New Development:

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.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	104,200	233,000	337,200	116,000	104,000	93,000	40,000

Project No: VR5200 Project Title: Vehicle Replacement

Funding Source: Replacement Contributions Pct. New Development: 0.00%

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.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	404,900	140,000	544,900	767,576	54,080	445,324	332,485

Capital Improvement Plan

Fiscal Years 2020-24

Sewer Equipment Replacement

531 Sewer Equipment Replacement	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
Beginning Balance	863,800	794,540	872,890	1,064,240	1,255,590	1,132,299
Revenue						
Interest Earned	6,000	6,000	6,000	6,000	6,000	30,000
Vehicle Replacement - Wastewater	275,530	139,600	139,600	139,600	139,600	833,930
Technology Replacement - Wastewater	78,310	75,750	75,750	75,750	75,750	381,310
Total Revenue	359,840	221,350	221,350	221,350	221,350	1,245,240
Total Resources	1,223,640	1,015,890	1,094,240	1,285,590	1,476,940	
Capital Costs						
Non-Development Fee Eligible Projects						
IT5121-Technology Infrastructure and Communication Systems	257,300	111,000	30,000	30,000	20,000	448,300
VR5200-Vehicle Replacement	171,800	32,000	0	0	324,641	528,441
Total Non-Development Fee Eligible	429,100	143,000	30,000	30,000	344,641	976,741
Total Capital Costs	429,100	143,000	30,000	30,000	344,641	976,741
Estimated Ending Balance	794,540	872,890	1,064,240	1,255,590	1,132,299	

Capital Improvement Plan

Fiscal Years 2020-24

Sewer Equipment Replacement

Project No: IT5121 Project Title: Technology Infrastructure and Communication Systems

Funding Source: Replacement Contributions Pct. New Development:

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.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	101,300	156,000	257,300	111,000	30,000	30,000	20,000

Project No: VR5200 Project Title: Vehicle Replacement

Funding Source: Replacement Contributions Pct. New Development: 0.00%

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.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	171,800	-	171,800	32,000	-	-	324,641

Capital Improvement Plan

Fiscal Years 2020-24

Sanitation Equipment Replacement

532 Sanitation Equipment Replacement	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
Beginning Balance	3,925,900	3,357,370	3,565,850	3,586,137	4,257,414	5,226,170
Revenue						
Interest Earned	254,870	70,000	70,000	70,000	70,000	534,870
Vehicle Replacement - Sanitation	1,072,985	1,206,780	1,206,780	1,206,780	1,206,780	5,900,105
Technology Replacement - Sanitation	9,280	6,960	6,960	6,960	6,960	37,120
Total Revenue	1,337,135	1,283,740	1,283,740	1,283,740	1,283,740	6,472,095
Total Resources	5,263,035	4,641,110	4,849,590	4,869,877	5,541,154	
Capital Costs						
Non-Development Fee Eligible Projects						
VR5200-Vehicle Replacement	1,905,665	1,075,260	1,263,453	612,463	314,984	5,171,825
Total Non-Development Fee Eligible	1,905,665	1,075,260	1,263,453	612,463	314,984	5,171,825
Total Capital Costs	1,905,665	1,075,260	1,263,453	612,463	314,984	5,171,825
Estimated Ending Balance	3,357,370	3,565,850	3,586,137	4,257,414	5,226,170	

Capital Improvement Plan

Fiscal Years 2020-24

Sanitation Equipment Replacement

Project No: VR5200	Project Title: Vehicle Replacement
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Funding Source: Replacement Contributions	Pct. New Development:	0.00%
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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.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	684,000	1,221,665	1,905,665	1,075,260	1,263,453	612,463	314,984

Capital Improvement Plan

Fiscal Years 2020-24

Vehicle Replacement

601 Vehicle Replacement	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
Beginning Balance	9,012,800	8,945,675	9,955,394	8,614,402	5,433,293	3,096,243
Revenue						
Interest Earned	162,320	162,320	162,320	162,320	162,320	811,600
Vehicle Replacement - GF	1,864,630	1,053,640	1,053,640	1,053,640	1,053,640	6,079,190
Vehicle Replacement - HURF	432,640	252,130	252,130	252,130	252,130	1,441,160
Vehicle Replacement - FAC	7,130	3,120	3,120	3,120	3,120	19,610
Vehicle Replacement - Fleet	10,730	7,520	7,520	7,520	7,520	40,810
Vehicle Replacement - AAA	19,430	19,430	19,430	19,430	19,430	97,150
Total Revenue	2,496,880	1,498,160	1,498,160	1,498,160	1,498,160	8,489,520
Total Resources	11,509,680	10,443,835	11,453,554	10,112,562	6,931,453	
Capital Costs						
Non-Development Fee Eligible Projects						
VR5200-Vehicle Replacement	2,564,005	488,441	2,839,152	4,679,269	3,835,210	14,406,077
Total Non-Development Fee Eligible	2,564,005	488,441	2,839,152	4,679,269	3,835,210	14,406,077
Total Capital Costs	2,564,005	488,441	2,839,152	4,679,269	3,835,210	14,406,077
Estimated Ending Balance	8,945,675	9,955,394	8,614,402	5,433,293	3,096,243	

Capital Improvement Plan

Fiscal Years 2020-24

Vehicle Replacement

Project No: VR5200	Project Title: Vehicle Replacement
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Funding Source: Replacement Contributions	Pct. New Development:	0.00%
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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.

Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	1,999,605	564,400	2,564,005	488,441	2,839,152	4,679,269	3,835,210

Capital Improvement Plan

Fiscal Years 2020-24

Technology & Equipment Replacement

603 Technology & Equipment Replacement	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
Beginning Balance	1,146,870	1,067,100	1,005,510	991,920	742,330	538,740
Revenue						
Interest Earned	6,000	6,000	6,000	6,000	6,000	30,000
Transfer In - General Fund	5,300	5,300	5,300	5,300	5,300	26,500
Technology Replacement - GF	771,640	724,340	724,340	724,340	724,340	3,669,000
Technology Replacement - HURF	18,700	11,790	11,790	11,790	11,790	65,860
Technology Replacement - CDBG	1,060	880	880	880	880	4,580
Technology Replacement - Env. Pgm.	1,060	1,280	1,280	1,280	1,280	6,180
Technology Replacement - Risk	2,230	1,870	1,870	1,870	1,870	9,710
Technology Replacement - FAC	33,790	34,950	34,950	34,950	34,950	173,590
Technology Replacement - Fleet	5,300	5,000	5,000	5,000	5,000	25,300
Fire Equipment Replacement	80,000	45,000	45,000	45,000	45,000	260,000
Total Revenue	925,080	836,410	836,410	836,410	836,410	4,270,720
Total Resources	2,071,950	1,903,510	1,841,920	1,828,330	1,578,740	
Capital Costs						
Non-Development Fee Eligible Projects						
FR6330-Fire Equipment Replacement	20,850	0	0	0	0	20,850
IT5120-Technology Equipment Replacement	255,000	25,000	25,000	25,000	25,000	355,000
IT5121-Technology Infrastructure and Communication Systems	729,000	873,000	825,000	1,061,000	1,015,000	4,503,000
Total Non-Development Fee Eligible	1,004,850	898,000	850,000	1,086,000	1,040,000	4,878,850
Total Capital Costs	1,004,850	898,000	850,000	1,086,000	1,040,000	4,878,850
Estimated Ending Balance	1,067,100	1,005,510	991,920	742,330	538,740	

Capital Improvement Plan

Fiscal Years 2020-24

Technology & Equipment Replacement

Project No: FR6330		Project Title: Fire Equipment Replacement					
Funding Source:	Reimbursement Revenue	Pct. New Development:	0.00%				
Project Description:							
The Fire Department contributes funding annually to provide for timely replacement of protective clothing, cardiac monitors and self contained breathing apparatus.							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	20,850	20,850	-	-	-	-

Project No: IT5120		Project Title: Technology Equipment Replacement					
Funding Source:	Replacement Contributions	Pct. New Development:	0.00%				
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).							
In addition to PCs and infrastructure, this fund will be used for the replacement of desktop telephones, desktop monitors, cameras and audio and video systems.							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	-	255,000	255,000	25,000	25,000	25,000	25,000

Project No: IT5121		Project Title: Technology Infrastructure and Communication Systems					
Funding Source:	Replacement Contributions	Pct. New Development:					
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.							
Project Costs	Carryover	FY 19-20	Total FY19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Capital Outlay	302,000	427,000	729,000	873,000	825,000	1,061,000	1,015,000

Schedule of Projected Fund Balance and Net Position

Fund	June 30, 2019 Estimated Fund Balance	2019-2020 Estimated Revenue	2019-2020 Estimated Expenditures	Net Transfers In/(Out)	Assignment/ Stabilization Fund	June 30, 2020 Estimated Fund Balance*
General Fund						
101 General Fund	46,806,400	70,563,587	65,994,459	(21,661,430)	25,803,240	3,910,858
Special Revenue						
201 Highway User Revenue Fund	6,437,800	6,156,000	5,305,405	(5,451,340)	-	1,837,055
202 Senior Nutrition	(60,500)	361,000	660,530	361,290	-	1,260
203 Community Action Program	81,800	102,000	133,240	67,680	-	118,240
205 Home Grant	442,800	860,100	951,490	49,230	-	400,640
206 State R.I.C.O. W/ Attorney General	1,700	-	-	-	-	1,700
207 Federal R.I.C.O. With A.G.	2,500	-	-	-	-	2,500
209 Other Grants	815,600	5,378,845	5,693,445	-	-	501,000
210 Employee Assistance Fund	72,600	-	-	-	-	72,600
212 Library Projects	41,200	7,395	48,595	-	-	-
214 Cemetery Maintenance Fund	237,200	-	15,740	-	-	221,460
215 Transit Fund	1,375,700	230,000	1,513,320	1,282,160	-	1,374,540
216 Co. R.I.C.O. w/Maricopa Atty	7,100	20,000	-	-	-	27,100
225 Voca Crime Victim Advocate	6,600	-	-	-	-	6,600
226 Abbott Community Center	100	-	-	-	-	100
227 Court Payments	491,600	70,000	156,930	-	-	404,670
229 Regional Family Advocacy	(21,700)	1,220,480	1,506,740	307,990	-	30
230 0.5% Dedicated Sales Tax	6,517,200	8,522,000	4,000	(8,147,865)	-	6,887,335
235 Public Safety Dedicated Sales Tax	9,194,200	8,602,000	9,032,310	-	-	8,763,890
240 CDBG	-	1,763,670	1,347,310	(1,060)	-	415,300
245 Environmental Programs Fund	822,000	260,000	263,910	(1,060)	-	817,030
246 Public Arts Fund	181,400	-	166,530	50,000	-	64,870
250 Wildland Fire Deployment Fund	-	251,760	251,760	-	-	-
703 125 Plan	72,300	-	-	-	-	72,300
Total Special Revenue	26,719,200	33,805,250	27,051,255	(11,482,975)	-	21,990,220

Schedule of Projected Fund Balance and Net Position

Fund	June 30, 2019 Estimated Fund Balance	2019-2020 Estimated Revenue	2019-2020 Estimated Expenditures	Net Transfers In/(Out)	Assignment/ Stabilization Fund	June 30, 2020 Estimated Fund Balance*
Capital Projects						
303 Street Drainage	-	-	-	-	-	-
304 Street Construction	3,942,100	724,000	14,539,500	10,000,000	-	126,600
308 Police Development	7,963,100	151,000	10,416,881	2,400,000	-	97,219
310 Parkland	9,980,100	2,418,000	23,850,000	12,000,000	-	548,100
311 Library Development	(77,300)	18,100	-	69,900	-	10,700
317 Landscaping Landfill Remediation	50,000	-	-	-	-	50,000
318 General Government Develop.	(232,300)	-	-	-	-	(232,300)
319 Fire Development	924,000	147,000	759,477	-	-	311,523
320 Improvement Districts	-	-	-	-	-	-
322 One Time Capital	14,799,000	-	12,970,707	(1,350,000)	-	478,293
325 Transit	75,000	400,000	475,000	-	-	-
601 Vehicle Replacement	9,012,800	162,320	2,564,005	2,387,290	-	8,998,405
603 Equipment Replacement Fund	1,146,870	6,000	1,004,850	927,510	-	1,075,530
Total Capital Projects	47,583,370	4,026,420	66,580,420	26,434,700	-	11,464,070
Debt Service						
401 General Obligation Bonds	-	4,171,443	3,968,985	-	-	202,458
408 Hwy User's Bonds '85/91/98	136,300	-	-	-	-	136,300
410 Park Issue	104,000	-	-	-	-	104,000
417 Dysart Road M.D.C.	1,395,000	-	270,950	-	-	1,124,050
430 0.5% Dedicated Sales Tax	3,939,500	32,000	5,232,450	5,662,540	-	4,401,590
431 2019 PRO Debt Service	-	-	765,425	765,425	-	-
Total Debt Service	5,574,800	4,203,443	10,237,810	6,427,965	-	5,968,398
Enterprise						
501 Water Operations	45,104,700	15,615,000	12,330,586	(3,497,560)	-	44,891,554
503 Sewer Operations	14,316,300	9,876,000	8,549,741	(1,853,840)	-	13,788,719
513 Sewer Development	9,130,000	1,193,000	11,295,983	1,650,000	-	677,017
514 Water Development	10,981,600	10,946,000	19,020,494	3,150,000	-	6,057,106
520 Sanitation	7,599,200	5,261,680	5,424,402	(1,136,555)	-	6,299,923
524 Sanitation Development	571,300	500	342,000	50,000	-	279,800
530 Water Equipment Replacement	2,300,500	27,600	882,100	497,560	-	1,943,560
531 Sewer Equipment Replacement	863,800	6,000	429,100	353,840	-	794,540
532 Sanitation Eq. Replacement	3,925,900	254,870	1,905,665	1,086,555	-	3,361,660
Total Enterprise	94,793,300	43,180,650	60,180,071	300,000	-	78,093,879

Schedule of Projected Fund Balance and Net Position

Fund	June 30, 2019 Estimated Fund Balance	2019-2020 Estimated Revenue	2019-2020 Estimated Expenditures	Net Transfers In/(Out)	Assignment/ Stabilization Fund	June 30, 2020 Estimated Fund Balance*
Internal Service						
604 Printer - Copier Service Fund	-	-	-	-	-	-
605 Risk Management Fund	2,921,300	1,780,460	2,194,410	(2,230)	-	2,505,120
606 Fleet Services Fund	(209,800)	3,106,195	2,794,375	(16,030)	-	85,990
607 Worker's Compensation Fund	1,500,000	659,740	1,661,450	-	-	498,290
Total Internal Service	4,211,500	5,546,395	6,650,235	(18,260)	-	3,089,400
Trust & Agency						
701 Volunteer Fire Fighter's Pension	223,800	3,000	5,000	-	-	221,800
Total All Funds	225,912,370	161,328,745	236,699,250	0	25,803,240	124,738,625

*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	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Budget	FY 2018-19 Estimates	FY 2019-20 Projected
General Fund					
Taxes					
Current Year Real Prop. Tax	2,645,005	2,740,354	2,914,679	2,914,679	3,039,967
Prior Year Real Prop. Tax	33,096	21,704	36,490	-	-
Personal Property Tax	64	30	-	-	-
City Sales Tax	31,428,084	33,419,998	34,979,457	34,961,000	35,398,000
Government Property Lease Excise Tax	5,252	7,800	5,850	-	10,000
Salt River Proj. In-Lieu-Tax	48,560	47,234	54,050	47,000	-
Cable Television Franchise Tax	440,620	512,283	490,410	509,000	500,000
Sales Tax Audit Assessments	159,059	61,097	177,035	-	-
Sales Tax Interest	5,060	1,024	5,630	-	-
Sales Tax Penalty	21,171	25,689	23,565	-	-
Total Taxes	34,785,971	36,837,213	38,687,166	38,431,679	38,947,967
Intergovernmental Revenues					
City's Share of St. Sales Tax	7,402,225	7,970,742	8,225,864	8,469,000	8,830,000
State Urban Revenue Sharing	9,871,106	10,265,600	10,174,543	10,175,000	11,121,000
Other State Sources	5,659	-	-	-	-
Auto Lieu Tax	3,177,920	3,430,082	3,662,612	3,753,000	3,900,000
Other Cities & Towns - IGAs	17,710	182,544	85,830	50,000	50,000
Other Governments	257,056	255,436	-	-	25,620
Total Intergovernmental Revenues	20,731,676	22,104,404	22,148,849	22,447,000	23,926,620
Licenses and Permits					
Utility Franchise Tax	694,730	744,165	773,235	773,000	773,000
Occupational License Fees	122,785	236,928	242,410	240,000	240,000
Building Permits	1,375,810	1,456,669	1,589,060	617,000	617,000
Electrical Permits	61,615	73,181	79,870	42,000	42,000
Plumbing Permits	32,274	61,592	39,050	16,000	16,000
Liquor License Fees	31,850	69,650	50,390	40,000	40,000
Engineering Plan Review Fees	213,850	487,075	390,220	522,000	522,000
Occ. & Tax License App. Fees	200	9,615	15,120	7,000	7,000
Engineering Permit Fees	194,795	188,007	235,700	199,000	199,000
Mechanical Fees	38,850	33,630	38,030	35,000	35,000
Sign Permits	-	7,040	6,570	17,000	5,000
Fire Permits	25,600	23,900	33,480	15,000	15,000
Fire Alarm Permits	14,150	19,050	24,190	15,000	15,000
Fire Sprinkler Permits	12,300	12,200	14,850	8,000	8,000
Certificate of Occupancy Fee	17,050	18,150	16,460	5,000	5,000
Total Licenses and Permits	2,835,860	3,440,851	3,548,635	2,551,000	2,539,000
Charges for Services					
Plan Check Fees	528,483	557,685	639,460	274,000	274,000
Security Alarm Registration	50,833	38,305	54,990	9,000	20,000
Passport Revenue	277,132	272,254	257,580	257,000	257,000
False Alarm Fee	33,800	86,079	32,032	-	30,000
Fingerprinting Fees	8,825	7,470	6,080	7,000	7,000
Report Copy Fees	13,786	12,499	11,350	-	12,000
Planning Application Fees	128,481	315,143	327,370	174,000	174,000

Revenue Schedule

Source of Revenue	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Budget	FY 2018-19 Estimates	FY 2019-20 Projected
General Fund					
Charges for Services					
Wildland Fire Services	250,311	356,643	201,750	-	-
Fire Plan Review	16,300	20,050	21,328	11,000	11,000
Plan Re-Check Revision Fee	700	700	560	1,000	1,000
Commercial Plan Review	4,690	-	4,850	-	-
Sports Programs	34,601	56,620	50,000	29,000	29,000
Special Events	76,005	81,912	83,910	56,000	56,000
Leisure Activities	24,575	7,534	35,420	2,000	2,000
Facility Rentals	197,910	204,773	200,000	200,000	200,000
Internal Printing/Copying Fees	3,485	3,238	3,080	3,000	3,000
Fire ALS Fees	205,949	40,853	173,830	-	-
Total Charges for Services	1,855,867	2,061,757	2,103,590	1,023,000	1,076,000
Fines, Forfeitures and Penalties					
Court Fines	845,116	1,019,892	798,610	800,000	800,000
Library Fines	48,344	39,920	49,920	-	10,000
Other Penalty Collections	3,421	2,241	710	3,000	3,000
ZSPLS--Suspended Plates	40,936	33,016	27,330	33,000	33,000
Impound Fees	107,702	115,525	103,280	100,000	100,000
NSF Fees	1,625	11,244	12,860	200	1,000
ZOS3 City Police Officer Safety Eq	11,848	14,511	11,730	11,000	11,000
ZCAA2-LOCAL TREASURER	66	61	-	-	-
ZOS13 City Code Enforcement Safety Eq	4	-	-	-	-
Police Unclaimed Property Proceeds	17	36,949	-	100	-
Other Fines, Forfeits, and Penalties	548	2,240	1,670	-	-
Total Fines, Forfeitures and Penalties	1,059,626	1,275,598	1,006,110	947,300	958,000
Sale of Assets					
Land Sales	-	-	2,500,000	1,525,000	1,050,000
Other Asset Sales	9,618	7,974	3,900	4,000	4,000
Total Sale of Assets	9,618	7,974	2,503,900	1,529,000	1,054,000
Other Financing Sources					
Lease-Purchase Proceeds	304,326	2,677,308	-	-	-
Total Other Financing Sources	304,326	2,677,308	-	-	-
Miscellaneous Revenue					
Jury Duty Fees Rec'd by Employees	576	205	-	-	-
Operating Lease Payments	665,679	731,913	537,440	537,000	537,000
ASC-Avondale Sports Center	452,463	274,000	250,000	500,000	500,000
CAD Reimbursement Revenue	94,100	103,015	-	70,000	70,000
Tipping Fees	216,132	224,857	150,000	150,000	150,000
Phoenix International Raceway	-	113,274	-	110,000	145,000
Interest Earned	256,839	464,003	300,000	650,000	520,000
Private Donations / Contributions	23,619	20,822	8,350	20,000	10,000
Rebates (Insurance and Other)	-	-	-	91,000	-
Cash Over or (Short)	(2,376)	(64)	10	-	-
Unrealized Gain	(93,350)	(206,532)	-	-	-
Private Donations - Library	-	1,935	-	-	-

Revenue Schedule

Source of Revenue	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Budget	FY 2018-19 Estimates	FY 2019-20 Projected
General Fund					
Miscellaneous Revenue					
Other Miscellaneous Revenue	150,809	138,974	93,460	-	130,000
Total Miscellaneous Revenue	1,764,492	1,866,402	1,339,260	2,128,000	2,062,000
Total General Fund	63,347,434	70,271,507	71,337,510	69,056,979	70,563,587
Special Revenue					
Highway User Revenue Fund	5,217,125	5,431,684	5,227,560	6,000,000	6,156,000
Senior Nutrition	340,607	380,475	341,260	336,000	361,000
Community Action Program	101,013	98,935	101,460	102,000	102,000
Home Grant	592,725	829,578	227,630	500,000	860,100
State R.I.C.O. W/ Attorney General	1	5	-	-	-
Federal R.I.C.O. With A.G.	2	7	-	-	-
Other Grants	815,515	632,534	5,328,110	1,300,000	5,378,845
Employee Assistance Fund	41	4,593	10	-	-
Library Projects	6,030	13,787	12,010	5,000	7,395
Cemetery Maintenance Fund	181	2,728	370	1,500	-
Transit Fund	377,845	288,461	448,750	230,000	230,000
Co. R.I.C.O. w/Maricopa Atty	105,130	13,316	20,810	35,000	20,000
Court Payments	73,428	92,332	88,860	70,000	70,000
Regional Family Advocacy	945,248	976,937	1,081,760	1,107,000	1,220,480
0.5% Dedicated Sales Tax	7,431,699	7,969,995	8,373,210	8,417,000	8,522,000
Public Safety Dedicated Sales Tax	7,451,783	7,996,389	8,385,290	8,517,000	8,602,000
CDBG	435,688	700,949	590,000	700,000	1,763,670
Environmental Programs Fund	277,054	281,926	268,540	260,000	260,000
Public Arts Fund	32,767	53,866	53,160	-	-
Wildland Fire Deployment Fund	-	-	-	-	251,760
125 Plan	70,000	-	-	-	-
Total Special Revenue	24,273,883	25,768,497	30,548,790	27,580,500	33,805,250
Capital Projects					
304-Street Construction					
Other State Sources	-	-	-	-	102,000
Federal Grants & Other Sources	-	39,589	279,000	-	-
Other Governments	-	87,260	-	-	-
Recycling	-	19,464	-	-	-
Development Fees	1,764,070	2,307,596	2,049,210	1,763,000	547,000
Developer Contributions	19,300	-	-	-	-
Land Sales	-	348,097	-	-	-
Lease-Purchase Proceeds	-	1,864,946	-	-	-
Traffic Signal Cost Sharing	-	-	125,000	-	-
Interest Earned	31,610	81,024	50,390	132,000	75,000
Reimbursement/Cost Share	277,472	97,442	-	-	-
Total 304-Street Construction	2,092,451	4,845,419	2,503,600	1,895,000	724,000

Revenue Schedule

Source of Revenue	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Budget	FY 2018-19 Estimates	FY 2019-20 Projected
Capital Projects					
308-Police Development					
Development Fees	223,759	379,981	303,017	122,000	146,000
Interest Earned	1,236	5,176	1,320	4,000	5,000
Total 308-Police Development	224,995	385,158	304,337	126,000	151,000
310-Parkland					
Federal Grants & Other Sources	-	-	2,100,000	-	2,100,000
Development Fees	-	-	-	-	258,000
Parks Development Fee	358,564	608,605	484,545	51,000	-
Interest Earned	6,155	18,959	10,950	28,000	60,000
Total 310-Parkland	364,720	627,564	2,595,495	79,000	2,418,000
311-Library Development					
Development Fees	80,310	135,223	108,731	31,000	18,000
Interest Earned	15	129	10	-	100
Total 311-Library Development	80,325	135,352	108,741	31,000	18,100
317-Landscaping Landfill Remediation					
Landscaping Landfill Contributions	48,029	49,968	38,000	35,000	-
Interest Earned	3,412	9,238	3,350	15,000	-
Total 317-Landscaping Landfill Remediation	51,441	59,207	41,350	50,000	-
318-General Government Develop.					
Development Fees	160,811	272,176	181,180	64,000	-
Interest Earned	3,507	8,991	5,490	10,000	-
Total 318-General Government Develop.	164,318	281,167	186,670	74,000	-
319-Fire Development					
Development Fees	273,154	462,687	368,446	147,000	137,000
Interest Earned	4,443	12,604	7,680	20,000	10,000
Total 319-Fire Development	277,597	475,291	376,126	167,000	147,000
322-One Time Capital					
Interest Earned	742	18,235	1,680	10,000	-
Other Miscellaneous Revenue	-	253,774	-	-	-
Total 322-One Time Capital	742	272,008	1,680	10,000	-
325-Transit					
Federal Grants & Other Sources	-	-	200,000	-	400,000
Interest Earned	-	-	90	-	-
Total 325-Transit	-	-	200,090	-	400,000
333-City Center					
Interest Earned	274	1,127	-	500	-
Total 333-City Center	274	1,127	-	500	-
601-Vehicle Replacement					
Other Asset Sales	273,967	112,958	100,000	150,000	62,320
Interest Earned	61,984	110,621	24,830	200,000	100,000
Unrealized Gain	(20,765)	(36,788)	-	-	-
Total 601-Vehicle Replacement	315,187	186,790	124,830	350,000	162,320

Revenue Schedule

Source of Revenue	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Budget	FY 2018-19 Estimates	FY 2019-20 Projected
Capital Projects					
603-Equipment Replacement Fund					
Other Asset Sales	-	18,182	-	-	-
Interest Earned	2,089	6,603	1,810	7,000	6,000
Total 603-Equipment Replacement Fund	2,089	24,785	1,810	7,000	6,000
Total Capital Projects	3,574,139	7,293,867	6,444,729	2,789,500	4,026,420
Debt Service					
401-General Obligation Bonds					
Current Year Real Prop. Tax	3,280,706	3,138,635	4,102,600	4,102,600	4,141,443
Bond Premium	-	2,464,479	-	-	-
Bond Proceeds	-	21,350,000	-	-	-
Interest Earned	8,281	21,345	8,510	35,000	30,000
Other Miscellaneous Revenue	470,631	215,569	-	-	-
Total 401-General Obligation Bonds	3,759,618	27,190,027	4,111,110	4,137,600	4,171,443
408-Hwy User's Bonds '85/91/98					
Interest Earned	657	574	250	-	-
Total 408-Hwy User's Bonds '85/91/98	657	574	250	-	-
410-Park Issue					
Interest Earned	71	291	30	-	-
Total 410-Park Issue	71	291	30	-	-
417-Dysart Road M.D.C.					
Bond Premium	164,178	-	-	-	-
Bond Proceeds	1,278,552	-	-	-	-
Interest Earned	4,890	3,000	320	-	-
Total 417-Dysart Road M.D.C.	1,447,620	3,000	320	-	-
430-0.5% Dedicated Sales Tax					
Bond Premium	2,847,932	-	-	-	-
Bond Proceeds	22,178,518	-	-	-	-
Interest Earned	68,926	29,619	21,930	40,000	32,000
Total 430-0.5% Dedicated Sales Tax	25,095,376	29,619	21,930	40,000	32,000
Total Debt Service	30,303,343	27,223,511	4,133,640	4,177,600	4,203,443

Revenue Schedule

Source of Revenue	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Budget	FY 2018-19 Estimates	FY 2019-20 Projected
Enterprise					
501-Water Operations					
Penalties-Utility Bills	9,374	9,627	820	-	-
Water Sales	14,059,751	14,895,249	15,370,000	15,000,000	15,000,000
Water Meter Installation	135,593	132,060	99,390	-	-
Turn-on Fees	451,228	414,507	297,480	-	-
NSF Fees	4,865	2,275	1,440	-	-
Other Asset Sales	(2,606)	-	-	-	-
Operating Lease Payments	34,442	30,239	27,880	33,000	33,000
Capital Contribution - Infrastructure	120,367	259,035	-	-	-
Interest Earned	234,674	411,330	118,680	640,000	512,000
Cash Over or (Short)	(3,614)	(185)	130	-	-
Unrealized Gain	(87,925)	(196,922)	-	-	-
Other Miscellaneous Revenue	9,304	55,271	10,580	70,000	70,000
Total 501-Water Operations	14,965,454	16,012,486	15,926,400	15,743,000	15,615,000
503-Sewer Operations					
Penalties-Utility Bills	6,396	6,656	610	-	-
Sewer Taps	81,143	80,400	55,230	-	-
Sewer Fees	9,046,299	9,644,607	9,985,200	9,700,000	9,700,000
Capital Contribution - Infrastructure	124,409	-	-	-	-
Interest Earned	70,919	129,569	32,010	245,923	176,000
Unrealized Gain	(25,590)	(78,257)	-	-	-
Other Miscellaneous Revenue	3,724	406	-	-	-
Total 503-Sewer Operations	9,307,298	9,783,380	10,073,050	9,945,923	9,876,000
513-Sewer Development					
Development Fees	-	-	-	-	1,118,000
Sewer Development Fee	2,332,657	2,428,044	3,779,256	964,000	-
Interest Earned	29,276	82,192	46,150	-	75,000
Unrealized Gain	-	(24,690)	-	-	-
Total 513-Sewer Development	2,361,933	2,485,546	3,825,406	964,000	1,193,000
514-Water Development					
Development Fees	-	-	-	-	821,000
Water Development Fee	1,530,565	1,555,842	2,739,139	769,000	-
Bond Proceeds	-	-	-	-	10,000,000
Interest Earned	37,230	107,296	64,990	-	125,000
Private Donations / Contributions	-	317,600	-	-	-
Unrealized Gain	-	(24,690)	-	-	-
Total 514-Water Development	1,567,795	1,956,048	2,804,129	769,000	10,946,000

Revenue Schedule

Source of Revenue	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Budget	FY 2018-19 Estimates	FY 2019-20 Projected
Enterprise					
520-Sanitation					
Other Cities & Towns - IGAs	-	-	-	-	57,680
Recycling	87,780	46,975	49,330	-	-
Commercial Sanitation Hauler Permits	7,000	38,000	36,000	-	-
Penalties-Utility Bills	3,843	3,988	360	-	-
Refuse Collection	5,128,800	5,205,132	5,186,200	5,100,000	5,100,000
Interest Earned	42,375	76,743	16,310	130,000	104,000
Unrealized Gain	(16,579)	(49,947)	-	-	-
Other Miscellaneous Revenue	13,084	4,136	4,350	-	-
Total 520-Sanitation	5,266,304	5,325,026	5,292,550	5,230,000	5,261,680
524-Sanitation Development					
Other Asset Sales	-	(2,134)	-	-	-
Interest Earned	521	2,138	470	1,600	500
Total 524-Sanitation Development	521	4	470	1,600	500
530-Water Equipment Replacement					
Other Asset Sales	42,822	77,042	45,000	-	12,600
Interest Earned	6,256	16,136	9,470	-	15,000
Total 530-Water Equipment Replacement	49,078	93,178	54,470	-	27,600
531-Sewer Equipment Replacement					
Other Asset Sales	16,960	3,800	-	-	-
Interest Earned	1,623	4,615	2,230	-	6,000
Total 531-Sewer Equipment Replacement	18,583	8,415	2,230	-	6,000
532-Sanitation Eqt. Replacement					
Other Asset Sales	46,826	45,717	10	-	184,870
Interest Earned	17,590	45,110	28,230	-	70,000
Total 532-Sanitation Eqt. Replacement	64,416	90,827	28,240	-	254,870
Total Enterprise	33,601,381	35,754,910	38,006,945	32,653,523	43,180,650
Internal Service					
604-Printer - Copier Service Fund					
Internal Printing/Copying Fees	291,045	312,998	264,500	-	-
Interest Earned	1,800	5,299	1,640	-	-
Total 604-Printer - Copier Service Fund	292,845	318,296	266,140	-	-
605-Risk Management Fund					
Risk Management Charges	1,881,340	1,874,890	1,936,810	1,936,810	1,731,380
Interest Earned	25,788	50,378	10,030	-	10,280
Unrealized Gain	(8,289)	(22,916)	-	-	25,270
Other Miscellaneous Revenue	-	13,533	13,530	-	13,530
Total 605-Risk Management Fund	1,898,839	1,915,886	1,960,370	1,936,810	1,780,460
606-Fleet Services Fund					
Fleet Management Charges	2,192,135	2,265,565	2,517,905	2,520,000	3,106,195
Interest Earned	-	-	10	-	-
Other Miscellaneous Revenue	1,893	1,685	1,770	-	-
Total 606-Fleet Services Fund	2,194,028	2,267,250	2,519,685	2,520,000	3,106,195

Revenue Schedule

Source of Revenue	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Budget	FY 2018-19 Estimates	FY 2019-20 Projected
Internal Service					
607-Worker's Compensation Fund					
Workers' Comp Rec'd by Employees	-	-	-	-	659,740
Total 607-Worker's Compensation Fund	-	-	-	-	659,740
Total Internal Service	4,385,712	4,501,432	4,746,195	4,456,810	5,546,395
Trust & Agency					
701-Volunteer Fire Fighter's Pension					
Interest Earned	1,100	2,558	1,730	3,600	3,000
Total 701-Volunteer Fire Fighter's Pension	1,100	2,558	1,730	3,600	3,000
Total Trust & Agency	1,100	2,558	1,730	3,600	3,000
Grand Total	159,486,992	170,816,281	155,219,539	140,718,512	161,328,745

Expenditure Schedule

Fund/Department	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Budget	FY 2018-19 Estimates	FY 2019-20 Budget
General Fund					
City Council	200,628	197,669	271,275	-	300,910
City Administration	1,107,226	1,268,927	1,249,880	-	1,515,805
City Attorney	431,500	405,948	528,960	-	1,269,990
Information Technology	1,985,167	2,192,466	2,599,325	-	5,197,695
Community Relations	672,459	690,937	814,346	-	658,215
Non-Departmental	1,678,389	4,956,894	4,522,429	-	4,367,280
Finance & Budget	1,723,302	2,123,758	2,960,746	-	2,774,415
Human Resources	1,189,281	855,316	966,147	-	891,330
Development & Engineering Services	2,779,315	2,820,025	3,160,291	-	3,697,755
City Clerk	585,529	550,066	627,286	-	675,580
Police	16,126,594	17,255,358	18,039,887	-	18,762,017
City Court	943,610	1,066,887	1,140,835	-	1,180,150
Fire and Medical	8,683,837	9,677,089	10,399,054	-	10,131,005
Economic Development	1,660,105	1,521,924	5,567,874	-	4,233,404
Parks & Recreation Dept.	3,993,043	4,361,109	5,732,010	-	6,520,376
Neighborhood and Family Services	2,742,667	2,825,317	3,546,145	-	3,795,622
Public Works	106,259	32,547	23,750	-	22,910
Total General Fund	46,608,911	46,608,911	62,150,240	-	65,994,459
Special Revenue					
Highway User Revenue Fund	3,266,784	3,572,532	5,326,795	-	5,305,405
Senior Nutrition	598,015	585,568	621,924	-	660,530
Community Action Program	138,073	155,429	136,640	-	133,240
Home Grant	373,073	729,464	134,217	-	951,490
Other Grants	601,337	601,987	5,221,620	-	5,693,445
Library Projects	30,088	11,000	-	-	48,595
Cemetery Maintenance Fund	12,274	12,032	15,740	-	15,740
Transit Fund	825,147	1,029,151	1,393,050	-	1,513,320
Co. R.I.C.O. w/Maricopa Atty	68,706	44,309	-	-	-
Court Payments	95,605	137,183	154,240	-	156,930
Regional Family Advocacy	1,159,625	1,276,608	1,400,260	-	1,506,740
0.5% Dedicated Sales Tax	4,550	-	4,000	-	4,000
Public Safety Dedicated Sales Tax	6,387,540	6,809,504	7,610,062	-	9,032,310
CDBG	292,509	256,742	308,670	-	1,347,310
Environmental Programs Fund	203,890	150,190	292,600	-	263,910
Public Arts Fund	44,016	14,400	142,551	-	166,530
Wildland Fire Deployment Fund	-	-	-	-	251,760
125 Plan	-	50	-	-	-
Total Special Revenue	14,101,232	14,101,232	22,762,369	-	27,051,255
Capital Projects					
Street Construction	7,452,069	7,350,528	13,806,500	-	14,539,500
Police Development	-	156,818	3,900,000	-	10,416,881
Parkland	3,071,821	1,382,875	16,427,000	-	23,850,000
Library Development	38,545	20,475	-	-	-
Fire Development	45,918	578,068	1,248,000	-	759,477
Improvement Districts	-	-	40,000,000	-	-

Expenditure Schedule

Fund/Department	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Budget	FY 2018-19 Estimates	FY 2019-20 Budget
Capital Projects					
One Time Capital	413,169	1,130,884	10,568,000	-	12,970,707
Transit	-	-	275,000	-	475,000
City Center	-	-	-	-	-
Vehicle Replacement	1,959,388	479,806	3,591,435	-	2,564,005
Equipment Replacement Fund	854,820	625,700	1,398,000	-	1,004,850
Total Capital Projects	13,835,730	13,835,730	91,213,935	-	66,580,420
Debt Service					
General Obligation Bonds	4,095,943	25,250,533	4,062,940	-	3,968,985
Hwy User's Bonds '85/91/98	402,788	330,000	2,500	-	-
Dysart Road M.D.C.	2,064,429	273,955	267,770	-	270,950
0.5% Dedicated Sales Tax	33,573,207	5,790,592	5,538,340	-	5,232,450
2019 PRO Debt Service	-	-	-	-	765,425
Total Debt Service	40,136,367	40,136,367	9,871,550	-	10,237,810
Enterprise					
Water Operations	14,882,162	15,083,383	13,595,705	-	12,330,586
Sewer Operations	11,259,928	10,455,276	8,551,978	-	8,549,741
Sewer Development	1,135,671	1,171,728	10,215,000	-	11,295,983
Water Development	1,373,004	1,486,591	12,595,000	-	19,020,494
Sanitation	4,647,265	4,854,086	5,044,378	-	5,424,402
Sanitation Development	-	-	550,000	-	342,000
Water Equipment Replacement	10,330	22,807	724,900	-	882,100
Sewer Equipment Replacement	-	3,219	472,000	-	429,100
Sanitation Eq. Replacement	-	-	776,000	-	1,905,665
Total Enterprise	33,308,360	33,308,360	52,524,961	-	60,180,071
Internal Service					
Printer - Copier Service Fund	148,698	213,458	330,000	-	-
Risk Management Fund	1,879,235	2,327,054	2,324,400	-	2,194,410
Fleet Services Fund	2,025,456	2,288,451	2,599,555	-	2,794,375
Worker's Compensation Fund	-	-	-	-	1,661,450
Total Internal Service	4,053,389	4,053,389	5,253,955	-	6,650,235
Trust & Agency					
Volunteer Fire Fighter's Pension	4,800	4,800	5,000	-	5,000
Total Trust & Agency	4,800	4,800	5,000	-	5,000
Grand Total	152,048,789	149,469,473	243,782,010	-	236,699,250

Schedule of Interfund Transfers

Transfer From:	General Fund 101	Highway Users 201	Senior Nutrition 202	Advocacy Center 229	Capital Proj Tax 230	CDBG 240
Transfers To Operating Funds						
202 Senior Nutrition	386,020					
203 Community Action Program	67,680					
205 Home Grant	49,230					
215 Transit Fund	1,082,160				200,000	
229 Regional Family Advocacy	348,910					
246 Public Arts Fund	50,000					
Total Transfers to Operating Funds	1,984,000				200,000	
Transfers To Debt Service Funds						
417 Dysart Road M.D.C.						
430 0.5% Dedicated Sales Tax					5,382,440	
431 2019 PRO Debt Service					765,425	
Total Transfers to Debt Service Funds					6,147,865	
Transfers To Capital Funds						
304 Street Construction	3,500,000	5,000,000			1,500,000	
308 Police Development	2,400,000					
310 Parkland	9,500,000					
311 Library Development	350,000					
322 One Time Capital	1,150,000					
513 Sewer Development					150,000	
514 Water Development					150,000	
524 Sanitation Development						
530 Water Equipment Replacement						
531 Sewer Equipment Replacement						
532 Sanitation Eqt. Replacement						
601 Vehicle Replacement	1,917,360	432,640	19,430	7,130		
603 Equipment Replacement Fund	860,070	18,700	5,300	33,790		1,060
Total Transfers to Capital Funds	19,677,430	5,451,340	24,730	40,920	1,800,000	1,060
Total Transfers	21,661,430	5,451,340	24,730	40,920	8,147,865	1,060

Environ- mental Pgms 245	Library Develop. 311	Capital One-Time 322	Water Fund 501	Wastewater Fund 503	Sanitation Fund 520	Risk Mgt Fund 605	Fleet Svc Fund 606	Total
								386,020
								67,680
								49,230
								1,282,160
								348,910
								50,000
								2,184,000
	280,100							5,662,540
								765,425
	280,100							6,427,965
								10,000,000
								2,400,000
		2,500,000						12,000,000
								350,000
								1,150,000
				1,500,000				1,650,000
			3,000,000					3,150,000
						50,000		50,000
			497,560					497,560
				353,840				353,840
					1,086,555			1,086,555
							10,730	2,387,290
1,060						2,230	5,300	927,510
1,060		2,500,000	3,497,560	1,853,840	1,136,555	2,230	16,030	36,002,755
1,060	280,100	2,500,000	3,497,560	1,853,840	1,136,555	2,230	16,030	44,614,720

Summary of Tax Levy, Net Assessed Values and Tax Rates

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Net Assessed Valuation				
Primary Assessed Value (Limited)	349,102,604	370,922,156	398,288,948	434,094,952
Secondary Assessed Value (Full Cash)	463,069,349	510,270,136	569,188,401	633,585,560
Maximum allowable primary property tax levy	2,688,090	2,782,287	2,914,679	3,039,967
Property Tax Levies				
Primary Property Taxes	2,688,090	2,782,287	2,914,679	3,039,967
Secondary Property Taxes	3,229,810	3,152,467	4,102,600	4,141,443
Total Property Tax Levy Amounts	5,917,900	5,934,754	7,017,279	7,181,410
Property Tax Collections*				
Primary Property Taxes	2,645,005	2,740,354	2,914,679	
Prior Years' Levies	33,096	21,704	0	
Total Primary Property Taxes Collected	2,678,101	2,762,058	2,914,679	
Secondary Property Taxes	3,280,706	3,138,635	4,102,600	
Prior Years' Levies	0	0	0	
Total Secondary Property Taxes Collected	3,280,706	3,138,635	4,102,600	
Total Property Taxes Collected	5,958,808	5,900,693	7,017,279	
Property Tax Rates				
Primary Property Tax Rate	0.7700	0.7501	0.7318	0.7003
Secondary Property Tax Rate	0.9252	0.8499	1.0300	0.9540
Total City Property Tax Rate	1.6952	1.6000	1.7618	1.6543

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
101 General Fund					
City Administration					
City Administrative Office					
Assistant City Manager	2.00	2.00	2.00	2.00	1.00
City Manager	1.00	1.00	1.00	1.00	1.00
Deputy City Manager	-	-	-	-	1.00
Executive Administrative Assistant	-	-	1.00	1.00	1.00
Senior Executive Assistant	1.00	1.00	-	-	-
Total City Administrative Office	4.00	4.00	4.00	4.00	4.00
Intergovernmental Affairs					
Executive Management Assistant	-	-	-	1.00	1.00
Intergovernmental Affairs Administrator	-	-	-	1.00	1.00
Total Intergovernmental Affairs	-	-	-	2.00	2.00
Total City Administration	4.00	4.00	4.00	6.00	6.00
City Attorney					
Assistant City Attorney	-	-	-	1.00	1.00
City Attorney	-	-	-	1.00	1.00
Deputy City Attorney	-	-	-	1.00	1.00
Legal Assistant	-	-	-	-	1.00
Legal Services Supervisor	-	-	-	1.00	1.00
Total City Attorney	-	-	-	4.00	5.00
Information Technology					
Technology Administration					
Chief Information Officer	1.00	1.00	1.00	1.00	1.00
Total Technology Administration	1.00	1.00	1.00	1.00	1.00
IT Infrastructure & Communications					
Assistant Chief Information Officer	-	-	1.00	1.00	1.00
IT Administrator Unix/Windows	1.00	1.00	-	-	-
IT Assistant Director	1.00	1.00	-	-	-
IT Systems Administrator	2.00	2.00	-	-	-
Network Engineer	1.00	1.00	-	-	-
Senior IT Network Engineer	-	-	1.00	1.00	1.00
Senior IT Systems Administrator	-	-	3.00	3.00	3.00
Total IT Infrastructure & Communications	5.00	5.00	5.00	5.00	5.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
101 General Fund					
Information Technology					
IT Business Systems					
IT Application & Business Analyst	1.00	1.00	-	-	-
IT Application Developer	2.00	2.00	-	-	-
IT Applications Architect	-	-	1.00	1.00	1.00
IT Systems Analyst	1.00	1.00	2.00	2.00	2.00
Lead Developer/IT Architect	1.00	1.00	-	-	-
Senior IT Application Administrator	-	-	-	1.00	1.00
Senior IT Applications Developer	-	-	2.00	2.00	2.00
Total IT Business Systems	5.00	5.00	5.00	6.00	6.00
IT Customer Support					
IT Desktop Technician	-	-	1.00	1.00	1.00
IT Desktop Technician I	1.00	1.00	-	-	-
IT Desktop Technician II	2.00	2.00	-	-	-
Senior IT Desktop Technician	-	-	2.00	2.00	2.00
Total IT Customer Support	3.00	3.00	3.00	3.00	3.00
GIS					
GIS Analyst	-	-	2.00	2.00	2.00
GIS Manager	1.00	1.00	-	-	-
GIS Technician	-	-	-	-	1.00
GIS/GPS Technician II	1.00	1.00	-	-	-
Total GIS	2.00	2.00	2.00	2.00	3.00
Total Information Technology	16.00	16.00	16.00	17.00	18.00
Community Relations					
Grants Administration					
Grants Administrator	1.00	1.00	1.00	-	-
Total Grants Administration	1.00	1.00	1.00	-	-
Public Information Office					
Communications and Marketing Program Manager	-	-	1.00	1.00	1.00
Community Relations Director	1.00	1.00	1.00	1.00	1.00
Digital Media Program Manager	-	-	1.00	1.00	1.00
Executive Management Assistant	1.00	1.00	1.00	-	-
Graphic Designer	-	-	-	-	1.00
Public Information Officer	1.00	1.00	-	-	-
Web Services and Media Coordinator	1.00	1.00	-	-	-
Total Public Information Office	4.00	4.00	4.00	3.00	4.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
101 General Fund					
Community Relations					
Intergovernmental Affairs					
Asst Director/Intergov Affairs	1.00	1.00	-	-	-
Community Relations Assistant Director/Intergovernmental Affairs	-	-	1.00	-	-
Total Intergovernmental Affairs	1.00	1.00	1.00	-	-
Total Community Relations	6.00	6.00	6.00	3.00	4.00
Finance & Budget					
Accounting					
Accountant	1.00	1.00	2.50	2.50	2.50
Accounts Payable Clerk	-	-	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	-	-
AP and Payroll Supervisor	-	-	-	1.00	1.00
Finance & Budget Assistant Director	1.00	1.00	1.00	1.00	-
Finance & Budget Director	1.00	1.00	1.00	-	-
License Inspector	-	-	1.00	-	-
Payroll Specialist	1.00	1.00	1.00	2.00	2.00
Privilege Tax Audit Supervisor	1.00	1.00	-	-	-
Privilege Tax Auditor	1.00	1.00	1.00	-	-
Residential Rental Specialist	-	-	1.00	-	-
Revenue Collector	1.00	1.00	1.00	-	-
Senior Account Clerk	5.50	4.50	-	-	-
Senior Accountant	2.00	2.00	2.00	2.00	2.00
Tax Audit Supervisor	-	-	1.00	-	-
Total Accounting	15.50	14.50	15.50	10.50	9.50
Finance Administration					
Administrative Assistant	-	-	-	1.00	1.00
Finance & Budget Assistant Director	-	-	-	1.00	2.00
Finance & Budget Director	-	-	-	1.00	1.00
Total Finance Administration	-	-	-	3.00	4.00
Revenue					
Accountant/Privilege Tax Auditor	-	-	-	1.00	1.00
Accounting Clerk	-	-	-	2.00	2.00
Revenue Manager	-	-	-	1.00	1.00
Total Revenue	-	-	-	4.00	4.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
101 General Fund					
Finance & Budget					
Customer Service & Utility Billing					
Customer Service Field Representative	-	-	1.00	1.00	1.00
Customer Service Manager	1.00	1.00	1.00	1.00	1.00
Customer Service Representative	-	-	3.00	2.00	2.00
Customer Service Supervisor	1.00	1.00	-	-	-
Lead Customer Service Representative	-	1.00	1.00	1.00	1.00
Senior Account Clerk	8.00	7.00	-	-	-
Senior Customer Service Representative	-	-	3.00	3.00	3.00
Water Billing Analyst	-	-	1.00	-	-
Total Customer Service & Utility Billing	10.00	10.00	10.00	8.00	8.00
Procurement					
Contract Administrator	-	-	-	-	1.00
Procurement Manager	-	-	-	1.00	1.00
Senior Buyer	-	-	-	2.00	2.00
Total Procurement	-	-	-	3.00	4.00
Budget and Research					
Budget Manager	1.00	1.00	1.00	1.00	1.00
Procurement Officer	1.00	2.00	2.00	-	-
Senior Budget Analyst	2.00	2.00	2.00	2.00	2.00
Total Budget and Research	4.00	5.00	5.00	3.00	3.00
Total Finance & Budget	29.50	29.50	30.50	31.50	32.50
Human Resources					
Benefits Administrator	1.00	1.00	-	-	-
Benefits Program Manager	-	-	1.00	1.00	1.00
HR Assistant Director	1.00	1.00	-	-	-
Human Resources Assistant Director	-	-	1.00	1.00	1.00
Human Resources Director	1.00	1.00	1.00	1.00	1.00
Human Resources Specialist	-	-	2.00	2.00	2.00
Human Resources Technician	2.00	2.00	-	-	-
Senior HR Analyst	3.00	3.00	-	-	-
Senior Human Resources Analyst	-	-	3.00	3.00	3.00
Total Human Resources	8.00	8.00	8.00	8.00	8.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
101 General Fund					
Development & Engineering Services					
Planning					
Development Services Representative	1.00	1.00	-	-	-
Division Lead Planner	-	-	1.00	1.00	1.00
Planner	-	-	1.00	1.00	1.00
Planner II	2.00	2.00	-	-	-
Planning and Zoning Specialist	1.00	1.00	-	-	-
Planning Manager	1.00	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	2.00	2.00	2.00
Total Planning	6.00	6.00	5.00	5.00	5.00
Building Services					
Building Permit Technician	-	-	1.00	1.00	1.00
Building/Fire Inspector	2.00	2.00	-	-	-
Chief Building Official	1.00	1.00	1.00	1.00	1.00
Development Services Representative	-	-	1.00	1.00	1.00
Senior Building/Fire Inspector	-	-	2.00	2.00	2.00
Senior Plans Examiner	1.00	1.00	1.00	1.00	1.00
Total Building Services	4.00	4.00	6.00	6.00	6.00
Development Svcs Administration					
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Assistant Director	-	-	-	-	1.00
Development & Engineering Services Director	-	-	1.00	1.00	1.00
Development Services and Engineering Director	1.00	1.00	-	-	-
Management Analyst	-	-	1.00	1.00	1.00
Management Assistant	1.00	1.00	-	-	-
Senior Management Analyst	-	-	-	1.00	1.00
Total Development Svcs Administration	3.00	3.00	3.00	4.00	5.00
Engineering					
City Engineer	1.00	1.00	1.00	1.00	1.00
Construction Manager	-	-	1.00	1.00	1.00
Construction Project Manager	1.00	1.00	-	-	-
Engineering Inspector	2.00	2.00	2.00	2.00	2.00
Engineering Plan Review Manager	1.00	1.00	-	-	-
Engineering Project Manager	2.00	2.00	3.00	3.00	3.00
Engineering Technician II	1.00	1.00	-	-	-
Senior Engineering Technician	-	-	1.00	1.00	1.00
Total Engineering	8.00	8.00	8.00	8.00	8.00
Total Development & Engineering Services	21.00	21.00	22.00	23.00	24.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
101 General Fund					
City Clerk					
Administrative Clerk - Passports	-	-	-	-	0.50
City Clerk	1.00	1.00	1.00	1.00	1.00
City Clerk Assistant II	2.00	2.00	-	-	-
City Clerk Specialist	-	-	4.00	4.00	4.00
City Clerk Supervisor	-	-	1.00	-	-
Deputy City Clerk	-	-	-	1.00	1.00
Records Administrator	1.00	1.00	-	-	-
Senior Administrative Clerk	2.00	2.00	-	-	-
Total City Clerk	6.00	6.00	6.00	6.00	6.50
Police					
Police - Administration					
Administrative Assistant	-	-	1.00	1.00	1.00
Administrative Assistant to the Police Chief	1.00	1.00	-	-	-
Assistant Police Chief	2.00	2.00	1.00	1.00	2.00
Police Administration Manager	-	-	1.00	1.00	1.00
Police Chief	1.00	1.00	1.00	1.00	1.00
Police Crime Analyst	1.00	1.00	-	-	-
Police Officer	1.00	1.00	1.00	1.00	1.00
Police Sergeant	2.00	2.00	-	-	-
Policy and Procedures Analyst	1.00	1.00	-	-	-
Senior Management Assistant	1.00	1.00	-	-	-
Volunteer Coordinator	-	-	1.00	1.00	1.00
Total Police - Administration	10.00	10.00	6.00	6.00	7.00
Police - Community Services					
Community Service Advocate	1.00	1.00	1.00	-	-
Community Service Supervisor	1.00	1.00	-	-	-
Community Services Advocate	-	-	-	1.00	1.00
Police Community Service Supervisor	-	-	1.00	-	-
Police Community Services Supervisor	-	-	-	1.00	1.00
Police Officer	-	-	-	1.00	1.00
Public Education Specialist	-	-	1.00	-	-
Senior Administrative Clerk	1.00	1.00	-	-	-
Total Police - Community Services	3.00	3.00	3.00	3.00	3.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
101 General Fund					
Police					
Police - Patrol Support					
Animal Control Officer	2.00	2.00	2.00	2.00	2.00
Park Ranger	1.00	2.00	1.00	1.00	3.00
Police Support Services Supervisor	1.00	1.00	1.00	1.00	1.00
Property & Evidence Custodian	2.00	2.00	2.00	2.00	2.00
Total Police - Patrol Support	6.00	7.00	6.00	6.00	8.00
Police - Professional Standards Bureau					
Police Officer	-	-	2.00	2.00	2.00
Police Sergeant	-	-	2.00	2.00	2.00
Policy and Procedures Analyst	-	-	1.00	1.00	1.00
Total Police - Professional Standards Bureau	-	-	5.00	5.00	5.00
Police - Communications					
911 Call Taker	2.00	2.00	2.00	-	-
CAD-RMS Applications Administrator	1.00	1.00	-	-	-
Communications Manager	1.00	1.00	-	-	-
Communications Supervisor	4.00	4.00	-	-	-
Police Communications Dispatcher	-	-	14.00	16.00	16.00
Police Communications Manager	-	-	1.00	1.00	1.00
Police Communications Supervisor	-	-	4.00	4.00	4.00
Public Safety Dispatcher	13.00	13.00	-	-	-
Total Police - Communications	21.00	21.00	21.00	21.00	21.00
Police - Records					
CAD-RMS Systems Analyst	-	-	1.00	1.00	1.00
Police Records Clerk	4.00	4.00	4.00	4.00	4.00
UCR and Alarm Coordinator	-	-	1.00	1.00	1.00
Total Police - Records	4.00	4.00	6.00	6.00	6.00
Police - Traffic					
Police Records/30 Day Tow Supervisor	1.00	1.00	-	-	-
Police Traffic Program Coordinator	1.00	1.00	-	-	-
Records and Vehicle Impound Supervisor	-	-	1.00	1.00	1.00
Vehicle Impound Coordinator	-	-	1.00	1.00	1.00
Total Police - Traffic	2.00	2.00	2.00	2.00	2.00
Police - COPS Hiring ARRA					
Police Officer	5.00	-	-	-	-
Total Police - COPS Hiring ARRA	5.00	-	-	-	-

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
101 General Fund					
Police					
Police - Detention Services					
Detention Officer	4.00	4.00	5.00	5.00	5.00
Detention Supervisor	2.00	2.00	2.00	2.00	2.00
Total Police - Detention Services	6.00	6.00	7.00	7.00	7.00
Police - Patrol					
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Detention Support Services Manager	-	-	-	1.00	1.00
Police Lieutenant	3.00	3.00	4.00	3.00	3.00
Police Officer	38.00	43.00	41.00	41.00	44.00
Police Sergeant	9.00	9.00	9.00	9.00	9.00
Volunteer Coordinator	1.00	1.00	-	-	-
Total Police - Patrol	52.00	57.00	55.00	55.00	58.00
Police - Investigations					
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Identification Technician	1.00	1.00	1.00	1.00	1.00
Police Crime Analyst	-	-	1.00	1.00	1.00
Police Lieutenant	1.00	1.00	1.00	1.00	1.00
Police Officer	12.00	12.00	13.00	13.00	13.00
Police Sergeant	4.00	4.00	4.00	4.00	4.00
School Resource Officer	-	-	-	-	1.00
Total Police - Investigations	19.00	19.00	21.00	21.00	22.00
Police - Community Action Team (CAT)					
Police Officer	6.00	6.00	5.00	5.00	5.00
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Total Police - Community Action Team (CAT)	7.00	7.00	6.00	6.00	6.00
Police - Agua Fria SRO					
Police Officer	1.00	1.00	1.00	1.00	1.00
Total Police - Agua Fria SRO	1.00	1.00	1.00	1.00	1.00
Police - Tolleson Union SRO					
Police Officer	2.00	2.00	2.00	2.00	2.00
Total Police - Tolleson Union SRO	2.00	2.00	2.00	2.00	2.00
Police - GIITEM					
Police Officer	1.00	1.00	1.00	1.00	1.00
Total Police - GIITEM	1.00	1.00	1.00	1.00	1.00
Total Police	139.00	140.00	142.00	142.00	149.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
101 General Fund					
City Court					
Court					
Court Clerk I	4.00	4.00	4.00	4.00	4.00
Court Clerk II	1.00	1.00	1.00	1.00	1.00
Court Clerk III	2.00	3.00	3.00	3.00	3.00
Court Supervisor	1.00	1.00	1.00	1.00	1.00
Municipal Judge	1.00	1.00	1.00	1.00	1.00
Senior Court Clerk	1.00	1.00	1.00	1.00	1.00
Total Court	10.00	11.00	11.00	11.00	11.00
Court Security					
Court Security Officer	0.20	0.20	0.20	0.20	0.20
Total Court Security	0.20	0.20	0.20	0.20	0.20
Total City Court	10.20	11.20	11.20	11.20	11.20
Fire and Medical					
Community Risk Reduction					
Community Outreach Coordinator	-	-	1.00	1.00	1.00
Community Risk Reduction/Fire Investigator	-	-	2.00	2.00	2.00
Fire Inspector I	1.00	-	-	-	-
Fire Inspector II	1.00	2.00	-	-	-
Fire Marshal	-	-	1.00	1.00	1.00
Fire Marshall	1.00	1.00	-	-	-
Public Education Specialist	1.00	1.00	-	-	-
Total Community Risk Reduction	4.00	4.00	4.00	4.00	4.00
Fire - Administration					
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Assistant Fire Chief	-	1.00	1.00	1.00	1.00
Deputy Fire Chief	1.00	-	1.00	1.00	1.00
Fire Chief	1.00	1.00	1.00	1.00	1.00
Fire Division Chief	1.00	2.00	1.00	-	-
Support Services Technician	-	-	-	-	1.00
Total Fire - Administration	4.00	5.00	5.00	4.00	5.00
Emergency Management					
Senior Advisor for Emergency Preparedness	-	-	1.00	1.00	1.00
Sr Advisor for Emergency Preparedness and Community Medical Service Initiatives	1.00	1.00	-	-	-
Total Emergency Management	1.00	1.00	1.00	1.00	1.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
101 General Fund					
Fire and Medical					
Fire - Professional Development					
Fire Captain	2.00	2.00	2.00	2.00	2.00
Fire Division Chief	-	-	-	1.00	1.00
Total Fire - Professional Development	2.00	2.00	2.00	3.00	3.00
Fire - Intervention Services					
Battalion Chief	3.00	2.00	-	-	-
Fire Battalion Chief	-	-	3.00	3.00	3.00
Fire Captain	12.00	12.00	11.00	11.00	11.00
Fire Engineer	11.00	11.00	11.00	11.00	11.00
Firefighter	23.00	23.00	23.00	23.00	23.00
Total Fire - Intervention Services	49.00	48.00	48.00	48.00	48.00
Total Fire and Medical	60.00	60.00	60.00	60.00	61.00
Economic Development					
Economic Development Analyst	1.00	1.00	1.00	1.00	1.00
Economic Development Director	1.00	1.00	1.00	1.00	1.00
Employment & Business Development Professional	-	-	2.00	2.00	2.00
Employment and Business Development Specialist	2.00	2.00	-	-	-
Total Economic Development	4.00	4.00	4.00	4.00	4.00
Parks & Recreation Dept.					
Building Maintenance					
Building Maintenance Worker	-	-	-	-	1.00
Park Assistant	1.00	1.00	1.00	-	-
Park Specialist	-	-	-	-	1.50
Parks & Recreation Facilities Lead	-	-	1.00	1.00	1.00
Parks & Recreation Facilities Specialist	1.00	1.00	-	-	-
Parks Assistant	-	-	4.00	-	-
Parks Maintenance Supervisor	-	-	1.00	1.00	1.00
Parks Maintenance Worker	-	-	-	5.00	6.00
Parks Technician	-	-	2.00	2.00	2.00
Total Building Maintenance	2.00	2.00	9.00	9.00	12.50
Building Maintenance					
Building Maintenance Worker	2.00	2.00	-	-	-
Craftsperson	1.00	1.00	-	-	-
Facilities Manager	1.00	1.00	1.00	1.00	1.00
Lead Building Maintenance Worker	-	-	1.00	1.00	1.00
Senior Building Maintenance Worker	-	-	2.00	2.00	2.00
Total Building Maintenance	4.00	4.00	4.00	4.00	4.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
101 General Fund					
Parks & Recreation Dept.					
PRL Administration					
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Parks, Recreation & Libraries Assistant Director	-	-	1.00	1.00	1.00
Parks, Recreation & Libraries Director	-	-	1.00	1.00	1.00
Parks, Recreation & Libraries Services Director	1.00	1.00	-	-	-
PRLD Assistant Director	1.00	1.00	-	-	-
Total PRL Administration	3.00	3.00	3.00	3.00	3.00
Library - Sam Garcia					
Librarian	1.00	1.00	1.00	-	-
Library Assistant	2.25	2.25	2.25	-	-
Library Branch Manager	1.00	1.00	1.00	-	-
Library Page	0.50	0.50	0.50	-	-
Library Paraprofessional	1.50	1.50	-	-	-
Library Programs Specialist	-	-	1.50	-	-
Total Library - Sam Garcia	6.25	6.25	6.25	-	-
Library - Civic Center					
Librarian	1.00	1.00	1.00	-	-
Library Assistant	2.00	2.00	2.00	-	-
Library Branch Manager	1.00	1.00	1.00	-	-
Library Page	1.00	1.00	1.00	-	-
Library Paraprofessional	1.50	1.50	-	-	-
Library Programs Specialist	-	-	1.50	-	-
Total Library - Civic Center	6.50	6.50	6.50	-	-
Library Administration					
IT Systems Analyst - Library	1.00	1.00	1.00	-	-
Library Manager	1.00	1.00	1.00	-	-
Total Library Administration	2.00	2.00	2.00	-	-
Recreation					
Administrative Assistant	1.00	-	-	-	-
Customer Service Specialist	-	-	-	-	1.00
Recreation Assistant	0.50	-	-	-	8.00
Recreation Coordinator	1.00	1.00	1.00	2.00	2.00
Recreation Programmer	-	-	2.00	-	-
Recreation Specialist	1.00	2.00	-	-	2.00
Recreation Supervisor	-	-	-	1.00	1.00
Sports Specialist	0.50	-	-	-	-
Total Recreation	4.00	3.00	3.00	3.00	14.00
Total Parks & Recreation Dept.	27.75	26.75	33.75	19.00	33.50

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
101 General Fund					
Neighborhood and Family Services					
Neighborhood & Family Services Admin					
Administrative Assistant	2.00	2.00	1.00	1.00	1.00
Assistant Director	-	-	-	-	1.00
Community Engagement Coordinator	1.00	-	-	-	-
Neighborhood & Family Services Director	1.00	1.00	1.00	1.00	1.00
Neighborhood Specialist	-	1.00	-	-	-
Revitalization Project Manager	1.00	1.00	-	-	-
Total Neighborhood & Family Services Admin	5.00	5.00	2.00	2.00	3.00
Family Services					
Family Services Manager	1.00	1.00	1.00	1.00	1.00
Youth Services and Community Engagement Supervisor	1.00	-	-	-	-
Total Family Services	2.00	1.00	1.00	1.00	1.00
Youth Services Division					
Community Engagement Coordinator	-	1.00	1.00	1.00	1.00
Community Engagement Manager	-	-	1.00	1.00	1.00
Youth Services and Community Engagement Supervisor	-	1.00	-	-	-
Total Youth Services Division	-	2.00	2.00	2.00	2.00
Code Enforcement					
Administrative Assistant	-	-	1.00	1.00	1.00
Code Compliance Manager	1.00	1.00	1.00	1.00	1.00
Code Compliance Officer	-	-	4.00	4.00	4.00
Code Compliance Specialist	1.00	1.00	-	-	-
Code Enforcement Officer	4.00	4.00	-	-	-
Neighborhood Preservation Tech	1.00	-	-	-	-
Senior Code Compliance Officer	-	-	1.00	1.00	1.00
Total Code Enforcement	7.00	6.00	7.00	7.00	7.00
Revitalization					
Neighborhood Revitalization Manager	-	-	1.00	1.00	1.00
Neighborhood Specialist	-	-	1.00	1.00	1.00
Total Revitalization	-	-	2.00	2.00	2.00
Library - Sam Garcia					
Librarian	-	-	-	1.00	1.00
Library Assistant	-	-	-	2.00	2.00
Library Operations Manager	-	-	-	1.00	1.00
Library Page	-	-	-	0.50	0.50
Library Programs Specialist	-	-	-	1.50	1.50
Total Library - Sam Garcia	-	-	-	6.00	6.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
101 General Fund					
Neighborhood and Family Services					
Library - Civic Center					
Community Outreach Manager	-	-	-	1.00	1.00
Librarian	-	-	-	1.00	1.00
Library Assistant	-	-	-	2.25	2.25
Library Page	-	-	-	1.00	1.00
Library Programs Specialist	-	-	-	1.50	1.50
Total Library - Civic Center	-	-	-	6.75	6.75
Library Administration					
IT Systems Analyst - Library	-	-	-	1.00	1.00
Library Manager	-	-	-	1.00	1.00
Total Library Administration	-	-	-	2.00	2.00
Total Neighborhood and Family Services	14.00	14.00	14.00	28.75	29.75
101 General Fund Total	345.45	346.45	357.45	363.45	392.45
201 Highway User Revenue Fund					
Development & Engineering Services					
Engineering					
Pavement Management Coordinator	1.00	1.00	1.00	1.00	1.00
Total Engineering	1.00	1.00	1.00	1.00	1.00
Traffic Engineering					
Assistant Traffic Engineer	-	1.00	1.00	1.00	1.00
Lead Traffic Signal Technician	-	-	1.00	1.00	1.00
Senior Traffic Signal Technician	-	-	1.00	1.00	1.00
Signal Technician	1.00	1.00	-	-	-
Streetlight Technician	2.00	2.00	-	-	-
Traffic Engineer	1.00	1.00	1.00	1.00	1.00
Traffic Operations Supervisor	1.00	1.00	1.00	1.00	1.00
Traffic Operations Technician	2.00	2.00	2.00	2.00	2.00
Traffic Signal Technician	-	-	1.00	1.00	1.00
Total Traffic Engineering	7.00	8.00	8.00	8.00	8.00
Total Development & Engineering Services	8.00	9.00	9.00	9.00	9.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
201 Highway User Revenue Fund					
Public Works					
Streets					
Administrative Assistant	0.05	0.15	0.15	0.15	0.15
Equipment Operator	7.00	7.00	8.00	8.00	8.00
Executive Assistant	0.05	-	-	-	-
Field Operations Assistant Director	0.05	0.05	-	-	-
Field Operations Crew Leader	1.00	-	-	-	-
Lead Equipment Operator	-	1.00	1.00	1.00	1.00
Public Works Assistant Director	-	-	0.05	0.05	0.05
Public Works Director	-	-	0.05	0.05	0.05
Senior Equipment Operator	-	-	1.00	1.00	1.00
Senior Management Analyst	-	-	0.05	0.05	0.05
Senior Management Assistant	0.05	0.05	-	-	-
Street Maintenance Supervisor	1.00	1.00	-	-	-
Streets Supervisor	-	-	1.00	1.00	1.00
Water Resources Director	0.05	0.05	-	-	-
Total Streets	9.25	9.30	11.30	11.30	11.30
Total Public Works	9.25	9.30	11.30	11.30	11.30
201 Highway User Revenue Fund Total	17.25	18.30	20.30	20.30	20.30
202 Senior Nutrition					
Neighborhood and Family Services					
Congregate Meals					
Cook	0.80	0.80	0.80	0.80	0.80
Recreation Assistant	0.50	0.50	-	-	-
Recreation Coordinator	0.25	0.25	-	-	-
Recreation Specialist	0.25	0.25	-	-	-
Senior Programs Assistant	-	-	0.50	0.50	0.50
Senior Programs Coordinator	-	-	0.25	0.25	0.25
Senior Programs Specialist	-	-	0.25	0.25	0.25
Total Congregate Meals	1.80	1.80	1.80	1.80	1.80

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
202 Senior Nutrition					
Neighborhood and Family Services					
Home Delivered Meals					
Cook	1.20	1.20	1.20	1.20	1.20
HDM Driver	0.25	0.25	-	-	-
Recreation Coordinator	0.25	0.25	-	-	-
Recreation Specialist	0.50	0.50	-	-	-
Senior Programs Coordinator	-	-	0.25	0.25	0.25
Senior Programs Driver	-	-	0.25	0.25	1.25
Senior Programs Specialist	-	-	0.50	0.50	0.50
Total Home Delivered Meals	2.20	2.20	2.20	2.20	3.20
MCSO					
Recreation Assistant	0.50	0.50	-	-	-
Recreation Coordinator	0.25	0.25	-	-	-
Recreation Specialist	1.15	1.15	-	-	-
Senior Programs Assistant	-	-	0.50	0.50	0.50
Senior Programs Coordinator	-	-	0.25	0.25	0.25
Senior Programs Specialist	-	-	1.15	1.15	1.15
Total MCSO	1.90	1.90	1.90	1.90	1.90
Soc. Svcs - Senior Transportation					
HDM Driver	0.25	0.25	-	-	-
Recreation Coordinator	0.25	0.25	-	-	-
Recreation Specialist	0.10	0.10	-	-	-
Senior Programs Coordinator	-	-	0.25	0.25	0.25
Senior Programs Driver	-	-	0.25	0.25	1.25
Senior Programs Specialist	-	-	0.10	0.10	0.10
Total Soc. Svcs - Senior Transportation	0.60	0.60	0.60	0.60	1.60
Total Neighborhood and Family Services	6.50	6.50	6.50	6.50	8.50
202 Senior Nutrition Total	6.50	6.50	6.50	6.50	8.50
203 Community Action Program					
Neighborhood and Family Services					
Community Action Program					
Human Services Specialist	-	-	-	2.00	2.00
Social Services Coordinator	2.00	2.00	2.00	-	-
Total Community Action Program	2.00	2.00	2.00	2.00	2.00
Total Neighborhood and Family Services	2.00	2.00	2.00	2.00	2.00
203 Community Action Program Total	2.00	2.00	2.00	2.00	2.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
209 Other Grants					
Fire and Medical					
Technical Rescue Response					
AZCFSE Program Coordinator	-	2.00	2.00	-	-
Total Technical Rescue Response	-	2.00	2.00	-	-
State Fire Training					
AZCFSE Program Coordinator	-	-	-	2.00	2.00
Total State Fire Training	-	-	-	2.00	2.00
Total Fire and Medical	-	2.00	2.00	2.00	2.00
Neighborhood and Family Services					
Care 1st Resource Center					
Resource Center Coordinator	-	-	-	-	1.00
Total Care 1st Resource Center	-	-	-	-	1.00
First Things First					
Family Education Assistant	-	-	-	-	2.00
Total First Things First	-	-	-	-	2.00
Total Neighborhood and Family Services	-	-	-	-	3.00
209 Other Grants Total	-	2.00	2.00	2.00	5.00
215 Transit Fund					
Community Relations					
Transit Operations					
Management Analyst	-	-	1.00	-	-
Management Assistant	1.00	1.00	-	-	-
Total Transit Operations	1.00	1.00	1.00	-	-
Total Community Relations	1.00	1.00	1.00	-	-
215 Transit Fund Total	1.00	1.00	1.00	-	-
227 Court Payments					
City Court					
Court Security					
Court Security Officer	0.80	0.80	0.80	0.80	0.80
Total Court Security	0.80	0.80	0.80	0.80	0.80
227 Court Payments Total	0.80	0.80	0.80	0.80	0.80

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
229 Regional Family Advocacy					
Police					
Police - Family Advocacy Center					
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
FAC Manager	1.00	1.00	-	-	-
Family Advocacy Center Manager	-	-	1.00	1.00	1.00
Family Advocacy Center Prevention Specialist	-	-	1.00	1.00	1.00
Family Advocacy Center Victim Advocate	1.00	1.00	1.00	1.00	1.00
Mental Health Therapist	-	-	-	-	2.00
Police Forensic Interviewer	1.00	1.00	1.00	1.00	1.00
Prevention Specialist	1.00	1.00	-	-	-
Total Police - Family Advocacy Center	5.00	5.00	5.00	5.00	7.00
Total Police	5.00	5.00	5.00	5.00	7.00
229 Regional Family Advocacy Total	5.00	5.00	5.00	5.00	7.00
235 Public Safety Dedicated Sales Tax					
Police					
Police - Traffic					
Police Officer	5.00	5.00	5.00	5.00	5.00
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Traffic Officer	-	-	-	-	1.00
Total Police - Traffic	6.00	6.00	6.00	6.00	7.00
Police - Detention Services					
Detention Officer	3.00	3.00	3.00	3.00	3.00
Total Police - Detention Services	3.00	3.00	3.00	3.00	3.00
Police - Patrol					
Community Service Officer	1.00	1.00	1.00	1.00	1.00
Criminal Investigations Detective	-	-	-	-	1.00
Patrol Officer	-	-	-	-	5.00
Police Lieutenant	2.00	2.00	2.00	2.00	2.00
Police Officer	23.00	23.00	23.00	23.00	23.00
Total Police - Patrol	26.00	26.00	26.00	26.00	32.00
Police - Investigations					
Identification Technician	-	1.00	1.00	1.00	1.00
Police Officer	2.00	2.00	2.00	2.00	2.00
Property & Evidence Supervisor	1.00	1.00	1.00	1.00	1.00
Total Police - Investigations	3.00	4.00	4.00	4.00	4.00
Total Police	38.00	39.00	39.00	39.00	46.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
235 Public Safety Dedicated Sales Tax					
City Court					
Court					
Court Administrator	1.00	1.00	1.00	1.00	1.00
Court Clerk II	1.00	1.00	1.00	1.00	1.00
Total Court	2.00	2.00	2.00	2.00	2.00
Total City Court	2.00	2.00	2.00	2.00	2.00
Fire and Medical					
Fire - Intervention Services					
Battalion Chief	1.00	1.00	-	-	-
Fire Captain	3.00	3.00	4.00	4.00	4.00
Fire Engineer	4.00	4.00	4.00	4.00	4.00
Firefighter	7.00	7.00	7.00	7.00	7.00
Total Fire - Intervention Services	15.00	15.00	15.00	15.00	15.00
Total Fire and Medical	15.00	15.00	15.00	15.00	15.00
235 Public Safety Dedicated Sales Tax Total	55.00	56.00	56.00	56.00	63.00
240 CDBG					
Neighborhood and Family Services					
Neighborhood & Family Services Admin					
CDBG Program Manager	1.00	1.00	-	-	-
Community Development Coordinator	-	-	-	-	1.00
Housing and Community Development Manager	-	-	1.00	1.00	1.00
Total Neighborhood & Family Services Admin	1.00	1.00	1.00	1.00	2.00
Total Neighborhood and Family Services	1.00	1.00	1.00	1.00	2.00
240 CDBG Total	1.00	1.00	1.00	1.00	2.00
245 Environmental Programs Fund					
Development & Engineering Services					
Environmental Programs					
Environmental & Sustainability Program Manager	-	-	1.00	1.00	1.00
Environmental Program Manager	1.00	1.00	-	-	-
Total Environmental Programs	1.00	1.00	1.00	1.00	1.00
Total Development & Engineering Services	1.00	1.00	1.00	1.00	1.00
245 Environmental Programs Fund Total	1.00	1.00	1.00	1.00	1.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
501 Water Operations					
Public Works					
Water Distribution					
Customer Service Technician	2.00	2.00	-	-	-
Lead Water Distribution Operator	-	-	1.00	1.00	1.00
Lead Water Resources Operator	1.00	1.00	-	-	-
Public Works Superintendent	0.25	0.25	0.25	0.25	0.25
Senior Water Distribution Operator	-	-	2.00	2.00	2.00
Senior Water Resources Operator	2.00	2.00	-	-	-
Utility Location Specialist	1.00	1.00	1.00	1.00	1.00
Water Distribution Operator	-	-	7.00	7.00	7.00
Water Distribution Supervisor	1.00	1.00	1.00	1.00	1.00
Water Meter Technician	-	-	2.00	2.00	2.00
Water Resources Mechanic	1.00	-	-	-	-
Water Resources Operator	6.00	7.00	-	-	-
Total Water Distribution	14.25	14.25	14.25	14.25	14.25
Water Administration					
Administrative Assistant	1.30	0.90	0.90	0.90	0.90
Engineering Project Manager	-	-	1.00	1.00	1.00
Executive Assistant	0.30	-	-	-	-
Field Operations Assistant Director	0.30	0.30	-	-	-
GIS Technician	-	-	1.00	1.00	-
Public Works Assistant Director	-	-	0.30	0.30	0.30
Public Works Director	-	-	0.30	0.30	0.30
Public Works Program Coordinator	1.00	1.00	-	-	-
Public Works Project Inspector	-	-	1.00	1.00	1.00
PW GIS Technician	1.00	1.00	-	-	-
SCADA Instrumentation Control Analyst	-	-	1.00	1.00	-
SCADA Specialist	1.00	1.00	-	-	-
Senior Management Analyst	-	-	0.30	0.30	0.30
Senior Management Assistant	0.30	0.30	-	-	-
Water Resources Director	0.30	0.30	-	-	-
Water Resources Project Manager	1.00	1.00	-	-	-
Total Water Administration	6.50	5.80	5.80	5.80	3.80
Water Resources					
Water Resources Manager	1.00	1.00	1.00	1.00	1.00
Total Water Resources	1.00	1.00	1.00	1.00	1.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
501 Water Operations					
Public Works					
Water Quality					
Environmental Coordinator	-	-	1.00	1.00	1.00
Environmental Technician	-	1.00	1.00	1.00	1.00
Regulatory Compliance Coordinator-Cross Connection	1.00	1.00	-	-	-
Regulatory Compliance Inspector	1.00	-	-	-	-
Water Conservation and Education Specialist	1.00	1.00	-	-	-
Water Conservation Coordinator	-	-	1.00	1.00	1.00
Water Quality & Compliance Supervisor	-	-	1.00	1.00	1.00
Water Resources Analyst	1.00	1.00	-	-	-
Total Water Quality	4.00	4.00	4.00	4.00	4.00
Wetlands Treatment					
Environmental and Public Programs Supervisor	-	-	-	1.00	1.00
Senior Water Recharge & Wetlands Operator	1.00	-	-	1.00	1.00
Water Recharge & Wetlands Operator	1.00	1.00	1.00	-	-
Total Wetlands Treatment	2.00	1.00	1.00	2.00	2.00
Water Production					
Public Works Superintendent	0.25	0.25	0.25	0.25	0.25
SCADA Technician	0.50	0.50	0.50	0.50	-
Senior Water Production & Treatment Operator	-	-	2.00	2.00	2.00
Senior Water Production Mechanic	-	-	1.00	1.00	1.00
Senior Water Production Operator	1.00	1.00	-	-	-
Senior Water Resources Mechanic	1.00	1.00	-	-	-
Treatment Operator/Mechanic	1.00	-	-	-	-
Water Production & Treatment Operator	-	-	2.00	2.00	2.00
Water Production & Treatment Supervisor	-	-	1.00	1.00	1.00
Water Production and Treatment Lead	-	-	1.00	1.00	1.00
Water Production Supervisor	1.00	1.00	-	-	-
Water Treatment Operator	1.00	-	-	-	-
Water Treatment Operator I	1.00	2.00	-	-	-
Water Treatment Operator III	-	2.00	-	-	-
Total Water Production	6.75	7.75	7.75	7.75	7.25
SCADA - Water					
SCADA Instrumentation Control Analyst	-	-	-	-	0.50
SCADA Technician	-	-	-	-	0.50
Total SCADA - Water	-	-	-	-	1.00
Total Public Works	34.50	33.80	33.80	34.80	33.30
501 Water Operations Total	34.50	33.80	33.80	34.80	33.30

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
503 Sewer Operations					
Public Works					
Wastewater Collection					
Lead Wastewater Collections Operator	-	-	1.00	1.00	1.00
Lead Water Resources Operator	1.00	1.00	-	-	-
Mechanic	-	-	1.00	1.00	1.00
Operations and Service Manager - Collections	1.00	1.00	-	-	-
Public Works Superintendent	0.25	0.25	0.25	0.25	0.25
Senior Wastewater Collections Operator	-	-	2.00	2.00	2.00
Senior Water Resources Operator	2.00	2.00	-	-	-
Wastewater Collections Operator	-	-	2.00	2.00	2.00
Wastewater Collections Supervisor	-	-	1.00	1.00	1.00
Water Resources Mechanic	1.00	1.00	-	-	-
Water Resources Operator	2.00	2.00	-	-	-
Total Wastewater Collection	7.25	7.25	7.25	7.25	7.25
Wastewater Administration					
Administrative Assistant	0.30	0.90	0.90	0.90	0.90
Executive Assistant	0.30	-	-	-	-
Field Operations Assistant Director	0.30	0.30	-	-	-
Public Works Assistant Director	-	-	0.30	0.30	0.30
Public Works Director	-	-	0.30	0.30	0.30
Senior Management Analyst	-	-	0.30	0.30	0.30
Senior Management Assistant	0.30	0.30	-	-	-
Water Resources Director	0.30	0.30	-	-	-
Total Wastewater Administration	1.50	1.80	1.80	1.80	1.80
SCADA - Sewer					
SCADA Instrumentation Control Analyst	-	-	-	-	0.25
SCADA Technician	-	-	-	-	0.25
Total SCADA - Sewer	-	-	-	-	0.50

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
503 Sewer Operations					
Public Works					
Water Reclamation Facility					
Electrician	-	-	1.00	1.00	1.00
Environmental Coordinator	-	1.00	1.00	1.00	1.00
Lead Water Reclamation Operator	-	-	1.00	1.00	1.00
Public Works Electrician	1.00	1.00	-	-	-
Public Works Superintendent	0.25	0.25	0.25	0.25	0.25
Regulatory Compliance Coordinator-Pretreatment	1.00	-	-	-	-
SCADA Technician	0.50	0.50	0.50	0.50	-
Senior Water Reclamation Facility Operator	1.00	1.00	-	-	-
Senior Water Reclamation Mechanic	-	-	1.00	1.00	1.00
Senior Water Reclamation Operator	-	-	3.00	3.00	3.00
Senior Water Resources Mechanic	1.00	1.00	-	-	-
Utility Maintenance Mechanic	1.00	1.00	-	-	-
Water Reclamation Facility Mechanic	-	-	1.00	-	-
Water Reclamation Facility Operator	3.00	3.00	-	-	-
Water Reclamation Facility Operator III	3.00	3.00	-	-	-
Water Reclamation Facility Supervisor	1.00	1.00	1.00	1.00	1.00
Water Reclamation Mechanic	-	-	-	1.00	1.00
Water Reclamation Operator	-	-	3.00	3.00	3.00
Total Water Reclamation Facility	12.75	12.75	12.75	12.75	12.25
SCADA - WWTP					
SCADA Instrumentation Control Analyst	-	-	-	-	0.25
SCADA Technician	-	-	-	-	0.25
Total SCADA - WWTP	-	-	-	-	0.50
Total Public Works	21.50	21.80	21.80	21.80	22.30
503 Sewer Operations Total	21.50	21.80	21.80	21.80	22.30

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
520 Sanitation					
Public Works					
Solid Waste					
Administrative Assistant	0.25	0.75	0.75	0.75	0.75
Equipment Operator	10.00	6.00	7.00	7.00	7.00
Executive Assistant	0.25	-	-	-	-
Field Operations Assistant Director	0.25	0.25	-	-	-
Lead Equipment Operator	-	1.00	1.00	1.00	1.00
Public Works Assistant Director	-	-	0.25	0.25	0.25
Public Works Director	-	-	0.25	0.25	0.25
Sanitation Supervisor	-	-	1.00	1.00	1.00
Senior Equipment Operator	2.00	3.00	3.00	3.00	3.00
Senior Management Analyst	-	-	0.25	0.25	0.25
Senior Management Assistant	0.25	0.25	-	-	-
Solid Waste Supervisor	1.00	1.00	-	-	-
Water Resources Director	0.25	0.25	-	-	-
Total Solid Waste	14.25	12.50	13.50	13.50	13.50
Sanitation-Uncontained					
Equipment Operator	1.00	4.00	4.00	4.00	4.00
Field Operations Crew Leader	1.00	-	-	-	-
Senior Equipment Operator	1.00	-	-	-	-
Total Sanitation-Uncontained	3.00	4.00	4.00	4.00	4.00
Recycling, Education and Enforcement					
Environmental and Public Programs Supervisor	-	-	1.00	-	-
Recycling Coordinator/Inspector	-	-	-	-	1.00
Sanitation Inspector	-	-	1.00	1.00	1.00
Solid Waste Inspector	1.00	1.00	-	-	-
Solid Waste Inspector/Coordinator	1.00	1.00	-	-	-
Total Recycling, Education and Enforcement	2.00	2.00	2.00	1.00	2.00
Green Waste					
Equipment Operator	1.00	2.00	2.00	2.00	2.00
Total Green Waste	1.00	2.00	2.00	2.00	2.00
Total Public Works	20.25	20.50	21.50	20.50	21.50
520 Sanitation Total	20.25	20.50	21.50	20.50	21.50

Schedule of Authorized Positions

Position-Title	Authorized FY 2016-17	Authorized FY 2017-18	Authorized FY 2018-19	Amended FY 2018-19	Authorized FY 2019-20
605 Risk Management Fund					
Human Resources					
Risk Management Operations					
Health and Safety Analyst	1.00	1.00	-	-	-
Risk Manager	1.00	1.00	1.00	0.60	0.60
Safety Officer	-	-	-	0.20	0.20
Senior Health and Safety Analyst	-	-	1.00	-	-
Total Risk Management Operations	2.00	2.00	2.00	0.80	0.80
Total Human Resources	2.00	2.00	2.00	0.80	0.80
605 Risk Management Fund Total	2.00	2.00	2.00	0.80	0.80
606 Fleet Services Fund					
Public Works					
Fleet Services					
Administrative Assistant	0.10	0.30	0.30	0.30	0.30
Automotive Equipment Mechanic	4.00	4.00	4.00	4.00	4.00
Equipment Parts Specialist	1.00	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	1.00	1.00	1.00
Fleet Services Supervisor	1.00	1.00	1.00	1.00	1.00
Public Works Assistant Director	-	-	0.10	0.10	0.10
Public Works Director	-	-	0.10	0.10	0.10
Senior Management Analyst	-	-	0.10	0.10	0.10
Senior Management Assistant	0.10	0.10	-	-	-
Water Resources Director	0.10	0.10	-	-	-
Total Fleet Services	7.50	7.60	7.60	7.60	7.60
Total Public Works	7.50	7.60	7.60	7.60	7.60
606 Fleet Services Fund Total	7.50	7.60	7.60	7.60	7.60
607 Worker's Compensation Fund					
Human Resources					
Workers Compensation Administration					
Risk Manager	-	-	-	0.40	0.40
Safety Officer	-	-	-	0.80	0.80
Total Workers Compensation Administration	-	-	-	1.20	1.20
Total Human Resources	-	-	-	1.20	1.20
607 Worker's Compensation Fund Total	-	-	-	1.20	1.20
Total Authorized Full-Time Equivalents	520.75	525.75	539.75	544.75	588.75

Debt Service Summary Schedules

GO Bonded Debt

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2019-2020	2,245,000	1,610,886	3,855,886
2020-2021	2,320,000	1,536,700	3,856,700
2021-2022	2,235,000	1,451,400	3,686,400
2022-2023	2,335,000	1,351,000	3,686,000
2023-2024	2,460,000	1,245,250	3,705,250
2024-2025	2,590,000	1,133,900	3,723,900
2025-2026	2,725,000	1,016,750	3,741,750
2026-2027	2,860,000	873,750	3,733,750
2027-2028	3,020,000	722,750	3,742,750
2028-2029	3,195,000	563,000	3,758,000
2029-2030	1,370,000	498,300	1,868,300
2030-2031	1,040,000	446,300	1,486,300
2031-2032	1,090,000	402,700	1,492,700
2032-2033	1,135,000	357,300	1,492,300
2033-2034	1,180,000	310,100	1,490,100
2034-2035	1,225,000	261,100	1,486,100
2035-2036	1,275,000	197,350	1,472,350
2036-2037	1,340,000	143,750	1,483,750
2037-2038	1,390,000	102,050	1,492,050
2038-2039	1,435,000	59,000	1,494,000
2039-2040	1,475,000	-	1,475,000
Totals	39,940,000	14,283,336	54,223,336

Revenue Bonds

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
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
Totals	17,476,707	1,437,953	18,914,660

Debt Service Summary Schedules

Water & Sewer Revenue Bonded Debt

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2019-2020	690,000	297,000	987,000
2020-2021	715,000	274,600	989,600
2021-2022	315,000	262,000	577,000
2022-2023	325,000	249,000	574,000
2023-2024	340,000	235,400	575,400
2024-2025	355,000	221,200	576,200
2025-2026	370,000	206,400	576,400
2026-2027	380,000	191,200	571,200
2027-2028	400,000	175,200	575,200
2028-2029	415,000	158,600	573,600
2029-2030	430,000	141,400	571,400
2030-2031	445,000	123,600	568,600
2031-2032	465,000	105,000	570,000
2032-2033	485,000	85,600	570,600
2033-2034	505,000	65,400	570,400
2034-2035	525,000	44,400	569,400
2035-2036	545,000	22,600	567,600
2036-2037	565,000	-	565,000
Totals	8,270,000	2,858,600	11,128,600

Revenue Bonds

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2019-2020	135,329	17,856	153,185
2020-2021	111,705	12,270	123,976
2021-2022	70,402	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
Totals	498,293	45,097	543,390

Debt Service Summary Schedules

Total Debt

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2019-2020	8,265,000	2,520,336	10,785,336
2020-2021	7,650,000	2,203,450	9,853,450
2021-2022	4,800,000	1,993,050	6,793,050
2022-2023	5,025,000	1,761,400	6,786,400
2023-2024	5,280,000	1,518,050	6,798,050
2024-2025	3,880,000	1,355,100	5,235,100
2025-2026	3,095,000	1,223,150	4,318,150
2026-2027	3,240,000	1,064,950	4,304,950
2027-2028	3,420,000	897,950	4,317,950
2028-2029	3,610,000	721,600	4,331,600
2029-2030	1,800,000	639,700	2,439,700
2030-2031	1,485,000	569,900	2,054,900
2031-2032	1,555,000	507,700	2,062,700
2032-2033	1,620,000	442,900	2,062,900
2033-2034	1,685,000	375,500	2,060,500
2034-2035	1,750,000	305,500	2,055,500
2035-2036	1,820,000	219,950	2,039,950
2036-2037	1,905,000	143,750	2,048,750
2037-2038	1,390,000	102,050	1,492,050
2038-2039	1,435,000	59,000	1,494,000
2039-2040	1,475,000	-	1,475,000
Totals	66,185,000	18,624,986	84,809,986

Includes debt payment schedules as of 1/1/20

Schedule of Carryover Funding

Fund/Division	Description	Carryover Amount
General Fund		
City Council - Nielson	Discretionary Fund	1,000
City Council - Kilgore	Discretionary Fund	7,000
City Council - Dennis	Discretionary Fund	2,500
City Council - Malone	Discretionary Fund	3,500
City Council - Conde	Discretionary Fund	1,000
City Council - Pineda	Discretionary Fund	7,000
City Council - Weise	Discretionary Fund	6,500
Technology Services	E-Procurement - F&B Procurement 5640	22,400
	Library Website Maintenance - Library Admin. 8110	3,110
	Budget System Implementation- F&B Budget 5800	68,320
IT Business Systems	SharePoint Refresh	30,000
IT Customer Support	Certificate classes	5,000
GIS	Maintenance Due to Server Clean-up	9,000
	Server Clean-up and Consolidation	45,000
Human Resources	Tuition Reimbursement	22,760
Planning	General Plan	26,000
Building Services	Plans Review	40,000
	Supervisor's Academy - Chief Building Official	4,000
Engineering	Engineering Plan Review	50,000
Police - Administration	Donations for Cashion Christmas Event	677
Police - Professional Standards B	Tasers, duty weapons, ammunition	30,000
Police - Communications	RWC fees	30,000
Police - Patrol	ballistic vests	15,000
Economic Development	Virginia Street Water Taps	85,000
	325 N. Avondale Blvd. Demo	135,000
	Akos Medical Campus EDA	500,000
	City Center Tenant Improvements	200,000
	Civic Center Office Pad purchase	220,000
	Portillo's EDA	534,000
Grounds Maintenance	Ford F-150 (2) and Ford F-350 (1)	85,440
Recreation	Sports Revenue	20,000
	Leisure Program Revenue	20,000
Youth Services Division	AmeriCorps VISTA, Mortgage and Rental Assistance	31,190
Revitalization	Acquisition and Demolition Program	60,000
Youth Commission	Youth Advisory Commission events and conferences	3,000
Gila River Indian Community Gran	United Way event donation	400
Library - Sam Garcia	Summer Reading Program	1,000
Library - Civic Center	Mobile Library Trailer	6,000
	RFID security gates	25,000

Schedule of Carryover Funding

Fund/Division	Description	Carryover Amount
General Fund		
Library - Civic Center	Automatic Sorter	61,000
Library Administration	OverDrive	2,250
Total Carryover General Fund		2,419,047
Highway User Revenue Fund		
Neighborhood Traffic Mitigation Pr	Other Professional Services	300,000
Traffic Engineering	Traffic Signal	25,000
Streets	R&M ROW	40,000
Total Carryover Highway User Revenue Fund		365,000
Home Grant		
	HOME match-homebuyer assistance and related costs, rehab construction and related expenses	66,420
	Substantial Home Repair Program-construction and related expenses	100,850
Total Carryover Home Grant		167,270
Other Grants		
	NSP1 program income-redevelopment-construction and related expenses	87,885
	NSP3 program income-redevelopment-construction and related expenses	207,855
Total Carryover Other Grants		295,740
Library Projects		
	LSTA Words on Wheels grant	48,595
Total Carryover Library Projects		48,595
Transit Fund		
	Dial-a-Ride	100,000
Total Carryover Transit Fund		100,000
Regional Family Advocacy		
	Phones and Cameras	52,300
Total Carryover Regional Family Advocacy		52,300
CDBG		
	Emergency Home Repair Program-construction and related services	504,545
	Revitalization-construction and related services	268,635
Total Carryover CDBG		773,180
Environmental Programs Fund		
	EAM module customization - DES 5927	8,000
Total Carryover Environmental Programs Fund		8,000

Schedule of Carryover Funding

Fund/Division	Description	Carryover Amount
Public Arts Fund		
	Special Events	8,780
	R&M Other	25,845
	Memberships	225
	Artwork	59,475
	Other Professional Services	37,205
Total Carryover Public Arts Fund		131,530
Water Operations		
Water Administration	Utility Rate Model	15,291
Water Production	Ford F-350 (1)	35,000
Total Carryover Water Operations		50,291
Sewer Operations		
Wastewater Administration	Utility Rate Model	11,458
Total Carryover Sewer Operations		11,458
Water Equipment Replacement		
	Technology Infrastructure and Communication Systems	104,200
	Vehicle Replacement	404,900
Total Carryover Water Equipment Replacement		509,100
Sewer Equipment Replacement		
	Technology Infrastructure and Communication Systems	101,300
	Vehicle Replacement	171,800
Total Carryover Sewer Equipment Replacement		273,100
Sanitation Eqt. Replacement		
	Vehicle Replacement	684,000
Total Carryover Sanitation Eqt. Replacement		684,000
Capital Funds		
	Street Construction	7,049,000
	Police Development	3,782,331
	Parkland	16,795,000
	Fire Development	294,477
	One Time Capital	8,966,000
	Transit	275,000
	Sewer Development	5,445,983
	Water Development	6,254,244
	Sanitation Development	342,000
	Vehicle Replacement	1,999,605
	Equipment Replacement Fund	302,000
Total Carryover Capital Funds		51,505,640
Grand Total Carryover Funding		57,394,251

Funded Supplemental Requests

Department/ Division	FTE	Description	Ongoing	Onetime	Total
101 General Fund					
City Administration					
City Administrative Office		Social Media Monitoring	-	50,000	50,000
		Veteran's Success Project	-	20,000	20,000
		Census 2020	-	15,000	15,000
Intergovernmental Affairs		Increased Dues	10,000	2,800	12,800
		Total City Administration	10,000	87,800	97,800
City Attorney					
City Attorney	1.0	Legal Assistant and Department Base Budget	(124,180)	54,260	(69,920)
City Prosecutor		City Prosecutor	14,000	-	14,000
	1.0	Total City Attorney	(110,180)	54,260	(55,920)
Information Technology					
Technology Administration		Software Maintenance Increases	4,500	-	4,500
		Network Risk Assessment and Penetration Test	30,000	-	30,000
		Public Wifi Assessment	-	50,000	50,000
IT Infrastructure & Communications		Software Maintenance Increases	10,200	-	10,200
		Single Sign On Software and Services	30,000	-	30,000
		Microsoft OneDrive and Sharepoint Backup	35,000	-	35,000
		Enhance Cyber Awareness Training	10,000	-	10,000
		Cloud Based Disaster Recovery	20,000	-	20,000
		Core Network Data Application Analytics	15,000	-	15,000
		Customer Relationship Management System	35,000	30,000	65,000
Technology Services		Financial ERP System Upgrade	-	500,000	500,000
		Digital Asset Management	10,000	-	10,000
IT Business Systems		Software Maintenance Increases	1,000	-	1,000
		Permitting & Application System Contractual Maintenance	16,000	-	16,000
		Electronic Onboarding and Offboarding	10,500	12,500	23,000
IT Customer Support		Software Maintenance Increases	4,600	-	4,600
		Total Information Technology	231,800	592,500	824,300
Community Relations					
Public Information Office		Digital Engagement and Technology Platforms	5,000	-	5,000
		Expansion of Citywide Marketing	15,000	-	15,000
		RAVE Review Printing & Mailing Increase	69,810	-	69,810
	1.0	Graphic Designer	28,990	-	28,990
	1.0	Total Community Relations	118,800	-	118,800
Non-Departmental					
Non-Departmental		Contributions Assistance Fund Administrative Costs	-	10,000	10,000
Finance & Budget					
Procurement		Procurement Software	30,000	-	30,000

Funded Supplemental Requests

Department/ Division	FTE	Description	Ongoing	Onetime	Total
101 General Fund					
Finance & Budget					
Procurement	1.0	Contract Administrator and Contract Management Software	85,880	58,450	144,330
Budget and Research		Cost Allocation Plan and Model	-	20,000	20,000
		Development Impact Fee Audit	-	15,000	15,000
		Budget Software Modules	20,000	10,000	30,000
	1.0	Total Finance & Budget	135,880	103,450	239,330
Human Resources					
Human Resources		ADP Benefits Module Ongoing Costs	16,000	-	16,000
		Employee Education Assistance	20,000	-	20,000
		PTSD Counseling Services, First Responders	25,000	-	25,000
Organizational Training & Development		Pre-Employment Assessments	5,500	-	5,500
		Total Human Resources	66,500	-	66,500
Development & Engineering Services					
Planning		Annexation Services	-	60,000	60,000
Building Services		Zonar/ GPS Contractual Increases	100	-	100
Development Svcs Administration		CIP Construction Manager	-	130,900	130,900
	1.0	Assistant Director of Development and Engineering Services	157,930	3,200	161,130
Engineering		Contractual Maintenance/ Office Equipment	500	-	500
		Engineering Project Management Software	10,500	-	10,500
		Zonar/ GPS Contractual Increases	100	-	100
	1.0	Total Development & Engineering Services	169,130	194,100	363,230
City Clerk					
City Clerk		Boards, Commissions and Committees Recognition Event	7,000	-	7,000
	0.5	Administrative Clerk - Passports	23,540	-	23,540
Elections		Election Proposition for Future Amenities	-	113,225	113,225
	0.5	Total City Clerk	30,540	113,225	143,765
Police					
Police - Administration	1.0	Assistant Police Chief	199,460	32,400	231,860
		Spillman Increase	7,000	-	7,000
		Spillman NIBRS and Learning Management	8,500	54,300	62,800
Police - Patrol Support	2.0	Two Park Rangers	145,280	72,000	217,280
Police - Professional Standards Bureau		Multiple Interactive Learning Objectives (MILO) Range	-	75,000	75,000
		School Resource Officer (SRO)	2,500	2,300	4,800
		Two Park Rangers	-	3,000	3,000
Police - Records		Eden Cashiering Station	-	11,000	11,000
Police - Patrol		Two Park Rangers	19,200	4,400	23,600
	3.0	Authorized FTEs for PD Over Hires	-	-	-
		School Resource Officer (SRO)	-	2,200	2,200
Police - Investigations		Celebrite	3,400	-	3,400

Funded Supplemental Requests

Department/ Division	FTE	Description	Ongoing	Onetime	Total
101 General Fund					
Police					
Police - Investigations	1.0	School Resource Officer (SRO)	118,640	12,750	131,390
		Body Cameras	51,000	-	51,000
	7.0	Total Police	554,980	269,350	824,330
City Court					
Court		Annual Distribution of Fines/Fees and Restitution Enforcement (FARE) Program Funds	6,065	-	6,065
		Increase to Other Professional Services - PreScreen Evaluations	2,500	-	2,500
		Increase to Other Professional Services - Pro Tem Judges	4,450	-	4,450
		Increase to Training	-	5,000	5,000
		Total City Court	13,015	5,000	18,015
Fire and Medical					
Community Risk Reduction		Improved Emergency Access Key System	-	34,900	34,900
Fire - Administration	1.0	Support Services Technician	78,960	19,010	97,970
		New Hire-Related Costs	13,260	-	13,260
		Incident Data Recordkeeping System and Fire Investigation Reporting Module	14,000	-	14,000
		Annual Physicals	17,000	-	17,000
		Crisis Intervention Program	36,000	-	36,000
Fire - Professional Development		New Hire-Related Costs	13,500	-	13,500
Fire - Intervention Services		Vehicle Maintenance	20,000	-	20,000
		Enhanced Ballistic Protection	-	19,890	19,890
		Protective Clothing Replacement	-	151,150	151,150
		Dispatch Fees	23,000	-	23,000
		New Hire-Related Costs	18,180	-	18,180
Emergency Medical Services		Lucas Cardiac Chest Compression System	-	88,400	88,400
Wildland Response		Wildland Fire Deployment Fund	39,250	-	39,250
ISM Race Fire Overtime		Part-time Communications Personnel - EOC	34,940	-	34,940
	1.0	Total Fire and Medical	308,090	313,350	621,440
Economic Development					
Economic Development		GPEC Contract Increase	3,000	-	3,000
		Marketing and Business Development Initiatives	-	185,000	185,000
		Fuerza Local	-	24,000	24,000
		EMSI Labor Market Analytics	5,000	-	5,000
		Economic Opportunities Fund	-	1,200,000	1,200,000
		Council & Staff: Event and Table Sponsorships	-	3,000	3,000
		Total Economic Development	8,000	1,412,000	1,420,000
Parks & Recreation Dept.					
Grounds Maintenance		Young Adult Work Pilot Program- Trails	-	30,000	30,000
	2.5	Festival Fields Park Expansion	342,140	73,645	415,785

Funded Supplemental Requests

Department/ Division	FTE	Description	Ongoing	Onetime	Total
101 General Fund					
Parks & Recreation Dept.					
Grounds Maintenance		Sports Field Supplies	-	25,000	25,000
Building Maintenance		City Hall Space Planning	-	70,000	70,000
		Contract Increases for Various Services	80,113	-	80,113
		Fire Suppression and Emergency Lighting Inspection and Maintenance	-	22,170	22,170
		Firehouse Door Maintenance	-	32,000	32,000
1.0		Building Maintenance Worker	62,330	-	62,330
Recreation		Holiday Lighting	75,000	-	75,000
11.0		Converting Temporary to Regular Part Time Positions	128,720	-	128,720
		Special Event Production	-	320,000	320,000
14.5		Total Parks & Recreation Dept.	688,303	572,815	1,261,118
Neighborhood and Family Services					
Neighborhood & Family Services Admin		Homeless Outreach Services	20,000	-	20,000
1.0		Assistant Director - Neighborhood and Family Services	167,030	2,250	169,280
Youth Services Division		AmeriCorps VISTA	-	46,222	46,222
		Small Grants for Educators	-	50,000	50,000
Library - Sam Garcia		Replacing Sam Garcia Library's Check-in Sorter	-	24,000	24,000
Library Administration		Library Materials Budget	-	75,000	75,000
1.0		Total Neighborhood and Family Services	187,030	197,472	384,502
28.0		Total Requests General Fund	2,411,888	3,925,322	6,337,210
201 Highway User Revenue Fund					
Development & Engineering Services					
Engineering		Contractual Maintenance/ Office Equipment	400	-	400
		Zonar/ GPS Contractual Increases	200	-	200
Traffic Engineering		Zonar/ GPS Contractual Increases	200	-	200
		Contractual Maintenance/ Office Equipment	2,000	-	2,000
		Total Development & Engineering Services	2,800	-	2,800
Public Works					
Streets		Landfill and Green Waste Disposal Increases	6,500	-	6,500
		Total Requests Highway User Revenue Fund	9,300	-	9,300
202 Senior Nutrition					
Neighborhood and Family Services					
Home Delivered Meals	1.0	Conversion of Temporary Positions	34,975	-	34,975
Soc. Svcs - Senior Transportation	1.0	Conversion of Temporary Positions	34,970	-	34,970
2.0		Total Neighborhood and Family Services	69,945	-	69,945
2.0		Total Requests Senior Nutrition	69,945	-	69,945

Funded Supplemental Requests

Department/ Division	FTE	Description	Ongoing	Onetime	Total
205 Home Grant					
Neighborhood and Family Services					
Substantial Rehabilitation		Substantial Home Repair Program Base Budget (HOME)	150,000	-	150,000
ADOH		Substantial Home Repair Program Base Budget (HOME)	500,000	-	500,000
Total Neighborhood and Family Services			650,000	-	650,000
Total Requests Home Grant			650,000	-	650,000
209 Other Grants					
Neighborhood and Family Services					
Care 1st Resource Center	1.0	Conversion of Temporary Positions	81,505	-	81,505
First Things First	2.0	Conversion of Temporary Positions	133,110	-	133,110
Total Neighborhood and Family Services			214,615	-	214,615
Total Requests Other Grants			214,615	-	214,615
215 Transit Fund					
Development & Engineering Services					
Transit Operations		Transit Operations - Zoom and Paratransit	120,000	-	120,000
Parks & Recreation Dept.					
Building Maintenance		Transit Parking Lot Shade Canopies	-	38,000	38,000
Total Requests Transit Fund			120,000	38,000	158,000
229 Regional Family Advocacy					
Police					
Police - Family Advocacy Center		Southwest Family Advocacy Center Lease Increase (SWFAC)	31,150	-	31,150
	2.0	Conversion of Temporary Positions	173,750	-	173,750
Total Police			204,900	-	204,900
Total Requests Regional Family Advocacy			204,900	-	204,900

Funded Supplemental Requests

Department/ Division	FTE	Description	Ongoing	Onetime	Total
235 Public Safety Dedicated Sales Tax					
Police					
Police - Professional Standards Bureau		Criminal Investigations Detective	2,500	2,300	4,800
		Traffic Officer	-	2,300	2,300
		5 Patrol Officers	12,500	11,500	24,000
Police - Traffic	1.0	Traffic Officer	129,060	53,950	183,010
Police - Detention Services		Arizona Automated Fingerprint Identification System (AZAFIS)	2,000	-	2,000
Police - Patrol	5.0	5 Patrol Officers	649,140	372,250	1,021,390
	1.0	Criminal Investigations Detective	113,860	1,000	114,860
		Traffic Officer	-	2,200	2,200
Police - Investigations		Body Cameras	-	30,500	30,500
		Criminal Investigations Detective	9,740	45,850	55,590
		Traffic Officer	600	-	600
		5 Patrol Officers	15,000	7,500	22,500
	7.0	Total Police	934,400	529,350	1,463,750
City Court					
Court		Increase to Other Professional Services - Pro Tem Judges	1,340	-	1,340
		Increase to Public Defender	10,000	-	10,000
		Total City Court	11,340	-	11,340
	7.0	Total Requests Public Safety Dedicated Sales Tax	945,740	529,350	1,475,090
240 CDBG					
Neighborhood and Family Services					
Neighborhood & Family Services Admin	1.0	Conversion of Temporary Positions	85,900	-	85,900
Emergency Rehabilitation		Emergency Home Repair Program Base Budget (CDBG)	175,000	-	175,000
	1.0	Total Neighborhood and Family Services	260,900	-	260,900
	1.0	Total Requests CDBG	260,900	-	260,900
250 Wildland Fire Deployment Fund					
Fire and Medical					
Wildland Fire Deployment		Wildland Fire Deployment Fund	251,760	-	251,760
		Total Requests Wildland Fire Deployment Fund	251,760	-	251,760
501 Water Operations					
Public Works					
Water Resources		Salt River Project Fees	30,000	55,000	85,000
Water Quality		Laboratory Fees	-	16,100	16,100
		Total Public Works	30,000	71,100	101,100
		Total Requests Water Operations	30,000	71,100	101,100

Funded Supplemental Requests

Department/ Division	FTE	Description	Ongoing	Onetime	Total
503 Sewer Operations					
Public Works					
SCADA - WWTP		SCADA System Upgrades	-	110,000	110,000
Total Requests Sewer Operations			-	110,000	110,000
520 Sanitation					
Public Works					
Solid Waste		Increase in Residential Solid Waste and Recycling Containers	32,000	-	32,000
		Landfill and Green Waste Disposal Increases	50,000	-	50,000
ADMINISTRATION		Sanitation Rate Study	-	20,000	20,000
Sanitation-Uncontained		Landfill and Green Waste Disposal Increases	15,000	-	15,000
Recycling, Education and Enforcement	1.0	Recycling Coordinator/Inspector	91,610	30,000	121,610
		Recycling Processing Fees	-	80,000	80,000
		Household Hazardous Waste Event	53,150	-	53,150
Green Waste		Landfill and Green Waste Disposal Increases	5,000	-	5,000
	1.0	Total Public Works	246,760	130,000	376,760
	1.0	Total Requests Sanitation	246,760	130,000	376,760
606 Fleet Services Fund					
Public Works					
Fleet Services		Increases in Fleet Contractual Maintenance and Parts	71,600	-	71,600
		Increases in Fuel Costs and Usage	75,000	-	75,000
		Replace Epoxy Coating on Floors in Fleet Shop	-	60,000	60,000
		Fleet Services Rate Study	-	30,000	30,000
Total Public Works			146,600	90,000	236,600
Total Requests Fleet Services Fund			146,600	90,000	236,600
607 Worker's Compensation Fund					
Human Resources					
Workers Compensation Administration		Workers' Compensation	38,270	-	38,270
Workers Compensation Claims		Workers' Compensation	1,485,000	-	1,485,000
Total Human Resources			1,523,270	-	1,523,270
Total Requests Worker's Compensation Fund			1,523,270	-	1,523,270
Totals	44.0		7,085,678	4,893,772	11,979,450

Vehicle Replacement Schedule

Department	Vehicle No	Purchase Year	Description	Amount
Water Equipment Replacement Fund - 530				
9100 Water Distribution	1734	2008	DUMP M2106 - Carryover	131,800
	1756	2008	Heavy Truck 38K GVW and up tandem axle - Carryover	158,600
	1778	2008	Heavy Equipment	112,000
	1647	1997	LOW DECK TRLR	28,000
9119 Wetlands Treatment	1745	2008	Light Truck to 10K GVW - Carryover	32,300
9122 Water Production	1806	2009	Utility Truck single axle up to 16K GVW - Carryover	82,200
Water Equipment Replacement Fund Total				544,900
Sewer Equipment Replacement Fund - 531				
9230 Water Reclamation Facility	1735	2006	580M XT	110,000
	1760	2008	Light Truck to 10K GVW	29,500
	1746	2008	Light Truck to 10K GVW	32,300
Sewer Equipment Replacement Fund Total				171,800
Sanitation Eqt. Replacement Fund - 532				
6800 Solid Waste	1852	2013	Sideloader	347,555
	1851	2013	SIDELOADER - Carryover	342,000
	1850	2013	SIDELOADER - Carryover	342,000
	1854	2013	Sideloader	347,555
	1233	1998	Semi Tractor101	150,000
	1853	2013	Sideloader	347,555
6830 Recycling, Education and Enforcement	1863	2013	Rogue	29,000
Sanitation Eqt. Replacement Fund Total				1,905,665
Vehicle Replacement Fund - 601				
5410 Building Services	1727	2007	EXPLORER - Carryover	31,100
6113 Police - Patrol Support	1890	2014	F250 Animal Control Unit - Carryover	62,300
6173 Police - Detention Services	1866	2013	Express Van - Carryover	68,900
6174 Police - Patrol	1871	2014	Tahoe (B/W) - Carryover	56,600
	1892	2014	Tahoe(B/w)	54,100
	1891	2014	Tahoe(B/w)	54,100
	1875	2014	Tahoe (B/W) - Carryover	56,600
	1874	2014	Tahoe (B/W) - Carryover	56,600
	1873	2014	Tahoe (B/W) - Carryover	56,600
	1867	2014	Tahoe (B/W) - Carryover	56,600
	1872	2014	Tahoe (B/W) - Carryover	56,600

Vehicle Replacement Schedule

Department	Vehicle No	Purchase Year	Description	Amount
Vehicle Replacement Fund - 601				
6174 Police - Patrol	1870	2014	Tahoe (B/W) - Carryover	56,600
	1869	2014	Tahoe (B/W) - Carryover	56,600
	1868	2014	Tahoe (B/W) - Carryover	56,600
6175 Police - Investigations	1750	2008	Escape XLT - Carryover	29,800
6305 Community Risk Reduction	1845	2012	EXPEDITION 4X2 - Carryover	65,105
6330 Fire - Intervention Services	5172	2007	Fire Rescue - Carryover	750,000
7500 Neighborhood & Family Services Admin	1807	2009	Non-patrol unit sedans - Carryover	29,800
5280 Motor Pool	1783	2009	Non-patrol unit sedans - Carryover	32,200
	1695	2007	Impala - Blue - Carryover	27,300
	1755	2008	Non-patrol unit sedans - Carryover	31,800
	1752	2008	Non-patrol unit sedans - Carryover	29,800
6600 Streets	1201	1996	Galion Dumpbody - Carryover	155,900
	1581	2005	M2106/SWEEPER	292,200
	1809	2009	Large trailer 25 tons plus	28,000
6111 Police - Family Advocacy Center	1751	2008	Escape XLT - Carryover	29,800
	1784	2009	Small Bus 9 to 15 passenger - Carryover	27,700
6119 Police - Traffic	1950	2015	ST1300PA Cycle	34,000
	1951	2015	ST1300PA Cycle	34,000
	1952	2015	ST1300PA Cycle	34,000
	1953	2015	ST1300PA Cycle	34,000
6174 Police - Patrol	1893	2014	Tahoe(B/w) - Carryover	56,600
5200 Fleet Services	1739	2008	Escape XLT - Carryover	29,800
	1786	2009	Light Truck to 10K GVW - Carryover	32,300
Vehicle Replacement Fund Total				2,564,005
Total Replacement Funding				\$5,186,370

Technology Equipment Replacement Schedule

Fund	Division	Description	Amount
530			
	5121	Technology Infrastructure & Communication Systems - Water Resources	233,000
	5121	Technology Infrastructure & Communication Systems - Water Resources - Carryover	104,200
Total - Fund 530			337,200
531			
	5121	Technology Infrastructure & Communication Systems - Water Reclamation	156,000
	5121	Technology Infrastructure & Communication Systems - Water Reclamation - Carryover	101,300
Total - Fund 531			257,300
603			
	5120	Technology Equipment Replacement	255,000
	5121	Technology Equipment Replacement	427,000
	5121	Technology Equipment Replacement - Carryover	302,000
	6330	Fire Equipment Replacement	20,850
Total - Fund 603			1,004,850
Totals		Total PCs and System Components	\$ 1,599,350

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 expenditure 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 authorized expenses are less than or equal to total resources available.

Base Budget: The 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 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, parks, and equipment.

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: Encumbered or otherwise previously obligated expenditure authority moved from one fiscal year to another through the budget process to cover the timing of those obligated expenditures.

Contingency: An amount set aside, with Council approval, to cover unforeseen expenditures and emergency expenditures.

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.

Glossary

Enterprise Fund: Accounts for expenses and revenues associated with certain programs or services, which are intended to be business-like and self-sustaining. User fees are charged for the direct provision of a service.

Estimated Revenue: The amount of revenue projected to be collected during the fiscal year.

Excise Tax Bonds: Bonds secured by a lien on excise taxes collected by the City, including sales tax, state-shared revenues, and franchise fees.

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 2016.

Fiscal Year: Any period of twelve consecutive months establishing the beginning and the ending of financial transactions. For the City of Avondale this period begins July 1 and ends June 30.

Full-Time Equivalent Position (FTE): A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be equivalent to a 0.5 FTE.

Fund: A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources.

Fund Balance: The difference between a fund's total assets and liabilities. A positive fund balance is generally an accumulation of actual revenues which have exceeded actual expenditures. Fund balance in each fund may have up to five classifications as outlined in GASB Statement 54.

- **Nonspendable Fund Balance:** The nonspendable fund balance classification includes amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact. This would include items not expected to be converted to cash including inventories and prepaid amounts. It may also include the long-term amount of loans and receivables, as well as property acquired for resale and the corpus (principal) of a permanent fund.
- **Restricted Fund Balance:** The restricted fund balance classification should be reported when constraints placed on the use of resources are either (a) externally imposed by creditors, grantors, contributors, or laws or regulations of other governments or (b) imposed by law through constitutional provisions or enabling legislation.
- **Committed Fund Balance:** The committed fund balance classification reflects specific purposes pursuant to constraints imposed by formal action of City Council.
- **Assigned Fund Balance:** The assigned fund balance classification reflects amounts that are constrained by the government's intent to be used for specific purposes, but meet neither the restricted nor committed forms of constraint.
- **Unassigned Fund Balance:** The unassigned fund balance classification is the residual classification for the general fund only. It is also where *negative residual amounts for all other* governmental funds would be reported.

Glossary

General Fund: The fund used to record revenues and resources that are unrestricted in their use. Since the fund contains unrestricted revenues and resources, budgeted expenses in the fund are allocated to the services and functions considered the highest priority of the City.

General Obligation Bonds: Bonds backed by the full credit and taxing power of the City rather than any specific revenue source. General Obligation Bonds must be approved by the voters of the City and are usually paid using the Secondary Property Tax.

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 up to the resources available to the City 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.

Inter-Fund Transfer: Movement of resources between two funds. Example: An inter-fund transfer would include the transfer of operating resources from the General Fund to a Construction Fund to provide the resources necessary to complete a construction project.

Intergovernmental Revenue: Revenues collected by other government organizations and distributed to the City. Examples include federal grants and the portion of state income tax collected by Arizona that is distributed to Avondale.

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: Variations from GASB/GAAP principles the City employs for the purposes of budgeting and reporting. Examples of these variations include the recording of principal payments on

Glossary

debt as an expense and not a reduction in liability and the exclusion of depreciation on budget documents. While the City budgets using modified accrual basis, the CAFR and other official financial statements do not use Modified Accrual Basis accounting.

Municipal Development Corporation (MDC) Bond: Bonds that are backed by a lien on excise taxes of the City including City Sales Tax, Franchise Tax, State Shared Sales Tax, and Auto Lieu Tax. The MDC is a non-profit corporation established for the purpose of issuing debt to purchase municipal facilities, which it leases to the City.

Objectives: A measurable output that an organization strives to achieve within a designated time frame. The achievement of the objective advances an organization toward a corresponding goal.

Operating Budget: Appropriations for the day-to-day costs of delivering city services.

Operating Impact: Costs of a capital project that will affect the day-to-day operating and maintenance costs of a municipality after it is completed. An example is a new completed park will require staff and landscaping in order to maintain the capital investment.

Pay-As-You-Go Funding: A term used to refer to financing for capital projects using available resources rather than debt financing.

Performance Indicators: Measurement of the quality of service to a specified target outcome level.

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 fund balances.

Revenue: Financial resources derived from business like activities. Examples include taxes, user charges, and monies received from 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 should be used for one-time expenses, such as equipment, or on temporary programs.

Glossary

Special Revenue Funds: Funds used to account for the proceeds of specific revenue sources that are legally restricted to be expended on specified purposes.

Stabilization Fund: A portion of the General Fund balance that has been committed by 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 Auto In-Lieu taxes.

Supplemental Request: This is a request for funding to provide additional personnel, equipment and related expenses which enhance the service level of a program. Supplemental increases are directed at attaining Council goals or meeting increased service needs.

Tax Levy: The total amount of the general property taxes assessed on property for purposes specified in the Tax Levy Resolution.

Tax Rate: The amount of tax levied for each \$100 of assessed valuation.

Transaction Privilege Tax: Tax levied for the privilege of conducting business on the sale of goods, where the seller, not the purchaser, is responsible for the tax.

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

CAFR: Comprehensive Annual Financial Report

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

EORP: Elected Officials Retirement Plan

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

FTE: Full-time Equivalent Position

FTG: Fill the Gap

FY: Fiscal Year

GAAP: Generally Accepted Accounting Principles

GAO: United States General Accounting Office

GAIN: Getting Arizona Involved in Neighborhoods.

Glossary

GASB: Governmental Accounting Standards Board

GFOA: Government Finance Officers Association

GIS: Geographic Information System

GO: General Obligation

GOHS: Governor's Office of Highway Safety

HOA: Homeowner's Association

HSIP: Highway Safety Improvement Program

HURF: Highway User Revenue Fund

ICC: International Code Council

ICM: Institute for Court Management

IGA: Intergovernmental Agreement

JCEF: Judicial Collection Enhancement Fund

LEED: Leadership in Energy and Environmental Design

LID: Low Impact Development

LSTA: Library Services and Technology Act

LTAF: Local Transportation Assistance Fund

MAG: Maricopa Association of Governments

MDC: Municipal Development Corporation

MOSC: Municipal Operations Service Center

NASP: North Avondale Specific Plan

NCIS: National Instant Criminal-background Check System

NCIS: National

NIMS: National Incident Management System

NPDES: National Pollutant Discharge Elimination System

OASDI: Old Age Survivors and Disability Insurance

OSHA: Occupational Safety & Health Association

PCH: Phoenix Children's Hospital

PIO: Public Information Office

PIR: Phoenix International Raceway

PRLD: Parks, Recreation & Libraries Division

PSPRS: Public Safety Personnel Retirement System

QR: Quick Response

RICO: Racketeer Influenced and Corrupt Organizations Act

RMS: Radio Management System

RPTA: Regional Public Transit Authority

RWC: Regional Wireless Cooperative

SWAT: Special Weapons and Tactics

SWFAC: South West Family Advocacy Center

TOD: Transfer on Death

TRMSS: Tire Rubber Modified Surface Sealer

TPT: Transaction Privilege Tax

VIPS: Volunteers in Police Service

VISTA: Volunteers in Service to America

VOCA: Victims of Crime Act

WIFA: Water Infrastructure Financing Authority

WWTP: Wastewater Treatment Plan

RESOLUTION NO. 3557-619

A RESOLUTION OF THE COUNCIL OF THE CITY OF AVONDALE, ARIZONA, SETTING FORTH THE FINAL BUDGET, FEE SCHEDULE FOR VARIOUS CITY SERVICES AND FINANCIAL POLICIES FOR FISCAL YEAR 2019-2020.

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 an annual budget for the City of Avondale (the “City”); and

WHEREAS, the City Council desires to adopt the fee schedule for various City services for Fiscal Year 2019-2020 and the Financial Policies for Fiscal Year 2019-2020; and

WHEREAS, in accordance with ARIZ. REV. STAT. § 42-17102, the City Manager prepared and filed with the City Council the City Manager’s Budget estimates for the fiscal year beginning July 1, 2019 and ending June 30, 2020; and

WHEREAS, on May 6, 2019, the City Council approved Resolution 3552-519, adopting (i) an expenditure limitation and (ii) the estimates of expenditures for the fiscal year beginning July 1, 2019, and ending June 30, 2020, as the tentative budget for the City; and

WHEREAS, Resolution 3552-519 also directed the City Manager or designee to: (i) publish in the official City newspaper once per week for two consecutive weeks, (a) the official tentative budget and (b) a notice of the public hearing of the City Council to hear taxpayers and make tax levies at designated times and places; and (ii) not later than seven business days following consideration of Resolution 3552-519 by the City Council, (a) 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 (b) post the tentative budget on the City’s website; and

WHEREAS, due notice has been given by the City Clerk as required by law that the City Council would meet on June 3, 2019, at the City Council Chambers for the purposes of (i) hearing taxpayers on the proposed expenditures and proposed tax levies as set forth in said estimates and (ii) adopting the tentative budget as final; and

WHEREAS, due notice has been given by the City Clerk as required by law, that any new or changed City fees would be considered by the City Council on this date; and

WHEREAS, on June 3, 2019, the City Council held a public hearing on the final budget and proposed tax levy as required by law.

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 hereto as Exhibit A and incorporated herein by reference, is hereby formally adopted as the official final budget for the City for the fiscal year beginning July 1, 2019 and ending June 30, 2020.

SECTION 3. The fee schedule for the City, beginning July 1, 2019, is hereby adopted in the form attached hereto as Exhibit B and incorporated herein by reference.

SECTION 4. The statements and schedules hereto as Exhibit C and incorporated herein by reference, is hereby formally adopted as the official financial policies for the City.

SECTION 5. Upon the recommendation by the City Manager and with approval of the City Council, expenditures may be made from the appropriation for the non-departmental contingencies.

SECTION 6. Money from any fund may be used for any of these appropriations except money specifically restricted by State Law, City Ordinances, City Council action or City Charter.

SECTION 7. If any section, subsection, sentence, clause, phrase or portion of this Resolution or any part of the statements and schedules or fee schedule incorporated herein by reference are for any reason to be held invalid or unconstitutional by the decision of any court of competent jurisdiction, such decision shall not affect the validity of the remaining portions thereof.

SECTION 8. 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, June 3, 2019.



Kenneth N. Weise, Mayor

ATTEST:



Marcella Carrillo, City Clerk

APPROVED AS TO FORM:



Michael Wawro, City Attorney

EXHIBIT A
TO
RESOLUTION NO. 3557-619

[Statements and Schedules]

See following pages.

CITY OF AVONDALE
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2020

Fiscal Year	S e h	FUNDS							
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Trust & Agency Fund	Enterprise Funds Available	Internal Service Funds	Total All funds
2019	Adopted/Adjusted Budgeted Expenditures/Expenses*	E 62,150,240	22,762,369	9,871,550	91,213,935	5,000	52,524,961	5,253,955	243,782,010
2019	Actual Expenditures/Expenses**	E 62,150,240	21,862,369	9,871,550	91,273,870	5,000	52,465,026	6,153,955	243,782,010
2020	Fund Balance/Net Position at July 1***	46,806,400	26,719,200	5,574,800	47,583,370	223,800	94,793,300	4,211,500	225,912,370
2020	Primary Property Tax Levy	B 3,039,967							3,039,967
2020	Secondary Property Tax Levy	B		4,141,443					4,141,443
2020	Estimated Revenues Other than Property Taxes	C 67,523,620	33,805,250	62,000	4,026,420	3,000	33,180,650	5,546,395	144,147,335
2020	Other Financing Sources	D			0		10,000,000		10,000,000
2020	Other Financing (Uses)	D							0
2020	Interfund Transfers In	D 0	2,184,000	6,427,965	29,214,800		6,787,955	0	44,614,720
2020	Interfund Transfers (Out)	D 21,661,430	13,666,975	0	2,780,100		6,487,955	18,260	44,614,720
2020	Reduction for Amounts Not Available:								
LESS:	Amounts for Future Debt Retirement:								
	Future Capital Projects								
	Maintained Fund Balances for Financial Stability								
2020	Total Financial Resources Available	95,708,557	49,041,475	16,206,208	78,044,490	226,800	138,273,950	9,739,635	387,241,115
2020	Budgeted Expenditures/Expenses	E 65,994,459	27,051,255	10,237,810	66,580,420	5,000	60,180,071	6,650,235	236,699,250

EXPENDITURE LIMITATION COMPARISON

	2019	2020
1. Budgeted expenditures/expenses	\$ 243,782,010	\$ 236,699,250
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	243,782,010	236,699,250
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 243,782,010	\$ 236,699,250
6. EEC or voter-approved alternative expenditures limitation	\$ 243,782,010	\$ 236,699,250

*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 line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

City of Avondale
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2020

	2018-19 Fiscal Year	2019-20 Fiscal Year
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 2,914,679	\$ 3,039,967
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	2,914,679	3,039,967
B. Secondary Property Taxes	4,102,600	4,141,443
C. Total property tax levy amounts	\$ 7,017,279	\$ 7,181,410
4. Property taxes collected*		
A. Primary property taxes		
(1) 2018-19 year's levy	2,914,679	
(2) Prior Years' Levies	0	
(3) Total primary property taxes	\$ 2,914,679	
B. Secondary property taxes		
(1) 2018-19 year's levy	4,102,600	
(2) Prior Years' Levies	0	
(3) Total secondary property taxes	\$ 4,102,600	
C. Total property taxes collected	\$ 7,017,279	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.7318	0.7003
(2) Secondary property tax rate	1.03	0.954
(3) Total city/town tax rate	1.7618	1.6543
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 2019-20

SOURCE OF REVENUES	Estimated Revenues 2019	Actual Revenues* 2019	Estimated Revenues 2020
General Fund			
Taxes			
Local Sales Taxes	34,985,307	34,971,000	35,408,000
Franchise Taxes	490,410	509,000	500,000
In-Lieu Taxes	54,050	47,000	0
Audit Assessments	206,230	0	0
Intergovernmental Revenues			
State Urban Revenue Sharing	10,174,543	10,175,000	11,121,000
City's Share of St. Sales Tax	8,225,864	8,469,000	8,830,000
Auto Lieu Tax	3,662,612	3,753,000	3,900,000
IGAs Other Cities & Towns	85,830	50,000	75,620
Licenses and Permits			
Building & Develop Permits	2,378,500	1,478,000	1,436,000
Franchise Taxes	773,235	773,000	773,000
Licenses	307,920	287,000	287,000
Other Permits	72,520	38,000	38,000
Development Charges for Service	16,460	5,000	5,000
Charges for Services			
Development Charges for Service	972,240	449,000	449,000
Other Charges for Service	758,940	484,000	337,000
Recreation Charges for Service	369,330	287,000	287,000
Internal Service Charges	3,080	3,000	3,000
Fines, Forfeitures and Penalties			
Fines & Forfeitures	943,330	947,100	947,000
Other Fines	62,780	30,200	11,000
Sale of Assets			
Sale of Assets	2,503,900	1,529,000	1,054,000
Miscellaneous Revenue			
Other Revenue	1,030,910	1,588,000	1,532,000
Interest	300,000	650,000	520,000
Donations	8,350	20,000	10,000
Total General Fund	\$68,386,341	\$66,542,300	\$67,523,620
Special Revenue			
Highway User Revenue Fund			
Highway User Fees (Gas Tax)	5,207,080	5,899,000	6,076,000

*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF AVONDALE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2019-20

SOURCE OF REVENUES	Estimated Revenues 2019	Actual Revenues* 2019	Estimated Revenues 2020
Highway User Revenue Fund			
Interest	20,150	100,000	80,000
Other Revenue	330	1,000	0
Social Service			
Senior Nutrition	341,260	341,000	361,000
Community Action Program	101,460	102,000	102,000
CDBG			
CDBG	590,000	700,000	1,763,670
HOME			
Home Grant	227,630	500,000	860,100
Transit Fund			
Local Transp. Assist.(Lottery)	231,470	230,000	230,000
IGAs Other Cities & Towns	187,000	0	0
Interest	8,130	0	0
Other Revenue	22,150	0	0
0.5% Dedicated Sales Tax			
0.5% Dedicated Sales Tax	8,373,210	8,417,000	8,522,000
Public Safety Dedicated Sales Tax			
Public Safety Dedicated Sales Tax	8,385,290	8,517,000	8,602,000
Regional Family Advocacy			
Regional Family Advocacy	1,081,760	1,107,000	1,220,480
R.I.C.O. All Agencies			
Co. R.I.C.O. w/Maricopa Atty	20,810	35,000	20,000
NPDES Environmental Fund			
Environmental Programs Fund	268,540	260,000	260,000
Public Arts Fund			
Public Arts Fund	53,160	0	0
Wildland Fire Deployment			
Wildland Fire Deployment Fund	0	0	251,760
Other Grants			
Non-Departmental	5,000,090	0	5,000,000
First Things First	0	0	293,110
Care 1st Resource Center	100,000	0	85,735

*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF AVONDALE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2019-20

SOURCE OF REVENUES	Estimated Revenues 2019	Actual Revenues* 2019	Estimated Revenues 2020
Other Grants			
Fines & Forfeitures	87,390	70,000	70,000
Library Projects	12,010	5,000	7,395
NSP (Neighborhood Stabilization Progr	50,000	0	0
ACAA Utility Assistance Grant-SRP	3,670	0	0
Victims' Activities - Privately Funded	3,370	0	0
Interest	1,470	0	0
Police - Administration	3,680	0	0
Firehouse Subs Grant	26,290	0	0
Emergency Medical Services	24,000	0	0
Edward Byrne Memorial JAG	0	1,300,000	0
APS Bill Assistance Grant	15,000	0	0
ACAA Utility Assistance Grant - General	4,730	0	0
100 Club Grant	3,800	0	0
Technical Rescue Response	75,320	0	0
AZSTA SAFE RIDE, SAFE BIKE	17,160	0	0
Street Reconstruction - CDBG	1,000	0	0
Cemetery Maintenance			
Cemetery Maintenance Fund	370	1,500	0
Total Special Revenue	\$30,548,780	\$27,585,500	\$33,805,250
Debt Service			
0.5% Dedicated Sales Tax	21,930	40,000	32,000
General Obligation Bonds	8,510	35,000	30,000
Dysart Road M.D.C.	320	0	0
Hwy User's Bonds '85/91/98	250	0	0
Park Issue	30	0	0
Total Debt Service	\$31,040	\$75,000	\$62,000
Capital Projects			
Street Construction			
Development Fees	4,098,420	1,763,000	547,000
State Grants	0	0	102,000
Interest	100,780	132,000	75,000
Federal Grants	558,000	0	0
One-Time Cost Sharing	250,000	0	0

*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF AVONDALE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2019-20

SOURCE OF REVENUES	Estimated Revenues 2019	Actual Revenues* 2019	Estimated Revenues 2020
Police Development			
Development Fees	606,034	122,000	146,000
Interest	2,640	4,000	5,000
Parkland			
Federal Grants	4,200,000	0	2,100,000
Development Fees	969,090	51,000	258,000
Interest	21,900	28,000	60,000
Library Development			
Development Fees	217,462	31,000	18,000
Interest	20	0	100
One Time Capital			
Interest	1,680	10,000	0
Transit			
Federal Grants	400,000	0	400,000
Interest	0	500	0
Landscaping Landfill Remediation	41,350	50,000	0
Interest	180	0	0
General Government Development			
Development Fees	362,360	64,000	0
Interest	5,490	10,000	0
Fire Dept. Development			
Development Fees	736,892	147,000	137,000
Interest	15,360	20,000	10,000
Vehicle Replacement			
Interest	149,660	200,000	100,000
Sale of Assets	100,000	150,000	62,320
Technology Replacement Fund			
Interest	3,620	7,000	6,000
Total Capital Projects	\$12,840,938	\$2,789,500	\$4,026,420
Trust & Agency			
Volunteer Fireman's Pension			
Interest	1,730	3,600	3,000
Total Trust & Agency	\$1,730	\$3,600	\$3,000

*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF AVONDALE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2019-20

SOURCE OF REVENUES	Estimated Revenues 2019	Actual Revenues* 2019	Estimated Revenues 2020
Enterprise			
Water Fund			
Water Sales	15,370,000	15,000,000	15,000,000
Development Fees	5,478,278	769,000	821,000
Interest	312,600	640,000	652,000
Other Revenue	336,890	103,000	103,000
Sale of Assets	45,000	0	12,600
Other Fines	1,440	0	0
Meter Fees	99,390	0	0
Wastewater Fund			
Sewer Fees	9,985,200	9,700,000	9,700,000
Development Fees	7,558,512	964,000	1,118,000
Interest	128,770	245,923	257,000
Sewer Taps	55,230	0	0
Other Revenue	610	0	0
Sanitation Fund			
Refuse Collection	5,235,530	5,100,000	5,100,000
Sale of Assets	10	0	184,870
Interest	73,720	131,600	174,500
IGAs Other Cities & Towns	0	0	57,680
Other Permits	36,000	0	0
Other Revenue	4,710	0	0
Total Enterprise	\$44,721,890	\$32,653,523	\$33,180,650
Internal Service			
Printer - Copier Service			
Interest	1,640	0	0
Internal Service Charges	264,500	0	0
Risk Management			
Internal Service Charges	1,936,810	1,936,810	1,731,380
Other Revenue	13,530	0	38,800
Interest	10,030	0	10,280
Fleet Services Management			
Internal Service Charges	2,517,905	2,520,000	3,106,195
Interest	10	0	0

*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF AVONDALE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2019-20

SOURCE OF REVENUES	Estimated Revenues 2019	Actual Revenues* 2019	Estimated Revenues 2020
Fleet Services Management			
Other Revenue	1,770	0	0
Worker's Compensation			
Other Revenue	0	0	659,740
Total Internal Service	\$4,746,195	\$4,456,810	\$5,546,395
Total All Funds	\$161,276,914	\$134,106,233	\$144,147,335

*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF AVONDALE
Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2020

FUND	Other Financing 2020		Interfund Transfers 2020	
	Sources	<Uses>	In	Out
General Fund				
General Fund	0		0	21,661,430
Total General Fund	\$0		\$0	\$21,661,430
Special Revenue				
0.5% Dedicated Sales Tax	0		0	8,147,865
Public Arts Fund	0		50,000	
CDBG	0		0	1,060
Regional Family Advocacy	0		348,910	40,920
Transit Fund	0		1,282,160	
Home Grant	0		49,230	
Community Action Program	0		67,680	
Senior Nutrition	0		386,020	24,730
Highway User Revenue Fund	0		0	5,451,340
Environmental Programs Fund	0		0	1,060
Total Special Revenue	\$0		\$2,184,000	\$13,666,975
Debt Service				
0.5% Dedicated Sales Tax	0		5,662,540	
2019 PRO Debt Service	0		765,425	
Total Debt Service	\$0		\$6,427,965	
Capital Projects				
Street Construction	0		10,000,000	
Police Development	0		2,400,000	
Parkland	0		12,000,000	
One Time Capital	0		1,150,000	2,500,000
Vehicle Replacement	0		2,387,290	
Equipment Replacement Fund	0		927,510	
Library Development	0		350,000	280,100
Total Capital Projects	\$0		\$29,214,800	\$2,780,100
Enterprise				
Water Operations	0		0	3,497,560
Sewer Operations	0		0	1,853,840
Sewer Development	0		1,650,000	
Water Development	10,000,000		3,150,000	
Sanitation	0		0	1,136,555
Sanitation Development	0		50,000	
Water Equipment Replacement	0		497,560	
Sewer Equipment Replacement	0		353,840	
Sanitation Eq. Replacement	0		1,086,555	
Total Enterprise	\$10,000,000		\$6,787,955	\$6,487,955

CITY OF AVONDALE
Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2020

FUND	Other Financing 2020		Interfund Transfers 2020	
	Sources	<Uses>	In	Out
Internal Service				
Fleet Services Fund	0		0	16,030
Risk Management Fund	0		0	2,230
Total Internal Service	\$0		\$0	\$18,260
Total All Funds	\$10,000,000		\$44,614,720	\$44,614,720

CITY OF AVONDALE
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2020

FUND/DEPARTMENT	Adopted Budgeted Expenditures/ Expenses 2019	Expenditure/ Expense Adjustments Approved 2019	Actual Expenditures/ Expenses* 2019	Budgeted Expenditures/ Expenses 2020
General Fund				
City Council	271,275	(7,394)	263,881	300,910
City Administration	1,249,880	(2,962)	1,246,918	1,514,605
City Attorney	528,960	180,450	709,410	1,269,990
Information Technology	2,599,325	(100)	2,599,225	5,197,695
Community Relations	814,346	500	814,846	658,215
Non-Departmental	4,522,429	(220,478)	4,301,951	4,367,280
Finance & Budget	2,960,746	38,755	2,999,501	2,775,615
Human Resources	966,147	(21,817)	944,330	891,330
Development & Engineering Services	3,160,291	237,051	3,397,342	3,697,755
City Clerk	627,286	(100)	627,186	675,580
Police	18,039,887	(6,447)	18,033,440	18,762,017
City Court	1,140,835	-	1,140,835	1,180,150
Fire and Medical	10,399,054	(2,382)	10,396,672	10,131,005
Economic Development	5,567,874	-	5,567,874	4,233,404
Parks & Recreation Dept.	5,732,010	(111,008)	5,621,002	6,520,376
Neighborhood and Family Services	3,546,145	(84,068)	3,462,077	3,795,622
Public Works	23,750	-	23,750	22,910
Total General Fund	\$62,150,240	\$0	\$62,150,240	\$65,994,459
Special Revenue				
Information Technology	0	-	0	92,270
Community Relations	142,551	(2,647)	139,904	166,530
Non-Departmental	5,774,430	(4,165,923)	1,608,507	5,964,110
Finance & Budget	72,800	(14,262)	58,538	25,000
Development & Engineering Services	4,885,318	34,387	4,919,705	4,659,190
Police	6,222,782	457,555	6,680,337	7,715,890
City Court	427,980	-	427,980	451,310
Fire and Medical	2,163,190	-	2,163,190	2,387,860
Parks & Recreation Dept.	0	9,107	9,107	38,000
Neighborhood and Family Services	1,201,881	2,527,387	3,729,268	3,652,920
Public Works	1,871,437	254,396	2,125,833	1,898,175
Total Special Revenue	\$22,762,369	(\$900,000)	\$21,862,369	\$27,051,255
Capital Projects				
Information Technology	1,398,000	-	1,398,000	984,000
Non-Departmental	40,005,345	(8,450,895)	31,554,450	1,150,000
Development & Engineering Services	17,438,500	(473,385)	16,965,115	16,541,500
Police	4,100,000	-	4,100,000	10,416,881
Fire and Medical	1,023,000	-	1,023,000	453,327
Parks & Recreation Dept.	13,338,000	8,756,895	22,094,895	21,575,000
Neighborhood and Family Services	9,000,000	-	9,000,000	11,895,707
Public Works	3,586,090	369,320	3,955,410	2,564,005

*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 Within Each Fund Type
Fiscal Year 2020

FUND/DEPARTMENT	Adopted Budgeted Expenditures/ Expenses 2019	Expenditure/ Expense Adjustments Approved 2019	Actual Expenditures/ Expenses* 2019	Budgeted Expenditures/ Expenses 2020
Capital Improvement Projects	1,325,000	(142,000)	1,183,000	1,000,000
Total Capital Projects	\$91,213,935	\$59,935	\$91,273,870	\$66,580,420
Debt Service				
Non-Departmental	0	-	0	10,237,810
Public Works	9,871,550	-	9,871,550	0
Total Debt Service	\$9,871,550	\$0	\$9,871,550	\$10,237,810
Enterprise				
Information Technology	417,880	-	417,880	923,882
Non-Departmental	1,213,570	503	1,214,073	1,157,750
Development & Engineering Services	1,600,000	(370,000)	1,230,000	77,453
Public Works	49,243,511	309,562	49,553,073	57,720,986
Capital Improvement Projects	50,000	-	50,000	300,000
Total Enterprise	\$52,524,961	(\$59,935)	\$52,465,026	\$60,180,071
Internal Service				
Information Technology	0	-	0	7,500
Non-Departmental	330,150	2,735	332,885	150
Human Resources	2,324,400	897,265	3,221,665	3,855,860
Public Works	2,599,405	-	2,599,405	2,786,725
Total Internal Service	\$5,253,955	\$900,000	\$6,153,955	\$6,650,235
Trust & Agency				
Fire and Medical	5,000	-	5,000	5,000
Total Trust & Agency	\$5,000	\$0	\$5,000	\$5,000
Total All Funds	\$243,782,010	\$0	\$243,782,010	\$236,699,250

*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 2020

DEPARTMENT/FUND	Adopted Budgeted Expenditures/ Expenses 2019	Expenditure/ Expense Adjustments Approved 2019	Actual Expenditures/ Expenses* 2019	Budgeted Expenditures/ Expenses 2020
City Council				
General Fund	271,275	-7,394	263,881	300,910
Total City Council	\$271,275	(\$7,394)	\$263,881	\$300,910
City Administration				
General Fund	1,249,880	-2,962	1,246,918	1,514,605
Total City Administration	\$1,249,880	(\$2,962)	\$1,246,918	\$1,514,605
City Attorney				
General Fund	528,960	180,450	709,410	1,269,990
Total City Attorney	\$528,960	\$180,450	\$709,410	\$1,269,990
Information Technology				
General Fund	2,599,325	-100	2,599,225	5,197,695
Sewer Operations	0	0	0	191,200
Water Operations	380	0	380	124,182
Public Safety Dedicated Sales Tax	0	0	0	33,990
Highway User Revenue Fund	0	0	0	27,900
Regional Family Advocacy	0	0	0	15,380
Environmental Programs Fund	0	0	0	14,000
Sanitation	0	0	0	14,000
Fleet Services Fund	0	0	0	7,500
CDBG	0	0	0	1,000
Total Information Technology	\$2,599,705	(\$100)	\$2,599,605	\$5,626,847
Community Relations				
General Fund	814,346	500	814,846	658,215
Public Arts Fund	142,551	-2,647	139,904	166,530
Total Community Relations	\$956,897	(\$2,147)	\$954,750	\$824,745
Non-Departmental				
Other Grants	5,000,000	-4,176,115	823,885	5,000,000
General Fund	4,522,429	-220,478	4,301,951	4,367,280
Sewer Operations	70	503	573	1,130,380
Public Safety Dedicated Sales Tax	499,000	0	499,000	499,000
Highway User Revenue Fund	255,690	1,780	257,470	445,370
Water Operations	1,213,280	0	1,213,280	27,150
Cemetery Maintenance Fund	15,740	0	15,740	15,740

*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 2020

DEPARTMENT/FUND	Adopted Budgeted Expenditures/ Expenses 2019	Expenditure/ Expense Adjustments Approved 2019	Actual Expenditures/ Expenses* 2019	Budgeted Expenditures/ Expenses 2020
Non-Departmental				
0.5% Dedicated Sales Tax	4,000	0	4,000	4,000
Sanitation	220	0	220	220
Fleet Services Fund	150	0	150	150
Printer - Copier Service Fund	330,000	0	330,000	0
Public Arts Fund	0	2,647	2,647	0
Regional Family Advocacy	0	5,765	5,765	0
Risk Management Fund	0	2,735	2,735	0
Total Non-Departmental	\$11,840,579	(\$4,383,163)	\$7,457,416	\$11,489,290
Finance & Budget				
General Fund	2,960,746	38,755	2,999,501	2,775,615
Other Grants	72,800	-14,262	58,538	25,000
Total Finance & Budget	\$3,033,546	\$24,493	\$3,058,039	\$2,800,615
Human Resources				
Risk Management Fund	2,324,400	-2,735	2,321,665	2,194,410
Worker's Compensation Fund	0	900,000	900,000	1,661,450
General Fund	966,147	-21,817	944,330	891,330
Total Human Resources	\$3,290,547	\$875,448	\$4,165,995	\$4,747,190
Development & Engineering Services				
General Fund	3,160,291	237,051	3,397,342	3,697,755
Highway User Revenue Fund	3,199,668	-1,060	3,198,608	2,933,960
Transit Fund	1,393,050	0	1,393,050	1,475,320
Environmental Programs Fund	292,600	0	292,600	249,910
Other Grants	0	35,447	35,447	0
Total Development & Engineering Services	\$8,045,609	\$271,438	\$8,317,047	\$8,356,945
City Clerk				
General Fund	627,286	-100	627,186	675,580
Total City Clerk	\$627,286	(\$100)	\$627,186	\$675,580
Police				
General Fund	18,039,887	-6,447	18,033,440	18,762,017
Public Safety Dedicated Sales Tax	4,822,522	0	4,822,522	6,224,530
Regional Family Advocacy	1,400,260	306,558	1,706,818	1,491,360
Other Grants	0	117,302	117,302	0

*Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

CITY OF AVONDALE
Summary by Department of Expenditures/Expenses
Fiscal Year 2020

DEPARTMENT/FUND	Adopted Budgeted Expenditures/ Expenses 2019	Expenditure/ Expense Adjustments Approved 2019	Actual Expenditures/ Expenses* 2019	Budgeted Expenditures/ Expenses 2020
Police				
Co. R.I.C.O. w/Maricopa Atty	0	33,695	33,695	0
Total Police	\$24,262,669	\$451,108	\$24,713,777	\$26,477,907
City Court				
General Fund	1,140,835	0	1,140,835	1,180,150
Public Safety Dedicated Sales Tax	273,740	0	273,740	294,380
Court Payments	154,240	0	154,240	156,930
Total City Court	\$1,568,815	\$0	\$1,568,815	\$1,631,460
Fire and Medical				
General Fund	10,399,054	-2,382	10,396,672	10,131,005
Public Safety Dedicated Sales Tax	2,014,800	0	2,014,800	1,980,410
Wildland Fire Deployment Fund	0	0	0	251,760
Other Grants	148,390	0	148,390	155,690
Volunteer Fire Fighter's Pension	5,000	0	5,000	5,000
Total Fire and Medical	\$12,567,244	(\$2,382)	\$12,564,862	\$12,523,865
Economic Development				
General Fund	5,567,874	0	5,567,874	4,233,404
Total Economic Development	\$5,567,874	\$0	\$5,567,874	\$4,233,404
Parks & Recreation Dept.				
General Fund	5,732,010	-111,008	5,621,002	6,520,376
Transit Fund	0	0	0	38,000
Other Grants	0	9,107	9,107	0
Total Parks & Recreation Dept.	\$5,732,010	(\$101,901)	\$5,630,109	\$6,558,376
Neighborhood and Family Services				
General Fund	3,546,145	-84,068	3,462,077	3,795,622
CDBG	308,670	776,865	1,085,535	1,346,310
Home Grant	134,217	961,298	1,095,515	951,490
Senior Nutrition	621,924	32,345	654,269	660,530
Other Grants	430	671,481	671,911	512,755
Community Action Program	136,640	30,803	167,443	133,240
Library Projects	0	54,595	54,595	48,595
Total Neighborhood and Family Services	\$4,748,026	\$2,443,319	\$7,191,345	\$7,448,542

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CITY OF AVONDALE
Summary by Department of Expenditures/Expenses
Fiscal Year 2020

DEPARTMENT/FUND	Adopted Budgeted Expenditures/ Expenses 2019	Expenditure/ Expense Adjustments Approved 2019	Actual Expenditures/ Expenses* 2019	Budgeted Expenditures/ Expenses 2020
Public Works				
Water Development	12,595,000	0	12,595,000	19,020,494
Water Operations	12,382,045	-59,935	12,322,110	12,179,254
Sewer Development	10,215,000	0	10,215,000	11,295,983
Sewer Operations	8,551,908	-503	8,551,405	7,228,161
Sanitation	5,044,158	0	5,044,158	5,410,182
Fleet Services Fund	2,599,405	0	2,599,405	2,786,725
Sanitation Eqt. Replacement	776,000	0	776,000	1,905,665
Highway User Revenue Fund	1,871,437	-720	1,870,717	1,898,175
Water Equipment Replacement	724,900	0	724,900	882,100
Sewer Equipment Replacement	472,000	0	472,000	429,100
Sanitation Development	550,000	0	550,000	342,000
General Fund	23,750	0	23,750	22,910
Other Grants	0	255,116	255,116	0
Total Public Works	\$55,805,603	\$193,958	\$55,999,561	\$63,400,749
Debt Service				
0.5% Dedicated Sales Tax	5,538,340	0	5,538,340	5,232,450
General Obligation Bonds	4,062,940	0	4,062,940	3,968,985
2019 PRO Debt Service	0	0	0	765,425
Dysart Road M.D.C.	267,770	0	267,770	270,950
Hwy User's Bonds '85/91/98	2,500	0	2,500	0
Total Debt Service	\$9,871,550	\$0	\$9,871,550	\$10,237,810
Capital Projects				
Parkland	16,427,000	8,450,895	24,877,895	23,850,000
Street Construction	13,806,500	59,935	13,866,435	14,539,500
One Time Capital	10,568,000	0	10,568,000	12,970,707
Police Development	3,900,000	0	3,900,000	10,416,881
Vehicle Replacement	3,591,435	0	3,591,435	2,564,005
Equipment Replacement Fund	1,398,000	0	1,398,000	1,004,850
Fire Development	1,248,000	0	1,248,000	759,477
Transit	275,000	0	275,000	475,000
Improvement Districts	40,000,000	-8,450,895	31,549,105	0

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**CITY OF AVONDALE
Summary by Department of Expenditures/Expenses
Fiscal Year 2020**

DEPARTMENT/FUND	Adopted Budgeted Expenditures/ Expenses 2019	Expenditure/ Expense Adjustments Approved 2019	Actual Expenditures/ Expenses* 2019	Budgeted Expenditures/ Expenses 2020
Capital Projects				
Total Capital Projects	<u>\$91,213,935</u>	<u>\$59,935</u>	<u>\$91,273,870</u>	<u>\$66,580,420</u>
Total All Funds	<u>\$243,782,010</u>	<u>\$0</u>	<u>\$243,782,010</u>	<u>\$236,699,250</u>

*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 2020

FUND	Full-Time Equivalent (FTE) 2020	Employee Salaries and Hourly Costs 2020	Retirement Costs 2020	Healthcare Costs 2020	Other Benefit Costs 2020	Total Estimated Personnel Compensation 2020
General Fund	392.45	31,178,155	5,861,560	3,478,790	2,599,940	43,118,445
Total	392.45	\$31,178,155	\$5,861,560	\$3,478,790	\$2,599,940	\$43,118,445
Special Revenue						
Highway User Revenue Fund	20.30	1,407,830	170,710	188,400	164,910	1,931,850
Senior Nutrition	8.50	342,310	33,680	55,760	30,725	462,475
Community Action Program	2.00	80,740	9,780	18,570	6,660	115,750
Other Grants	5.00	272,850	32,275	45,120	22,460	372,705
Transit Fund		1,200	-	-	-	1,200
Court Payments	0.80	41,590	5,050	7,420	3,820	57,880
Regional Family Advocacy	7.00	512,160	61,820	65,920	41,050	680,950
Public Safety Dedicated Sales Tax	63.00	4,857,770	1,329,120	587,010	446,280	7,220,180
CDBG	2.00	155,820	18,540	18,130	13,660	206,150
Environmental Programs Fund	1.00	98,470	11,930	9,280	8,110	127,790
Wildland Fire Deployment Fund		153,000	42,560	9,500	2,500	207,560
Total Special Revenue	109.60	\$7,923,740	\$1,715,465	\$1,005,110	\$740,175	\$11,384,490
Enterprise						
Water Operations	33.30	2,394,378	290,700	309,100	232,660	3,226,838
Sewer Operations	22.30	1,545,250	187,190	207,040	151,890	2,091,370
Sanitation	21.50	1,311,000	158,640	199,950	149,920	1,819,510
Total Enterprise	77.10	\$5,250,628	\$636,530	\$716,090	\$534,470	\$7,137,718
Internal Service						
Risk Management Fund	0.80	79,070	9,560	7,430	6,620	102,680
Fleet Services Fund	7.60	537,300	65,130	70,580	52,450	725,460
Worker's Compensation Fund	1.20	103,540	12,550	11,130	8,660	135,880
Total Internal Service	9.60	\$719,910	\$87,240	\$89,140	\$67,730	\$964,020
Total All Funds	588.75	\$45,072,433	\$8,300,795	\$5,289,130	\$3,942,315	\$62,604,673