City of Avondale

ANNUAL BUDGET & FINANCIAL PLAN

Fiscal Year 2007 - 2008

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished
Budget Presentation
Award

PRESENTED TO

City of Avondale

Arizona

For the Fiscal Year Beginning

July 1, 2006

President

Executive Director

The Government Finance Officer's Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Avondale for its annual budget for the fiscal year beginning July 1, 2006.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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

Annual Budget for the fiscal year beginning
July 1, 2007 through June 30, 2008
Adopted by the City Council on June 18, 2007

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 2007-2008 Annual Budget book.

- Introductory section – The table of contents is followed by an organization chart, the City's mission and values statement, a brief biography of our City Council and a community profile.

- Budget Message – This section includes the budget message from the City Manager to the Mayor and Council which includes financial priorities and significant issues for the FY 2007-2008 budget year.

- Budget Summary – This section provides the reader with a summary of the FY 2007-2008 budget and financial plan. Included are projections of year-end financial condition for each fund along with staffing changes for the coming year. This section includes City revenue data including trends, restrictions, forecast assumptions and historical figures. Financial policies and an overview of the budget process are also included.

- Department Sections – This section includes departmental/division activities, FY 2007-2008 goals, performance indicators, appropriations, authorized staffing levels and FY2006-07 highlights.

- Capital Improvement Program – This section provides the reader with the City's ten year blueprint for creating and maintaining the crucial infrastructure that will support the continued growth and development. The financing of the plan is included with a full description of all funding sources and outstanding debt.

- Schedules and Summaries – This section includes all detailed schedules of revenues, expenditures, interfund transfers, property taxes, supplemental requests and other supplementary schedules. Also provided are miscellaneous City statistics.

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City of Avondale

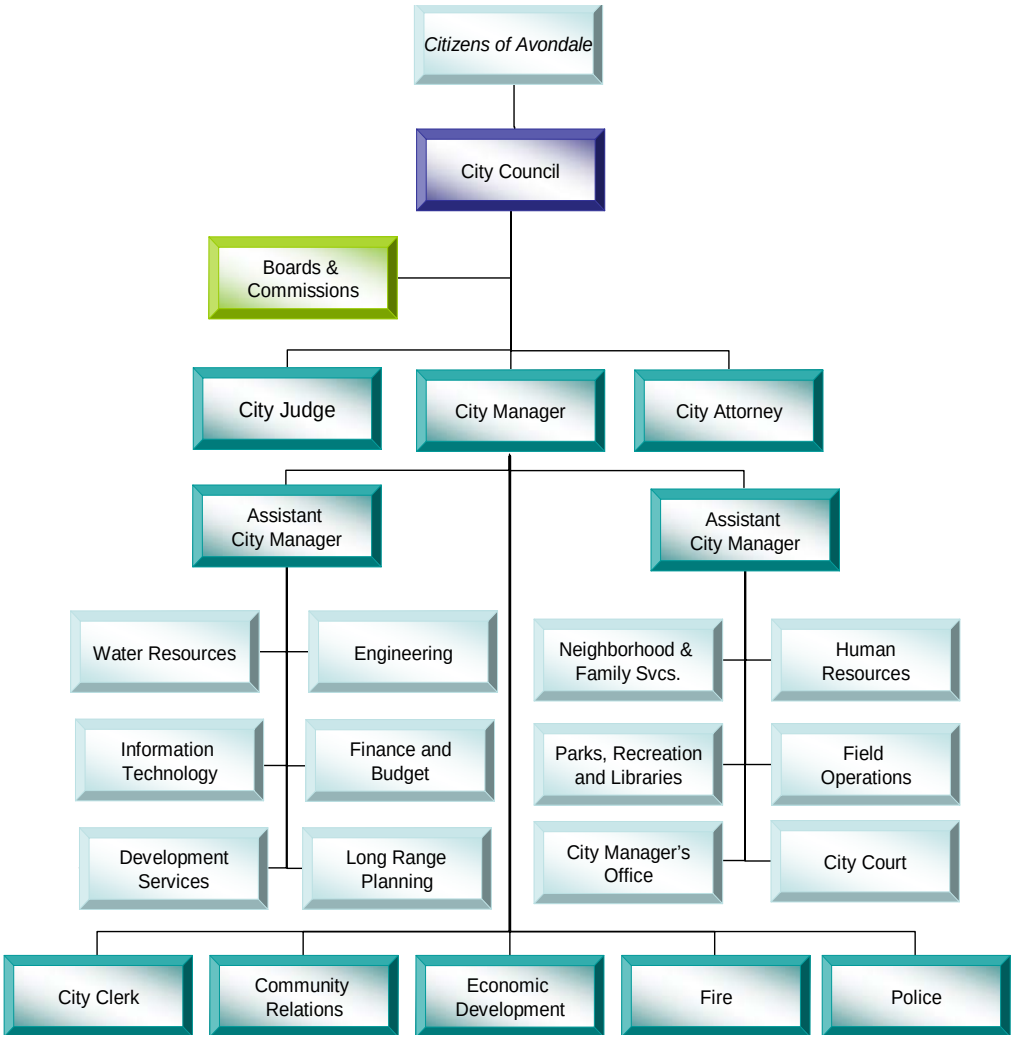
Finance and Budget Department

11465 W. Civic Center Drive, #250

Avondale, AZ 85323-6807

(623) 333-2000

Organization Chart



Management Staff

Charles McClendon, City Manager

David Fitzhugh, Assistant City Manager

Rogene Hill, Assistant City Manager

Department Heads

Cherlene R. Penilla, Human Resources Director

Pier Simeri, Community Relations Director

Claudia Whitehead, Economic Development Director

Kevin Hinderleider, Information Tech. Director

Gina Montes, Neighborhood/Family Svcs. Director

Linda Farris, City Clerk

Paul Adams, Fire Chief

Vacant, City Engineer

Dan Davis, Parks, Recreation & Libraries Director

Janet Stewart, Field Operations Director

Kevin Artz, Finance and Budget Director

Dean Svoboda, Long Range Planning

Brian Berndt, Development Services Director

Richard Lynch, City Judge

Kevin Kotsur, Police Chief

Vacant, Water Resources Director

Mission Statement

Serving the citizens of Avondale: Building community…celebrating diversity…fostering pride

Our Values

Integrity

- Respect for others
- Dedication to do the "right thing"
- Honesty

Communication

- Listening
- Inclusive
- Timely
- Diversified
- Internal/External

Customer Service

- Quality
- Timely
- Extra mile
- Beyond expectations
- Professional/polite

Innovation/Creativity

- Beyond what was done before
- Risk taking
- "Outside the box"
- Creativity

We value our culture and history.

Unidos Para Servir…United to Serve.

Avondale City Council
FY 2007-2008

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

Mayor Marie Lopez-Rogers

Served on council since January 1996; as Vice-Mayor until Dec. 2003; re-elected in November 2003; appointed Mayor in January 2006
Term expires: December 31, 2007 - Third Term

CITY/REGIONAL COMMITTEES:

- Served on the Planning and Zoning Commission until June 2001
- Housing Code Task Force, Former Member
- League of Arizona Cities & Towns, Executive Committee Member
- Maricopa Association of Governments
  - Regional Council, Member
  - Transportation Policy Committee, Member
  - Human Service Coordinating Committee, Chair
  - Youth Policy Committee, Former Chair
- Governor's Arizona Rides Council, Member
- Governor's Statewide Youth Development Task Force, Member
- Attorney General's Latino Community Justice Council, Member
- Arizona Women in Municipal Government, Ex-Officio President
- Leadership West, Member
- Southwest Valley Chamber of Commerce, Past Chair
- Estrella Mountain Community College/Southwest Skill Center Advisory Board, Member
- Area Agency on Aging, Former Board Member
- Neighborhood Housing Services of Southwest Maricopa County, Former Board Member
- Valley Metro/Regional Public Transportation Authority, Board Treasurer
- Southwest Valley START Transit Assessment and Review Team, Chair

NATIONAL COMMITTEES:

- Member, National League of Cities (NLC)
- NLC Board of Directors, Former Member
- NLC's Hispanic Elected Local Officials (HELO), Board Vice President
- NLC's Women in Municipal Government (WIMG), Immediate Past President
- NLC's Advisory Council, Member
- Nominating Committee, Former Member
- NLC's Municipalities in Transition, Equity and Opportunity Panel Member
- National Association of Latino Elected Officials (NALEO), Member

PERSONAL:

- Married; three children, six grandchildren.
- A native of Arizona, Marie has lived in Avondale since she was seven.
- Her general interests include social work, public service and reading
- Received the Arizona League of Cities and Towns Distinguished Service Award
- Received the Hispanic Leadership Institute-West Public Service Award

Vice Mayor Charles M. Wolf

Appointed to the City Council: June 18, 2003; re-elected September 2005. Term expires Dec. 31, 2009.

CITY COMMITTEES:

- Member, Council Citizen Committee's Interview Sub-Committee
- Member, Contributions Assistance Program Council Subcommittee
- Past Chair, Citizens Water and Wastewater Advisory Committee
- Past member, Capital Improvement Plan Citizens Committee
- Past Member, Citizens Recycling Committee

EDUCATION & EMPLOYMENT

- Doctor of Engineering degree, Civil Engineering, Texas A&M University
- Master of Engineering degree, Civil/Environmental Engineering, Texas A&M University
- Bachelor of Science degree in Civil/Environmental Engineering from Texas A&M University
- Employment: Senior Associate with Malcolm Pirnie, Inc., specializing in management of large civil/public reclamation works projects.

COMMUNITY/PROFESSIONAL INVOLVEMENT

- Arizona Water Pollution Control Association
- Chair of Public Education Committee; Member, Water Reclamation and Conservation Committee
- Member, Water Reclamation and Conservation Committee
- Chair, 2007 Stockholm Junior Prize National Competition Planning Team
- Water Environment Federation – Member, National Public Education Committee
- West Valley Arts Council, Board of Directors
- Tau Beta Pi National Engineering Honor Society
- Chi Epsilon National Civil Engineering Honor Society
- Church leadership and support activities, including teaching two to three times a year to local elementary school aged youth

PERSONAL:

- Married
- Resident of Avondale for seven years
- General interests: Spending time with family, reading, learning, and teaching. All sports especially golf, softball and snow skiing.

Councilmember Jim Buster

Elected November 2005.
Term expires Dec. 31, 2009.

CITY/REGIONAL COMMITTEES:

- Member, Avondale Charter Review Committee

EDUCATION & EMPLOYMENT:

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

PERSONAL:

- Married; two children
- Resident of Avondale for eight years
- General Interests: family, church activities, weight lifting, singing and baseball fan

Councilmember Jason Earp

Elected September 2003; took office in January 2004. Term expires December 31, 2007.

REGIONAL/NATIONAL COMMITTEES

- Member, Contributions Assistance Program Council Subcommittee
- Member, National League of Cities
- Member, National Association of Latino Elected Officials (NALEO)
- Member, START Committee

EDUCATION & EMPLOYMENT:

- Public Works Director, City of Tolleson
- Master of Organization Management, University of Phoenix
- Bachelor of Science in Business Administration, University of Arizona
- Graduate of Agua Fria Union High School

COMMUNITY INVOLVEMENT

- Past President, Hispanic Leadership Forum, del Suroeste
- Avondale Little League, Coach
- Leadership West, Class 6
- Keeping Excellence in Youth Support (KEYS), former counselor

PERSONAL

- Married; two children
- Native and lifelong resident of Avondale

Councilmember Betty S. Lynch

First elected in November 1999; re-elected in November 2003. Served as Vice-Mayor 2004-2006. Term expires Dec. 31, 2007.

CITY/REGIONAL COMMITTEES:

- Board Member, Past Treasurer, Finance/Budget Chair, by-laws chair, Neighborhood Housing Services of Southwestern Maricopa County
- Board Member, Luke West Valley Council. She also served on its Community Development Committee, and co-chairs the Human Services Committee
- Board Member and Chair, Avondale Risk Management Trust Funds Board
- Board Member and Chair, Avondale Municipal Development Corporation Commission
- Past Member, Treasurer and Board of Directors, Leadership West
- Past Member, Leadership West Committee for Growth and Development; Co-chair Graduation and Synthesis Day, Infrastructure Day and Selection Committee
- Chair Elect, Board of Management, Southwest Valley YMCA; Member, Finance Committee; Member of Executive Director Selection Committee
- Member, Arizona League of Cities and Towns, Resolutions Committee
- Former, Alternate Member, West Valley Mayors and Manager's
- Member, Avondale CDBG Entitlement Program
- Co-Chair, MAG Human Services Transit Coordination Project
- Past Chair, Western Maricopa Enterprise Zone (WMEZ); Currently Treasurer
- Co-Chair of the West Valley Human Services Alliance
- Member, MAG Domestic Violence Council
- Representative for Avondale, WESTMARC Board of Directors; serves on Economic Development Committee

NATIONAL COMMITTEES:

- Member, National League of Cities (NLC)
- Past Member, NLC Women in Municipal Government
- Member, NLC Leadership Training Institute (LTI) – earned Bronze, Silver and Gold Certificates
- One of less than 50 Nationwide to be awarded the LTI Platinum Certificate; Candidate for Diamond Certificate
- Member, NLC LTI Board; serves on By-Laws Committee
- Member, NLC Community and Economic Policy and Advocacy Committee; NLC University Cities Committee
- Mentor, New Members of NLC

EDUCATION & EMPLOYMENT:

- Summa Cum Laude Graduate Sacred Heart University, Fairfield, CT Bachelor of Science, Major Accounting, Minor Business Administration
- Summa Cum Laude Graduate Sacred Heart University, MBA Major in Finance and Minor in Controllership
- Regent for Alma Mater, formerly a Trustee and Chairperson for the Alumni Council Executive Committee
- Certified Instructor, Maricopa Community Colleges
- Certificate National Association of Bank Women, Certified Leader Trainer
- Graduate, Leadership West's Class V
- Former President, Vice President Treasurer and CFO of Heritage Bank, Watertown, CT
- Former CFO, Several Corporations & Banks, CT

COMMUNITY INVOLVEMENT:

- Past Member, Southwest Valley Chamber of Commerce Advisory Board
- Member, West Valley Fine Arts Council
- Past Chair, Leadership Initiative Committee, WESTMARC
- Sponsor, Health and Human Services Day, Life & Leisure Day, Public Infrastructure Day, Leadership West Issue Days
- Campaign Cabinet for New Life Center Fundraising

PERSONAL:

- Married, Husband John J. (Deceased)
- Daughter, Cynthia Jean (Deceased)
- Resident of Avondale for ten years
- General Interests: promoting Avondale, gathering knowledge, reading, stitchery, gardening, playing piano and my two kitties

Councilmember Frank Scott

Elected November 2005.
Term Expires: December 2009.

REGIONAL COMMITTEES:

- Avondale representative, Maricopa County Human Service Department Community Services Commission
- Avondale representative, Southwest Valley Chamber of Commerce Board of Directors
- Chair, Southwest Valley Chamber of Commerce Business Retention & Tourism (BRATS) Committee
- Board Member, Southwest Lending Closet
- Member, Southwest Community Network

EDUCATION & EMPLOYMENT

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

PERSONAL:

- Married; two children
- Resident of Avondale since 1974

Councilmember Ken Weise

Appointed to the City Council, January 2006.
Term Expires: December 2007.

CITY COMMITTEE:

- Charter Review Committee
- Citizens Police Academy
- Member, Contributions Assistance Program Council Subcommittee

EDUCATION & EMPLOYMENT

- Field Application Engineer, Newark Services
- Attended Moraine Valley College in Illinois studying business administration

PERSONAL:

- Married; two daughters
- Resident of the City for 11 years and resident of Arizona since 1986

Avondale Community Profile

LOCATION

- Nestled at the base of the scenic Estrella Mountains where the Agua Fria and Gila rivers meet, Avondale is located along the Interstate10 corridor, and just a 15-minute commute from the heart of Phoenix. Avondale's freeway development sites are premium locations in the metro area for new stores, restaurants, hotels, offices and business parks.

- Nearly 2.2 million potential customers are within a 30-minute radius, and the Phoenix valley wide population is over 4 million.

- The City of Avondale is an ideal transportation hub. Bisected by Interstate 10 and bordered by the 101 Freeway, Avondale boasts current daily traffic counts over 116,000 along I-10 and over 80,000 along the 101.

- Avondale continues to be successful in attracting new shopping and employment opportunities throughout the community. Currently, more than 400 acres of agricultural land is under development for employment, office and retail. In fact, 2007 promises to be a dynamic year in Avondale's economic development history with new projects of all types under construction.

COMMUNITY

- Over the last decade, population growth took place at a rate of over 120%, making the city one of the fastest-growing areas in Maricopa County. Over that same period of time, housing starts grew more than 700%.

- The current population is over 70,000 residents and is projected to rise to more than 100,000 by 2010.

- The cost of living is below the national average, the average household income is $70,000, and the average home price is $237,000.

- Avondale has made substantial investments into community amenities including the construction of a new 32,000 square foot library located on the Civic Center Campus; acquisition and development of Festival Fields, an 85-acre community park located on Lower Buckeye Road just east of Litchfield Road, which will include a festival area and four softball fields. In addition, the City and Pendergast Elementary School District will start work on a 10-acre neighborhood park near Encanto Boulevard and 113th Avenue. Future plans include replacing the current main library housed in Old Town Avondale.

Avondale Community Profile

QUALITY OF LIFE

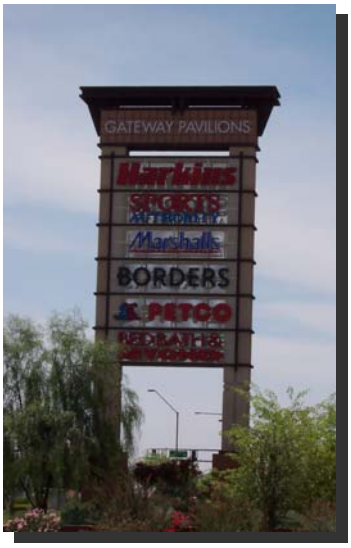
- Home to the Phoenix International Raceway (PIR), the world's fastest one-mile paved oval, Avondale plays host to NASCAR twice a year, Indy Racing League, and USAC open-wheel cars throughout the spring and fall. PIR attracts over 400,000 enthusiasts and hundreds of race teams, spending hundreds of millions of dollars.

- The quality of life and the variety of cultural, economic, geographic and educational advantages in the area provides a progressive atmosphere rich in resources and opportunity. Avondale and its environs offer numerous recreational activities, an array of dining and entertainment venues, as well as housing to suit any budget.

- Public safety is a priority in our community, as evidenced by the state-of-the-art public safety facility that opened in 2000 and the Avondale Civic Center that opened in December 2003. The Civic Center provides a one-stop-shop government center complex to serve residents. Located on a 60-acre parcel along Avondale Boulevard, just south of Van Buren Street, the Avondale Civic Center houses the new City Hall, a police administration building and a municipal court building. This development serves as the cornerstone for the Avondale Boulevard business corridor.

- Unique to the City are the three rivers that traverse it- the Gila, Salt and Agua Fria Rivers. The convergence of these natural resources presents an extraordinary opportunity to plan for a sustainable open space system for the future. Avondale's award winning Wetlands project, assures the City an adequate water supply for the next 100 years. Avondale is the first West Valley city to achieve this milestone.

- The Estrella Mountain College currently serves an annual enrollment of approximately 7,200 students and enrollment is projected to grow to more than 20,000 students in the next 15-20 years.



BUSINESS ENVIRONMENT

- Avondale, located adjacent to Phoenix, is home to one of the fastest-growing labor forces in the US, consisting of more than a half a million people. The workforce in Avondale is young, educated, and skilled and consists of over 38,000 workers.

- Excellent accessibility to suppliers, customers, and other markets through Phoenix Sky Harbor Airport, with over 700,000 annual takeoffs and landings, and Phoenix-Goodyear Airport, located on Avondale's Western boundary.

- Avondale has about 16,500 frontage feet on the South side of I-10 and another 13,730 feet to the North; most of this high visibility freeway frontage is available for immediate quality development.

Avondale Community Profile

HISTORICAL SIGNIFICANCE

- Like the Pima and Papago Indians who were on the land before them, the first white settlers near the Salt River and the Gila River confluence were farmers. These settlers were drawn into 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.

- Billy Moore was one of the first settlers in this area. He had quite a colorful career and sordid past before he arrived, as a known member of Quantrell's Raiders and a friend of Frank and Jessie James. It is rumored that he slept with a sharp machete under his bed, and was known to place a gun in front of himself on the counter when any desperados came into his store. He was a strong, tough man who was once wounded in a fight and was found dying in the desert by a Native American woman who nursed him back to life and later became his wife. In the late 1860's, Moore, established the Coldwater freight station on the west edge of the Agua Fria River, Spanish for Cold Water. A nearby ranch named, "Avondale Ranch," is where the city later took its name.

- Billy built an adobe storefront, a home, converted the cold spring he discovered into a well, and served the westward newcomers. As the homesteaders settled on land in the vicinity, Billy expanded his shop into a stage shop and post office. Conveniently located on the main wagon route to California, the station came to be known as Coldwater River Crossing by those who traveled through and the pioneers who carved out a community there.

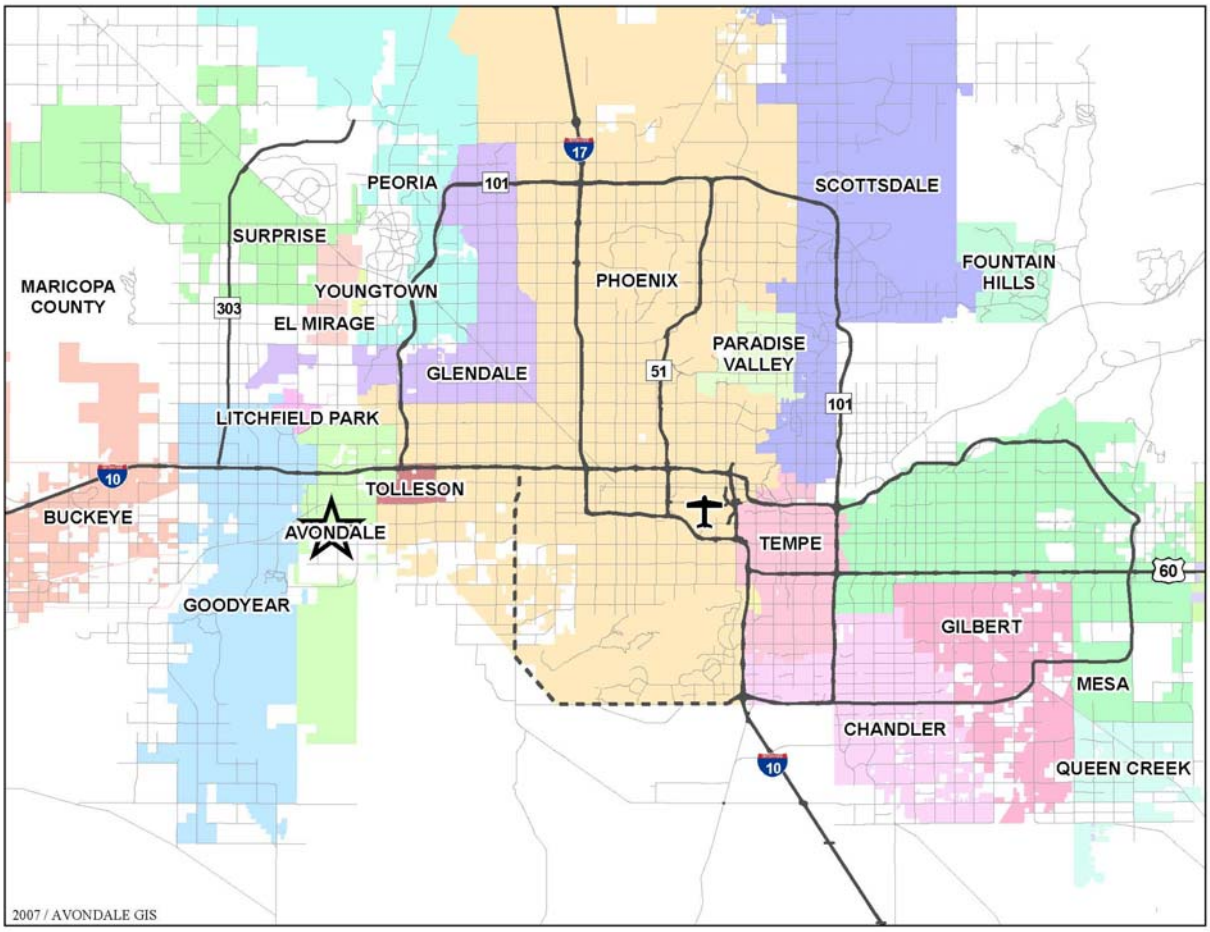
- Billy's entrepreneurial drive led him to become the town postmaster, tavern owner, storekeeper, and rancher. When the railroad came through, the post office was moved and the name was changed, this event marked the decline of Billy's influence. Reportedly he lost his position as Postmaster, because he violated postal regulations, which prohibited the dispensing of alcohol from the same building that housed a post office. Billy's influence declined and he lived out the rest of 94 years at his store in relative quiet.

- The little town of Cashion, Arizona is now part of the City of Avondale by virtue of annexation. Cashion, named after James Angus Cashion, consisted of a post office, a gas station, a general store, and a bar and pool hall. For a brief period, ostriches were raised for their feathers and their plumage was used to decorate ladies hats and gowns.

- By 1940, lots were being sold for $50. Migrant farm workers flocked in from dust bowls and colder Midwest areas; they lived in tents, under trees and under bridges. The government built a migrant camp at the corner of Dysart Road and Van Buren Street, which provided large bathhouses with showers, latrines, washbasins, and plenty of hot and cold water for the newcomers.

- With the establishment of Luke Air Force Base in 1941 and several manpower cutbacks as a result of new agricultural machinery, the area began a transition from a major agricultural focus to a mixture of farming and industrial, commercial, and service activities. The opening of the Goodyear Aerospace Plant in 1949 further solidified this transition. The continuation of this trend has occurred largely as a result of Avondale's several transportation links, including Interstate 10, Loop 101, and many railroad and air options.

Greater Phoenix Communities



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Budget Message

To the Honorable Mayor and City Council:

I am pleased to submit to you the Annual Budget for the City of Avondale for fiscal year 2007-2008. Unlike last year, when many more key positions were funded throughout the organization to help departments "catch up" with Avondale's tremendous growth, this year's budget reflects a considerably pared-down number of new positions, needed primarily in key service areas such as public safety, transportation and water resources. The budget also reflects the council's response to its residents' calls for more emphasis on quality of life improvements throughout our growing community, to include the construction of the Old Town Branch Library, a new community center and the expansion of Festival Fields Park.

Fiscal Year 2007-2008 Budget Summary

The total recommended budget for FY 2007-2008 is $267,965,710. The budget has been fundamentally balanced with total ongoing expenditures funded with ongoing revenues. Operating and capital expenditures have been prioritized to advance the goals and objectives established by City Council.

Total general fund expenditures and transfers out for fiscal year 2007-2008 are projected to be $65,735,710. This is a 20% increase over the previous year. Included in these costs is $5 million for contingency. Transfers out of the general fund include $6.2 million for capital projects in the library, parks, and street construction funds. The end of fiscal year fund balance is projected to be $29.3 million. This is approximately 48% percent of the projected fiscal year general fund revenues. This will be especially helpful in ensuring favorable bond ratings for funding necessary capital improvements included in the ten-year capital improvement plan.

Capital expenditures, including enterprise fund projects and transfers for debt service, for the fiscal year 2007-2008 are estimated at $146,961,660. The capital improvement plan presented incorporates a diverse financing plan. The plan maximizes the use of development fees, bonds, grants and other intergovernmental cost sharing agreements that provide a balanced distribution of costs. The plan includes funding in the form of transfers from the general fund and enterprise funds that ensure existing residents contribute to the many projects that relate to improving existing infrastructure. The financing plan also includes a cash transfer to the streets and wastewater funds from the revenues generated from the dedicated half-cent sales tax approved by the voters in May, 2001.

Budget Process

The annual budget process begins with an initial forecast of revenues and financing sources that will be available for the coming year. Staff has maintained a conservative approach with regard to setting the ongoing revenue base to ensure that the City can weather any economic situation. This base will be evaluated each year as changes occur in our local revenue base and as Avondale's share of State revenues changes with population or legislative adjustments. Once a baseline of revenues is established, staff begins the formal process to gather input from the public, the council and management.

Community Involvement

Citizen involvement and input continues to play a prominent role in the budget process. This year, the formal budget process kicked off with the second annual Resident Appreciation Night in September, an event that not only showcased the City's many programs and services, but also sought to solicit input from residents regarding their top priorities. This event turned out to be a huge success with more than 600 residents attending to voice their opinions, concerns and ideas. The City also conducted the 2006 Citizen Satisfaction Survey to gather data on residents' top priorities and concerns.

Citizens were invited to town hall meetings to discuss planned adjustments to water, wastewater and sanitation rates. The Water/Wastewater Advisory board which is comprised of Avondale residents also met to review the proposed adjustments.

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

Council Goals

The following goals and objectives developed by the Council for the coming fiscal year reflect this feedback.

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

Ensuring the long-term financial stability of the City is evidenced in many different aspects of the budget being presented. Staff utilizes conservative forecasting methods, which include historical trending, moderate growth rates, and allocation of revenues that are highly volatile as onetime revenues (i.e. portions of construction sales tax and building permit revenue). Ongoing expenditures continue to be funded with ongoing revenue sources.

In January, the City Council authorized a special bond election, which was held in May, 2007, allowing voters a say on five questions, which resulted in authorizing up to $70 million in improvement projects to address Avondale's rapid growth. Funding for projects was approved in the following areas:

- Water and Wastewater System Improvements -- $5 million
- Street and Highway Improvements -- $20 million
- Parks, Community Center and Recreational Facilities -- $15 million
- Public Safety Facilities -- $13 million
- General Government Facilities expansion -- $17 million

The ending fund balance for the General Fund is projected to be 48% percent of general fund revenues for the year, which exceeds the city's minimum threshold. In addition, a contingency fund of nine percent of expenditures and transfers has been established.

As part of the budget process, the City also conducted a development fee study in 2006 to ensure that the city is collecting fees that accurately reflect the cost of development. These fees are collected from all new development within the City at the time a building permit is issued.

Staff will continue to review and provide cost-of-business/cost-of-service analysis of city programs and services. These financially sound practices have been well received in recent years by the bond rating agencies.

Provide quality of life options and opportunities in the community.

The Department of Parks, Recreation and Libraries will complete the design and begin construction on the Old Town Branch Library. As a result of the outcome of the May 2007 Special Election, more open space and recreational amenities will be offered through the construction of Phase 2 of Festivals Fields and Pendergast Park. Construction will begin on the Encanto Community Center. A Parks, Recreation and Trails Master Plan will also be developed. Meanwhile, $5.65 million has been allocated to the Agua Fria Restoration project, to include passive recreation, trails, observation platforms and signage.

The City will also continue to fund non-profit organizations offering health and human service assistance to residents, through an allocation in the Contributions Assistance Fund, and will provide funding to support the public arts program of the Municipal Arts Committee.

Now that Avondale has become an Entitlement CDBG city, Avondale has an opportunity to implement projects that are specifically allocated to low to moderate income areas and families. These programs include funds for housing rehabilitation, street improvements, home buyer assistance and youth programs and infrastructure.

Improve public safety in the community.

Public safety continues to be a major component of the Avondale budget, with 35% of the General Fund allocated to public safety. The Public Safety Tax fund has provided an additional $7.7 million in revenues for the purpose of ensuring a safe community. Recommended supplemental requests include an additional $2.5 million for public safety efforts.

Seven positions (7) have been added to the police department, including four officers, a dispatch supervisor, a detention officer, and a patrol lieutenant. The City Court will also add one new position. In the Fire Department, four new firefighter positions have been added along with a support position.

The City will also dedicate $105,000 to upgrade its tape back up system and $118,750 to improve internet security infrastructure within the Information Technology department.

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

This continues to be a key Council goal, with heavy emphasis on building upon the Council's long range vision for Avondale's economic future. Included in the budget is a continuation of the City Center Area Plan, focusing on the area along Avondale Boulevard between Interstate 10 and Coldwater Springs Blvd. from 113th Avenue to 117th Avenue. The plan will identify land uses, development standards, design guidelines and implement strategies to achieve the vision for this area.

Avondale will also conduct the South Avondale General Plan Amendment, focusing on the planning area between Lower Buckeye Road and the Estrella Mountains and the impact of the proposed SR 801

freeway. The plan will identify future land use alternatives, taking into consideration factors such as employment, traffic generation, public facilities and infrastructure and more.

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

As part of this goal, the City will continue with its ongoing expansion of the Wastewater Treatment Plant. This expansion is designed to meet necessary environmental standards and to provide additional water resources for the City's growing needs. Passage of this ballot question on the May bond election will provide $5 million for the third expansion of the wastewater treatment plant scheduled to commence in the 2012 fiscal year.

Included in the budget are three positions in the Water Resources Department – a Water Resources Coordinator, a GIS Analyst position and a Wastewater Treatment Plant Operator. The Water Resources Master Plan will also be developed to ensure that the City has the ability to provide uninterrupted service in the event of a large scale natural disaster.

The budget also includes a $50,000 Habitat Restoration project at the City's Recharge Facility site, which would include a passive recreation and educational component, and provide habitat opportunities for wildlife and waterfowl.

The budget also includes $15,000 in funding for the twice-annual Household Hazardous Waste Collection Day, to ensure that household hazardous waste materials are properly disposed. Finally, funding has been included for ongoing compliance with the storm-water management permit (NPDES).

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

Avondale recruits and retains the highest caliber professionals to provide the best service possible to our customers. To ensure that Avondale remains competitive in the marketplace, the Human Resources Department will conduct a comprehensive Classification and Compensation Study to assure employees of internal equity, external competitiveness, and that the job description defines the context in which the job exists. Employees will continue to receive a cost of living adjustment to their base salary. The City will also continue to implement a discretionary merit system whereby department directors will determine the percentage each employee will receive based upon job performance.

Also included in this year's budget is a Hispanic Cultural Awareness Diversity Program, which gives an in-depth view of Hispanic culture. This program is offered to enhance employee's customer service skills and is in keeping with ongoing diversity training. The Human Resources Department will also implement a Wellness program, complementing the efforts of Healthy Avondale 2010. The City's efforts to minimize the rising cost of healthcare for employees have proven to be very effective. This year's health insurance benefits programs are estimated to increase by 3%-5%, compared to 15% the previous year.

Improve transportation and traffic flow in the community on major streets and in neighborhoods.

The Capital Improvement Plan includes $16.4 million for road improvements in FY 07-08. Among these improvements are: Indian School and El Mirage intersection improvements, Avondale and Encanto improvements; and a design for a pedestrian crossing between Friendship Park and the proposed riparian recharge site. Also included in the budget is a traffic signal at Avondale Boulevard and Whyman and a traffic signal or pedestrian crossing at Central and Lower Buckeye.

To help further the objectives of this important goal, two transportation/traffic engineering positions will be included in the budget this year. Funds have also been allocated to continue the installation of illuminated street name signs on traffic signals throughout the community. Funds have also been included

to fund the acceleration of the widening of Interstate 10 which will help alleviate congestion and improve commuting for Avondale residents.

Transit improvements are vital in serving the transportation needs of our growing community. Funding is included to implement, in 2008, the McDowell Road route, which is an extension of the Phoenix/McDowell Road route. This route will operate every hour to provide service beyond Litchfield Road, thereby providing service to many medical facilities located along the McDowell Road corridor.

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

To promote citizen involvement, raise awareness of city programs and services, as well as grow a pool of potential board and commission applicants, the City will fund the second annual Avondale Citizen Leadership Academy. The budget also includes funding for printing and mailing the new and improved RAVE magazine, which combines the city's quarterly newsletter and Park, Recreation & Libraries' program guide into a colorful and informative publication designed to boost resident involvement at all levels.

Avondale's Youth Development programs will be expanded to increase offerings that address the emotional, life skills and development needs of youth, in coordination with community agencies and schools. The Parks, Recreation and Libraries department will also partner with schools on the Summer Recreation Program. To further the success of the Healthy Avondale 2010 program, funding for the contracted Community Health Liaison position is included, which is vital to building strong community partnerships in promoting health awareness.

Partnerships with other agencies will also provide more open space amenities in the community. The City will also enter into a three way partnership with the Pendergast School District and the Arizona State Parks Heritage Fund to design and construct a $1.2 million community park at Encanto Boulevard and 113th Avenue, and partner with the Maricopa County Flood Control District and the Army Corps of Engineers on the $6.2 million Agua Fria restoration project.

Acknowledgements

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

Sincerely,

Charles P. McClendon
City Manager

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Projection of Financial Condition by Fund Group

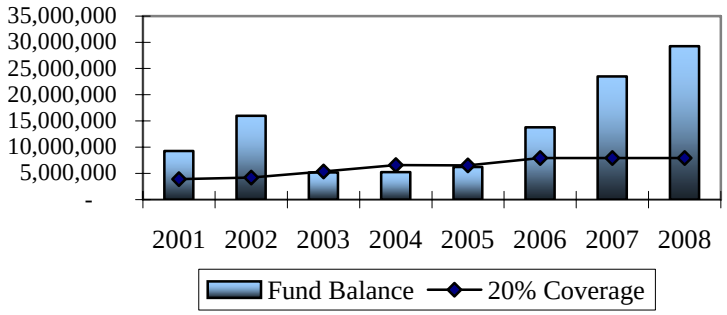
Fiscal Year 2007-08

Fund Group	June 30, 2007 Estimated Fund Balance	2007-2008 Estimated Revenue	2007-2008 Estimated Expenditures	Transfers In	Transfers Out	June 30, 2008 Estimated Fund Balance
General Fund	33,555,872	61,477,600	59,539,760	0	6,195,950	29,297,762
Special Revenue	15,486,294	30,298,860	24,732,260	1,122,220	8,975,790	13,199,324
Capital Projects	23,412,312	60,208,980	75,153,360	5,167,370	1,125,370	12,509,932
Debt Service	6,096,288	4,374,120	10,088,900	6,929,320	0	7,310,828
Enterprise	75,726,135	48,138,270	93,857,010	4,010,810	1,210,810	32,807,395
Internal Service	889,525	4,528,270	4,594,420	278,200	0	1,101,575
Total All Funds	155,166,426	209,026,100	267,965,710	17,507,920	17,507,920	96,226,816

City Funds and Fund Balance Information

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

The end of fiscal year fund balance is projected to be $29,297,762. This is approximately 48% of the projected fiscal year's general fund revenue. This is well above the acceptable level according to the City's policy on fund balance (20% of general funds budgeted revenues).



Special Revenue Funds: The special revenue funds account for the proceeds of specific revenue sources, other than major capital projects, legally restricted to expenditures for specific purposes.

There are no significant changes expected in fund balance for the special revenue funds. The City's dedicated sales taxes are accounted for in this fund group.

Projection of Financial Condition by Fund Group

Fiscal Year 2007-08

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

The ending fund balance is projected to decrease due to the anticipated completion of $14.5 million in "carryover" capital projects from fiscal year 2006-07.

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.

Fund balance is expected to increase slightly in anticipation of future bond issues.

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

The enterprise funds are projected to have a significant decrease in fund balance. This decrease is due to the anticipated completion of approximately $33.1 million in "carryover" capital projects from fiscal year 2006-07.

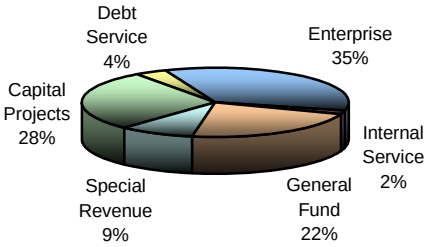
Internal Service Funds: These funds account for activities and services performed primarily for other organizational units within the City. This includes the Risk Management Fund, the Printer – Copier Service fund and the Fleet Services fund.

Budget Summary

Fiscal Year 2007-2008

The annual budget for fiscal year 2007-2008 totals $267,965,710. Due to the rapid pace of growth in Avondale, about 54%, or $146,961,660 of the budget is for capital improvements. The budget has been structurally balanced with only ongoing revenues used to fund ongoing expenditures. The operating budget is $99,584,980, debt service is $12,533,780 and contingencies total $8,885,290. When compared to the prior year budget, there is an overall increase of 19% which can be primarily attributed to increased revenues due to new mid-decade census numbers.

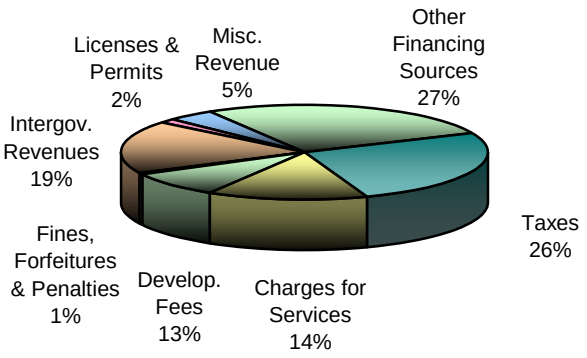
Total Financial Plan By Fund Type



$267,965,710

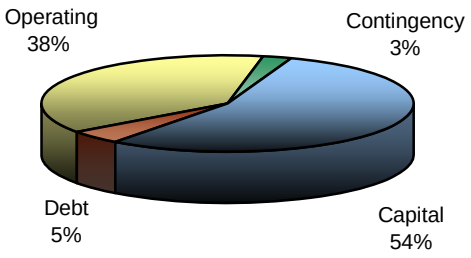
Revenues projections for fiscal year 2007-2008 total $209,026,100. The financial plan assumes that about $59 million in fund balance will be used to complete previously funded projects and other one-time expenditures. As indicated by the chart, the largest revenue source is local taxes at 26%. Intergovernmental revenues include all state shared revenues and comprise about 19% of the total. Licenses and permits include business licenses and building permits. Due to the cyclical nature of the construction industry, a portion of building permits and fees is classified as one-time revenue and is not used to fund recurring expenditures. Charges for service include all enterprise fund user fees and comprise 14% of total revenues. Development fees are at 13% and are used to fund capital projects or debt service on project bonds. Fines, forfeitures and penalties are the smallest revenues source at one percent and include all court revenues. The capital plan currently includes the sale of bonds for various projects, including a potential improvement district issue. Bond proceeds amount to 25% of total revenues. The remaining 2% includes all other revenues such as interest earnings, landfill fees and contributions.

Where the Money Comes From



$209,026,100

$267,965,710

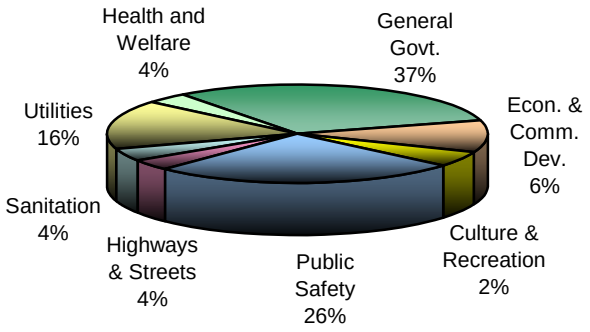


Where the Money Goes

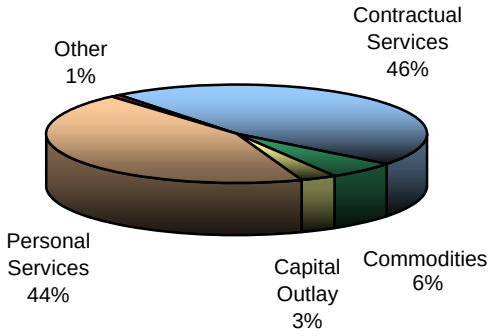
Budget Summary

The budgeted expenditures include services and programs for the community such as public safety, community and economic development, general government, recreation, street maintenance, and water and sewer services. While most operating costs are accounted for in the general fund, some costs are funded by special revenue funds, such as the Highway User Revenues Fund for streets and traffic signal maintenance and the dedicated public safety tax for increased police, fire and court services. Enterprise funds are used to account for water, sewer and sanitation services.

Operating Budget



Operating Budget By Line Item

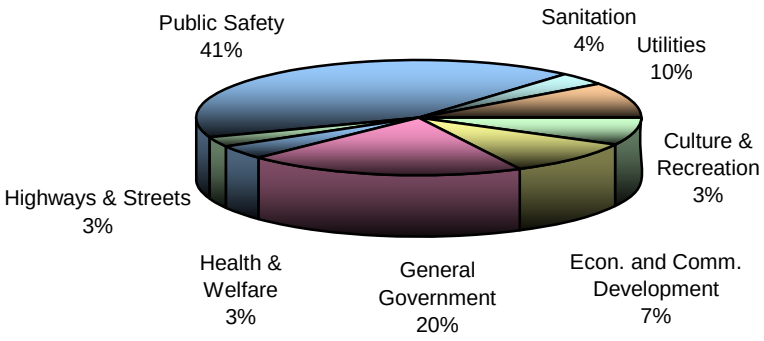


$ 99,584,980

The major expenditures in the operating budget at 44% are personal services which include all salaries and benefits for City staff and contractual services which comprise 46% of the operating budget. Commodities, small capital purchases and other make up the remaining 10%. Assumptions for the fiscal year 2007-2008 expenditure budget include salary adjustments up to 7.5% for employees and increases in electricity and fuel costs.

With personal services at 44% of the operating budget, employees play a significant part in providing services to our citizens. The following graph identifies percentage of staffing by function.

FY2007-2008 Staffing by Function



539.5 FTE

Budget Summary

City Staffing

Staffing levels have been increased this fiscal year with an additional 33 full-time equivalents through the budget process. Overall, staffing has increased from 506.5 positions to 539.5. A full schedule of all positions by fund and department is included in the schedules section of this book. A few of the new positions are highlighted below:

- Wireless Network Engineer
- System Administrator
- Landscape Architect
- Sr. Administrative Clerk
- Dispatch Supervisor
- Detention Officer
- 4 Police Officers
- 3 Firefighters
- Administrative Secretary
- Traffic Review Engineer
- Assistant Traffic Engineer
- Court Clerk II
- Court Security Officer
- GIS Analyst
- Water Resources Coordinator
- Wastewater Treatment Plant Operator
- Equipment Operator

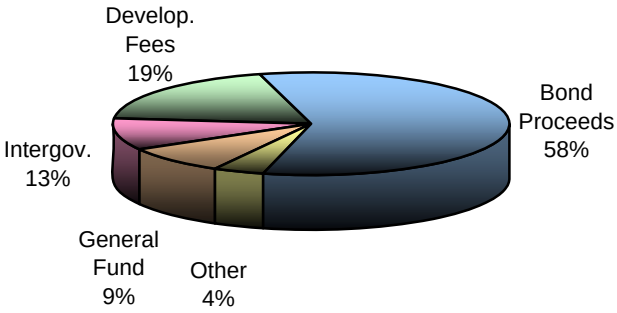
Departments	2005-2006 Authorized FTE	2006-2007 Authorized FTE	2007-2008 Authorized FTE
General Government	102.6	117.0	109.0
Economic Community Development	32.0	48.0	53.0
Highways & Streets	13.3	15.0	15.0
Sanitation	21.1	19.0	20.0
Health and Welfare*	12.0	22.5	21.5
Culture and Recreation	11.0	26.0	42.0
Public Safety*	202.5	207.0	225.0
Utilities	45.0	52.0	54
Total	**439.5**	**506.5**	**539.5**

*In Fiscal Year 2006-07 the code enforcement function was transferred from the Fire Department to the Neighborhood and Family Services Department.

Budget Summary

Capital Improvement Program

The CIP presented incorporates a diverse financing plan. Development fees are a major source of funding for the plan. The plan utilizes not only development fees to ensure that new development is paying for costs associated with growth, but also includes transfers from the general fund that allow existing residents to contribute to the many projects that are planned. The financing plan also includes a cash transfer to the streets, water and wastewater funds from the revenues generated from the dedicated half-cent sales tax. Detailed information for each capital project is included in the capital section.



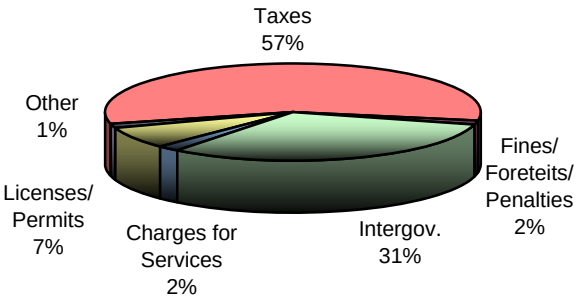
$94,878,340

Revenues
Fiscal Year 2007-2008

Revenue projections are the foundation of the budget process and are developed early in the budget process to provide parameters within which base budgets and new requests are evaluated. The assumptions used in developing this year's revenue projections include:

- Inflation at 3.5%, population growth 7% and 1,000 new homes
- 65% of contracting sales tax deemed one-time revenue source
- 65% of building permits and related fees deemed one-time revenue source

The general fund is the largest source of operating revenue. The estimated revenue for the general fund is $61,477,600. The following chart shows the total general fund revenues by category. As indicated, local taxes comprise the largest source of general fund revenue at 57%.



$61,477,600

The following pages show all major operating revenue sources in greater detail. The full revenue schedule is included in the schedules section.

Primary Property Tax

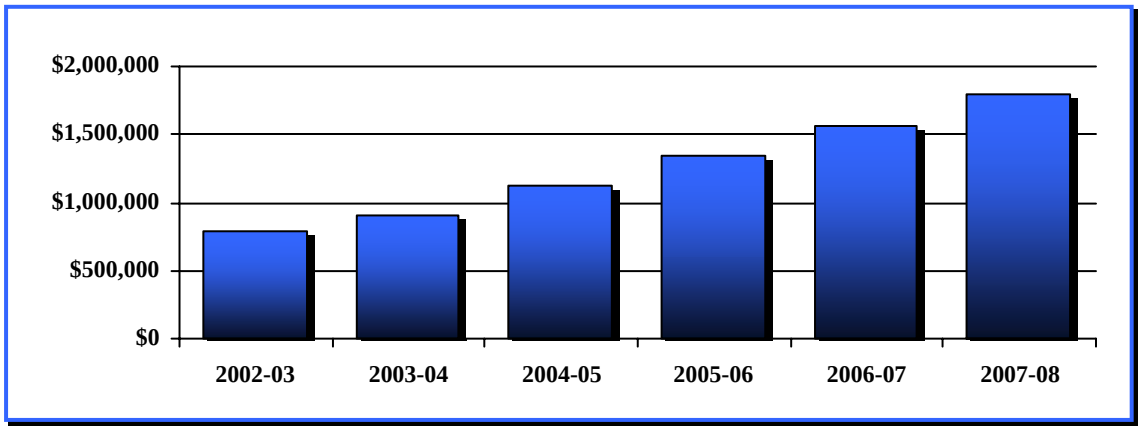
Description The City levies a primary property tax each year on or before the third Monday in August. The levy is based on the assessed value as determined by the Maricopa County Assessor's Office. By State law, the City is limited to a 2% increase over the previous year's levy excluding the assessment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

Use Primary property taxes are used to fund daily operations. There are currently no restrictions as to usage.

Current Rate Structure $0.4058 per $100 of assessed valuation in FY07-08

Assumptions The actual growth in assessed property values in Avondale since fiscal year 2006-07 is 17%. Due to the 2% limit on property subject to taxation in the prior year, the expected revenues are only 15% higher than the previous year which is primarily due to new construction. This trend is expected to continue over the next 5 years as the City continues to experience growth.

Fiscal Year	Revenue	% Inc. (Dec.)
2002-03	792,237	30%
2003-04	906,017	14%
2004-05	1,128,488	25%
2005-06	1,342,870	19%
2006-07 estimate	1,556,120	16%
2007-08 projection	1,796,240	15%



City Sales Tax

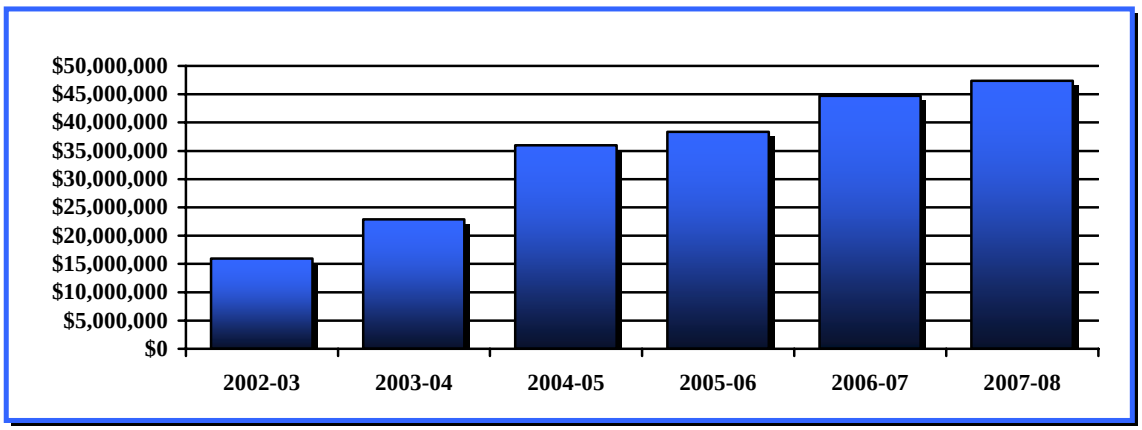
Description The City of Avondale imposes a tax on the sale of merchandise within the limits of the City. A use tax is also in effect for goods brought into and used in the City of Avondale. Effective on July 1, 2001, the City implemented a voter approved sales tax dedicated for capital projects. Avondale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

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

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

Assumptions A growth rate of 6% is projected for the fiscal year 2007-08. Projections were based on an increase in population, economic development, development of additional retail centers and an inflationary increase based on recent trends in the Consumer Price Index.

Fiscal Year	Revenue	% Inc./(Dec.)
2002-03	15,964,920	11%
2003-04	22,875,565	43%
2004-05	35,955,607	57%
2005-06	38,354,740	7%
2006-07 estimate	44,752,260	17%
2007-08 projection	47,381,760	6%



State Shared Income Tax

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

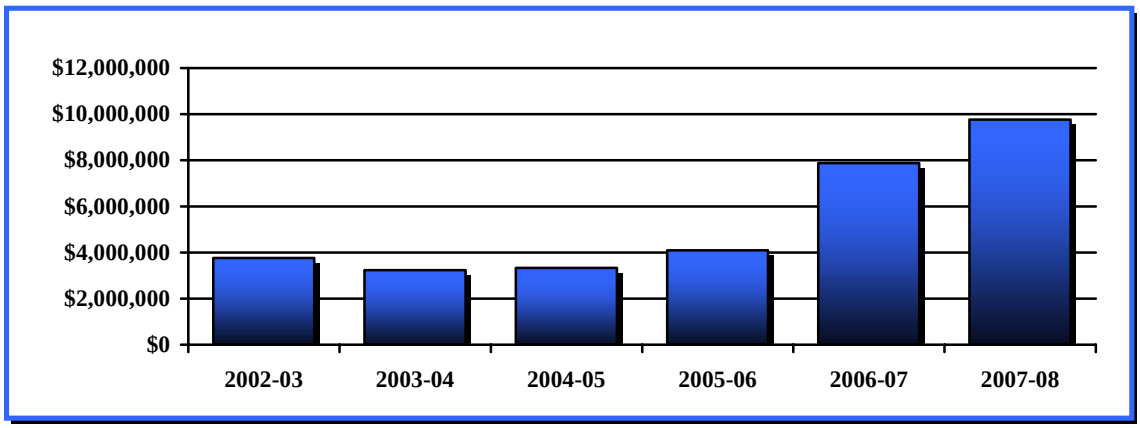
Use May be used for any municipal public purpose. There are no restrictions as to usage for this revenue source.

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

Assumptions This revenue source is based on economic conditions during the year for which the income was taxed and is subject to fluctuations in employment, corporate profits, tax credits and exemptions. This is evident by the significant reduction in fiscal year 03-04 which was the distribution of income taxes collected for the 2001 tax year. The distribution also changes based on new population figures from each census.

A 24% increase over fiscal year 06-07 distribution is expected, based on income taxes collected by the Arizona Department of Revenue for the 2005 tax year. This revenue source is also subject to changes made by the State legislature.

Fiscal Year	Revenue	% Inc. (Dec.)
2002-03	3,770,461	1%
2003-04	3,240,789	(-14%)
2004-05	3,336,656	3%
2005-06	4,100,286	23%
2006-07 estimate	7,875,785	92%
2007-08 projection	9,765,980	24%



State Shared Sales Tax

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

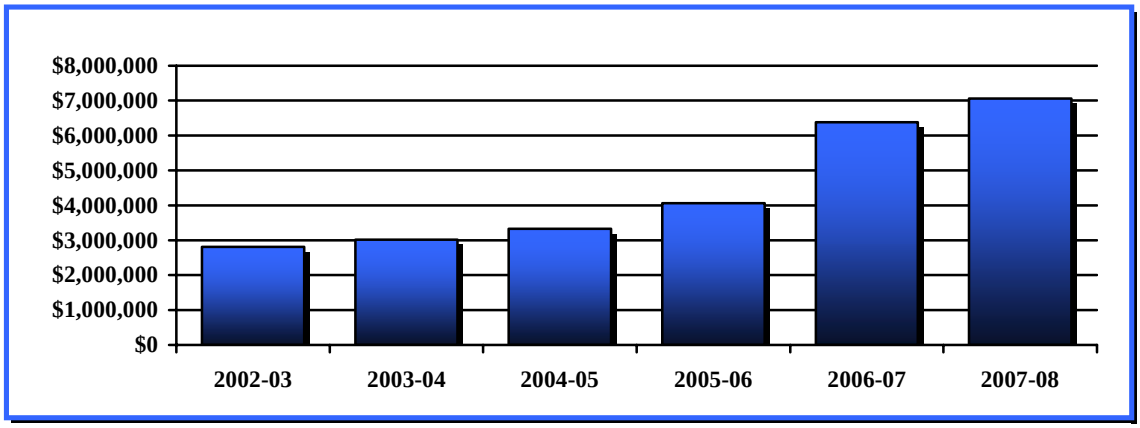
Use May be used for any municipal public purpose. There are no restrictions as to usage for this revenue source.

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

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

Based on figures provided by the Arizona Department of Revenue and the new population estimates from the mid decade census survey, a 57% increase over fiscal year 05-06 distribution is estimated and an 11% increase over 06-07 is projected. This revenue source is also subject to changes made by the State legislature.

Fiscal Year	Revenue	% Inc. (Dec.)
2002-03	2,806,331	1%
2003-04	3,018,844	8%
2004-05	3,324,212	10%
2005-06	4,055,107	22%
2006-07 estimate	6,378,068	57%
2007-08 projection	7,060,520	11%



Highway User Fees

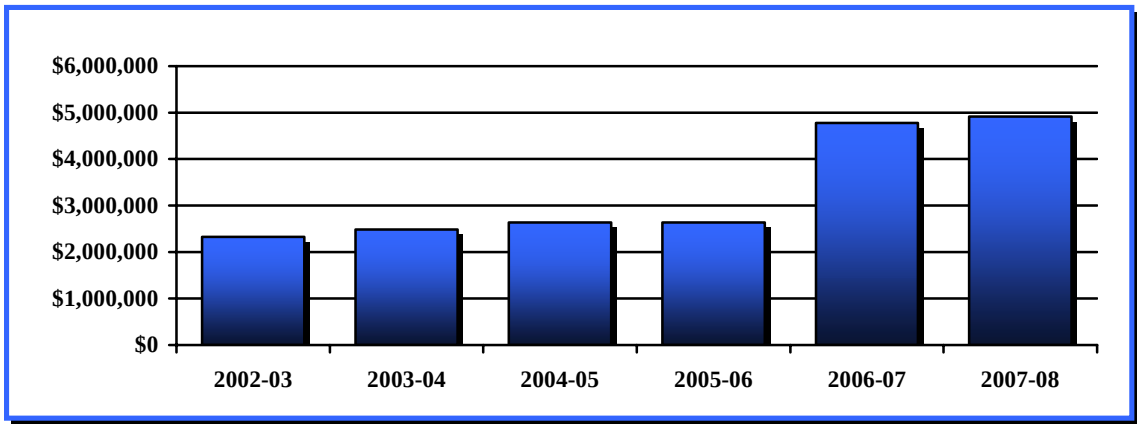
Description The State of Arizona collects various fees and taxes from users of the State's roads and highways. An excise tax is charged on fuel purchases on a per gallon basis. There are also a number of additional transportation related fees/taxes which are distributed through the highway user revenue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

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

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

Assumptions This revenue source is subject to fluctuations in fuel prices and consumer behavior. Due to the mid decade census, an 81% growth rate is estimated for the 06-07 fiscal year and a projected 3% growth rate for 07-08.

Fiscal Year	Revenue	% Inc. (Dec.)
2002-03	2,323,982	4%
2003-04	2,484,542	7%
2004-05	2,636,332	5%
2005-06	2,636,617	1%
2006-07 estimate	4,778,781	81%
2007-08 projection	4,918,570	3%



Development Fees

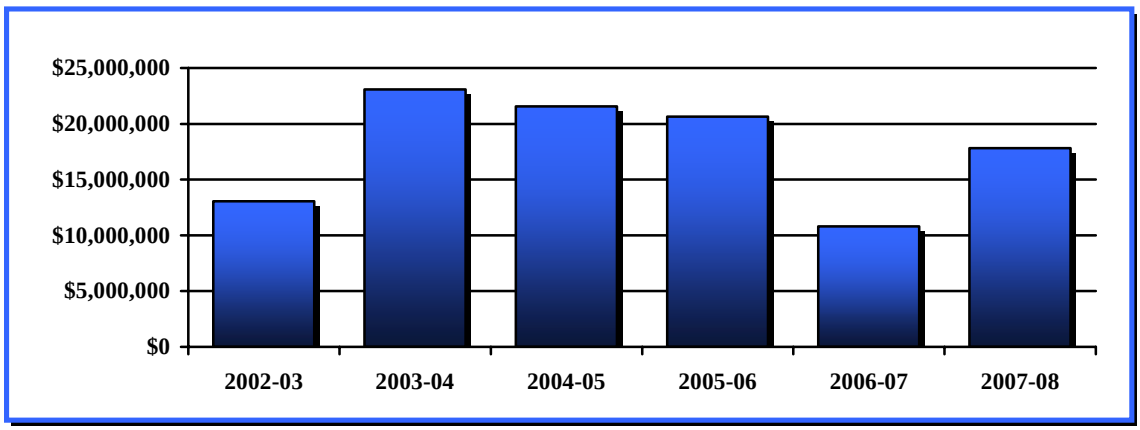
Description As allowable under A.R.S. §9-463.05, the City of Avondale charges a fee for all new construction based on the impact the development will have on City services and infrastructure. The intent is to ensure that growth "pays for itself" and current residents are not burdened with additional taxes and fees to defray the capital costs of new development. Development fees are collected with each new building permit. The current fees were adopted in March 2006.

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

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

Assumptions Projections were based on an additional 1,000 homes being permitted in FY 07-08 along with a modest increase which took place in early 2007. Due to the cyclical nature of construction, the City uses an extremely conservative approach to development fee projections.

Fiscal Year	Revenue	% Inc./(Dec.)
2002-03	13,067,165	10%
2003-04	23,094,091	77%
2004-05	21,576,730	(7%)
2005-06	20,641,377	(4%)
2006-07 estimate	10,782,683	(48%)
2007-08 projection	17,804,000	65%



Water Sales

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

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

Current Rate Structure

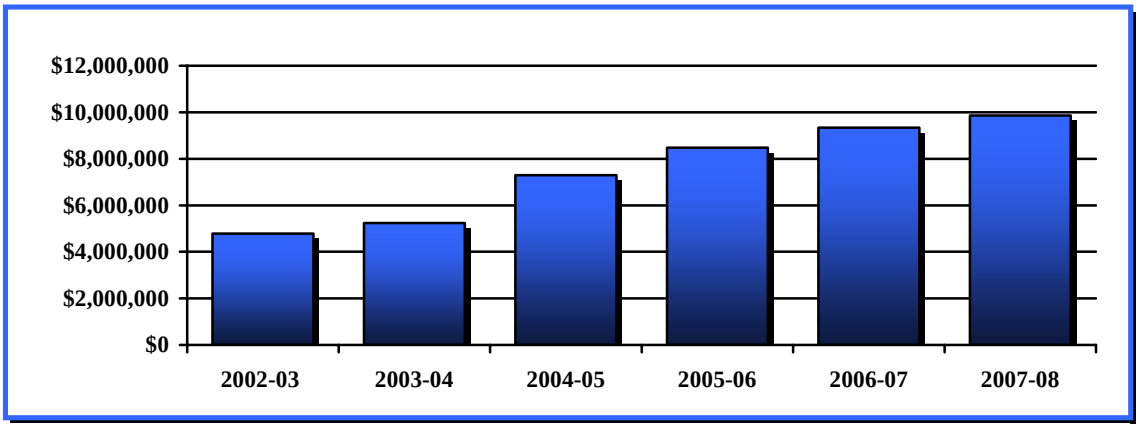
Meter Size-Base Fee all users* - per bill admin fee	$ 2.28
3/4" Meter	$ 7.52
1" Meter	15.98
1 1/2" Meter	30.08
2" Meter	48.13
3" Meter	90.24
4" Meter	150.39
6" Meter	300.79
Hydrant Meter	300.79

Residential Usage Charge* per 1,000 gallons		**Non-Residential Usage Charge per 1,000 gallons**	
0-4,000 gal	$ 0.90	0-8,000 gal	$ 1.39
5,000-8,000 gal	1.39	9,000-12,000gal	2.08
9,000-12,000gal	2.08	13,000 + gal	3.17
13,000 + gal	3.17	Hydrant – all gal	2.08

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

Assumptions Water residential and commercial customers are added daily and 1,000 new homes are projected for the 2007-08 fiscal year. Water rates were increased by 5.5% in January of 2007. The 30% growth rate in 04-05 was due to the merging of East Avondale Water with Avondale Water.

Fiscal Year	Revenue	% Inc. (Dec.)
2002-03	4,786,706	(0.5%)
2003-04	5,234,077	9%
2004-05	7,300,206	39%
2005-06	8,472,575	16%
2006-07 estimate	9,343,538	10%
2007-08 projection	9,857,430	5%



Sewer Fees

Description The City levies a charge on each sewage system user having any sewer connection or otherwise discharging sewage, industrial waste, or other liquids, in the City's sewage system.

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

Current Rate Structure

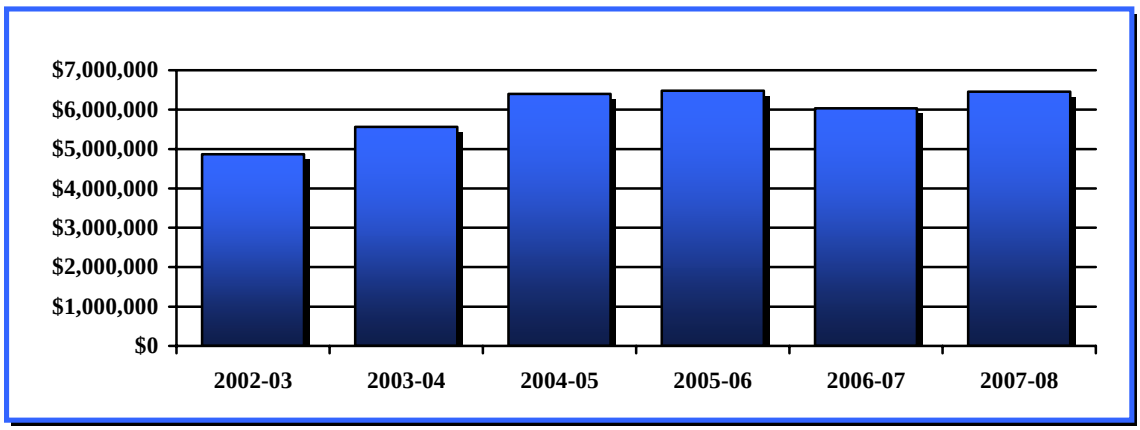
Per bill admin fee all users	$1.42
Base Charge all users	5.23

Customer Class	*Volume charge per 1,000 gal*	*Return Factor*	*Customer Class*	*Volume charge per 1,000 gal*	*Return Factor*
Residential*	$2.93	80%	Restaurant	5.91	80%
Multi-Family	2.93	100%	Septage	37.20	100%
Auto Steamcleaning	7.37	70%	Laundromat	2.44	70%
Bakery Wholesale	5.91	80%	Non Residential	2.73	80%
Hospital & Convalescent	2.74	80%	School and College	2.36	80%
Hotel W/ Dining	4.30	80%	Laundry, commercial	3.60	70%
Hotel W/O Dining	2.97	80%	Professional Office	2.33	80%
Markets w/Garbage Disposal	5.56	80%	Car Wash	2.08	70%
Mortuaries	5.56	80%	Department/Retail	2.50	80%
Repair Shop/Svc Station	2.79	80%	Bars w/o Dining	2.73	80%

*Residential charges are calculated using the average water usage for the months of December, January and February, adjusted by the listed return factor.

Assumptions Sewer fees were adjusted in March 2006. An increase in the number of residential homes of 1,000 is expected.

Fiscal Year	Revenue	% Inc. (Dec.)
2002-03	4,868,558	8%
2003-04	5,562,809	14%
2004-05	6,397,084	15%
2005-06	6,477,570	1%
2006-07 estimate	6,037,750	(7%)
2007-08 projection	6,457,970	7%



Refuse Fees

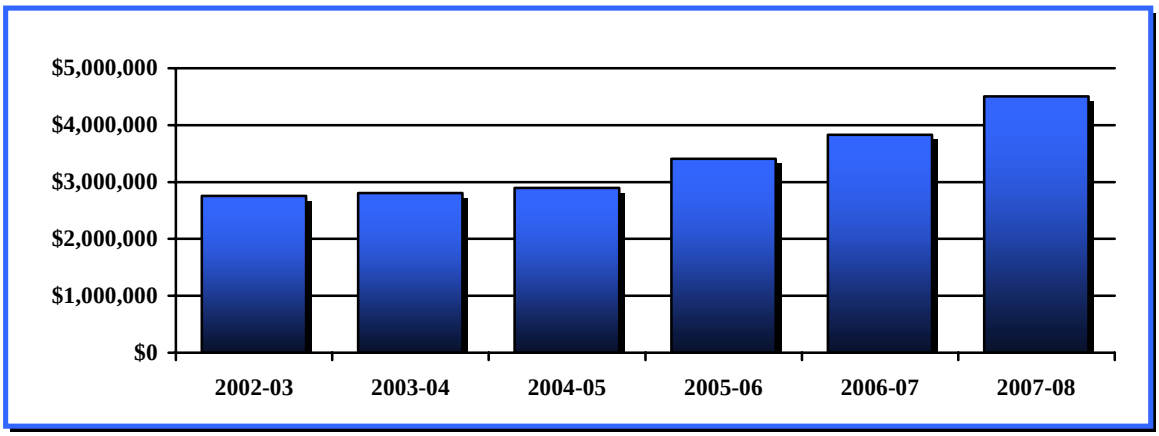
Description Sanitation services are provided for Avondale residents weekly. The City imposes a monthly fee for the collection of refuse and recyclables. The current fee also includes a monthly collection of uncontained refuse.

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

Current Rate Structure There is a flat rate service charge for all single-family residential, residential duplex and residential triplex units. The City Council adopted a new monthly fee of $18.00 for standard residential collection during fiscal year 2006-07. Special fees apply for additional containers and pickups.

Assumptions As of July of 2004, commercial sanitation services were eliminated and opened up to the competitive process. The residential refuse fee was recently increased from $16.50 to $18.00. Annual growth is estimated at 1,000 new customers.

Fiscal Year	Revenue	% Inc. (Dec.)
2002-03	2,754,200	9%
2003-04	2,806,897	2%
2004-05	2,899,259	3%
2005-06	3,407,358	18%
2006-07 estimate	3,829,068	12%
2007-08 projection	4,506,710	18%



Financial and Budgetary Policies and Guidelines

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.

Revenues

- New ongoing operating costs will be funded with permanent, ongoing revenue sources; one-time operating costs are tied to one-time revenue sources to ensure fund balance integrity.
- Evaluation of rates, fees and charges for appropriate recovery rates based on the purpose of the fee or charge will occur annually.
- Enterprise fund revenues in total will provide for each enterprise to be financially self sustaining.
- Minimize the impact of property tax rates on Avondale property owners. The secondary property tax rate will be set at an amount that when combined with the primary property tax rate will not be more that $2.00.
- National and local economic indicators, such as population growth, personal income growth, inflation, business growth and unemployment will be evaluated regularly.

Reserve Policies

- Fund balance reserves for the General Fund and Enterprise Funds shall be maintained at a minimum of 20% of the estimated revenues for the budget year.
- Appropriation of a minimum contingency/reserve will be included in the budget to provide for emergencies and potential economic downturns.

Capital Planning

- A Capital Improvement Plan (CIP) shall be developed for a ten-year period to allow for appropriate planning.
- The CIP shall be reviewed each year by the Capital Improvement Plan Citizen's Committee.
- Capital projects should:
    - Support City Council goals and objectives and be consistent with the City of Avondale's General Plan
    - Prevent the deterioration of the city's existing infrastructure and protect its investments in parks, streets, buildings and utilities
    - Encourage and sustain economic development in Avondale
    - Responds to and anticipate future growth in the city
    - Increase the efficiency and productivity of city operations
- When possible, capital projects constructed in response to residential or commercial development should be financed through growth in the tax base or development fees.

- Where appropriate, capital projects should take maximum advantage of improvements provided by other units of government.

- The impact of capital projects on the operating budget should always be an important consideration when evaluating projects for inclusion in the CIP.

- The Capital Improvement Plan must satisfactorily address all legal and financial limitations and maintain the city's favorable investment ratings.

- Major changes to the CIP should be reviewed and approved by the City Council.

Debt Management

- Long term debt shall not be issued to finance ongoing operations.

- Short term borrowing or lease purchase contacts should only be considered for financing major operating capital equipment when it is determined to be in the city's best financial interest.

- The general obligation debt property tax rate when combined with the primary rate should not exceed more than $2.00 per hundred dollars of assessed valuation.

- Water/sewer revenue debt will be issued to avoid using the city's G.O. bond capacity. Also, net utility operating revenue will exceed 1.25 times the maximum annual water/sewer revenue bond debt service cost. This coverage ratio insures the city will be able to sell bonds at a reasonable rate.

Budget Control

- Estimated budgets for all departments, including contribution driven programs will be submitted by each department to ensure adequate appropriation each year.

- Mid-Year budget adjustments that circumvent the budget process will be kept to a minimum to minimize the impact on future budgets.

- All departments are responsible for ensuring that expenditures do not exceed their approved budget.

- Transfer of general fund contingency appropriation requires City Council approval. All other transfers of contingency require City Manager approval.

- Requests for carryover appropriation must be submitted no later than April 1st of the current budget year.

- If unexpected resources are secured after budget adoption, departments must check with the Budget Office for direction prior to making any expenditure of the funds.

Budget Calendar
Fiscal Year 2007-2008

September

14th	Community Open House

October

11th	Departments submit five-year plan
19th	Staff Retreat
30th	CIP worksheets distributed to departments

November

13th	Council goal-setting session

December

5th	Departments submit preliminary CIP updates and requests
11th	Adoption of Council Goals

January

3rd	Budget Kick-Off
3rd – 5th	Budget Input Training
8th – 12th	Administrative review of CIP

February

1st, 8th, and 15th	CIP Citizen's Committee meetings
2nd	Department operating budget and carryover requests due
5th – 9th	Staff preliminary review of budget requests
23rd	Final revenue estimates prepared

March

1st	Preliminary operating budget presented to City Manager
5th – 9th	Management budget review meetings
16th	Final carryover requests due

April

6th	City Manager recommended budget distributed to City Council
28th	Council workshop on proposed operating and capital budgets

May

14th	Adopt tentative budget

June

1st, 5th, and 8th	Publish tentative budget and truth in taxation notice
18th	Hold public hearing on budget and property tax levy. Convene special meeting to adopt final proposed budget.

July

2th	Adopt property tax levy

Budget FAQs
(Frequently Asked Questions)

The budget process for the City of Avondale is designed to meet the citizens' needs for information and input; the decision makers' need for information and advice from citizens on their desired blend of services; and the time line set by the State of Arizona through Arizona Budget Law.

When does "budget season" start?

The budget process for the City of Avondale typically begins in late August each year when the Finance and Budget Department begins to review the rate and fees structures, current services provided, the Council Goals and Objectives, the proposed capital improvement program, and the financial plans.

However, the budget process for the City of Avondale is actually an ongoing process throughout the year. During each fiscal 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.

What is a Budget?

A budget is a planning tool, which identifies the work plan for the City for the fiscal year and matches the financial, material, and human resources available with the requirements to complete the work plan. It also includes information about the organization, and identifies the policy direction under which the budget was prepared. The budget basically tells you what the organization intends to do with the financial resources.

What is a Fund-Based Budget?

The accounts of the City are organized on the basis of funds, each of which is considered a separate entity accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures.

What basis of accounting/budgeting does the City use?

The budgets of governmental fund types (General, Special Revenue, Debt Service, Capital Projects) are prepared on a modified accrual basis. Briefly, this means that expenditures are recorded when the related fund liability is incurred, and revenues are recognized only when they are measurable and available.

The Enterprise Funds (Water/Sewer/Sanitation) also recognize expenditures as encumbrances when a commitment is made (e.g., through a purchase order). Revenues, on the other hand, are recognized when they are obligated to the City (for example, water user fees are recognized as revenue when service is provided). In all cases, when goods and services are not received by year-end, the encumbrances lapse.

The Comprehensive Annual Financial Report (CAFR) shows the status of the city's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases, this conforms to the way the city prepares its budget. Exceptions are as follows:

Budget FAQs

- Compensated absences liabilities that are expected to be liquidated with expendable available financial resources are accrued as earned by employees (GAAP) as opposed to being expended when paid (Budget).

- General staff and administrative charges are recognized as direct expenses of the Water/Sewer/Sanitation Enterprise Funds on a GAAP basis as opposed to being accounted for and funded by operating transfers into the General Fund from each enterprise fund on the Budget basis.

- Capital outlays within the Enterprise Funds are recorded as assets on a GAAP basis and expenses on a Budget basis.

- Depreciation expense is recorded on a GAAP basis only.

The Comprehensive Annual Financial Report shows fund expenditures and revenues on both a GAAP basis and Budget basis for comparison purposes.

How can I find out what a department is doing?

Departments are organizational units, formed on the basis of compatible services. Departments provide services based on departmental goals and objectives to fulfill work plans. In some cases, a department will work within several funds. For example, the Field Operations Department is funded through the General Fund, Sanitation Fund, Fleet Services Fund and the Streets Fund. Although each of the operations in these funds is different, they are similar enough that efficiencies are obtained by having teamwork between the various programs.

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

Why does a City create a budget?

All cities in Arizona are required to adopt a budget annually. State law also defines the fiscal year that begins on July 1 and ends on June 30. However, even if there were no legal requirement to budget, Avondale would complete a budget. 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.

How do you know how much money the City will have?

Staff develops projections each year for each type of revenue the City receives in each fund. These projections are based on specific knowledge of some factors and assumptions about others. For example, the City may have been notified that it will receive a $1 million reimbursement grant for a capital project. The capital project is scheduled to last from May in one year until September, one year later. As a result of the construction schedule, this project will cross three fiscal years. Before revenue projections can be finalized for each fiscal year, the project construction (expense) schedule must be set so that reimbursement dates for grant revenues may be determined and revenue budgeted as accurately as possible in each fiscal year.

Budget FAQs

Many revenue estimates must be made based on assumptions about general economic conditions. For example, development related revenues (building permits, 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. Revenue estimates are made cautiously since estimating too high may result in setting an expenditure budget that will not be supported by current revenues.

<u>What does City staff do to develop the budget?</u>

In October, City staff begins to prepare for the coming budget cycle. Staff evaluates current services and identifies issues to be addressed during budget 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.

Once the Council goal setting retreat has addressed the issues, and given policy direction of development of the budget, staff turns its attention to putting numbers on paper. Factors that will play into budget planning at this point include:

- 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 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.
- 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.

Budget FAQs

- Changes in employee fringe benefits, such as changes affecting vacation policy, overtime, holidays, uniform allowances, health insurance, and sick leave affect expenditures.

- 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 impacting significantly on the local economy is taken into consideration. The failure or inability to conservatively consider projected economic activity can cause significant financial problems.

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.

Once the 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.

Can you amend the budget once it is adopted?

During the fiscal year, 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 there of between general classifications of expenditures from one department or fund to another.

Is the budget ever evaluated?

During the course of the fiscal year the expenditures and revenues are monitored regularly and compared to the budget projections. Quarterly operating reports are prepared that provide a quarterly 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.

At the close of the fiscal year, a Comprehensive Annual Financial Report (CAFR) is prepared which includes financial statements which report on the financial condition of the City. During the budget process, this information is used to compare the projections of revenues and expenditures made during the prior fiscal year to the actual revenues and expenditures for a given fiscal year. Current year and future year assumptions about revenues and expenditures may be changed depending on how close projections were to actuals.

Who do I contact if I want more information?

All requests for Public Information in the City of Avondale are handled by the City Clerk's Office. Please call (623) 333-1200 or visit our website at www.avondale.org.

City Council

Department Description

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

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

Goals

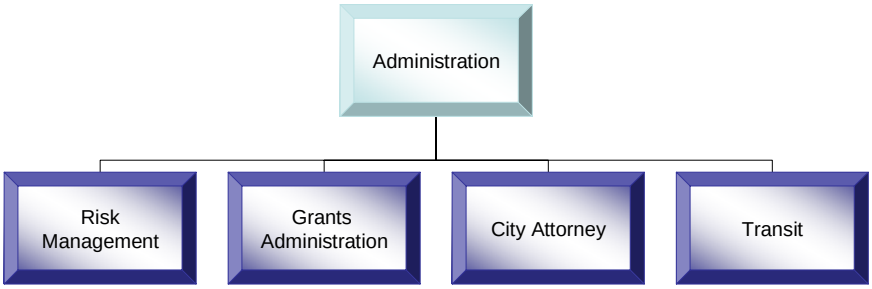
- Financial Stability: Ensure long-term financial stability of the City. Maintain the fund balance, contingency reserves, and service levels to ensure efficient operations.
- Quality of Life: Provide quality of life options and opportunities in the community.
- Public Safety: Improve public safety in the community.
- Community Development: Strive to make Avondale an attractive investment opportunity for retail, commercial, office and light industrial development and ensure that all development in the community meets quality standards.
- Environmenal Leadership: Meet, and wherever possible, exceed regulations pertaining to water conservation, air-quality and storm water management.
- Traffic Management: Improve transportation and traffic flow in the community on major streets and in neighborhoods.
- Staff Retention: Encourage recruitment and retention of quality and diverse staff and improve administrative capacity.
- Community Involvement: Encourage effective coordination and involvement with community groups and other levels of government; promote community involvement among residents.

City Council

Budget Summary

	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Expenditures by Category					
Personal Services	86,633	98,906	121,460	109,441	120,830
Contractual Services	73,796	69,066	84,410	69,939	102,680
Commodities	-	345	150	622	650
Other	(47,213)	(34,490)	(61,590)	(64,590)	(57,410)
Total by Category	***113,216***	***133,827***	***144,430***	***115,412***	***166,750***
Expenditures by Program					
City Council	113,216	89,528	91,530	74,792	105,230
City Council - Drake	-	4,771	-	-	-
City Council - Lynch	-	8,128	10,200	9,519	10,200
City Council - Carroll	-	4,733	-	-	-
City Council - Lopez-Rogers	-	4,107	6,700	4,472	8,200
City Council - Earp	-	7,154	6,700	5,979	6,200
City Council - Wolf	-	3,981	7,700	4,380	8,320
City Council - Leitner	-	5,632	-	-	-
City Council - Scott	-	3,084	7,700	7,220	8,200
City Council - Buster	-	1,727	6,200	2,000	11,200
City Council - Weise	-	982	7,700	7,050	9,200
Total by Program	***113,216***	***133,827***	***144,430***	***115,412***	***166,750***
Expenditures by Fund					
General Fund	113,216	133,827	144,430	115,412	166,750
Total by Fund	***113,216***	***133,827***	***144,430***	***115,412***	***166,750***

City Administration



Department Description

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

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

The transit department is responsible for preparing and monitoring the transit program budget and all Intergovernmental Agreements, grants and contracts with other municipalities or agencies. The division also plans future transit service, develops both fixed-routes and demand response services in compliance with ADA and Federal Transit Administration requirements, monitoring service levels and the on-going development of City's transit assets, including bus shelters. Transit also analyzes existing routes, the cost of additional services or alternatives, represents the City at local and regional Transit Manager's meetings, oversees the transit contracts and also oversees the travel demand program including the City's Trip Reduction and Van Pool programs.

The Avondale Municipal Art Committee was created by Council and began meeting in January 2006. It is the charge of the Committee to develop program guidelines and procedures and to advise the City Council and City Staff on matters and issues pertaining to the acquisition, maintenance and disposition of works of art, public art displays, monuments and memorials. The Avondale Municipal Art Committee completed its Public Art Master Plan during this first year of operation. The Committee also funded the creation of a piece of public art to adorn the new Civic Center Library-a sun dial, created by the students enrolled in the Gallery 37 Project. The Committee working with staff completed an inventory of art and artifacts that are housed in the Old Town and is looking forward to expanding the City's collection of public art.

The Risk Management/Safety Division deals with the property and liability insurance for the City. It administers the City's self-insured program and liability claims. The division also provides safety training and services to all City departments and administers the workers compensation insurance program.

2006-2007 Highlights

- Risk Management completed and distributed its first Annual Cost of Risk Report and redesigned the website to include more information and online forms for all departments to use. This year, Risk also developed a training schedule and began training for all City staff in Homeland Security protocols known as NIMS or the National Incident Management System. A worker's compensation coverage audit was completed using Nationwide Insurance, which may result in a possible refund. In 2006,

City Administration

2006-2007 Highlights

Risk was able to generate a cost savings of $185,000 in premiums in renewal of all property, liability and vehicle coverage.

- In the area of grants, Avondale increased its grant income by more than $600,000. In Fiscal Year (FY) 04-05, Avondale was awarded approximately $3 million in grant funds, with a city match of $1.1 million. During Fiscal Year (FY) 05-06, Avondale was awarded $3 million dollars in grant funds, with a city match of $500,000. The decrease in matching funds was cut by $600,000. Avondale conducted more grant trainings to develop more grant writing capacity.
- Transit staff worked with Finance to determine the funding flow for current and future transit services. Staff continued to work with RPTA and Phoenix on cost reduction strategies and in the development of new routes. Staff mentored EMCC students as they created a Southwest Valley Transit and Bicycle Map. This map will make the use of public transit and bicycles safer and more accessible.
- Transit saff is continuing to work with EMCC on the design and construction of the EMCC Mini Bus Center.

FY 2007-08 Objectives:

Council Goal: *Financial Stability*

- Grants Division - increase funded grants by $500,000 or more and decrease matching amounts so that they do not exceed the 35% of the grant funding that has been received.
- Risk Management - Maintain all lines of insurance coverage within 5% of prior years coverage cost.
- Transit - Increase Avondale's participation in regional transit committees in order to identify additional funding sources.
- Grants Division - develop a merit system or recognition system that motivates departments in grant writing and participation.

Council Goal: *Quality of Life*

- Transit - Increase the use of Maricopa County's Special Transportation Services (STS) by Avondale residents by 15%.

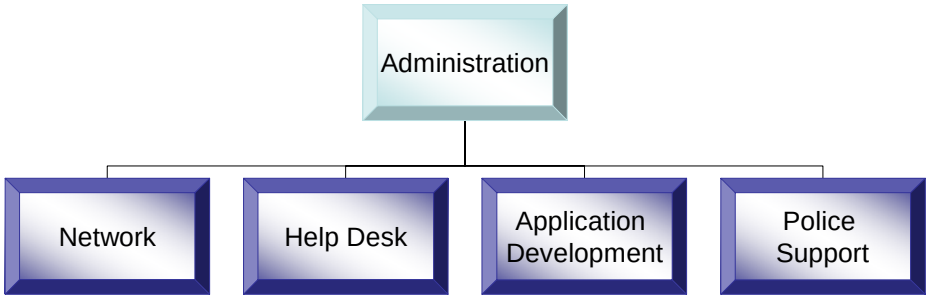
Performance/Workload Indicators:	**FY 2005-06 Actuals**	**FY 2006-07 Projected**	**FY 2007-08 Projected**
Reduce payout amount for liability claims by 20%	n/a	10%	20%
Contact all third party claimants within 12 hours of loss.	n/a	80%	90%
Number of bus routes serving the City of Avondale	6	6	7
Decrease the amount paid through liability claims by 15%	n/a	15%	50%
Increase the grant award success rate	68%	75%	80%
Increase the use of Maricopa County's Special Transportation Services by Avondale Residents	n/a	8%	15%

City Administration

Budget Summary

	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Expenditures by Category					
Personal Services	779,897	871,669	1,040,160	993,250	1,170,620
Contractual Services	1,876,384	1,681,423	3,139,710	2,847,235	3,019,230
Commodities	23,725	14,515	20,570	27,891	19,270
Capital Outlay	1,168	34,250	-	-	1,600,000
Other	(284,321)	(458,070)	(452,660)	(471,660)	(367,070)
Contingency	-	-	130,000	-	569,530
Total by Category	***2,396,853***	***2,143,787***	***3,877,780***	***3,396,716***	***6,011,580***
Expenditures by Program					
EMCC Mini Bus Center	-	-	-	-	1,600,000
City Administration	413,448	522,665	521,590	503,812	560,155
Grants Administration	-	-	-	-	128,015
Municipal Arts Commission	-	-	100,000	60,670	166,000
Transit Operations	856	-	1,332,450	1,278,169	1,213,100
City Attorney	352,595	299,643	371,680	371,680	451,000
Risk Management Operations	1,629,954	1,321,479	289,600	223,099	341,320
Premiums and Claims	-	-	1,262,460	959,286	1,551,990
Total by Program	***2,396,853***	***2,143,787***	***3,877,780***	***3,396,716***	***6,011,580***
Expenditures by Fund					
General Fund	766,043	822,308	993,270	936,162	1,305,170
Transit Fund	856	-	1,332,450	1,278,169	2,813,100
Risk Management Fund	1,629,954	1,321,479	1,552,060	1,182,385	1,893,310
Total by Fund	***2,396,853***	***2,143,787***	***3,877,780***	***3,396,716***	***6,011,580***
Authorized Positions by Program					
City Administration	6.00	6.00	6.00	6.00	5.00
Grants Administration	0.00	0.00	0.00	0.00	1.00
Transit Operations	0.00	0.00	1.00	1.00	1.00
Risk Management Operations	2.00	2.00	2.00	2.00	2.00
Total Authorized FTE	***8.00***	***8.00***	***9.00***	***9.00***	***9.00***

Information Technology



Department Description

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

Support
Desktop and laptop support, help desk telephone support, printer support, and application support

Operations
E-mail, phones and voice mail, servers, wireless network, Police Department CAD/RMS, Police and Code Enforcement mobile laptops, software applications (custom and off the shelf)

Audio/Visual Systems
Council Chambers, Police Department interview rooms, overhead paging, video projectors in conference rooms

Monitoring
Security system monitoring and well site alarm monitoring

Purchasing
Item related to, connects to or associates with the City of Avondale's network must be approved and/or purchased by the Information Technology Department. This assures compliance with legal requirements and asset tracking.

2006-2007 Highlights

- Wireless Traffic Interconnect - A total of 28 traffic signals were connected together using wireless technologies. Each of these intersections work as a link in a chain allowing the Traffic Engineering Department to properly time these signals to allow for better traffic flow. A total of five intersection now have pan-tilt-zoom cameras installed for remote viewing of traffic flows. Each of the intersections also include wireless 802.11 technologies allowing field employees (Police, Code Enforcement, Inspectors) to connect back into the Avondale network to access their necessary applications.

Information Technology

2006-2007 Highlights

- The City switched over to the new telephone numbers in January 2007 allowing for increased future growth. By adding the new telephone numbers the City of Avondale has the ability to grow in size without the requirement of again changing telephone numbers. The addition of the new numbers also allows the city to install added security features for 911 services. Police Dispatch will now have the ability to determine the exact loacation of an employee that dialed 911 instead of only knowing which building the person called from.
- The Municipal Operations Building was completed in 2006 consisting of the installation of a new network backbone, security system and the transfer of computer system to the new building.
- Completion of e-citation project with coordination from Police and Courts providing efficency and accuracy in the citation process from the Officer on the street to the Court data entry to Police data entry.
- Implementation of disaster recovery plan providing for minimal down time in the event of catastrophe that renders Avondale's data center unavailable. Worked with another local municipality to store equipment in their data center and providing a reciprocal agreement while reducing facility costs.

FY 2007-08 Objectives:

Council Goal: *Community Development*

- Work with Facilities, Parks and Recreation, Engineering, Field Operations and other departments in need of tracking assets and tracking work orders. Assist with the configuration of the applications and support of the system after implementation.
- Implement a new Development Services application for the tracking and approval of permits, land use and document management. Work with the Development Services, Engineering and Finance teams to implement a system meets the needs of the city.

Council Goal: *Financial Stability*

- Maintain existing custom written and off-the-shelf applications verifying that they are meeting the employees expectation, integrating them into a single portal for quick and easy access to accurate information.
- Begin implementation of Information Technology best practices utilizing the Information Technology Information Library procedures. Implement procedures that streamline customer requests, increase customer satisfaction and reduce IT expenditures. Implementation of a balanced score card measuring system for evaluating the effectivness of technology services with the City of Avondale.

Council Goal: *Quality Of Life*

- Design, configure, install and support operations for new library on Western Avenue. Install network, telephone and computers that provide the public with quick and reliable access to information.

Council Goal: *Traffic Management*

- Work with Engineering to tie in new traffic signals with the existing wireless infrastructure. Expand the usage of the wireless network for all remote employees that need access to the Avondale from the field.

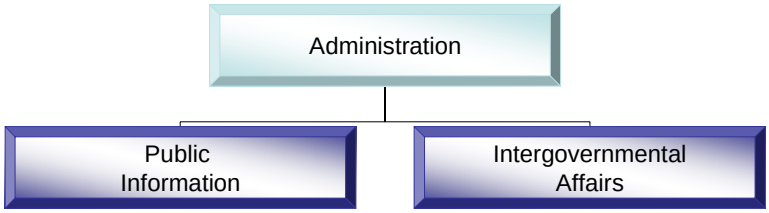
Information Technology

Performance/Workload Indicators:	FY 2005-06 Actuals	FY 2006-07 Projected	FY 2007-08 Projected
Number of supported staff members.	439.5	506.5	529.5
Balanced scorecard rating based on customer satisfaction, resolution rate, incident assignment accuracy, speed to answer, abandoned calls, time to respond.	n/a	81%	84%
Percentage of issues responded to within 2 hours of receipt.	n/a	90%	90%
Replacement of desktops that have aged to three years or more.	123%	100%	100%

Budget Summary

	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Expenditures by Category					
Personal Services	383,813	550,702	922,130	878,137	1,264,880
Contractual Services	333,530	455,919	419,600	417,282	513,830
Commodities	2,683	8,745	12,350	12,673	7,950
Capital Outlay	134,797	271,744	270,000	270,000	260,000
Other	(122,881)	(108,160)	(161,690)	(161,690)	(271,750)
Total by Category	***731,942***	***1,178,950***	***1,462,390***	***1,416,402***	***1,774,910***
Expenditures by Program					
Information Technology	731,942	1,178,950	1,462,390	1,416,402	1,774,910
Total by Program	***731,942***	***1,178,950***	***1,462,390***	***1,416,402***	***1,774,910***
Expenditures by Fund					
General Fund	731,942	1,178,950	1,462,390	1,416,402	1,774,910
Total by Fund	***731,942***	***1,178,950***	***1,462,390***	***1,416,402***	***1,774,910***
Authorized Positions by Program					
Information Technology	5.00	7.00	10.00	10.00	13.00
Total Authorized FTE	***5.00***	***7.00***	***10.00***	***10.00***	***13.00***

Community Relations



Department Description

The Community Relations and Public Affairs Department encompasses public information and media relations, intergovernmental affairs and Council relations, and community relations and citizen outreach. This Department engages in citywide public information, community outreach, neighborhood programs, citizen/neighborhood advocacy, marketing, web page development, cable/video production, and internal and external communications. Furthermore, it provides professional assistance to the City Council, City Manager, and senior management staff on matters related to the dissemination of public information and the activities at the regional, state and federal levels of government. The Department represents and guides Avondale's interest on all legislative matters. The Department serves as a central source of information about the City and as an official channel of communication between the City and the public. It also develops and shapes a comprehensive image of the City of Avondale, through the media and community activities.

2006-2007 Highlights

- Developed Administrative Policy Regarding Protocol for Mayor and City Council Attendance at Events.
- Continued to update and modify website on on-going basis, to reflect changes in organizational structure and improve site functionality. Added FAQ feature to front page of site.
- Hosted "Communicating & Connecting with the Southwest Valley's Growing Hispanic Population" Community Outreach Forum.
- Implemented Character Recognition Program and launched the City Council's School Ambassador Program.
- Coordinated Council relations functions which included recognition items at City Council meetings; Billy Moore Heritage Days dignitary breakfast; and State of the City address.
- Coordinated 2006 Employee United Way campaign, boosting contributions by almost 40% and participation by over 9%.
- Partnered with other City departments on special events, with responsiblity for promotion and marketing and community relations for the following events: Race Equality Week, Billy Moore Heritage Days, GAIN, and 60th Anniversary.
- Improved quality of slides on Channel 11 and purchased equipment to upgrade capability for future programming.
- Hired Public Information Officer and Intergovernmental Affairs Manager.

Community Relations

2006-2007 Highlights

- Continued federal lobbying efforts particularly with regard to funding to acclerate the widening of I-10. Met with Washington offices of our federal delegation to protect federal appropriations and closely monitor this project.
- Hosted legislative breakfast.
- Actively participated in Valley Metro Marketing Committee to promote transit opportunities in the West Valley. Advertised Avondale transit routes on Channel 11 and via other mediums.
- Managed effective coordination and involvement with other government agencies including Maricopa County, MAG, RPTA, and the League of Arizona Cities and Towns.
- Closely monitored three transportation projects including the widening of I-10, the State Route 801 (I-10 Reliever), and the South Mountain Freeway.
- Supported City departments with outreach efforts for Elm Street flooding, CERT recruitment, Glenarm Farms rezoning, landlord/tenant workshop, utility rate changes, National Walk to School Day events, and fire sprinkler ordinance.
- Improved attendance at quarterly HOA Summits by developing themed agendas to reflect current issues impacting HOAs such as rental properties, group homes, parking, and graffiti.
- Continued to host bi-monthly Cashion, Las Ligas, and Rio Vista Neighborhood Meetings and assumed oversight of monthly North Old Town Committee Meetings.
- Citizen Liaison attended 14 HOA board meetings throughout the community providing updates on capital improvements and economic development and following up on feedback and concerns.
- Recruited and facilitated Southwest Valley Citizens Academy at EMCC with Goodyear, Litchfield Park, and Buckeye.
- Conducted bi-annual Citizen Satisfaction Survey.
- Held second annual Resident Appreciation Night doubling attendance to over 600.
- Coordinated public open houses for the remodeled Old Town Public Safety Facility, Municipal Operations Service Center, and northeast well.
- Developed a database system for more efficient tracking of news media clippings.
- Created, advertised and recruited for Volunteer Greeter Position to assist with customer service in City Hall lobby.
- Coordinated first session of Avondale's Citizen Leadership Academy.

FY 2007-08 Objectives:

Council Goal: *Community Involvement*

- Combine and re-design RAVE Review and quarterly Highlights to a full color magazine mailed to every household.
- Develop a policy regarding graphic standards for the City and all departments to maintain City image including the review of all publications produced by City departments.

Community Relations

FY 2007-08 Objectives:

Council Goal: *Community Involvement*

- Continue to upgrade and update information on the City's website.
- Expand the public information function to include minority outreach, media training, policy development, cable programming, and specialized attention to the media needs of individual City departments.
- Upgrade Channel 11 to include audio/video programming and a full program schedule of shows and information.
- Develop an interdepartmental special events committee to effectively coordinate City events.
- Increase participation in boards, commissions, and committees by nuturing informed citizens through the Citizen Leadership Academy.
- Assist the Engineering Department with public information campaign regarding a proposed neighborhood traffic management program.
- Assist with department outreach events such as community workshops, open houses, and forums.
- Continue to increase employee participation in annual United Way campaign.
- Increase awareness of Character Recognition program through outreach efforts such as media releases or correspondence to home owners groups and schools.

Council Goal: *Financial Stability*

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

Council Goal: *Staff Retention*

- Provide opportunities for staff development through conference and training participation.

Council Goal: *Traffic Management*

- Monitor and provide input on state legislation supporting the City's ability to acclerate funding to widen I-10.

Performance/Workload Indicators:	**FY 2005-06 Actuals**	**FY 2006-07 Projected**	**FY 2007-08 Projected**
Government Relations/Lobbying: Meetings with federal delegates, hosting state legislative events, participating in legislative days at the State Capitol, and hosting community forums	15	20	20
Government Channel: Hours of programming to include PSAs and text bulletins	10	20	50
Community Relations & Special Events: Host and coordinate various functions for City Council, including receptions, open houses, Race Equality Week, Character Recognition Program, State of the City, and Volunteer Recognition event	12	15	15
Media Relations: Produce press releases and respond to media requests for information	261	300	325

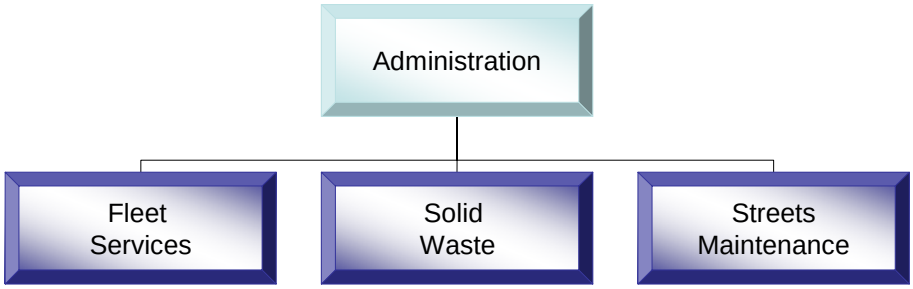
Community Relations

Performance/Workload Indicators:	FY 2005-06 Actuals	FY 2006-07 Projected	FY 2007-08 Projected
Public Information: Publish monthly City Page, RAVE Review, and Annual Report	16	16	16
Community Outreach: Host neighborhood meetings, quarterly HOA Summits, Resident Appreciation Night, and Town Halls, etc.	33	35	40
Customer Service: Respond and track citizen issues and concerns and respond in a timely manner	694	750	800
Citizen Leadership Academy: host one academy per year	1	1	1

Budget Summary

	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Expenditures by Category					
Personal Services	275,859	401,526	549,400	514,211	597,780
Contractual Services	104,133	276,348	286,810	277,131	422,850
Commodities	2,945	1,211	7,950	5,301	3,300
Capital Outlay	312	-	-	-	-
Other	(86,071)	(97,390)	(180,200)	(180,200)	(213,040)
Total by Category	***297,178***	***581,695***	***663,960***	***616,443***	***810,890***
Expenditures by Program					
Public Information Office	194,614	341,855	526,920	484,581	651,620
Intergovernmental Affairs	102,564	239,840	137,040	131,862	159,270
Total by Program	***297,178***	***581,695***	***663,960***	***616,443***	***810,890***
Expenditures by Fund					
General Fund	297,178	581,695	663,960	616,443	810,890
Total by Fund	***297,178***	***581,695***	***663,960***	***616,443***	***810,890***
Authorized Positions by Program					
Public Information Office	2.00	4.00	5.00	5.00	5.00
Intergovernmental Affairs	1.00	1.00	1.00	1.00	1.00
Total Authorized FTE	***3.00***	***5.00***	***6.00***	***6.00***	***6.00***

Field Operations



Department Description

The Field Operations Department provides solid waste services and street maintenance services for the entire community. Fleet services provides preventative maintenance and repairs for City owned vehicles and equipment. The motto in Field Operations is:

"We Deliver Quality"

2006-2007 Highlights

- Successfully operating the fleet services division as an internal service fund.
- Developed and implemented the recycling school program to educate citizens on proper recycling practices.
- Partnered with other west valley cities to hold a household hazardous waste day to allow our citizens the opportunity to properly dispose of hazardous materials.
- Implemented a pilot adopt a street program.
- Transitioned our diesel fuel usage to ultra low sulfur diesel in order to comply with federal mandates.

FY 2007-08 Objectives:

Council Goal: *Environmental Leadership*

- Continue public education efforts in the area of sanitation and recycling to boost community enhancement efforts in order to ensure clean and safe neighborhoods.

Council Goal: *Financial Stability*

- Operate the department like an effective business.

Council Goal: *Quality Of Life*

- Perform job assignments in a timely, safe manner and provide outstanding customer service.

Council Goal: *Staff Retention*

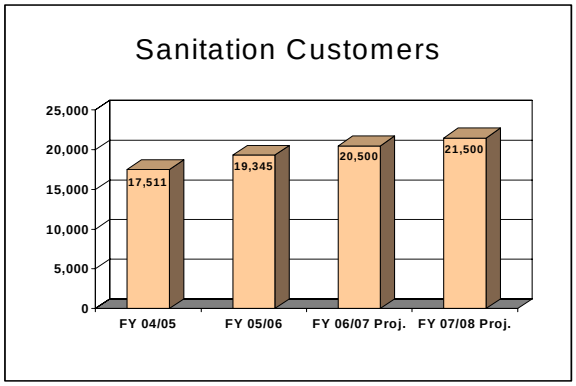
- Provide training opportunities and continue to cross train employees to improve their value and abilities.

Performance/Workload Indicators:

	FY 2005-06 Actuals	FY 2006-07 Projected	FY 2007-08 Projected
Provide outstanding customer service	100%	100%	100%

Field Operations

Performance/Workload Indicators:	**FY 2005-06 Actuals**	**FY 2006-07 Projected**	**FY 2007-08 Projected**
Operate Equipment in a safe manner	95%	95%	100%
Develop effective business practices/procedures	85%	90%	95%
Complete training requirements	95%	95%	100%



Field Operations

Budget Summary

	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Expenditures by Category					
Personal Services	2,409,250	2,548,235	3,156,670	2,916,541	3,686,780
Contractual Services	1,846,753	4,048,775	3,577,240	3,422,760	2,803,470
Commodities	688,066	954,609	1,119,630	824,582	1,281,410
Capital Outlay	48,931	10,263	133,900	36,118	478,600
Other	385,739	663,540	937,760	950,896	958,235
Debt Service	1,996	-	-	-	-
Transfers Out	-	-	550,000	-	558,900
Contingency	-	-	360,000	-	300,000
Total by Category	***5,380,735***	***8,225,422***	***9,835,200***	***8,150,897***	***10,067,395***
Expenditures by Program					
Fleet Services	560,518	1,752,898	2,257,020	1,954,999	2,519,110
Field Operations Administration	-	-	-	-	128,990
Non-Departmental - Streets	-	-	550,000	-	-
Streets	2,180,712	3,040,083	2,594,050	2,349,677	2,537,950
Solid Waste	2,334,288	2,903,178	3,747,050	2,937,263	3,694,615
Sanitation-Uncontained	305,217	529,263	687,080	712,421	900,270
Education and Enforcement	-	-	-	196,537	286,460
Total by Program	***5,380,735***	***8,225,422***	***9,835,200***	***8,150,897***	***10,067,395***
Expenditures by Fund					
General Fund	560,518	-	-	-	128,990
Highway User Revenue Fund	1,944,033	2,425,028	3,144,050	2,349,677	2,537,950
Transit Fund	236,679	615,055	-	-	-
Sanitation	2,639,505	3,432,441	4,434,130	3,846,221	4,881,345
Fleet Services Fund	-	1,752,898	2,257,020	1,954,999	2,519,110
Total by Fund	***5,380,735***	***8,225,422***	***9,835,200***	***8,150,897***	***10,067,395***
Authorized Positions by Program					
Fleet Services	8.60	10.60	10.00	10.00	9.00
Field Operations Administration	0.00	0.00	4.00	4.00	5.00
Streets	15.30	13.30	14.00	14.00	14.00
Solid Waste	19.10	16.10	15.00	13.00	13.00
Sanitation-Uncontained	0.00	5.00	4.00	4.00	5.00
Education and Enforcement	0.00	0.00	0.00	2.00	2.00
Total Authorized FTE	***43.00***	***45.00***	***47.00***	***47.00***	***48.00***

Non-Departmental

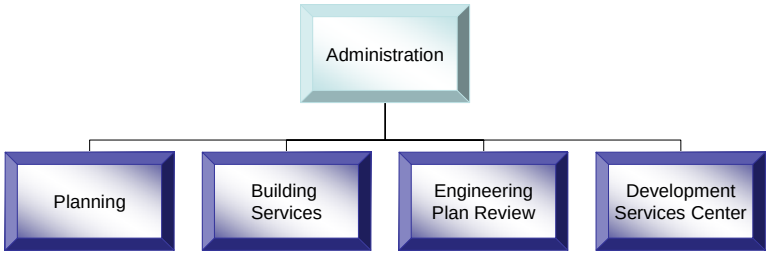
Department Description

The Non-Departmental budget includes activities that are not specified functions of any one department. Some of the expenditures budgeted include: development agreements, unemployment compensation insurance, general fund contingency and contributions to a variety of non-profit organizations.

Budget Summary

	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Expenditures by Category					
Contractual Services	8,797,478	9,338,164	9,547,300	9,641,315	10,672,600
Commodities	10,968	41,153	72,000	18,440	72,000
Debt Service	377,260	310,337	277,370	277,357	277,370
Transfers Out	5,691,562	4,591,860	7,204,620	7,300,620	6,195,950
Contingency	-	-	2,848,840	450,000	5,115,880
Total by Category	***14,877,268***	***14,281,514***	***19,950,130***	***17,687,732***	***22,333,800***
Expenditures by Program					
Non-Departmental	14,877,268	14,281,514	19,950,130	17,687,732	22,333,800
Total by Program	***14,877,268***	***14,281,514***	***19,950,130***	***17,687,732***	***22,333,800***
Expenditures by Fund					
General Fund	14,844,338	14,177,519	19,750,330	17,562,977	22,151,800
Printer - Copier Service Fund	32,930	103,995	199,800	124,755	182,000
Total by Fund	***14,877,268***	***14,281,514***	***19,950,130***	***17,687,732***	***22,333,800***

Development Services



Department Description

The Development Services Department provides a multitude of services related to current planning, land use regulations, land subdivision, site planning, design review, construction plan review, permitting, building and landscape inspections, and final occupancy clearance. The Department administers the City's Zoning Ordinance and the Subdivision Regulations, as well as the Building, Plumbing, Mechanical, and Electrical Codes. The Department also provides ongoing staff support for the City Council, the Planning Commission, and the Board of Adjustment, and is a resource for developers, other governmental agencies, and the general public.

In order to optimize support to all of these entities, the Department was reorganized in 2006 to better target its efforts in promoting consistent and sustainable development within the City of Avondale. This reorganization will allow the Division to focus on the entire spectrum of development services, which includes project pre-application, entitlements, engineering and building plan review, and building inspections.

2006-2007 Highlights

- Planning staff worked with several major property owners, developers, and governmental agencies on preliminary and final plans for new development south of Lower Buckeye Road and along the Interstate 10 corridor.
- The Zoning Ordinance was amended regarding group homes, non-chartered financial services, center identification wall signs, consignment stores, temporary sign regulations, pet boarding, day care, and medical offices.
- On-going technical assistance was provided to Code Enforcement personnel involved with the abatement of dangerous buildings and zoning violations.
- The Planning Division managed the review of 79 pre-application proposals and 175 development related applications in 2006. This required the preparation of 124 staff reports for public meetings. The Division also reviewed 478 business licenses, 16 liquor licenses, and 25 zoning verification requests.
- The Building Division issued close to 2,400 permits in 2006. This included 924 permits for single-family homes, 190 commercial building permits, 141 sign permits, and 388 swimming pool permits. Approximately 72,000 on-site inspections were completed.
- Project activity requiring staff time during the 2006-07 budget year included, but were not limited to Lakin Ranch, Pylman Estates, Glenarm Farms, Gateway Crossing, Avondale Gateway, Fleming Farms, Del Rio Ranch, the Summit at Avondale, City Pointe, Ruby Tuesday, and Durango Plaza.

Development Services

FY 2007-08 Objectives:

Council Goal: *Community Development*

- Provide excellent customer service to everyone who utilizes the Development Services Department's services.
- Implement the City's General Plan utilizing the Zoning Ordinance, Subdivision Regulations, and Building Codes.
- Ensure that all development is high quality through the Department's site plan and development review process.
- Implement the City's new application/permit tracking system.
- Improve the level of information available to the public and the development community on City application requirements, review procedures, and the status of current applications.
- Continue to improve the quality and efficiency of the City's application review process.
- Strive to make Avondale an attractive investment opportunity for retail, commercial, office, and light industrial development and ensure that all development in the community meets quality standards.

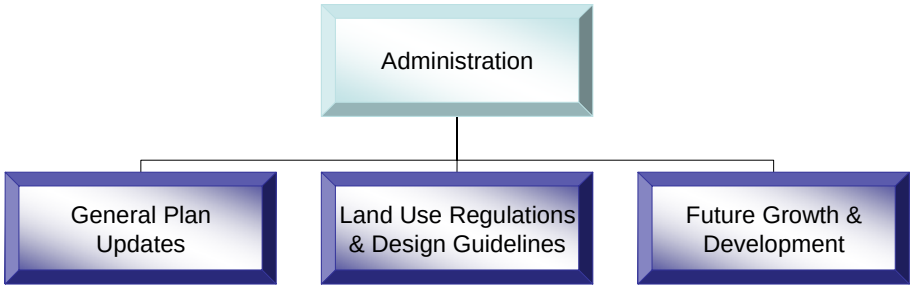
Performance/Workload Indicators:	**FY 2005-06 Actuals**	**FY 2006-07 Projected**	**FY 2007-08 Projected**
Return all phone call within 24 hours of the time received	95%	100%	100%
Respond to general inquiries with 24 hours of the time submitted	95%	100%	100%
Pre-applications meeting will be conducted within 5 working days	100%	100%	100%
Development applications willl be reviewed within 15 working days	85%	95%	100%
Building, Planning, Engineering and Fire construction plans will be reviewed and returned to developer within 20 working days	95%	93%	95%
Construction inspections will be conducted within 24 hours of being submitted	100%	100%	100%
Plan reviews completed	1769	1050	1410
Permits issued	642	552	597

Development Services

Budget Summary

	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Expenditures by Category					
Personal Services	1,146,673	1,393,147	1,708,840	1,440,349	2,490,620
Contractual Services	56,325	488,938	1,003,740	1,083,399	758,420
Commodities	21,949	27,086	139,020	106,721	59,200
Capital Outlay	626	61,034	2,000	500	-
Total by Category	***1,225,573***	***1,970,205***	***2,853,600***	***2,630,969***	***3,308,240***
Expenditures by Program					
Planning	415,040	574,311	1,129,095	856,566	714,910
Engineering Plan Review	-	-	-	-	517,590
Building Services	603,482	1,173,080	1,332,185	1,128,869	1,309,970
Development Services Center	-	-	-	-	339,260
Development Svcs Administration	207,051	222,814	392,320	645,534	426,510
Total by Program	***1,225,573***	***1,970,205***	***2,853,600***	***2,630,969***	***3,308,240***
Expenditures by Fund					
General Fund	1,225,573	1,970,205	2,853,600	2,630,969	3,195,040
Highway User Revenue Fund	-	-	-	-	113,200
Total by Fund	***1,225,573***	***1,970,205***	***2,853,600***	***2,630,969***	***3,308,240***
Authorized Positions by Program					
Planning	7.00	9.00	9.00	11.00	8.00
Engineering Plan Review	0.00	0.00	0.00	0.00	5.00
Building Services	10.00	11.00	11.00	13.00	9.00
Development Services Center	0.00	0.00	0.00	0.00	5.00
Development Svcs Administration	2.00	2.00	2.00	4.00	2.00
Total Authorized FTE	***19.00***	***22.00***	***22.00***	***28.00***	***29.00***

Long Range Planning



Department Description

A new department was formed to oversee long range planning in September 2006 when the Planning and Building Services Department was combined with Engineering Plan Review to form Development Services. The Long Range Planning Department is responsible for preparing and updating major elements of the City's General Plan and area plans; monitoring General Plan implementation; conducting studies related to future land use, growth, and development; and preparing the land use regulations and guidelines needed to implement the General Plan. The department also provides professional assistance and guidance to the City Council, the Planning Commission, and other departments and serves as a resource for the community.

2006-2007 Highlights

- South Avondale General Plan Update: The City's General Plan was adopted before the SR 801 Freeway was envisioned. A major general plan amendment will be required to address the freeway and any related changes to future land use. This will affect the city's planning area between Lower Buckeye Road and the Estrella Mountains. A Request for Qualifications was released to solicit consultants to assist staff with this project.
- City Center Area Plan: The City Council initiated a major land use study for 280 acres located along Avondale Boulevard from the I-10 Freeway to Coldwater Springs Boulevard. The team of consultants hired to assist staff with this effort prepared a market analysis, an existing conditions report, various concept alternatives, and a preferred concept analysis. Four council work sessions were held including an all day bus tour of several mixed use developments. The plan is scheduled to be completed in the fall of 2007.
- Long Range Planning Website: A department homepage was added to the City's website to provide shared access to planning related information.
- Land Use Regulations Update: The City Council approved several zoning ordinance amendments that addressed group homes, non-chartered financial institutions, temporary signs, medical offices, rural residences, overnight truck parking, and changeable message signs.

FY 2007-08 Objectives:

Council Goal: *Community Development*

- Continue to update the City's land use regulations and design guidelines to implement the General Plan and ensure an effective and efficient review process.
- Assist the Economic Development Department in developing a revitalization plan for Old Town Avondale which is generally bordered by Van Buren Street, Dysart Road, Lower Buckeye Road, and Litchfield Road.

Long Range Planning

FY 2007-08 Objectives:

Council Goal: *Community Development*

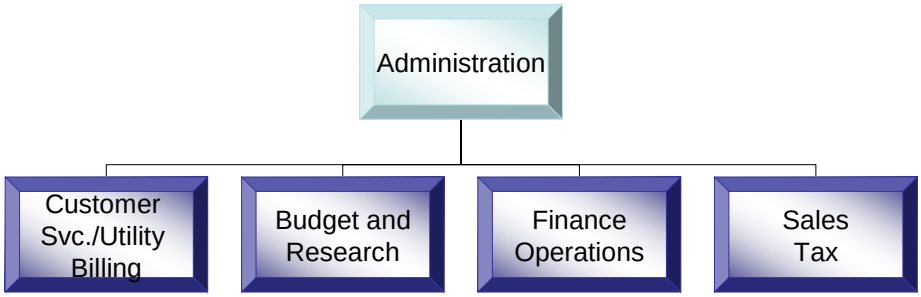
- Identify and analyze future land use alternatives for the area located between Lower Buckeye Road and the Estrella Mountains and where appropriate, amend the General Plan, taking into consideration Avondale's relationship to the State Route 801 alignment, Phoenix International Raceway (PIR) and the potential opportunities for business development along the Gila River
- Complete and adopt the City Center Area Plan to implement the Council's vision for Avondale Boulevard as a premier destination for shopping, restaurants and entertainment, with exciting mixed-use development that includes hotels, high quality density housing, and professional offices in an atmosphere that is fun, pedestrian friendly and conducive to daytime and night time activities.

Performance/Workload Indicators:	**FY 2005-06 Actuals**	**FY 2006-07 Projected**	**FY 2007-08 Projected**
Neighboring jurisdiction general plan reviews	n/a	13	6
Number of formal staff reports prepared for public meetings	n/a	19	30
Respond to general inquiries within 24 hours	n/a	90%	90%
Major general plan amendments processed	n/a	2	5

Budget Summary

	FY 04-05 Actuals	***FY 05-06 Actuals***	***FY 06-07 Budget***	***FY 06-07 Estimates***	***FY 07-08 Budget***
Expenditures by Category					
Personal Services	-	-	-	-	155,490
Contractual Services	-	-	-	-	970,750
Commodities	-	-	-	-	5,400
Total by Category	**-**	**-**	**-**	**-**	***1,131,640***
Expenditures by Program					
Long Range Planning	-	-	-	-	1,131,640
Total by Program	**-**	**-**	**-**	**-**	***1,131,640***
Expenditures by Fund					
General Fund	-	-	-	-	1,131,640
Total by Fund	**-**	**-**	**-**	**-**	***1,131,640***
Authorized Positions by Program					
Long Range Planning	0.00	0.00	0.00	0.00	1.00
Total Authorized FTE	***0.00***	***0.00***	***0.00***	***0.00***	***1.00***

Finance & Budget



Department Description

Finance and Budget provides support functions for the city including: fiscal planning and treasury services, utility billing, cash recipts, purchasing, payroll, 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, 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.

2006-2007 Highlights

- Met with bond rating agencies and received upgraded bond ratings on Highway User Revenue Bonds to an AA- rating.
- Prepared a balanced budget incorporating Council's goals and objectives.
- Completed the Comprehensive Annual Financial Report in accordance with GASB 34.
- Received the Certificate of Excellence in Financial Reporting and the Distinguished Budget Award.
- Held quarterly tax seminars for new taxpayers and citizens.
- Reviewed development fees and recommended new fees to help ensure growth pays for itself.
- The Rental Property Administration Program issued approximately 650 audit assessments and identified approximately 1,800 properties to be updated on the county's system.

FY 2007-08 Objectives:

Council Goal: *Financial Stability*

- Continue to review and provide cost-of-business/cost-of-service analysis of city programs and services.
- Follow sound financial policies and ensure fund balances and revenue coverage ratios meet or exceed guidelines.
- Prepare a balanced budget that incorporates Council's goals and objectives for the year.
- Ensure Council is informed with the most current financial data available by providing Quarterly Council Updates.

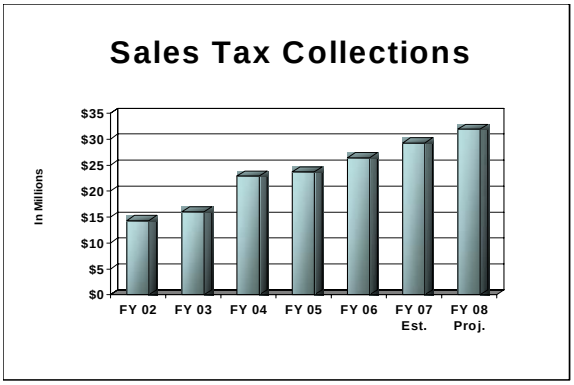
Finance & Budget

FY 2007-08 Objectives:

Council Goal: *Financial Stability*

- Continue with sound financial practices in an effort to improve bond rating and ensure the long-term financial stability of the city.

Performance/Workload Indicators:	**FY 2005-06 Actuals**	**FY 2006-07 Projected**	**FY 2007-08 Projected**
Obtained Distinguished Budget Presentation Award	11 Years	12 Years	13 Years
Obtained the Certificate of Excellence in Financial Reporting	5 years	6 years	7 years
Revenue Coverage Ratios met	Yes	Yes	Yes
Unqualified Audit Opinion	Yes	Yes	Yes
Sales Tax Forms sent	39,314	41,328	47,000
Business Licenses	4,815	5,772	8,100
Payroll checks processed	12,135	13,755	15,500
Purchase Orders processed	4,527	5,000	5,500
Accounts Payable Checks processed	8,330	8,580	8,837

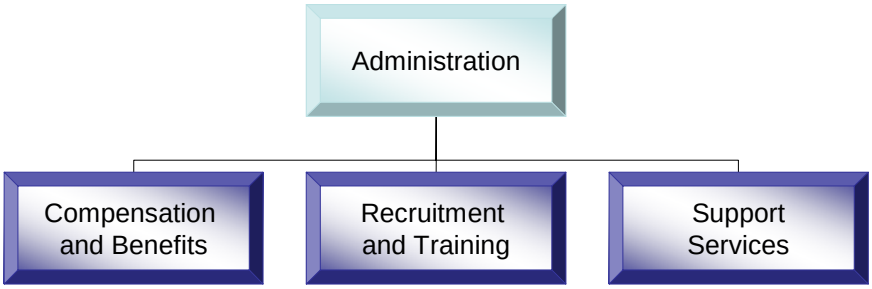


Finance & Budget

Budget Summary

	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Expenditures by Category					
Personal Services	1,269,569	1,544,408	2,082,240	1,916,362	2,248,100
Contractual Services	269,906	506,903	507,610	541,624	644,320
Commodities	37,972	26,550	67,620	62,625	24,970
Capital Outlay	626	9,612	89,770	68,101	47,270
Other	(595,276)	(1,140,510)	(1,518,440)	(1,518,440)	(1,537,120)
Total by Category	***982,797***	***946,963***	***1,228,800***	***1,070,272***	***1,427,540***
Expenditures by Program					
Financial Services	763,354	681,932	913,560	822,601	984,540
Water Billing	(634)	(17,574)	-	(2,177)	103,760
Budget and Research	220,077	282,605	315,240	249,848	339,240
Total by Program	***982,797***	***946,963***	***1,228,800***	***1,070,272***	***1,427,540***
Expenditures by Fund					
General Fund	982,797	946,963	1,228,800	1,070,272	1,427,540
Total by Fund	***982,797***	***946,963***	***1,228,800***	***1,070,272***	***1,427,540***
Authorized Positions by Program					
Financial Services	10.50	11.50	13.50	14.50	14.50
Water Billing	8.00	8.00	11.00	10.00	10.00
Budget and Research	3.00	4.00	5.00	5.00	5.00
Total Authorized FTE	***21.50***	***23.50***	***29.50***	***29.50***	***29.50***

Human Resources



Department Description

The department delivers comprehensive, value-added services to ensure that internal and external customers receive the support they need to accomplish their goals.

* Coordinate and administer recruitment and employment activities.
* Administer Classification and Compensation Plan.
* Develop and administer comprehensive employee benefits package.
* Administer and monitor performance evaluation process
* Coordinate and administer employee tuition reimbursement program.
* Administer and apply grievance and discipline procedures
* Administer and produce employee development and training efforts.
* Produce and deliver bi-weekly employee newsletter.
* Coordinate special projects as assigned, i.e. Employee Wellness (aka: Healthy Avondale 2010)
* Coordinate & deliver Employee Wellness Program

2006-2007 Highlights

- Over 100 different types of training workshops were offered to employees in FY 06-07. These trainings included customer service; ethics; diversity; leadership, supervisory and performance management skills, and organizational process improvement issues.
- Conducted Benefit and Specialty Pay Comparison Survey to maintain competitiveness in the market and conducted approximately 20 classification studies to maintain accurate job descriptions and internal equity.
- Continuing review of the employees benefits package that included an RFP process for health, life, short-term disability, and a wellness program.
- Continuing to enhance automated job application process, accepting job applications on-line and allowing departments to review job descriptions on-line.
- Developed and revised various Personnel Policies and Procedures.
- Pilot program was presented that created an in-house Supervisors Core Skills program.
- Partnerships with ASU, AGTS, outstanding consultants, and other cities were developed to continue to provide quality development opportunities and workshops.
- Conducting salary survey to ensure the City remains competitive in the market place.
- Completed numerous recruitments and hired 60+ new employees.

Human Resources

2006-2007 Highlights

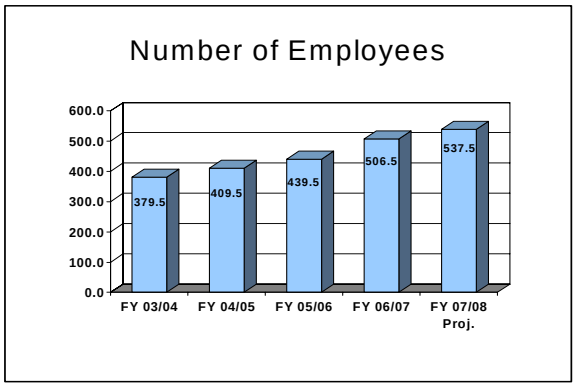
- Initiated a Community Supported Agricultural Program (CSA) for the employee wellness program and citizens through the Healthy Avondale Initiative to enable access to locally grown organic fruits and vegetables.

FY 2007-08 Objectives:

Council Goal: *Staff Retention*

- Ensure that appointments and promotions are competitively made on the basis of merit and that the City has diversified work force reflective of the community we serve.
- Maintain the Classification Plan so all employees' job duties, responsibilites, and qualification requirements are accurately described and appropriately titled.
- Present to all managers and Supervisors Core Training to deal effectively and positively with employees, city processes, and budgetary issues.
- Present programs that provide employees the necessary skills, knowledge, and abilities to effectively and efficiently perform their duties.
- Ensure the City's compensation practices are externally competitive and internally equitable.
- Develop and maintain employee benefits that are responsive to the health and welfare needs of the employee and are cost effective.
- Meet all Council and executive management directives as assigned throughout the fiscal year.

Performance/Workload Indicators:	**FY 2005-06 Actuals**	**FY 2006-07 Projected**	**FY 2007-08 Projected**
Number of training programs conducted/sponsored	85	110	100
Number of employees utilizing tuition assistance	40	45	50
Number of disciplinary cases appealed to the Personnel Board	4	1	1
Average number of days to complete competitive recruitment process	130	160	160
Employee turnover rate	12.41%	10.83%	9.0%
Percent of employees attending annual workplace training	93%	97.5%	98%

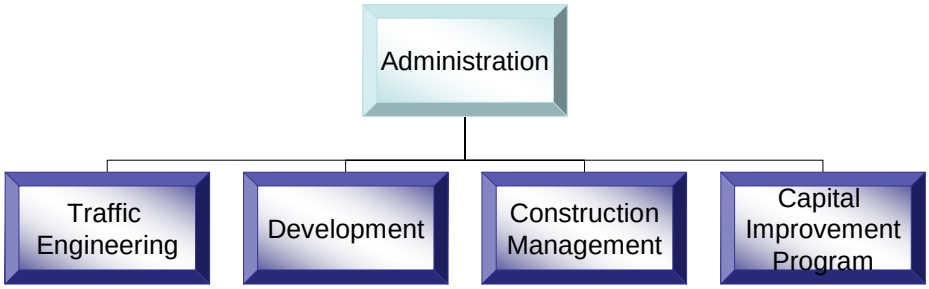


Human Resources

Budget Summary

	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Expenditures by Category					
Personal Services	514,338	542,404	787,130	637,028	863,640
Contractual Services	331,428	344,938	471,810	457,148	563,370
Commodities	11,712	5,495	95,180	89,192	90,680
Capital Outlay	626	7,560	20,000	20,000	25,000
Other	(191,794)	(143,840)	(216,060)	(216,060)	(275,510)
Total by Category	***666,310***	***756,557***	***1,158,060***	***987,308***	***1,267,180***
Expenditures by Program					
Human Resources	666,310	668,064	1,030,670	862,456	1,139,850
Organizational Training & Developm	-	88,493	127,390	124,852	127,330
Total by Program	***666,310***	***756,557***	***1,158,060***	***987,308***	***1,267,180***
Expenditures by Fund					
General Fund	666,310	756,557	1,158,060	987,308	1,267,180
Total by Fund	***666,310***	***756,557***	***1,158,060***	***987,308***	***1,267,180***
Authorized Positions by Program					
Human Resources	7.00	6.00	8.00	8.00	8.00
Organizational Training & Develop	0.00	1.00	1.00	1.00	1.00
Total Authorized FTE	***7.00***	***7.00***	***9.00***	***9.00***	***9.00***

Engineering



Department Description

The Engineering Department strives to provide engineering excellence, innovative solutions, and outstanding customer service to build and maintain a better quality of life. The Engineering Department is responsible for:

- Planning, developing and implementing the City's Capital Improvement Program for streets, water mains, sidewalks, storm drains, drainage facilities, and traffic signals.
- Monitoring and inspecting construction projects ensuring compliance with project specifications, plans, and applicable federal, state and local regulations.
- Providing technical support to a number of City departments.
- Providing a vital role in achieving the City Council's goal of increasing city revenue through ecomomic development.
- Providing transportation planning and establishing traffic engineering standards.
- Performing operation and maintenance of traffic control devices including traffic signals, roadway signs, and pavement markings.
- Coordinating the Neighborhood Traffic Management Program (NTMP).
- Managing the School Traffic Safety Program.
- Managing the City's Stormwater Management Program.
- Serving as the City's Floodplain Administrators.

2006-2007 Highlights

- Council adopted a Transportation Plan which provides a plan for future transportation infrastructure in order to keep pace with the area's rapid growth.
- Worked closely with stakeholders involved in the location of the SR 801 corridor, the widening of Interstate 10, and the alignment of the South Mountain Freeway, to ensure that future decisions are in the best interest of the community.
- Installed a new traffic signal at the intersection of Avondale Boulevard and Coldwater Springs Boulevard.
- Installed a new traffic signal at the intersection of 107th Avenue and Van Buren Street.
- Completed the widening and reconstruction of McDowell Road from Avondale Boulevard to 99th Avenue to six lanes and Avondale Boulevard from I-10 to north of McDowell Road to five lanes.
- Completed Central Avenue street improvements from Buckeye to Lower Buckeye.
- Completed Illini Street Improvement project.
- Completed the extension of Dysart Road from Buckeye to Harrison.

Engineering

2006-2007 Highlights

- Completed the Citywide Overlay Program.
- Developed a new school traffic safety program.
- Completed the annual Traffic Counts Program.
- Developed a demonstration project where several different types of traffic calming features will be installed.
- Completed replacement of Lighted Street Name Signs at four (4) Intersections.
- Adopted amendments to Chapter 21, Streets and Sidewalks which provides the City with a mechanism for recovering the cost of public improvements constructed in advance of development.
- Adopted Engineering Design Guidelines and Standards.

FY 2007-08 Objectives:

Council Goal: *Community Development*

- Implement the recommendations and strategies of the Transportation Plan.

Council Goal: *Community Involvement*

- Continue to seek public input on future capital improvement projects and programs.

Council Goal: *Environmental Leadership*

- Continue public education efforts regarding stormwater management.

Council Goal: *Financial Stability*

- Ensure that requests for payment by City consultants and contractors are processed within 10 working days of project manager approval.
- Ensure budget requests are comprehensive and work within approved budgets.

Council Goal: *Quality of Life*

- Provide quality inspection to preclude potential defects and insufficiencies in workmanship.
- Ensure reasonable project schedules are established and completed on time.
- Ensure sufficient resources are assigned to provide a high quality level of service.

Council Goal: *Traffic Management*

- Implement policies for the Neighborhood Traffic Program.
- Conduct annual Traffic Counts Program.
- Conduct warrant analyses for traffic signals – including turn signals – as needed throughout the community; install traffic signals that are planned in the CIP.
- Continue education efforts to curb speeding in the community.
- Repair streetlights within 3 working days.

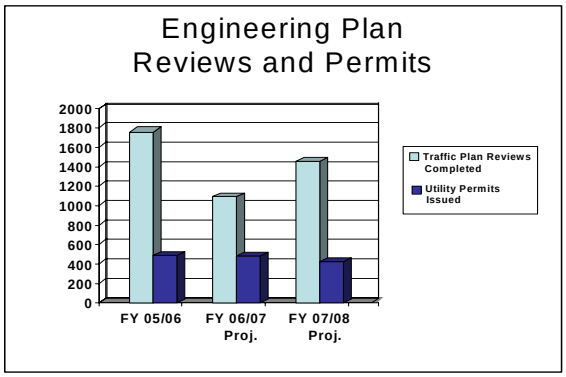
Engineering

FY 2007-08 Objectives:

Council Goal: *Traffic Management*

- Replace damaged regulatory and warning signs within 3 working days (or 6 working days if it requires Bluestaking).
- Complete inspections and preventative maintenance of all traffic signals once every 12 months.

Performance/Workload Indicators:	**FY 2005-06 Actuals**	**FY 2006-07 Projected**	**FY 2007-08 Projected**
Number of traffic calming requests that met criteria/Average time of project completion in months	n/a	n/a	10/10
Percentage of payments processed within 10 working days of Project Manager approval	n/a	n/a	100%
Percent of projects where final walkthrough punchlist contains five or fewer deficiencies	n/a	n/a	90%
Average number of total projects assigned to each Construction Inspection/Number of CIP projects	n/a	15/3	15/3
Percent of CIP projects completed on schedule/Percent completed within budget	70%/n/a	80%/80%	80%/80%
Average number of CIP projects assigned to each Project Manager	n/a	10	10
Total number of streetlight requests per year/Percent completed within 3 working days (excludes knockdowns & emergencies)	n/a	n/a	100/95%
Total number of sign repairs per year/Percent completed within 3 working days	n/a	n/a	450/90%
Total number of signalized intersections/Percent of signals inspected and maintained	n/a	n/a	33/100%

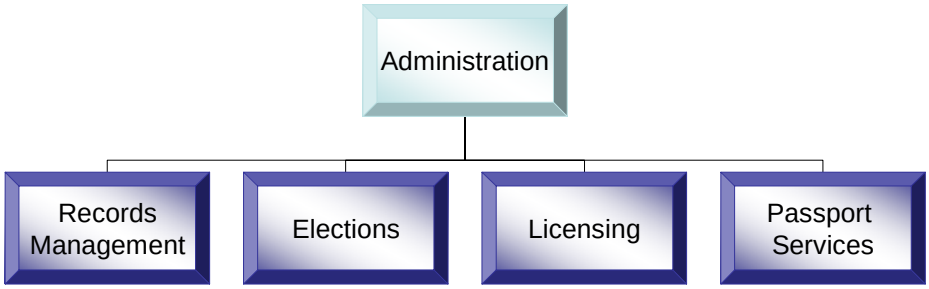


Engineering

Budget Summary

	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Expenditures by Category					
Personal Services	1,212,431	1,383,573	2,227,620	1,937,065	1,982,740
Contractual Services	195,010	481,787	551,440	541,908	1,829,120
Commodities	64,202	51,066	185,960	91,037	252,420
Capital Outlay	8,110	26,324	107,000	75,742	58,850
Other	(633,006)	(208,720)	(161,570)	(161,570)	(58,280)
Total by Category	***846,747***	***1,734,030***	***2,910,450***	***2,484,182***	***4,064,850***
Expenditures by Program					
Engineering	541,556	1,354,819	1,565,420	1,391,060	1,402,870
Traffic Engineering	305,191	379,211	1,345,030	1,093,122	2,628,980
NPDES Program	-	-	-	-	33,000
Total by Program	***846,747***	***1,734,030***	***2,910,450***	***2,484,182***	***4,064,850***
Expenditures by Fund					
General Fund	541,556	1,354,819	1,693,120	1,510,764	1,574,420
Highway User Revenue Fund	305,191	379,211	1,217,330	973,418	2,490,430
Total by Fund	***846,747***	***1,734,030***	***2,910,450***	***2,484,182***	***4,064,850***
Authorized Positions by Program					
Engineering	14.00	15.00	16.00	12.00	12.00
Traffic Engineering	0.00	2.00	7.00	7.00	8.00
Total Authorized FTE	***14.00***	***17.00***	***23.00***	***19.00***	***20.00***

City Clerk



Department Description

City Clerk's Office performs various external functions and provides internal support functions for the City including:

First line customer service
Elections
Annexations
Records management
Liquor, massage establishment, special events, and peddler's licensing
Council agendas, minutes, resolutions and ordinances
Legal publications
Internal and external request for information
Notary Services
Contracts
Code, Zoning ordinance and charter updates
Mail processing
Room reservation for community organizations and staff
Management of the City's Board, Commission and Committee program
Carpool reservations
Processing of passport applications
Posting of all council, boards, commissions and committee agendas at posting locations and website

These functions provide immediate assistance to internal and external customers. The primary responsibilities of the City Clerk are to give notice of all council meetings, keep journal of all council proceedings, act as the custodian of City records, coordinate primary, general and special elections and to administer liquor, massage establishment and special event permits. These duties are performed as required by Charter, Ordinance, or State Law.

In early 2007 the City Clerk's office was designated as an acceptance agency for Passport applications. This is a service that will greatly enhance the level of customer service that we provide to our residents.

2006-2007 Highlights

- Continued to recruit volunteers for boards, commissions, and committees by publishing vacancies, delivering the message through current members, and including the citizen participation guide in the welcome packet. Displayed the citizens involvement board which holds applications and citizen participation guides.

City Clerk

2006-2007 Highlights

- Developed a database to track board, commission, and committee member's history including membership in BCC's, terms, etc.
- Coordinated interviews and appointments for 61 volunteers to various boards, commissions, and committees. Contacted members who were termed out to suggest that they apply for membership in another board, commission, or committee.
- Election information page was translated and published in Spanish in compliance with Section 203 of Voting Rights Act of 1965. Page contained links to pages from Maricopa County's website that provide voter information in Spanish. Page is published and unpublished according to election cycle.
- Made the Agave Room available to be used as an early voting site for the 2006 State and County Primary and General Elections.
- Published election information on the City's website with links to the county's website to register to vote, request an early ballot, find a polling place, and early voting sites.
- Coordinated a Teen/Youth Poll Worker program which allows teens who are at least 16 years old on the day of the election to work at the election polls.
- Worked with a representative from the State Library and Archives office in the development of a customized records retention schedule.
- Approximately 2,000 permanent documents were uploaded on the DocuShare Imaging System.
- Rearranged the records room by updating box placement, and shredded approximately 350 boxes to make room for forthcoming records.
- Inspected each one of in excess of 100 boxes from the old Public Works Department and made determination for destruction/retention. Files in these boxes were dated between 1980 and 2000; most of the contents had fulfilled their retention requirement.
- Coordinated the printing of business cards, letterhead and envelopes for City staff with new phone numbers.

FY 2007-08 Objectives:

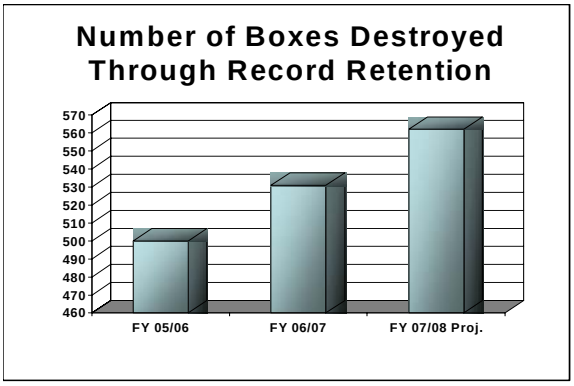
Council Goal: *Community Involvement*

- Increase voter participation in the upcoming Primary and General Fall elections. This will be done by 1) publishing a page on the City's website that will inform the voters of all deadlines and options for casting a ballot 2) staffing an early voting site at City Hall 3)developing and coordinating a youth poll worker program that will increase involvement by youth in the election process.
- Continue to encourage resident involvement in the City's Boards and Commissions and Committees.
- Reduce response time to public records requests by continuing implementation of the document imaging system.

Performance/Workload Indicators:	**FY 2005-06 Actuals**	**FY 2006-07 Projected**	**FY 2007-08 Projected**
Files entered	625	698	704

City Clerk

Performance/Workload Indicators:	FY 2005-06 Actuals	FY 2006-07 Projected	FY 2007-08 Projected
Boxes destroyed	500	531	562
Board, Commission, and Committee Members interviewed	61	70	78
Respond to public records requests within 72 hours	93	96	98
Internal/External car reservations	2008	2109	2320
Internal/External room reservations	874	998	1030

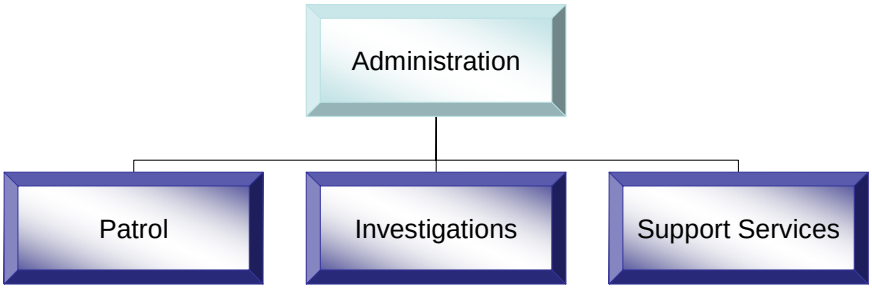


City Clerk

Budget Summary

	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Expenditures by Category					
Personal Services	308,753	333,521	366,650	320,449	453,390
Contractual Services	133,668	211,512	181,520	190,629	235,070
Commodities	11,670	8,810	9,020	7,835	16,150
Capital Outlay	7,182	2,034	300	-	7,000
Other	(135,748)	(126,840)	(184,830)	(184,830)	(173,640)
Total by Category	***325,525***	***429,037***	***372,660***	***334,083***	***537,970***
Expenditures by Program					
City Clerk	288,986	361,333	333,870	290,293	469,040
Elections	27,103	58,075	30,380	30,380	55,380
Picnic	9,436	9,629	8,410	13,410	13,550
Total by Program	***325,525***	***429,037***	***372,660***	***334,083***	***537,970***
Expenditures by Fund					
General Fund	325,525	429,037	372,660	334,083	537,970
Total by Fund	***325,525***	***429,037***	***372,660***	***334,083***	***537,970***
Authorized Positions by Program					
City Clerk	6.00	5.00	5.00	5.00	6.00
Total Authorized FTE	***6.00***	***5.00***	***5.00***	***5.00***	***6.00***

Police



Department Description

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

The Avondale Police Department consists of 150 employees which includes 93 sworn police officers and 57 civilian positions. There are three divisions in the Police Department which include the Patrol Division, Investigations Division, and the Support Services Division. The Patrol and Investigations Divisions are managed by Lieutenants while the Support Services Division is managed by the Records Supervisor, Communications Manager, Police Volunteer Coordinator, and the Community Services Supervisor.

During the first six months of fiscal year 06/07 the Police Department received 30,260 calls, responded to 29,093 calls for service, took 6,507 police reports, investigated 5,242 offenses, made 1,040 arrests, provided 564 Volunteer service hours, and followed up on 468 criminal investigations.

2006-2007 Highlights

- The Police Department went live on November 27, 2006 with the new radio system. We now have interoperability with the metro phoenix area and can communicate directly with most West Valley agencies. The new radio system allowed us to go from one (1) channel for all traffic to sixteen (16) channels as resources. We also added two channels for Fields Ops to allow their employees to join the system and benefit from more coverage, as well as direct access to police in the event of an emergency or to coordinate efforts on large projects.
- Added a seventh Patrol Squad.
- Created a five year strategic plan.
- Officers responded to 1,906 collision calls for service, investigatied 1,236 collisions, wrote 5,409 citations, and arrested 309 people for DUI. These numbers represent almost a year of data from 1/1/06-12/6/06.
- Completed the police substation re-build on Western Avenue where Patrol, Traffic, Detention, Park Rangers, and Animal Control Officers are housed and a community room is now operational to facilitate community police activities.

Police

2006-2007 Highlights

- Implemented a one year pilot project for photo red-light enforcement at the intersections of Dysart and McDowell and Dysart and Van Buren.
- Received grant funding in the amount of $185,000 from GOHS and the Oversight Council for the apprehension of DUI drivers.
- Continued our partnership with the school districts to share the expense of School Resource Detectives by adding an SRD to Collier Elementary School.
- Initiated a partnership with Tolleson PD to build a joint-use vehicle storage facility.
- Conducted the first class on “Street Level Spanish" for police employees through a partnership with a college instructor from Estrella Mountain Community College.
- Provided Diversity Training for all police personnel with Mr. Calvin Terrell, a nationally recognized expert.
- Completed the selection process for a newly created position of Police Volunteer Coordinator.
- Developed a public information guide to assist residents’ understanding of city codes, permits and development process.
- Added a full-time sex crimes detective to the Criminal Investigations Bureau.
- The PD hosted the GAIN event at the Civic Center this year, which is different than previous years. This allowed for all citizens of Avondale to attend the GAIN event and enjoy the opportunity to meet and learn about the Avondale Police, along with getting valuable information about Crime prevention strategies for their families, homes, and neighborhoods.

FY 2007-08 Objectives:

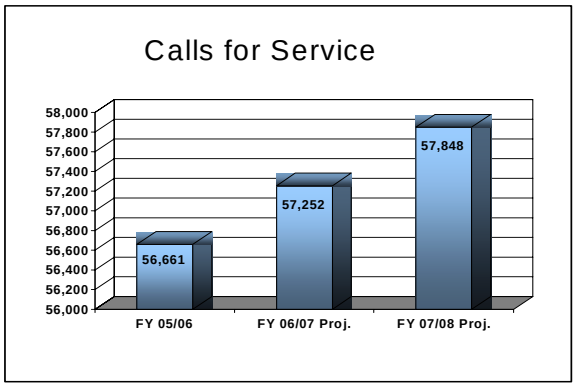
Council Goal: *Public Safety*

- Continue to seek opportunities to use technology, making our work product more efficient and effective, using the saved staff hours to handle other projects/details.
- Recruit, train and retain qualified civilian volunteers to assist in various areas of the police department and the community to increase the services provided and allow officers to handle high priority calls.
- Improve advanced officer training programs for incumbent police employees to ensure the workforce is qualified to provide contemporary police services.
- Develop and Implement Beat Projects that target high crime areas and/or areas with increased calls for service in order to reduce the criminal activity and provide increased police visibility.
- Target and respond to reported gang activity, drug houses, and coyote houses in neighborhoods and expand neighborhood crime prevention programs.

Performance/Workload Indicators:	**FY 2005-06 Actuals**	**FY 2006-07 Projected**	**FY 2007-08 Projected**
Criminal arrests	1,294	1,410	1,537
Calls for service	56,661	57,252	57,848

Police

Performance/Workload Indicators:	**FY 2005-06 Actuals**	**FY 2006-07 Projected**	**FY 2007-08 Projected**
Total Number of Block Watches and CFMH listings	60	69	79
Number of Volunteer Hours and Cost Savings	2002/$43,183	2202/$52,247	2422/$60,340
Total Number of Victims Served by the Crime Victim Advocate	1595	1835	2110
Total number of phone calls to the Police Department	198,336	255,000	310,000
Percentage of patrol officer proactive time	n/a	n/a	33%



Police

Budget Summary

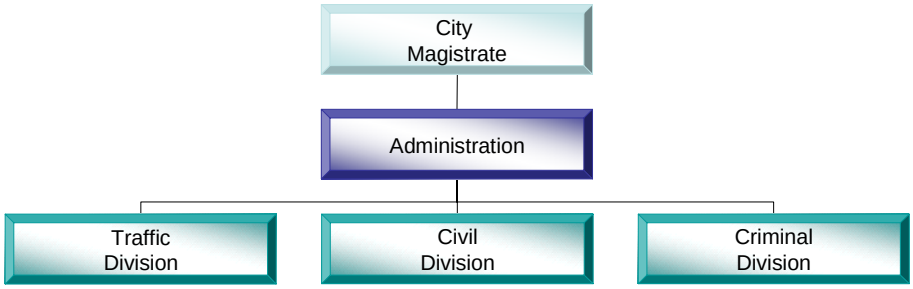
	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Expenditures by Category					
Personal Services	7,734,852	9,242,278	11,993,830	10,771,633	12,881,720
Contractual Services	680,638	2,205,869	2,462,440	2,235,627	3,505,750
Commodities	435,039	287,323	386,610	390,348	487,570
Capital Outlay	493,870	481,617	625,170	501,514	409,800
Transfers Out	209,820	122,530	631,100	631,100	300,000
Contingency	-	-	381,920	-	402,930
Total by Category	***9,554,219***	***12,339,617***	***16,481,070***	***14,530,222***	***17,987,770***
Expenditures by Program					
Victim's Assistance Grant	41,229	22,378	61,220	38,647	93,800
Police Dept	1,000	37,377	-	-	-
Police Administration	1,435,343	1,505,117	2,839,010	2,310,351	2,589,050
Police-Community Services	-	197,488	341,250	205,957	504,410
Police-Patrol Support	-	465,883	431,290	454,025	467,010
Professional Standards Bureau	1,314,747	393,482	339,830	234,912	347,860
Police-Communications	-	983,709	1,338,530	1,199,143	1,573,270
Police-Records	-	139,688	279,720	264,104	302,730
Police-Traffic	-	586,337	587,000	581,303	634,400
School Resource Detectives	-	168,716	-	-	-
Police--Detention Services	435,395	559,950	771,630	683,706	936,110
Police--Patrol	4,439,570	5,317,875	6,858,090	6,408,007	7,915,610
Police--Investigations	1,023,947	1,399,260	1,991,170	1,617,753	2,086,260
Tolleson Animal Control	14,671	25,492	27,080	28,322	30,230
Avondale School Resource	-	-	-	-	89,600
Littleton School Resource	112,440	6,010	139,430	48,742	150,540
Police--Agua Fria School Resource	-	69,630	95,060	94,402	92,750
Tolleson Union School Resource	31,586	139,540	163,100	158,083	174,140
Police Grants	704,291	321,685	217,660	202,765	-
Total by Program	***9,554,219***	***12,339,617***	***16,481,070***	***14,530,222***	***17,987,770***
Expenditures by Fund					
General Fund	6,468,560	8,600,791	11,185,690	10,048,952	13,413,980
Other Grants	704,291	321,685	217,660	202,765	-
Co. R.I.C.O. w/Maricopa Atty	1,000	37,377	-	-	-
COPS Universal Hiring Fund	141,238	175,550	206,100	186,991	-

Police

Budget Summary

	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Expenditures by Fund					
Voca Crime Victim Advocate	41,229	22,378	61,220	38,647	93,800
Public Safety Dedicated Sales Tax	2,197,901	3,181,836	4,810,400	4,052,867	4,479,990
Total by Fund	***9,554,219***	***12,339,617***	***16,481,070***	***14,530,222***	***17,987,770***
Authorized Positions by Program					
Victim's Assistance Grant	1.00	1.00	1.00	1.00	1.00
Police Dept	122.00	0.00	0.00	0.00	0.00
Police Administration	0.00	8.00	9.00	8.00	11.00
Police-Community Services	0.00	3.00	3.00	3.00	3.00
Police-Patrol Support	0.00	5.00	5.50	5.50	5.50
Professional Standards Bureau	0.00	4.00	2.00	3.00	3.00
Police-Communications	0.00	17.00	18.00	19.00	20.00
Police-Records	0.00	5.00	5.00	5.00	5.00
Police-Traffic	0.00	6.00	6.00	6.00	6.00
School Resource Detectives	4.00	4.00	0.00	0.00	0.00
Police--Detention Services	0.00	7.50	9.00	8.00	9.00
Police--Patrol	3.00	56.00	64.00	65.00	71.00
Police--Investigations	0.00	17.00	22.00	21.00	21.00
Tolleson Animal Control	0.50	0.50	0.50	0.50	0.50
Avondale School Resource	0.00	0.00	0.00	0.00	1.00
Littleton School Resource	2.00	2.00	2.00	2.00	2.00
Police--Agua Fria School Resource	1.00	1.00	1.00	1.00	1.00
Tolleson Union School Resource	1.00	2.00	2.00	2.00	2.00
Total Authorized FTE	***134.50***	***139.00***	***150.00***	***150.00***	***162.00***

City Court



Department Description

The Avondale City Court is the judicial branch of the city government. It 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. The Avondale City Court, 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. Finally, the court enforces its orders which promotes social order and creates confidence in government.

The Avondale City Court:

- Processes and records the filing and disposition of the cases it hears
- Conducts criminal trials and non-criminal (civil) hearings
- Summons jurors and conducts jury trials
- Prepares and schedules court dockets
- Enters data electronically to various data bases
- Disburses restitution to crime victims
- Sets and processes bail bonds
- Utilizes grant monies from JCEF and FTG funds
- Provides the administrative, clerical and judicial support necessary to carry out its business.

2006-2007 Highlights

- Continued to provide a fair, orderly forum for dispute resolution in the 16,000 cases the court projects will be heard this fiscal year including observance of victim's rights and victim's voices at all stages of a criminal case especially in deciding pre-trial release conditions.
- Court increased revenues by 23% in comparison to same period last year, FARE collected $382,234 and the Court Enhancement Fund, (CEF) collected $52,009.
- Continued to develop the security desk in court lobby and the surveillance monitoring system.
- Saw a marked decrease in the number of deadly weapons intercepted by court security.
- Received and processed thousands of photo red light citations.
- Processed an increased number of construction zone traffic violations.
- Participated in the Judicial Branch Outreach Program.

City Court

2006-2007 Highlights

- Participated in the Superior Court's "Safe Surrender" program for fugitives.
- Improved contributions to Resident Appreciation Night.
- Court Administrator completed phase one concluding seminar of the Court Management Program provided by the Arizona Supreme Court and Institute of Court Management.
- Promoted two court employees within to fill vacancies in the Civil and Criminal Division.
- Continued to develop the "E-citation" program with the Police and IT Dept. regarding the photo red light program.
- Continued to develop the "E-citation" program with the Police and IT Dept. regarding manual citations issued by motorist officers.

FY 2007-08 Objectives:

Council Goal: *Community Development*

- Continue and improve distribution of information about court procedures to assist persons who choose to represent themselves and non-English speaking customers.
- Continue to provided judicial services to, by last year's count, the 23,000 people who visit the Avondale City Court annually and will continue to provide all court users with access to fairness and justice, ensuring timely resolution of criminal and civil cases.

Council Goal: *Financial Stability*

- Continue to observe court performance standards, including collections through the Fines, Fees, Restitution Enforcement Program (FARE), Debt Setoff Program, Tax Intercept Program and Court Orders.

Council Goal: *Public Safety*

- Implement improved court security measures, continue working with APD and IT Dept. on processing citation per new traffic enforcement program.
- Continue to improve domestic violence case processing and continue to give crime victims a voice.

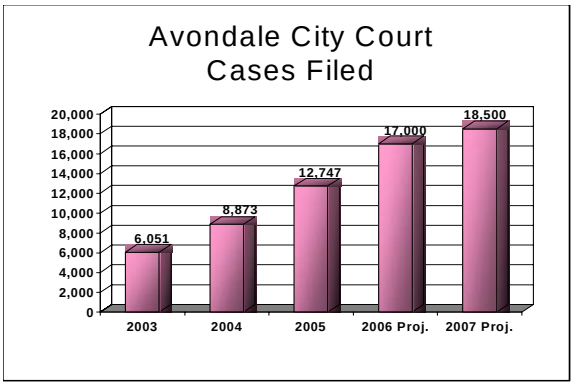
Council Goal: *Quality Of Life*

- Continue to promote confidence in the judiciary and city government by keeping up with available technology and operations other courts have implemented with success.

Performance/Workload Indicators:	**FY 2005-06 Actuals**	**FY 2006-07 Projected**	**FY 2007-08 Projected**
Contain the traffic arraignment docket to one day per week between 8:00 AM and 9:45 AM	100%	100%	100%
Case Filings	15,344	17,000	18,500
Ensure timely restitution disbursements are processed within 8 days	80%	100%	100%
Total Revenues Collected (Received through 1/31/2007)	681,488	970,000	1,164,000

City Court

Performance/Workload Indicators:	FY 2005-06 Actuals	FY 2006-07 Projected	FY 2007-08 Projected
Court Staff obtaining 16 credits of judicial and non-judicial education and ethics training	100%	100%	100%
Issue timely arrest warrants for defendants who fail to appear for criminal arraignment	90%	100%	100%
To continue to initiate communication with alleged victims regarding release conditions in the absence of information from the victim advocate	100%	100%	100%

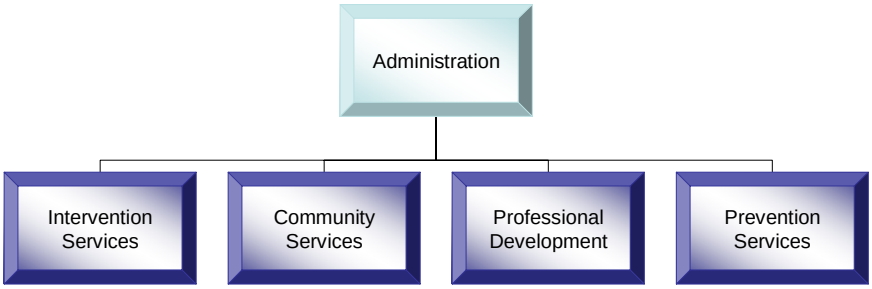


City Court

Budget Summary

	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Expenditures by Category					
Personal Services	498,816	608,659	756,370	688,186	928,450
Contractual Services	136,837	189,587	346,150	264,882	333,940
Commodities	10,586	6,520	101,800	45,926	119,340
Capital Outlay	5,349	8,591	51,790	6,000	82,710
Contingency	-	-	30,800	-	32,490
Total by Category	***651,588***	***813,357***	***1,286,910***	***1,004,994***	***1,496,930***
Expenditures by Program					
Court	640,555	794,195	1,125,910	910,770	1,244,360
Court Security	-	-	-	-	55,570
JCEF Payments	-	2,222	81,000	64,224	82,000
Fill The Gap Payments	5,684	7,657	10,000	-	20,000
Court Enhancement Fund	5,349	9,283	70,000	30,000	95,000
Total by Program	***651,588***	***813,357***	***1,286,910***	***1,004,994***	***1,496,930***
Expenditures by Fund					
General Fund	450,111	555,405	843,460	702,504	947,170
Court Payments	11,033	19,162	111,000	54,224	197,000
Public Safety Dedicated Sales Tax	190,444	238,790	332,450	248,266	352,760
Total by Fund	***651,588***	***813,357***	***1,286,910***	***1,004,994***	***1,496,930***
Authorized Positions by Program					
Court	10.00	10.50	11.50	11.50	12.50
Court Security	0.00	0.00	0.00	0.00	1.00
Total Authorized FTE	***10.00***	***10.50***	***11.50***	***11.50***	***13.50***

Fire



Department Description

Avondale Fire-Rescue provides fire, medical and other life safety services, including a wide range of non-emergency and non-traditional customer service activities, to those who reside, work, visit or travel through the City of Avondale. The five major organizational divisions are Administration, Intervention Services, Community Services, Prevention and Professional Development. A few of these customer service based programs and services include:

Community Life Safety Education
Crisis Intervention
Fire Code Plan Review
Commercial Fire / Life Safety Inspections
Baby Shots
Child Car Seat Inspections
Homeland Security - Citizen Emergency Response Teams

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

2006-2007 Highlights

- Improved customer service and operational effectiveness through the addition of an Assistant Fire Marshal, Fire Plans Examiner and two Fire Inspectors.
- Improved effectiveness in community emergency planning and preparedness through the addition of a Community Services Division Chief to focus on Emergency Management and Homeland Security issues.
- Improved community participation through the addition of a Volunteer Coordinator.
- Improved community safety education through the purchase and use of a life safety education trailer.
- Improved employee/management relations and overall organizational effectiveness through development of an active employee involvement process.
- Improved regional operational effectiveness and efficiency through initiation of a paperless EMS patient charting system.
- Improved community preparedness through presentation of CERT training classes.
- Improved public safety through the implementation of an “existing occupancy” commercial inspection program.

Fire

2006-2007 Highlights

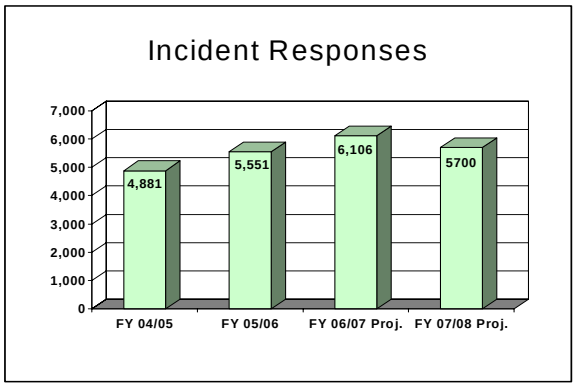
- Expanded emergency service capabilities through the addition of vehicle rescue tools to all fire apparatus.
- Improved operational effectiveness and safety through the implementation of a Battalion Safety Officer program.

FY 2007-08 Objectives:

Council Goal: *Public Safety*

- Complete the final construction phase of the Avondale/Goodyear joint fire training facility.
- Improve efficiency and effectiveness through the construction of a fire station and multi-agency command facility at PIR.
- Complete the full implementation of the EMS paperless charting system.
- Complete the hiring and training of new personnel, to include 4 new firefighters.
- Complete the staff training necessary to begin the fire service accreditation process.
- Complete a long range organizational master plan.
- Upgrade FireHouse software to allow web and mobile access for field use.
- Complete the necessary training and vehicle acceptance processes to place the new ladder truck and TRT support vehicle in service.

Performance/Workload Indicators:	**FY 2005-06 Actuals**	**FY 2006-07 Projected**	**FY 2007-08 Projected**
Total Inspections	3465	4000	4500
Average Plan Review Time	4.9 days	5 days	5 days
Plan Reviews	1156	1400	1400
Average Response Time	5:18	5:05	4:55
Total Incident Responses	5551	6106	6716

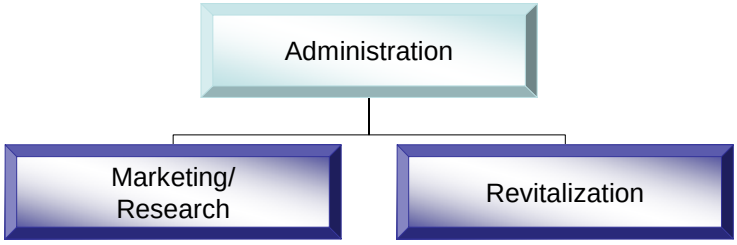


Fire

Budget Summary

	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Expenditures by Category					
Personal Services	4,157,155	5,208,211	5,399,780	5,432,842	6,135,530
Contractual Services	408,319	1,174,548	1,500,300	1,385,749	1,997,690
Commodities	294,856	187,553	194,760	151,325	254,000
Capital Outlay	51,183	22,565	145,500	247,905	186,000
Debt Service	-	-	161,760	251,302	251,310
Transfers Out	8,000	-	167,280	167,280	367,370
Contingency	-	-	203,280	-	214,460
Total by Category	***4,919,513***	***6,592,877***	***7,772,660***	***7,636,403***	***9,406,360***
Expenditures by Program					
Fire	26,215	-	-	-	-
Fire--Community Services	659,566	850,797	902,540	798,807	1,070,340
Fire--Administration	498,228	594,097	1,073,380	842,505	1,428,320
Fire - EOC Ops	-	-	-	-	39,670
Fire--Professional Development	24,340	94,778	300,110	253,963	347,800
Fire--Intervention Services	3,522,379	5,053,205	5,496,630	5,741,128	6,520,230
Fire--Public Safety Tax Fund	188,785	-	-	-	-
Total by Program	***4,919,513***	***6,592,877***	***7,772,660***	***7,636,403***	***9,406,360***
Expenditures by Fund					
General Fund	3,376,893	4,728,514	4,955,370	4,881,320	6,192,710
Public Safety Dedicated Sales Tax	1,516,405	1,864,363	2,817,290	2,755,083	3,213,650
CDBG	26,215	-	-	-	-
Total by Fund	***4,919,513***	***6,592,877***	***7,772,660***	***7,636,403***	***9,406,360***
Authorized Positions by Program					
Fire--Community Services	11.00	14.00	6.00	9.00	9.00
Fire--Administration	2.00	3.50	5.00	3.00	3.00
Fire--Professional Development	0.00	0.00	1.00	1.00	1.00
Fire--Intervention Services	45.50	46.00	45.00	45.00	50.00
Total Authorized FTE	***58.50***	***63.50***	***57.00***	***58.00***	***63.00***

Economic Development



Department Description

The mission of the Avondale Economic Development Department is to attract and preserve quality retail, industrial, office and Old Town Avondale development opportunities that will create and enhance employment opportunities and improve Avondale's tax base. The Department will achieve this mission through an aggressive economic development program based on recruiting new business, assisting existing businesses to remain or expand in Avondale and attracting regional, national and international employers to locate in Avondale.

There are four primary responsibilities for the Avondale Economic Development Department. The first is to market Avondale's assets locally and nationally as a premier location for retail, commercial, and industrial development. The second is to provide assistance to Avondale staff, elected officials and population in general as it relates to economic development and the processes necessary to improve the City's ability to attract and retain businesses. The third is to work cooperatively with other city departments to develop plans, processes and implementation strategies to take advantage of market opportunities. The fourth is to administer the revitalization program with regard to marketing, specialty business attraction and infill policies in general. Specific functions include:

- Promotion of development opportunities and Avondale's ideal location for business
- Research and distribution of economic, demographic and statistical data
- Establish and maintain relationships with the development community
- Interface with businesses looking to locate in the Phoenix-Metropolitan area
- Negotiate detailed development agreements
- Administer Avondale revitalization program with regard to economic activities
- Foster regional economic development partnerships
- Implement Avondale's Economic Development Plan

2006-2007 Highlights

✔ DEVELOPMENTS

The City of Avondale worked closely with developers in the following ways: defined the quality and types of retail best suited to the community; consistently provided the information necessary for decision-making processes, and actively marketed Avondale to retailers and developers, thus helping to establish the City as an ideal development location in the Phoenix-metro area. Specific activities in 2006-07 included:

Economic Development

2006-2007 Highlights

- RETAIL

  Alameda Crossing (Dysart and McDowell)
  Additions to this shopping destination continued throughout 2006-07 with the grand opening of a Beauty Brands, Sprouts Farmers Market, Paddock Pools, JoAnn Fabrics, Big 5 Sporting Goods, NYPD Pizza and Pei Wei restaurant. Other tenants currently under construction include NYPD Pizza, Papa Murphy's Pizza, Sports Clips Haircuts, Az. Juice Co., Green Chilies and Christian Living.

- Enterprise Rent-A-Car (Roosevelt Street, east of 107th Avenue)
  Enterprise is building a rental center east of Coyote Honda on approximately 2 acres. Construction is scheduled to begin in early 2007 and the facility should open in late 2007.

- Dysart Office Park (South of the SWC of Dysart and Van Buren)
  This is a mixed-used project scheduled to break ground in April 2007. The first phase will include 147,000 square feet of office space and retail will be added in the future.

- Central Avenue Retail Center (NEC of Ludlow and Central)
  This 9,800 square foot retail center was completed in mid-2006 and is anchored by a laundry center and provides space for other neighborhood uses.

- Coldwater Station Retail (Litchfield and Indian School Road)
  This 26,000 square foot retail center is scheduled for completion in mid 2007. It will provide space for upscale retail shops and restaurants.

- Gateway Crossing (99th Avenue and McDowell)
  The 29-acre development provides 247,568 square feet of retail space and restaurants. Tenants include Best Buy, Old Navy, Hobby Lobby Creative Center, Rack Room Shoes, Guitar Center, Paradise Bakery & Café, Claim Jumper, Chipotle Restaurant, Rumbi Island Grill and Islands Fine Burgers & Drinks, among many others. Construction began in 2006 and was built in phases, with the first phase completed in late 2006. Claim Jumper restaurant was the first open for business in October 2006.

- LA Fitness (Rancho Santa Fe and McDowell)
  Construction of the 45,000 square foot LA Fitness was completed in June 2006. The center also offers 15,000 square feet of retail shop space.

- Rio Estrella Plaza (Eliseo C. Felix Jr. Way and Van Buren)
  Construction of this project began in June 2006 and is scheduled for completion in early 2007. The plaza will offer over 27,000 square feet of space.

- MIXED USE/OFFICE/EMPLOYMENT

  99th Avenue Business Park (99th Avenue and Van Buren)
  99th Avenue Business Park is a 33-acre development. Elmalon Partners has site planned a portion of the park to form a mix of office/industrial product (approximately 80,000 square feet) together with approximately 20,000 square feet of retail development. The retail space is targeted for restaurants and shop space. Construction began in mid-2006 and was completed in March 2007. The first prospective tenant is Fleet Services, an auto body paint shop.

Economic Development

2006-2007 Highlights

- 99th Avenue Business Center (99th Avenue and Van Buren)
  Carlson Real Estate Company is developing two office-warehouse buildings totaling approximately 120,000 square feet which will have frontage along 99th Avenue, north of Van Buren. In addition, there will be approximately 8 acres of land along Pierce Street which will be available for build-to-suit users with land needs ranging from 2 to 8 acres. Estimated date of completion is mid-2007.

- Avondale Commerce Center (El Mirage and Van Buren)
  RDB Development has begun development of an 82-acre parcel into industrial flex, office and retail space. It is being developed in 3 phases, with the first phase scheduled for completion in mid-2007. Phase I will offer 4 industrial-flex buildings with over 315,000 square feet of space. Site preparation began in late 2006 on Phase II.

- Avondale Gateway (SEC I-10 and Avondale Boulevard)
  Kitchell Corporation is working on a 5-acre development that will feature restaurant pads and office space. Construction of Ruby Tuesday and Cattlemen's Steakhouse is scheduled to begin in mid-2007.

- Avondale Integrated Medical Services (108th Avenue and McDowell)
  This project is being developed in 3 phases, offering 60,000 square feet Class A Medical Office Space. The first phase was complete in May 2006. All three buildings, totaling 180,000 square feet are designed with four-sided architecture which presents a quality image from the freeway as well as McDowell Road. Construction for Phase II is anticipated to begin in mid-2007.

- Avondale Jamestown Property (Eliseo C. Felix Jr. Way and Van Buren)
  Construction on Phase II of Avondale Jamestown Property is scheduled to begin in mid 2007. Like Phase I, it will offer 28,000 square feet of single-story space for office and retail uses

- Avondale Raintree (SEC I-10 and Avondale Boulevard)
  Cavan Real Estate Investments has purchased 40-acres on the eastern portion of Avondale Boulevard and I-10. They plan to develop a mixed-used project to include office, retail and restaurant space.

- G & K Medical (Harbor Shores & McDowell Road)
  Construction of this 15,000 square-foot medical office specializing in internal medicine services began in late 2006, with an anticipated date of completion in mid-2007.

- Old Town Business Center (Western Avenue and 5th Street)
  This project is being developed by Ken Ryan of Ross, Ryan and Neal. Construction will begin in mid 2007 and will offer 16,000 square feet of space.

- Rancho Santa Fe Plaza Phase II (Dysart and McDowell Road)
  Phase II of this medical, dental and professional office complex is currently in the planning stages and will provide more than 40,000 square feet of Class "A" medical office space. Anticipated date of completion is October 2007.

- Sean O'Brien (North of NWC Van Buren and Avondale Blvd.)
  Sean O'Brien, the owner of Carlos O'Brien's Restaurants closed escrow on a 17-acre parcel north of the trucking company on the east side of Avondale Blvd. Mr. O'Brien's plans are to develop his signature restaurant; at least two other sit-down restaurant pads, and what he describes as an upscale shopping and office component.

Economic Development

2006-2007 Highlights

- The Summit at Avondale (I-10 and Avondale Blvd.)
  150,000 square feet of office space has been proposed for this corner. The developer is Avalon Commercial Corporation with marketing by Grubb & Ellis. Construction is expected to begin mid 2007 with an approximate 14-month build time. Construction on the streets and infrastructure began October 2006.

- West 10 Corporate Center/Parkland Development (103rd Avenue and McDowell)
  This 43-acre multi-use development will include hotels, restaurants, flex space and office. Plans are currently being revised by a newly hired development and architectural team and should be in for review in mid 2007.

- HOTELS

  Hilton Homewood Suites / Hilton Garden Inn (SEC I-10 and Avondale Boulevard)
  Construction began on the 160,000 square foot hotel complex in mid 2006. The Hilton complex will be the anchor tenant for Avondale Gateway. Anticipated date of completion is April 2007.

- West 10 Corporate Center/Parkland Development (103rd Avenue and McDowell)
  Parkland is proposing two full-service hotels comprised of 250+/- guest rooms at 103rd Avenue and McDowell. Construction could begin mid-2007.

- The Summit at Avondale (Avondale Blvd, south of I-10)
  Avalon Commercial Corporation has proposed to develop a four-star Sheraton brand, mid rise 8-story hotel and conference center at this site. It is being developed as a mixed-use project with office, retail, restaurant and a parking garage. Construction is anticipated to begin mid-late 2007.

- EDUCATION

  Maricopa Community College District Learning Center (SWC Central/Goold)
  MCCCD has purchased property at the SWC of Central Avenue and Goold Boulevard to build a 12,000 square foot facility for a Learning Center to support its community colleges. The facility will include a testing center, student advisement center, computer laboratory, general classrooms and administration. The facility with be available for use by current and new MCCCD students, providing a convenient off-campus location for students to complete their course work without having to travel to the main campuses. The facility will also serve to provide a location for programs and services for the surrounding community including an Adult Basic Education Program, GED classes, and English for Speakers of other Languages. The facility will provide vital educational services to the residents of Avondale.

FY 2007-08 Objectives:

Council Goal: *Community Development*

- Facilitate revitalization development activities for Old Town Avondale and the surrounding revitalization area. Economic Development will continue work to provide technical assistance, seek project funding and facilitate dialogue and action.

Council Goal: *Financial Stability*

- Prioritize, refine and begin to implement goals and objectives identified in the recently completed ED Plan. Priority focus areas in the plan include: Economic Development, Labor Force and Education, Transportation, Sites and Buildings, Utilities and Infrastructure, Quality of Life and Community Image.

Economic Development

FY 2007-08 Objectives:

Council Goal: *Financial Stability*

- Information requests and analysis will be performed for such things as economic data and community presentations, long-range economic development planning and market analysis for prospects, real estate professionals, land owners and policy making
- Provide assistance to the City Council and city departments in gathering the appropriate data necessary to make decisions that encourage quality economic development.
- Market Avondale as a premier location for new investment in retail, commercial office and light industrial sectors with a primary emphasis on quality, location and long-term value.

Council Goal: *Quality Of Life*

- Continue to work with jurisdictions and regional partners in the Phoenix-Metro area and the State of Arizona to ensure that existing and proposed development and other applicable work is done to enhance the economic viability of respective regions.

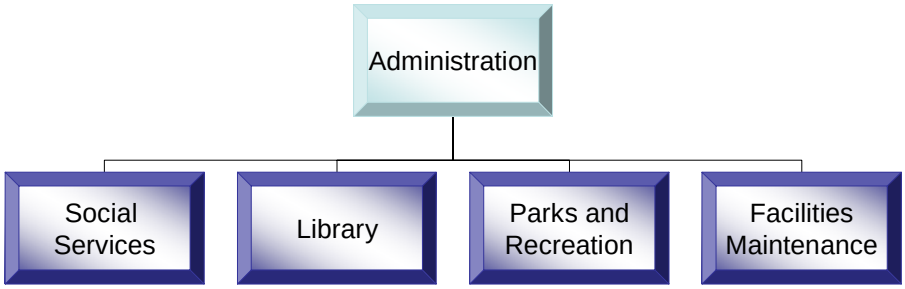
Performance/Workload Indicators:	**FY 2005-06 Actuals**	**FY 2006-07 Projected**	**FY 2007-08 Projected**
Assistance to clients to facilitate project progess	369	375	375
Number of prospect meetings site tours or community visits	130	140	140
Number of visitations or assistance to existing businesses	200	225	225
Number of inquiries of general information requests	371	375	375

Economic Development

Budget Summary

	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Expenditures by Category					
Personal Services	174,397	211,518	300,430	166,495	317,910
Contractual Services	128,021	238,780	1,026,250	1,019,319	1,431,340
Commodities	4,050	4,273	7,210	8,028	1,170
Capital Outlay	1,494	-	-	-	-
Total by Category	***307,962***	***454,571***	***1,333,890***	***1,193,842***	***1,750,420***
Expenditures by Program					
Economic Development	307,962	454,571	1,333,890	1,193,842	1,750,420
Total by Program	***307,962***	***454,571***	***1,333,890***	***1,193,842***	***1,750,420***
Expenditures by Fund					
General Fund	307,962	454,571	1,333,890	1,193,842	1,750,420
Total by Fund	***307,962***	***454,571***	***1,333,890***	***1,193,842***	***1,750,420***
Authorized Positions by Program					
Economic Development	3.00	2.00	3.00	3.00	3.00
Total Authorized FTE	***3.00***	***2.00***	***3.00***	***3.00***	***3.00***

Parks, Recreation & Libraries



Department Description

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

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

Building Maintenance- The Building Maintenance Division is responsible for providing and maintaining clean, safe, comfortable, and productive environments for the citizens and staff of the City of Avondale.

Grounds Maintenance - The Grounds Maintenance Division is responsible for maintaining all City Parks and building grounds in a healthy, attractive, safe, and functional condition for the citizens and staff of Avondale.

2006-2007 Highlights

- Recognized by the International Festival and Events Association's (IFEA) AzTEC award in advertising for Fireworks and the Fiesta de Avondale Events.
- Developed a gardening activity for youth and seniors.
- The City of Avondale displayed art and held a reception for children participating in valley wide Boys and Girls Clubs arts programs.
- Enhanced the After School Parks Programs, to include a Youth Savings Program.
- Opening Ceremonies for T-ball/Coach Pitch included the Parade of Athletes with Mayor Marie Lopez Rogers, Vice Mayor Chuck Wolf, Council Members Kenneth Weise, and Frank Scott.
- The Winter Youth Basketball League games are held at La Joya High School with 149 youth coed basketball players signed up. This is an increase of 20 participants.
- The Youth Activities Voucher program has distributed 6,044 vouchers to date.

Parks, Recreation & Libraries

2006-2007 Highlights

- Five members of the Avondale Youth Advisory Commission attended the National League of Cities conference in Washington DC.
- Developed the first joint Avondale/Boys and Girls Club teen open gym program.
- Seniors at both Community Centers held Veterans celebrations.
- Continued collaboration with Healthy Avondale 2010 on walking and food classes.
- Senior programming expanded this year with new and enhanced senior programming.
- Over 2000 people attended The Civic Center Holiday / 60th Anniversary celebration.
- The inaugural Avondale World Fest and 5K Run was held with $7,500 donated by Larry Miller Volkswagen.
- Received approximately $28,000 in Library grants for computer hardware and software.
- Implemented RFID technology for all library materials.
- Increased the Library operating hours to include more evening and weekend hours.
- Partnered with Avondale Little League to install a flag pole and lighting at Friendship Park.
- Constructed three new cubicles utilizing systems furniture to accommodate City staff growth.
- Attendance at Friendship Park exceeded 1 million visitors (1,070,809) during 2005-07.

FY 2007-08 Objectives:

Council Goal: *Community Involvement*

- Develop and enhance IGA's and coordinate activities with school districts to offer after school and indoor programs and events where City facilities are not available.
- Survey citizens and assess the need for different programs and activities to include program enhancement and development.
- Maintain involvement and communication with outside program and activity coordinators and organizations.

Council Goal: *Environmental Leadership*

- Implement energy management systems and operations in all City facilities to reduce energy costs.

Council Goal: *Quality Of Life*

- Continue to purchase new library materials and enhance existing programs and services to meet the community needs.
- Provide each family member a library card to make sure they have equal access to all servics provided by the library, regardless of their community or socioeconomic status.
- Improve public satisfaction by enhancing the library's services and technology.
- Promote reading and learning through our library programs.

Parks, Recreation & Libraries

FY 2007-08 Objectives:

Council Goal: *Quality Of Life*

- Increase customer service levels and enhance efficiencies concerning response time for internal work orders.
- Continue to improve the quantity and variety of meals served in the congregate and home delivered meal programs.
- Upgrade and enhance the appearance, function, and safety of all City buildings and Parks.
- Maintain city facilities and Parks in such a manner as to ensure the oepration, functionality and appearance are sustained at a high level.
- Continue to look for new programming opportunities and enhance existing program and activities for all residents.

Council Goal: *Staff Retention*

- Provide training opportunities for staff to enhance thier departmental, division, and customer service skills.
- Cross train staff for employee development and ensure departmental coverage during absences.

Performance/Workload Indicators:	**FY 2005-06 Actuals**	**FY 2006-07 Projected**	**FY 2007-08 Projected**
Library Program Attendance	4,850	5,100	5,600
Complete routine workorders within 5 working days	n/a	n/a	95%
Respond to routine workorders within 24 hours	n/a	n/a	95%
Increase Event Participation (Recreation, Leisure, Special Events, and Sports)	107,000	150,000	175,000
Increase Event Satisfaction Rating (Excellent 4 / Poor 0)	3.8	4	4
Home Delivered Meals Provided	16,000	17,000	18,000
Congregate Meals Served	15,400	17,500	28,000
Summer Reading Program	2,950	3,200	3,700
Complete emergency workorders within 24 hours	n/a	n/a	100%
Registered Library Materials Borrowers	22,860	25,000	28,000
Park work orders completed	500	600	650
Circulation of Library Materials	127,020	135,000	139,000
Interlibrary Loans - books received from other libraries	471	550	650
Interlibrary Loans - books sent to other libraries	227	325	375
New Library Cards	3,063	3,200	3,500
Maintenance work orders completed	1200	1400	1600

Parks, Recreation & Libraries

Performance/Workload Indicators:	**FY 2005-06 Actuals**	**FY 2006-07 Projected**	**FY 2007-08 Projected**
Public Buildings being maintained	20	21	22
City Parks being maintained	12	13	13
Park acres being maintained	114	149	152
Library Customer Internet Usage	30,996	32,000	34,000

Parks, Recreation & Libraries

Budget Summary

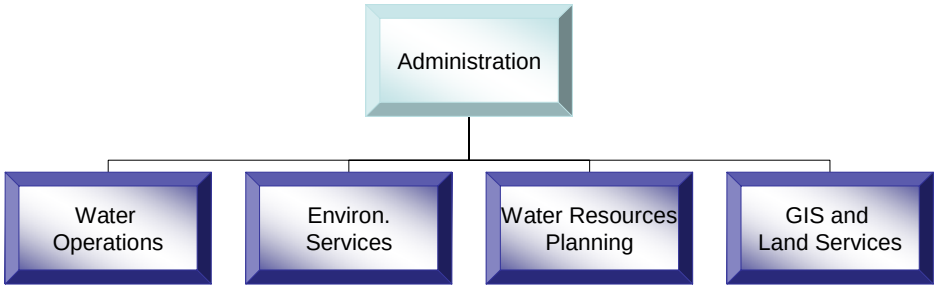
	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Expenditures by Category					
Personal Services	1,990,092	2,379,660	2,525,100	2,411,543	3,150,420
Contractual Services	1,397,333	2,038,358	2,656,170	2,030,313	3,314,710
Commodities	318,044	280,113	483,030	337,955	536,970
Capital Outlay	26,299	48,025	65,000	65,000	75,000
Other	(119,222)	(160,320)	(303,860)	(303,860)	(217,300)
Debt Service	1,257	-	-	-	-
Total by Category	***3,613,803***	***4,585,836***	***5,425,440***	***4,540,951***	***6,859,800***
Expenditures by Program					
Youth Commission	2,439	10,739	-	-	-
Grounds Maintenance	956,781	1,199,488	1,287,570	1,278,727	1,640,960
Building Maintenance	873,265	1,131,348	1,238,870	1,150,319	1,425,090
Social Services	310,794	410,404	-	-	-
Other Grants & Contributions	-	3,906	-	-	-
Congregate Meals	129,575	120,746	260,500	152,328	161,420
Home Delivered Meals	49,580	51,386	66,000	71,554	108,520
MCSO	74,939	57,638	15,140	48,651	80,980
Community Action Program	111,091	157,302	-	-	-
Caregiver Forum	875	151	-	-	-
HAMC Grant	-	8,092	-	-	-
Individual Development Accounts A	5,801	5,000	-	-	-
Individual Development Accounts	1,694	720	-	1,078	-
Healthy Avondale Partnership	112,817	120,128	-	49,972	-
PRL Administration	-	-	409,240	386,617	444,010
Library - Old Town	463,388	626,807	499,490	486,762	563,750
Library - Civic Center	-	-	1,000,000	241,612	1,360,230
Recreation	503,560	640,417	648,630	671,562	1,074,840
LSTA04 Grant - Family Literacy	3,606	-	-	-	-
LSTA03 Grant - Cultural Awareness	499	-	-	-	-
LSTA04 - Technology Enhancement	13,099	-	-	-	-
LSTA06 Grant-Technology	-	22,269	-	-	-
LSTA06 Grant-21 Century Teens	-	18,296	-	1,769	-
LSTA06 Grant-New Generation	-	999	-	-	-
Total by Program	***3,613,803***	***4,585,836***	***5,425,440***	***4,540,951***	***6,859,800***

Parks, Recreation & Libraries

Budget Summary

	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Expenditures by Fund					
General Fund	3,107,720	4,024,909	5,142,730	4,254,308	6,567,250
Senior Nutrition	248,627	224,189	282,710	233,824	292,550
Community Action Program	116,892	162,302	-	-	-
Other Grants	121,361	132,872	-	51,050	-
Library Projects	17,204	41,564	-	1,769	-
Abbott Community Center	1,999	-	-	-	-
Total by Fund	***3,613,803***	***4,585,836***	***5,425,440***	***4,540,951***	***6,859,800***
Authorized Positions by Program					
Grounds Maintenance	8.00	7.00	13.00	14.00	15.00
Building Maintenance	8.00	8.00	8.00	7.00	7.00
Social Services	5.00	5.00	0.00	0.00	0.00
Congregate Meals	4.00	4.00	4.00	1.60	1.60
Home Delivered Meals	0.00	0.00	0.50	1.50	1.50
MCSO	0.00	0.00	0.00	1.40	1.40
Community Action Program	3.00	3.00	0.00	0.00	0.00
PRL Administration	0.00	0.00	4.00	4.00	4.00
Library - Old Town	7.00	7.00	6.50	6.50	6.50
Library - Civic Center	0.00	0.00	12.50	10.50	12.50
Recreation	4.00	4.00	4.00	4.00	4.00
Total Authorized FTE	***39.00***	***38.00***	***52.50***	***50.50***	***53.50***

Water Resources



Department Description

The Water Resources Department provides for the management of water resources; production, treatment and distribution of potable water; collection and treatment of wastewater; and advancement of geographic information systems. The Water/Wastewater Administration Division oversees daily operation, 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 and advocates policy and direction; participates in regional resource and infrastructure planning; and manages renewable water resources by maintaining compliance with water law; evaluating growth impacts, projecting future water demands and implementing projects to expand water supplies; and promotes water conservation. The Water Operations Division provides for the production, storage, treatment, and distribution of potable water supplies in compliance with applicable regulations. The division is responsible for all water system repairs and preventative maintenance activities and ensuring meter reading accuracy. Also included in the Water Operations Division's functions are the operation of the Crystal Gardens Water Treatment and Recharge Facility. The Environmental Services Division ensures the effective operation of the wastewater collection systems and the wastewater treatment plant in compliance with applicable regulations. A main emphasis of this division is the production of reclaimed water for reuse. The Geographic Information System and Land Services Division maintains computer based mapping and inventory systems for use by the City with spatial information including infrastructure location, planning and zoning, emergency dispatch, streets and address records; oversees the City's system for vertical and horizontal control; provides oversight for Land Survey concerns and provides support services for asset management systems. These activities ensure that the City is able to provide life essential services safely and economically without sacrificing our quest for quality and achieving high customer satisfaction.

2006-2007 Highlights

- This year's water line leak location program surveyed a total of 39.49 miles. Crews repaired twelve leaks and saved 8,640 GPD (gallons per day) of water.
- Crews installed 800' of 8" water line on Palm Lane. By completing this project staff eliminated two dead ends improving connectivity and pressure.
- Glenarm Farms fire hydrant and valve installation project was completed with a total of 18 fire hydrants and 20 six-inch valves installed to improve fire protection.
- Continued implementation of computerized asset and work management system by identifying functional groups, integrating with GIS, and completing a pilot program with Wastewater Collections for work order generation.
- Updated the Water Resources Department Strategic Plan to reflect goals and objectives for fiscal year 2007/2008.

Water Resources

2006-2007 Highlights

- Performed a comprehensive Vertical Control network survey. Established over 20 new National Geodetic Survey precision bench marks interspaced with conventional control using a combination of GPS and conventional differential leveling methods.
- Advanced a comprehensive data update and maintenance program including revised GIS data structure along with Geodetic Positioning Satellite GPS data collection survey system with a permanent base station for precise mapping of water and wastewater appurtenances.
- Presented the highly successful, "Make a Splash! With Project WET Avondale Water Festival" at Friendship Park in conjunction with the University of Arizona. Nearly 100 volunteers, 1,055 Avondale's 4th Grade Students, and 41 teachers from eight local elementary schools participated. Project WET (Water Education for Teachers) educates teachers through workshops and classroom curriculum.
- Aided development in the extinguishment of irrigation water rights for approximately 7,000 additional acre-feet of Assured Water Supply credits (with an approximate value of $700,000) pledged to the City.
- Through water conservation awareness programs the Department assisted in maintaining the City's low gallons per capita per day (GPCD) consumption at less than the 167 GPCD required by the Groundwater Management Act.
- Staff worked with Maricopa County Flood Control District and obtained grant money to establish a site for a bulrush nursery at the Recharge Facility for habitat restoration project and to provide pedestrian access from Friendship Park to the nursery and adjacent trail.
- Three cells at Crystal Garden Wetlands were planted with bulrush and weir structures were modified to improve water level adjustments and plant health.
- Constructed 2 new water supplies adding 2.6 million gallons per day to production capacity and adding an additional 1.0 million gallons of storage and 8,000 gallons per minute to booster pump capacity.
- Construction completed on the Northside Arsenic Treatment Facility. This facility was designed and constructed to provide compliance with new federal arsenic standards.
- Completed design and construction of an On-Site Chlorine Generation facility at the Rancho Santa Fe Booster Station. These upgrades will result in an annual savings of $30,000 within the operations budget.
- Collections managed the design and construction of lift station improvements at the 4th Street lift station, Donatella II subdivision and the Whyman Hacienda subdivision.
- 825 manholes were treated for vector control to reduce the number of cockroaches found in the collection system.
- Collections completed a clean closure of the old wastewater treatment plant site, located at 4th Street and Lower Buckeye Road.

Water Resources

FY 2007-08 Objectives:

Council Goal: *Community Development*

- Continue working with consultant on design and construction of the Phase I Water Reclamation Facility upgrade and the Reclaimed Water Pipeline.
- Obtain hardware, software and training to implement wireless communications for mobile Blue Stake technician.
- Continue to provide GIS and Land Services customer services to support special projects and product requests from various departments including maintaining base data for such services as Spillman CAD dispatch and specialized atlas publications.
- Expand utilization of computerized asset and work order management system to all business areas within the Water Resources Department.

Council Goal: *Community Involvement*

- Improve accessibility and public awareness of the Crystal Garden Wetlands and improve signage along trails.

Council Goal: *Environmental Leadership*

- Implement a Capacity, Management, Operation and Maintenance (CMOM) program to enhance our preventative maintenance work by regular inspection, evaluation, and cleaning of the sewer collections system.
- Improve the aesthetics of the Recharge Facility surrounding bulrush nursery by creating a habitat restoration project through grant funding.
- Continue to participate in regional partnerships for water quality and conservation, and develop new partnerships for water resource management, planning, and legislative advocacy.
- Renew the City's Assured Water Supply Designation ensuring the City's legal ability to meet increased water needs while pursuing additional water resources.
- Continue to coordinate with the Water and Wastewater Advisory Board and other stakeholders on possible water conservation amendments to the zoning ordinance.
- Continue installation of sampling stations throughout Avondale. To eliminate locations where samples are collected from residential hose bibs to reduce the chance of contamination.

Council Goal: *Financial Stability*

- Optimize water production and distribution facilities operations in an effort to realize full life cycle of City's capital assets and reduce repair/replacement costs through the implementation of preventative maintenance programs.
- Enhance our current leak detection program and develop master plan to reduce the loss of un-metered water and damage to roadways and sidewalks from water leaks.

Council Goal: *Public Safety*

- Replace twelve aging fire hydrants with new wet barrel style fire hydrants to improve fire protection.

Water Resources

FY 2007-08 Objectives:

Council Goal: *Quality Of Life*

- Develop a Business Continuity Plan to ensure the Water Resources Department continues to provide uninterrupted life essential services in the event of pandemic, large scale natural disaster or terrorist attack.

Performance/Workload Indicators:	**FY 2005-06 Actuals**	**FY 2006-07 Projected**	**FY 2007-08 Projected**
Complete monthly, semi-annual and annual maintenance activities for GIS data layers and products.	89.5%	92%	96%
Maintain gallons per capita per day (GPCD) water consumption rate at or below the groundwater Management Act requirement of 167 GPCD.	172	158	158
Billions of gallons of water produced annually.	4.3	4.6	4.8
Billions of gallons of wastewater treated annually.	1.632	1.75	1.865
Miles of Sewer Line Cleaned (CMOM Program)annually.	49.4	56	60
Number of manholes treated for roach control annually.	825	1000	1200
Number of valves exercised annually.	1101	1200	1300
Maintain wastewater effluent with Federal and State Standards.	99%	99%	99%
Respond to emergency after-hours callouts within one hour.	100%	100%	100%
Complete weekly, monthly, semi-annual and annual maintenance activities for all equipment.	98%	99%	99%

Water Resources

Budget Summary

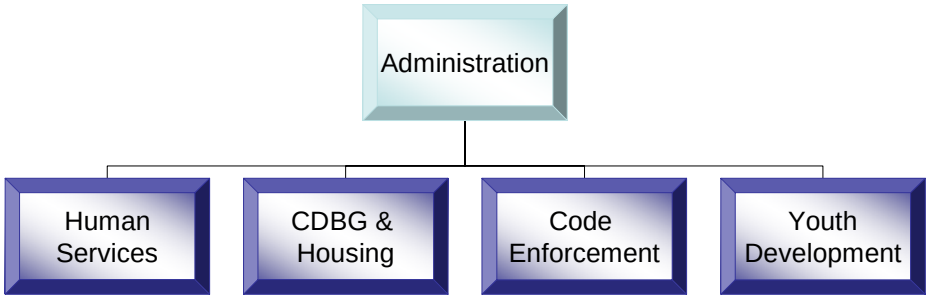
	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Expenditures by Category					
Personal Services	2,035,797	2,588,768	3,774,420	3,301,084	4,189,190
Contractual Services	3,589,544	4,264,762	5,763,136	4,253,483	5,914,671
Commodities	836,044	1,127,994	2,500,804	963,019	2,509,299
Capital Outlay	49,085	568,760	1,118,910	907,641	1,432,670
Other	1,746,839	1,725,571	2,330,140	2,330,551	2,510,555
Debt Service	929,461	1,257,374	2,472,230	2,471,447	2,444,880
Transfers Out	20,000	-	300,000	300,000	651,910
Contingency	-	-	1,500,000	-	2,000,000
Total by Category	***9,206,770***	***11,533,229***	***19,759,640***	***14,527,225***	***21,653,175***
Expenditures by Program					
Water Operations	1,490,625	2,162,091	2,643,505	2,435,186	3,142,245
Water Administration	1,474,822	1,174,290	3,006,815	1,802,867	3,714,495
GIS and Land Services	-	369,544	652,040	381,605	535,270
Water Resources	1,354,605	1,540,263	1,768,080	1,605,480	1,398,770
Wetlands Treatment	242,230	297,300	549,420	250,560	753,050
Water Maintenance	966,657	1,702,723	3,813,220	1,990,736	4,250,895
Wastewater Collection	237,901	366,180	796,664	810,641	713,810
Wastewater Administration	1,802,868	1,933,754	3,934,690	3,209,419	4,321,660
Wastewater Maintenance	199,897	96,509	179,330	85,772	234,160
Wastewater Treatment Plant	1,437,165	1,890,575	2,415,876	1,954,959	2,588,820
Total by Program	***9,206,770***	***11,533,229***	***19,759,640***	***14,527,225***	***21,653,175***
Expenditures by Fund					
Avondale Water	5,528,939	7,246,211	12,433,080	8,466,434	13,794,725
Avondale Wastewater	3,677,831	4,287,018	7,326,560	6,060,791	7,858,450
Total by Fund	***9,206,770***	***11,533,229***	***19,759,640***	***14,527,225***	***21,653,175***

Water Resources

Budget Summary

	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Authorized Positions by Program					
Water Operations	15.00	18.00	21.00	22.00	22.00
Water Administration	2.50	3.00	3.50	4.00	3.50
GIS and Land Services	0.00	2.00	3.00	2.00	3.00
Water Resources	2.00	2.00	2.00	2.00	3.00
Wetlands Treatment	1.00	1.00	3.00	3.00	3.00
Water Maintenance	5.00	6.00	6.00	6.00	6.00
Wastewater Collection	2.00	5.00	5.00	5.00	5.00
Wastewater Administration	1.50	2.00	2.50	3.00	2.50
Wastewater Treatment Plant	9.00	8.00	9.00	8.00	9.00
Total Authorized FTE	***38.00***	***47.00***	***55.00***	***55.00***	***57.00***

Neighborhood & Family Services



Department Description

The Neighborhood and Family Services Department was created to support and nurture the development of families and the neighborhoods in which they live. The department includes Code Enforcement, Social Services, Community Development Block Grant (CDBG) and Housing, and Youth Development. In addition, the Neighborhood and Family Services Commission was created to provide guidance on strategies to strengthen neighborhoods and to assist with community outreach.

One of the goals of the department is to listen to the needs and desires of Avondale residents and to develop programs and strategies to address those needs. Consequently, the department houses the Neighborhood and Family Services Commission, the Social Services Advisory Board and the Youth Advisory Commission. The Social Services Advisory Board advises the department on the Community Action Program and other social services programs and services. The Youth Advisory Commission is in the process of transitioning to the new department from Parks, Recreation and Libraries.

2006-2007 Highlights

- The Neighborhood and Family Services Commission was convened and provided feedback on graffiti abatement, GAIN (Getting Arizona Involved in Neighborhoods), Community Development Block Grant, among many other topics.
- Three newly authorized staff were hired, including the Neighborhood and Family Services Director, CDBG Program Manager and Youth Development Coordinator.
- A total of approximately $100,000 in grant funding in addition to Community Development Block Grant and Community Action Program was obtained to support Healthy Avondale and the Financially FIT (Freedom to Invest in Tomorrow).
- The Healthy Avondale Pregnant Adolescent program was created with the goal of promoting healthy pregnancies and preventing another pregnancy within the following two years. A total of 25 expectant mothers and fathers participated.
- The Social services Division hosted the Fair Housing Summit with a total of 50 participants from the community. Speakers from the Attorney General's Office, Civil Rights Division and other experts presented a case study on a recent fair housing case in Arizona and facilitated discussion.
- Staff developed a curriculum and educational materials for rental property owners and managers and provided a free half-day workshop to promote responsible rental property ownership in conjunction with the Finance and Police Departments.

Neighborhood & Family Services

2006-2007 Highlights

- The Connecting Generations program was established in partnership with the Area Agency on Aging. This intergenerational mentorship program pairs older adults with youth to teach life skills and provide a positive adult influence.
- The Code Enforcement division completed Neighborhood Enhancement Projects in the Rio Vista and South Avondale neighborhoods resulting in a total of 565 cases.
- The Code Enforcement Division facilitated a partnership with Together Against Graffiti to promote their Adopt-a-Wall program. This enables community volunteers to obtain paint kits for painting over graffiti in areas commonly targeted by taggers.
- The Social Services Advisory Board participated in the Make A Difference Day, Rock and Roll Paint-a-thon. Two homes each in Cashion and South Avondale recevied a new coat of paint and landscaping.

FY 2007-08 Objectives:

Council Goal: *Public Safety*

- Expand participation in volunteer, community-based graffiti removal program.
- Encourage voluntary compliance with the Property Maintenance Code by working with residents and dismissing court cases whenever compliance is achieved.
- Enhance neighborhood pride and eliminate blight through the enforcement of the Property Maintenance Code.

Council Goal: *Quality Of Life*

- Continue providing free seminars, medical screenings, events and an interactive web site to the community through the Healthy Avondale Program.
- Strengthen and support families through comprehensive case management and other programs that support self-sufficiency, including the Financially FIT and homeownership programs.
- Expand Youth Development programs to increase offerings that address the emotional, life skills and developmental needs of youth ages 14-20, through coordination with other City departments and community agencies and resources.
- Continue providing training and educational materials and programs for rental property owners and managers.

Performance/Workload Indicators:	**FY 2005-06 Actuals**	**FY 2006-07 Projected**	**FY 2007-08 Projected**
Participants ages 14-20 participating in youth programs	n/a	25	50
Number of graffiti sites abated	1,698	2,500	3,000
Total Code Enforcement Cases	4,322	5,000	6,000
Number of participants in the Healthy Adolescent Program	n/a	25	30
Families receiving comprehensive case management through the Community Action Program	28	40	45

Neighborhood & Family Services

Performance/Workload Indicators:	**FY 2005-06 Actuals**	**FY 2006-07 Projected**	**FY 2007-08 Projected**
Number of individuals receiving financial assistance through the Community Action Program	1,517	2,130	2,500
Families in the Individual Development Account program	30	37	46
Number of tax returns prepared	56	70	85
Number of participants in Healthy Avondale community events	2,000	2,500	2,500
Number of residents who received free preventative screenings	350	400	450

Neighborhood & Family Services

Budget Summary

	FY 04-05 Actuals	FY 05-06 Actuals	FY 06-07 Budget	FY 06-07 Estimates	FY 07-08 Budget
Expenditures by Category					
Personal Services	-	-	1,108,570	962,206	1,271,640
Contractual Services	-	-	790,530	260,925	1,881,440
Commodities	-	-	40,650	27,660	49,000
Capital Outlay	-	-	22,000	33,935	-
Total by Category	***-***	***-***	***1,961,750***	***1,284,726***	***3,202,080***
Expenditures by Program					
Community/Neighborhood Services	-	-	863,780	231,917	1,968,430
Social Services	-	-	316,600	296,228	340,390
Code Enforcement	-	-	630,390	586,658	706,010
Community Action Program	-	-	143,480	163,259	179,750
Youth Commission	-	-	7,500	6,664	7,500
Total by Program	***-***	***-***	***1,961,750***	***1,284,726***	***3,202,080***
Expenditures by Fund					
General Fund	-	-	1,163,850	1,010,947	1,391,880
Community Action Program	-	-	143,480	163,259	179,750
Home Grant	-	-	179,760	50,000	1,052,760
CDBG	-	-	474,660	60,520	577,690
Total by Fund	***-***	***-***	***1,961,750***	***1,284,726***	***3,202,080***
Authorized Positions by Program					
Community/Neighborhood Services	0.00	0.00	3.00	3.00	3.00
Social Services	0.00	0.00	3.00	3.00	3.00
Code Enforcement	0.00	0.00	8.00	8.00	8.00
Community Action Program	0.00	0.00	3.00	3.00	3.00
Total Authorized FTE	***0.00***	***0.00***	***17.00***	***17.00***	***17.00***

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Capital Improvement Plan

FY2007-2008 through FY2016-2017

Developing the Capital Improvement Plan

The Capital Improvement Plan (CIP) is the City's ten-year blueprint for creating and maintaining the crucial infrastructure that will support the continued growth and development of Avondale. Fiscal year 2007-2008 represents the first year the City established an official ten-year CIP. Each year, in conjunction with the annual budgeting process, the ten-year CIP is reviewed, updated and approved by the Citizens' CIP Committee and the City Council. The mission statement, values, priority areas, goals, and objectives established by Avondale's elected officials determine the broad parameters for incorporating new capital improvement projects into the CIP. Other documents, such as the City of Avondale General Plan, a water master plan or transportation master plan also provide valuable information and guidance in the preparation of the capital plan.

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

Citizen input is obtained through a Capital Improvement Plan Committee and from constituents that contact the council and city management directly. City residents have frequently alerted staff about infrastructure development and renovation needs, essential quality of life enhancements, and environmental and historic preservation issues that should be addressed in the capital plan. This year, on May 15, 2007 a bond election was also held to obtain voter approval to issue bonds to help finance the current ten year plan. Voter's approved $70 million in bonds for the various categories of improvements.

Projects included in the 2008-2017 CIP will form the basis for appropriations in the 2007-2008 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 subjected to ongoing community and City Council review and discussion during the annual appropriations process.

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

What are Capital Improvements?

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

Capital Improvement Plan

Financing the Capital Improvement Plan

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

Pay-As-You-Go Financing

Development Fees - Development Fees are assessments on developers that allow for "pay-as-you-go" financing for capital projects. When a developer takes out a building permit, the developer is required to pay fees for fire, police, library, parks, water, sewer, transportation, and general government infrastructure based on the impact their development is expected to have on City services. The funds may also be used to retire debt issued for "growth" related projects. As previously stated, development fees are currently being evaluated for appropriate cost allocation and recovery.

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

Operating Funds - The City plans to transfer in approximately $22.15 million dollars over the next ten years from operating funds to supplement the ten-year capital budget. These transfers represent the contribution of current residents to improvements to public infrastructure. In addition, there are two (2) fire apparatus purchases within the Public Safety Sales Tax operating fund totaling $1,625,000 and there is a project in the Transit Operating fund to construct a bus center in cooperation with the Estrella Mountain Community College for a total of $1,600,000.

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

Grants and Other Intergovernmental Funding

There are a number of grants available from federal, state, and county sources. The City aggressively pursues this type of funding and plans to apply for over $11.4 million in grant funding and $5.1 million in intergovernmental cost sharing.

General Obligation Bonds

General Obligation (G.O.) bonds are backed by "the full faith and credit" of the city, and are usually considered to be a safe investment for bondholders. These bonds also require voter approval before the

City can issue this type of debt. The principal and interest on G.O. bonds is normally paid through a property tax levy, referred to as the "secondary" property tax. This means that property owners pay for the benefit of the improvements funded with this type of bond through payment of their property taxes. As indicated in the financial policies section, the secondary property tax rate, when combined with the primary property tax rate, cannot exceed $2.00 per one hundred dollars of assessed valuation.

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 projected G.O. debt margin for fiscal year 2007-2008.

	20%	**6%**
	Water, Sewer Open Space, Flood Control and Parks	General Municipal Purpose Bonds
Net Assessed Value	583,884,953	583,884,953
Debt Limit	116,776,991	35,033,097
Net Bonds Outstanding	16,130,000	2,500,000
Legal Debt Margin	**100,646,991**	**32,533,097**

Highway User Revenue Fund Bonds

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

Revenue Bonds

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

Water Infrastructure Financing Authority

The Water Infrastructure Financing Authority (WIFA) provides financial assistance to municipalities and other public agencies for constructing, acquiring or improving wastewater treatment facilities, drinking water facilities and other related water quality facilities and projects. WIFA bonds historically offer significantly lower interest rates and bond issuance costs as it has the ability to leverage several revenue sources as repayment or combine bond sales for multiple municipalities and/or political subdivisions, thereby lowering the costs. These agreements also require voter approval. Once the bonds

are sold, the proceeds are "loaned" to the municipality on agreed upon terms. The City currently has over $8.8 million in WIFA loans outstanding for various completed water and wastewater projects.

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	Refinance Outstanding Bonds through WIFA	$7,500,000	$7,500,000	$ -
17-Mar-92	Enter into Loan Agreements with WIFA	10,000,000	6,125,000	3,875,000
12-Oct-93	Water Resource Project	4,000,000	4,000,000	-
12-Oct-93	Water and Sewer Project	2,000,000	2,000,000	-
12-Oct-93	Public Safety Facilities & Equipment	2,000,000	2,000,000	-
12-Oct-93	Recreation Center	2,500,000	2,500,000	-
10-Oct-95	Water Improvements	10,000,000	6,430,000	3,570,000
10-Oct-95	Street & Highway Improvements	4,000,000	4,000,000	-
8-Sep-98	Water and Sewer Improvements (a)	15,000,000	-	15,000,000
	Wastewater Treatment Capacity - $12,500,000			
	Water Lines & Storage Resevoirs - $2,500,000			
8-Sep-98	Street & Highway Improvements (b)	10,300,000	7,050,000	3,250,000
8-Sep-98	Library Facilities (c)	2,500,000	2,500,000	-
15-May-07	Water and Sewer Improvements (a)	5,000,000	-	5,000,000
15-May-07	Street & Highway Improvements (b)	20,000,000	-	20,000,000
15-May-07	Parks, Community Center and Recreation Facilities	15,000,000	-	15,000,000
15-May-07	Public Safety Facilities & Equipment	13,000,000	-	13,000,000
15-May-07	General Government Facilities	17,000,000	-	17,000,000
Total Combined Authorization/Issued/Unissued		**$139,800,000**	**$44,105,000**	**$25,695,000**

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

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

(c) City can pledge property taxes.

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

Local Improvement Districts

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

Capital Improvement Plan

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

Municipal Development Corporation Bonds

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

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

Carryover Projects/Fund Balance

Due to the nature of capital projects, the life of a project may span across fiscal years. As funds are received to fund a project, they are accumulated in the appropriate capital fund and expended as projects progress. When the funds are not spent in one year they remain in the fund balance, much like a savings account, to be used in the following fiscal years. This is also referred to as carryover. As the City refines the annual CIP process, these "carry over" projects will be redefined into areas of "contractual liability", and ongoing projects will be reappropriated in the following year as all of the financing is reevaluated to ensure project and funding viability. It is expected that over $40.5 million will carryover in fund balance for the FY 2007-08 capital budget. Most of this carryover is unspent bond proceeds and development fees.

Debt and Capital Budgets Relationship

The capital improvement plan obviously impacts the City's debt budget. In most cases the repayment of debt also affects the available revenues for other operating expenses. For example, Highway User Revenue bonds are repaid using the same state shared funding source as street maintenance expenditures. The fiscal year 2007-2008 budget includes $12,533,780 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 shown in the respective enterprise fund. The following schedule shows the 2007-2008 budgeted payments by debt type. The summary repayment schedules are included in the Schedules section of this document.

Capital Improvement Plan

Debt Type	Principal	Interest	Fees	Total
General Obligation (GO) Bonds	2,265,000	568,048	10,000	2,843,048
Highway User Revenue Bonds	135,000	122,308	10,000	267,308
Municipal Development Corporation (MDC) Bonds-GLTD	3,692,409	2,456,116	30,000	6,178,525
Estimated New MDC Bonds	-	800,000		800,000
Sub-total	**6,092,409**	**3,946,472**	**50,000**	**10,088,881**
Enterprise Funded Debt				
Water & Sewer Revenue Bonds	90,000	60,673	2,020	152,673
MDC Bonds - Water & Sewer	857,594	330,336	7,500	1,195,430
Water Infrastructure Financing Authority (WIFA)	790,247	299,029	7,500	1,096,776
Sub-total	**1,737,841**	**690,038**	**17,020**	**2,444,519**
Grand Total All Debt	**$7,830,250**	**$4,636,510**	**$67,020**	**$12,533,780**

Operating and Capital Budget Relationship

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

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

- New well installations
- New traffic signal installations
- Encanto Community Center
- Expansion of the wastewater treatment plant
- Sanitation equipment

Capital Improvement Plan Summary

The capital plan for the City of Avondale totals $522,276,690 for fiscal years 2007-08 through 2016-17. This year the plan was expanded from a five year plan to ten years to develop a more comprehensive funding plan. The fiscal year 2007-08 budget totals $144,897,550 including $1,125,370 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, new needs will undoubtedly surface, causing the plan to fluctuate and require more resources. For this reason, the City Council always considers all requests, but only those projects of the highest priority that fit within the available dollars are included in the capital budget. All other projects may be reconsidered in future years if more funding becomes available.

Capital Improvement Plan Summary

Fiscal Years 2008 - 2017

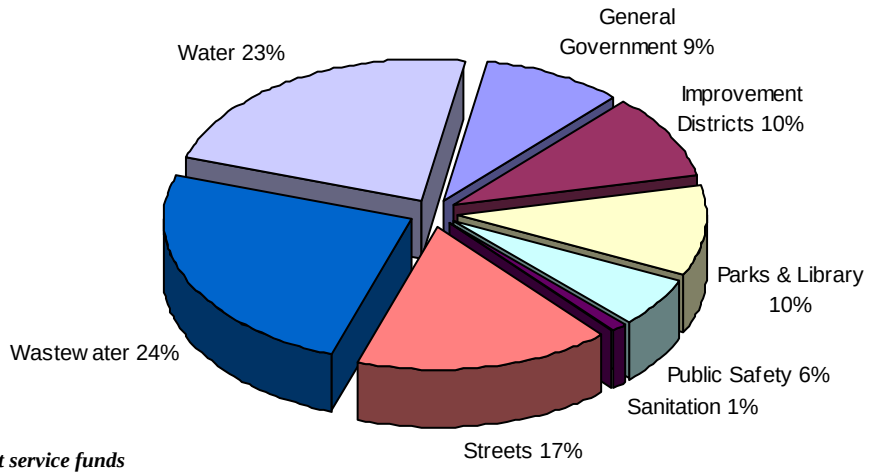
	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17	Total
Fund Balances All	71,805,983	20,697,293	24,905,893	23,366,063	34,635,133	51,052,583	71,805,983
Capital Plan Revenues							
Intergovernmental Revenues							
Community Develop. Block Grant	300,000	300,000	300,000	300,000	300,000	1,000,000	2,500,000
Other State Sources	1,500,000	-	1,000,000	-	-	-	2,500,000
Federal Grants & Other Sources	7,275,280	1,593,800	-	-	-	-	8,869,080
Other Cities & Towns - IGAs	250,000	2,000,000	-	-	-	-	2,250,000
Maricopa County	-	200,000	-	400,000	-	-	600,000
Total Intergovernmental Revenues	9,325,280	4,093,800	1,300,000	700,000	300,000	1,000,000	16,719,080
Development Fees							
Street Construction	1,875,000	1,875,000	2,414,100	2,414,100	2,414,100	5,571,000	16,563,300
Police Development	344,000	344,000	447,200	447,200	447,200	1,032,000	3,061,600
Parkland	2,501,000	2,501,000	3,251,300	3,251,300	3,251,300	7,503,000	22,258,900
Library Development	346,000	346,000	449,800	449,800	449,800	1,038,000	3,079,400
General Government Development	731,000	731,000	950,300	950,300	950,300	2,193,000	6,505,900
Fire Dept. Development	996,000	996,000	1,294,800	1,294,800	1,294,800	2,988,000	8,864,400
Sewer Development	5,493,000	5,493,000	7,140,900	7,140,900	7,140,900	35,704,500	68,113,200
Water Development	5,251,000	5,251,000	6,826,300	6,826,300	6,826,300	34,131,500	65,112,400
Sanitation Development	267,000	267,000	347,100	347,100	347,100	801,000	2,376,300
Total Development Fees	17,804,000	17,804,000	23,121,800	23,121,800	23,121,800	90,962,000	195,935,400
Internal Charges							
Water Equipment Replacement	227,810	227,810	227,810	227,810	227,810	1,139,050	2,278,100
Sewer Equipment Replacement	111,710	111,710	111,710	111,710	111,710	558,550	1,117,100
Sanitation Equipment Replacement	421,180	421,180	421,180	421,180	421,180	2,105,900	4,211,800
Vehicle Replacement	1,528,410	1,528,410	1,528,410	1,528,410	1,528,410	7,642,050	15,284,100
Technology Replacement Fund	710,610	710,610	710,610	710,610	710,610	3,553,050	7,106,100
Total Internal Charges	2,999,720	2,999,720	2,999,720	2,999,720	2,999,720	14,998,600	29,997,200
Sale of Assets							
Sale of Asset	1,500,000	-	-	-	-	-	1,500,000
Total Sale of Assets	1,500,000	-	-	-	-	-	1,500,000
Bond Proceeds							
Street Construction	1,000,000	14,000,000	-	-	6,000,000	15,000,000	36,000,000
Police Development	-	-	-	-	7,000,000	-	7,000,000
Parkland	-	10,000,000	-	-	-	-	10,000,000
General Government Development	-	-	-	-	15,000,000	-	15,000,000
Fire Dept. Development	-	-	1,500,000	-	3,000,000	-	4,500,000
Improvement Districts	40,000,000	10,000,000	-	-	-	-	50,000,000
Sewer Development	-	7,500,000	-	-	-	8,000,000	15,500,000
Water Development	13,000,000	-	-	9,000,000	-	8,000,000	30,000,000
Total Bond Proceeds	54,000,000	41,500,000	1,500,000	9,000,000	31,000,000	31,000,000	168,000,000
Interest Earned							
Interest Earned	286,970	373,970	464,110	394,410	404,110	1,551,400	3,474,970
Total Interest Earned	286,970	373,970	464,110	394,410	404,110	1,551,400	3,474,970
Traffic Signal Cost Sharing							
Traffic Signal Cost Sharing	360,000	262,500	-	680,000	700,000	200,000	2,202,500
Total Traffic Signal Cost Sharing	360,000	262,500	-	680,000	700,000	200,000	2,202,500

Capital Improvement Plan Summary

Fiscal Years 2008 - 2017

	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17	Total
Operating Transfers In							
Transfer In 101--General Fund	335,000	-	-	-	-	-	335,000
Transfer In 235--Public Safety Ded Sales	667,370	1,167,270	591,830	155,160	232,870	-	2,814,500
Transfer In General Fund	4,000,000	2,000,000	1,750,000	1,700,000	1,500,000	7,750,000	18,700,000
Transfer in 501--Avondale Water	300,000	150,000	-	-	-	-	450,000
Trans. In Ded. Sales Tax	3,300,000	1,650,000	1,300,000	1,300,000	1,300,000	13,250,000	22,100,000
Transfer In Wastewater Fund	-	3,000,000	-	-	-	-	3,000,000
Total Operating Transfers In	8,602,370	7,967,270	3,641,830	3,155,160	3,032,870	21,000,000	47,399,500
Sub-Total	94,878,340	75,001,260	33,027,460	40,051,090	61,558,500	160,712,000	465,228,650
Total Resources	**166,684,323**	**95,698,553**	**57,933,353**	**63,417,153**	**96,193,633**	**96,193,633**	**537,034,633**
Capital Expenditures*							
304 Street Construction	16,916,300	15,096,000	8,995,000	5,082,000	9,342,000	31,253,000	86,684,300
308 Police Development	433,000	1,600,000	1,500,000	200,000	200,000	8,712,500	12,645,500
310 Parkland	11,621,000	11,910,000	5,000,000	2,500,000	1,500,000	15,000,000	47,531,000
311 Library Development	3,520,650	1,235,000	235,000	235,000	235,000	1,045,000	6,505,650
318 General Government Development	758,150	740,000	1,290,000	740,000	4,740,000	14,650,000	22,918,150
319 Fire Dept. Development	1,872,590	2,751,460	2,809,350	624,310	919,750	8,042,980	17,020,440
320 Improvement Districts	40,000,000	10,000,000	-	-	-	-	50,000,000
513 Sewer Development	36,102,860	15,675,000	3,900,000	5,125,000	13,350,000	53,750,000	127,902,860
514 Water Development	31,592,500	8,875,000	7,675,000	11,375,000	11,685,000	45,700,000	116,902,500
524 Sanitation Development	564,420	308,000	336,800	336,800	369,800	712,000	2,627,820
530 Water Equipment Replacement	108,700	85,750	114,840	266,000	75,750	1,300,910	1,951,950
531 Sewer Equipment Replacement	31,000	94,000	43,000	276,000	39,000	487,000	970,000
532 Sanitation Equipment Replacement	858,820	266,000	60,000	770,000	917,000	3,081,000	5,952,820
601 Vehicle Replacement	1,142,970	1,679,000	1,652,500	552,500	1,167,500	9,361,590	15,556,060
603 Technology Replacement Fund	464,070	477,450	955,800	699,410	600,250	3,910,660	7,107,640
Total Expenditures	**145,987,030**	**70,792,660**	**34,567,290**	**28,782,020**	**45,141,050**	**197,006,640**	**522,276,690**
Estimated Ending Balance	**20,697,293**	**24,905,893**	**23,366,063**	**34,635,133**	**51,052,583**	**51,052,583**	**14,757,943**

Capital Improvement Projects by Type



Includes transfers to debt service funds

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

304 Street Construction	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17	Total
Beginning Balance	10,518,910	300,030	3,828,670	363,950	804,120	2,379,190	
Revenues							
CMAQ Funding	50,000	193,800	-	-	-	-	243,800
Possible Future Funding for CDBG Projects	300,000	300,000	300,000	300,000	300,000	1,000,000	2,500,000
Transfer In- General Fund	1,500,000	1,250,000	1,250,000	1,200,000	1,000,000	5,000,000	11,200,000
Development Fees	1,875,000	1,875,000	2,414,100	2,414,100	2,414,100	5,571,000	16,563,300
Bond Proceeds - Sales Tax	1,000,000	-	-	-	-	-	1,000,000
ADOT Funding	50,000	-	1,000,000	-	-	-	1,050,000
Grants	806,280	-	-	-	-	-	806,280
IGA	250,000	-	-	-	-	-	250,000
Interest	6,140	43,340	66,180	28,070	2,970	125,000	271,700
MCDOT Funding	-	200,000	-	400,000	-	-	600,000
Traffic Signal Cost Sharing	360,000	262,500	-	680,000	700,000	200,000	2,202,500
Transfer In- Sales Tax	500,000	500,000	500,000	500,000	500,000	2,500,000	5,000,000
Bond Proceeds - GO	-	14,000,000	-	-	6,000,000	15,000,000	35,000,000
Total Revenues	**6,697,420**	**18,624,640**	**5,530,280**	**5,522,170**	**10,917,070**	**29,396,000**	**76,687,580**
Total Resources	**17,216,330**	**18,924,670**	**9,358,950**	**5,886,120**	**11,721,190**	**31,775,190**	**87,206,490**
Expenditures							
ST1001-Street Buy-In/Developer Reimbursement	1,422,210	200,000	250,000	250,000	250,000	750,000	3,122,210
ST1007-Street Drainage Issues	63,880	50,000	50,000	50,000	50,000	250,000	513,880
ST1009-City Wide Street Overlay	500,000	500,000	600,000	600,000	800,000	2,500,000	5,500,000
ST1010-Dysart I-10 Underpass Improvements	50,000	-	-	-	-	-	50,000
ST1012-Bridge Repairs	45,000	-	-	-	-	-	45,000
ST1020-Preventative Street Maintenance (Citywide)	790,000	400,000	400,000	400,000	400,000	2,000,000	4,390,000
ST1021-Dysart Rd - Lower Buckeye to Harrison	1,232,910	3,478,000	-	-	-	-	4,710,910
ST1089-Van Buren Street - Bridge to Fairway	1,420,360	-	-	-	-	-	1,420,360
ST1093-Dysart- Van Buren to Riley- Mill/Overlay	597,490	-	-	-	-	-	597,490
ST1116-Littleton Sidewalks	286,820	-	-	-	-	-	286,820
ST1121-Engineering Design Guidelines	53,550	-	-	-	-	-	53,550
ST1122-Dysart - Main to Riley Improvements	1,520,960	-	-	-	-	-	1,520,960
ST1125-Avondale Blvd - McDowell to Thomas	-	262,000	1,190,000	-	-	-	1,452,000
ST1126-McDowell Sidewalk - 123rd Ave to Bridge	113,000	752,000	-	-	-	-	865,000
ST1127-Traffic Signal at 107th and Pierce	-	-	150,000	400,000	-	-	550,000
ST1128-Traffic Signal at Avondale Blvd and Whyman	528,940	-	-	-	-	-	528,940
ST1129-Van Buren at Dysart - Intersection Improvements	465,000	-	-	-	-	-	465,000
ST1130-Indian School Bypass - Streetlights	480,000	-	-	-	-	-	480,000
ST1146-Van Buren Street - 121st - 122nd (N. Half)	-	-	-	145,000	450,000	-	595,000
ST1147-4th St. Lower Buckeye to Western Reconstruct	1,754,310	-	-	-	-	-	1,754,310
ST1148-Avondale and Buckeye Intersection	-	-	300,000	712,000	-	-	1,012,000
ST1150-103rd Ave - Holly / Granada (E. Half)	-	-	-	145,000	405,000	-	550,000

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

304 Street Construction	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17	Total
ST1152-Avondale Blvd Bridge Widening - N. of I-10	-	430,000	2,850,000	-	-	-	3,280,000
ST1154-Traffic Signal and Intersection Improvements at Indian School & El Mirage	648,640	1,435,000	-	-	-	-	2,083,640
ST1157-Avondale Blvd Northbound at I-10 Right Turn Lane	500,000	-	-	-	-	-	500,000
ST1158-Elm Lane Drainage Mitigation	334,850	500,000	-	-	-	-	834,850
ST1162-CDBG Street and Sidewalk Improvements	500,000	300,000	300,000	300,000	300,000	1,000,000	2,700,000
ST1163-99th Ave at McDowell Dual Left	565,230	-	-	-	-	-	565,230
ST1164-Streetlights Program Citywide	49,610	20,000	20,000	20,000	20,000	100,000	229,610
ST1166-Avondale Blvd - Lower Buckeye to Miami	-	-	-	-	672,000	-	672,000
ST1168-Traffic Signal - Links Drive and Van Buren	-	-	-	200,000	500,000	-	700,000
ST1170-Traffic Signal and Intersection Improvements at Avondale & Lower Buckeye	-	830,000	-	-	-	-	830,000
ST1171-Traffic Signal and Roadway Improvements at El Mirage & Lower Buckeye	-	365,000	1,085,000	-	-	-	1,450,000
ST1177-Van Buren-Dysart to Central Mill / Overlay	-	-	-	-	650,000	-	650,000
ST1178-Central - Western to Van Buren	-	100,000	650,000	-	-	-	750,000
ST1179-Traffic Signal and Intersection Improvements at Avondale & Encanto	671,000	429,000	-	-	-	-	1,100,000
ST1180-Traffic Signal - 107th Ave and Dealer Dr	-	-	-	150,000	400,000	-	550,000
ST1181-Traffic Signal - 107th Avenue and Roosevelt Street	-	-	-	150,000	400,000	-	550,000
ST1182-Traffic Signal - Avondale and Corporate Drive	-	-	150,000	400,000	-	-	550,000
ST1183-Traffic Signal - Avondale Blvd and Maricopa	-	-	-	-	600,000	-	600,000
ST1185-127th Ave - Lower Buckeye to Dysart	90,000	1,410,000	-	-	-	-	1,500,000
ST1186-Traffic Signal - Avondale Blvd and Thomas	-	-	-	-	600,000	-	600,000
ST1187-Traffic Signal - 119th Ave and McDowell	-	-	600,000	-	-	-	600,000
ST1188-Traffic Signal - 119th Ave and Lower Buckeye	-	-	-	150,000	400,000	-	550,000
ST1189-Traffic Signal - 107th Ave and Lower Buckeye	-	-	-	100,000	450,000	-	550,000
ST1192-Litchfield Road - Broadway to Lower Buckeye	-	-	-	-	550,000	1,050,000	1,600,000
ST1193-Buckeye Road - 107th to Avondale Medians	-	1,210,000	-	-	-	-	1,210,000
ST1195-Traffic Signal - Central and Lower Buckeye	500,000	-	-	-	-	-	500,000
ST1196-Traffic Signal - 111th Ave and Van Buren	-	-	-	-	600,000	-	600,000
ST1197-Traffic Signal - 4th Street and Van Buren	-	-	100,000	450,000	-	-	550,000
ST1198-119th Avenue Extension - Virginia South 300'	-	-	-	160,000	270,000	-	430,000
ST1199-Neighborhood Traffic Calming Structures	499,740	200,000	200,000	200,000	200,000	500,000	1,799,740
ST1206-Dysart-Powerline Under Grounding	330,000	-	-	-	-	-	330,000
ST1207-Van Buren Corridor Study	81,800	-	-	-	-	-	81,800
ST1209-Palm Lane Extension - 117th to 118th Ave	-	185,000	-	-	-	-	185,000
ST1218-Van Buren Street Sidewalks/Central to LaJolla	236,000	-	-	-	-	-	236,000

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

304 Street Construction	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17	Total
ST1220-Pedestrian Ramp/Sidewalks Program (Citywide)	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
ST1221-McDowell Road Pedestrian Crossing (Design Only)	85,000	-	-	-	-	-	85,000
ST1224-107th Avenue/McDowell Widening and Well Relocation	-	1,940,000	-	-	-	-	1,940,000
ST1229-Traffic Signal - Van Buren Street and 103rd Avenue	-	-	-	-	-	550,000	550,000
ST1238-Van Buren Street - Avondale Blvd. to 99th Avenue	-	-	-	-	210,000	7,865,000	8,075,000
ST1239-Encanto Blvd./Avondale Blvd. to 112th Avenue	-	-	-	-	65,000	1,075,000	1,140,000
ST1240-107th Avenue/I-10 to Van Buren Street	-	-	-	-	-	4,503,000	4,503,000
ST1242-Traffic Signal - Eliseo Felix Jr. Way and Van Buren Street	-	-	-	-	-	550,000	550,000
ST1243-Dysart Road/Indian School Road to Thomas Road	-	-	-	-	-	3,800,000	3,800,000
ST1246-Thomas Road Pedestrian Bridge	-	-	-	-	-	1,500,000	1,500,000
ST1247-McDowell Road Medians/107th Ave. to Avondale Blvd.	-	-	-	-	-	860,000	860,000
ST1248-Traffic Signal - Dysart Road and Lower Buckeye Road	-	-	-	-	-	700,000	700,000
ST1249-Traffic Signal - McDowell Road and Harbor Shores	-	-	-	-	-	650,000	650,000
ST1250-Traffic Signal - McDowell Road and 117th Avenue	-	-	-	-	-	550,000	550,000
ST1251-Traffic Signal - Indian School and Westwind Parkway	400,000	-	-	-	-	-	400,000
Total Expenditures	**16,916,300**	**15,096,000**	**8,995,000**	**5,082,000**	**9,342,000**	**31,253,000**	**86,684,300**
Estimated Ending Balance	**300,030**	**3,828,670**	**363,950**	**804,120**	**2,379,190**	**522,190**	

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: Street Buy-In/Developer Reimbursement

Project No: ST1001 **Total Project Cost:** $3,122,210

Funding Source: Development Fees / General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	1,222,210	200,000	1,422,210	200,000	250,000	250,000	250,000	750,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

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

Project Title: Street Drainage Issues

Project No: ST1007 **Total Project Cost:** $513,880

Funding Source: General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	63,880	-	63,880	50,000	50,000	50,000	50,000	250,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

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

Project Title: City Wide Street Overlay

Project No: ST1009 **Total Project Cost:** $5,500,000

Funding Source: Transfer from Sales Tax

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	40,000	460,000	500,000	500,000	600,000	600,000	800,000	2,500,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

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

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: Dysart I-10 Underpass Improvements

Project No: ST1010 **Total Project Cost:** $50,000

Funding Source: General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	50,000	50,000	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This will complete the improvements at the Dysart and I-10 intersection which include an additional north and south lane, new traffic signals and ramp access. The cost of this project is being shared with ADOT.

Project Title: Bridge Repairs

Project No: ST1012 **Total Project Cost:** $45,000

Funding Source: General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	45,000	-	45,000	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Improvements to bridges as recommended by study.

Project Title: Preventative Street Maintenance (Citywide)

Project No: ST1020 **Total Project Cost:** $4,390,000

Funding Source: General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	390,000	400,000	790,000	400,000	400,000	400,000	400,000	2,000,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project is an annual program that allocates funds for areas in need of minor repair and maintenance of streets. Typically these improvements consist of sealing surface cracks and rejuvenating the pavement section with a slurry or fog-seal application.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: Dysart Rd - Lower Buckeye to Harrison

Project No: ST1021 **Total Project Cost:** $4,710,910

Funding Source: General Fund/Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	317,910	915,000	1,232,910	3,478,000	-	-	-	-
Operating Impact:	-	-	-	-	6,560	6,560	6,560	32,800

Project Description:

This project extends Dysart Road as a 2-lane major collector with a center turn lane from Harrison Drive to Lower Buckeye Road and then southerly into Festival Fields Park. Improvements include curb & gutter, and a 12-inch water line. Right-of-way will be acquired from approximately 8-10 parcels of various ownership.

Project Title: Van Buren Street - Bridge to Fairway

Project No: ST1089 **Total Project Cost:** $1,420,360

Funding Source: Sales Tax Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	1,334,360	86,000	1,420,360	-	-	-	-	-
Operating Impact:	-	1,670	1,670	3,340	3,500	3,675	3,860	19,300

Project Description:

This project includes the widening of Van Buren Street to minor arterial standards and the installation of a 16-inch waterline. The improvements shall accommodate 4 thru lanes and 1 median lane from Fairway Drive to the Agua Fria River Bridge. The project impacts the Flood Control District of Maricopa County maintenance access roads, an abandoned SRP Irrigation ditch, and the northern perimeter wall at Coldwater Booster Station.

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

Project No: ST1093 **Total Project Cost:** $597,490

Funding Source: General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	597,490	-	597,490	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project will provide pavement renovation to Dysart Road from Van Buren Street to Riley Drive. The pavement renovation will consist of a partial pavement reconstruction and partial mill and overlay of the existing pavement. General improvements will include but are not limited to: new valley gutters, new striping, valve and manhole adjustments.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: Littleton Sidewalks

Project No: ST1116 **Total Project Cost:** $286,820

Funding Source: CMAQ Grants/General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	286,820	-	286,820	-	-	-	-	-
Operating Impact:	-	-	-	300	300	300	300	1,500

Project Description:

This CMAQ funded pedestrian project includes constructing sidewalk, installing landscaping and minor drainage improvements within the new landscaped areas. The project's limits extend along the south side of the MC85 from Avondale Boulevard west along the Littleton Elementary School. A Pedestrian Design Assistance Grant (PDAG) in the amount of $12,270 has been awarded to the City by MAG to cover a portion of the design expenses.

Project Title: Engineering Design Guidelines

Project No: ST1121 **Total Project Cost:** $53,550

Funding Source: General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	53,550	-	53,550	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Staff initiated a project to update the General Engineering Guidelines for the City of Avondale. Research of other local municipalities as well as state and county standards suggests the need for two separate manuals to be created with this effort. The two manuals shall serve the Development, the Engineering, and the Construction community. The first manual will be entitled "General Engineering Requirements". The nature of the first document is to enlighten potential Developers and their Engineers on the engineering requirements specific to the City of Avondale. The second document will be entitled "City of Avondale Supplement to MAG Specifications". The nature of the second document is to provide the contractor with any variations from the Maricopa Association of Governments (MAG) specifications or standard details which are unique to the City of Avondale.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: Dysart - Main to Riley Improvements

Project No: ST1122 **Total Project Cost:** $1,520,960

Funding Source: Sales Tax Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	170,960	1,350,000	1,520,960	-	-	-	-	-
Operating Impact:	-	-	-	4,375	4,375	4,375	4,375	21,875

Project Description:

This project will provide renovation to Dysart Road from Main Street to Riley Drive. The renovation will consist of partial reconstruction and partial mill and overlay. The project will also include drainage improvements including a new storm drain and multiple catch basins. The partial reconstruction of the existing curb and gutter will also be included to improve drainage. General improvements will include but are not limited to: new curb and gutter, valley gutters, striping, valve and manhole adjustments.

Project Title: Avondale Blvd - McDowell to Thomas

Project No: ST1125 **Total Project Cost:** $1,452,000

Funding Source: Development Fees / Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	262,000	1,190,000	-	-	-
Operating Impact:	-	-	-	-	-	4,375	4,375	21,875

Project Description:

This project will provide roadway frontage improvements on Avondale Boulevard to accommodate the proposed Encanto Community Center to be constructed. Construction will consist of half street improvements on the western side of the corridor between Encanto Boulevard and a point approximately 1320 L.F. to the north. The project improvements includes vertical curb and gutter, sidewalk, streetlights, a new pavement section, new striping, temporary retention basins, and SRP irrigation.

Project Title: McDowell Sidewalk - 123rd Ave to Bridge

Project No: ST1126 **Total Project Cost:** $865,000

Funding Source: General Fund/Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	65,000	48,000	113,000	752,000	-	-	-	-
Operating Impact:	-	-	-	-	240	250	260	1,300

Project Description:

This project will improve McDowell Road by constructing curb, gutter, and sidewalk. Northside improvements run the entire project corridor allowing pedestrian continuity from Dysart Road to 119th Avenue. Southside improvements will provide pedestrian continuity between Friendship Park and 119th Avenue. Additional improvements include concrete driveways, sewer stub-outs and drainage improvements.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: Traffic Signal at 107th and Pierce

Project No: ST1127 **Total Project Cost:** $550,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	150,000	400,000	-	-
Operating Impact:	-	-	-	-	-	200	420	2,100

Project Description:

Construct a traffic signal using City standard trombone-type specifications at the intersection of 107th Avenue & Pierce Street. The traffic signal will help improve traffic flow and provide safer access for vehicles exiting the future Roosevelt Park Phase 2 Development on the east side and the UTI site on the west side of 107th Avenue. The existing intersection is a 3-way intersection with STOP sign control for the east leg (westbound Pierce Street traffic) only. The future Roosevelt Park Phase 3 Commercial Development will improve the intersection to a 4-way by constructing the west leg.

Project Title: Traffic Signal at Avondale Blvd and Whyman

Project No: ST1128 **Total Project Cost:** $528,940

Funding Source: Development Fees / General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	528,940	-	528,940	-	-	-	-	-
Operating Impact:	-	200	200	400	420	440	460	2,300

Project Description:

Construct a traffic signal using City standard trombone-type specifications at the intersection of Avondale Boulevard and Whyman Avenue. The traffic signal will help improve traffic flow and provide safer access for vehicles exiting the Durango Park and Del Rio Ranch neighborhoods as well as improve traffic flow in the La Joya High School area. The existing intersection is controlled by 2 STOP signs in the east-west direction.

Project Title: Van Buren at Dysart - Intersection Improvements

Project No: ST1129 **Total Project Cost:** $465,000

Funding Source: General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	75,000	390,000	465,000	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project will improve the level of service at the Dysart Road and Van Buren Street intersection by constructing a dual left turn lane for eastbound to northbound traffic. The project's limits extend approximately 500 feet east to 200 feet west along Van Buren Street. Existing sidewalk, curb and gutter striping and an existing deceleration lane will need to be removed and replaced. New pedestrian ramps will be constructed around two existing power poles.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: Indian School Bypass - Streetlights

Project No: ST1130 **Total Project Cost:** $480,000

Funding Source: General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	390,000	90,000	480,000	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Indian School Road is an east-west road separating the Cities of Avondale and Litchfield Park. Maricopa County Department of Transportation (MCDOT) has programmed the construction of this section of Indian School Road for the Spring of 2007 for approximately 1.13 miles to a 5-lane minor arterial with bike lanes and sidewalks. The City proposes to annex Indian School Road from Old Litchfield Road to Dysart Road after improvements are completed and accepted by the City and County. All improvements associated with this project are consistent with city standards; however, one element not included in the improvement project is street lights. Street lights are a standard item and part of the urban street section design for the City. Staff desires to include street lights as part of the project's construction and the County is amenable to accommodating the City. An Intergovernmental Agreement has been drafted and accepted by the City and County in which the City will bare the cost of the streetlights.

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

Project No: ST1146 **Total Project Cost:** $595,000

Funding Source: Sales Tax Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	145,000	450,000	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Widen the north side of Van Buren from 121st Avenue to 122nd Avenue to Minor Arterial standards which requires 110-feet of right-of-way. Currently the south side of Van Buren has adequate ROW however approximately 25-feet of additional ROW will be required on the north side of the corridor. This project will construct frontage improvements on the north side of the corridor and specifically includes curb & gutter, sidewalks, street lights, and drainage improvements to include valley gutters, scuppers, and retention basins. The existing center turn lane will require rehabilitation so the project estimate include costs for mill & overlay of this travel lane. New driveways (one residential and one commercial) will be incorporated into the design to accommodate the two existing driveways on the north side of the corridor and were included as part of this estimate. Sewer and water stub-out will be incorporated into the design to serve the existing northern parcels.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: 4th St. Lower Buckeye to Western Reconstruct

Project No: ST1147 **Total Project Cost:** $1,754,310

Funding Source: Sales Tax Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	86,810	1,667,500	1,754,310	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project will provide renovation to 4th Street from Lower Buckeye Road to Western Avenue. The renovation will consist of a complete reconstruction of the pavement section. The project will also include significant drainage improvements including a new storm drain and multiple catch basins. General improvements will include but not be limited to vertical curb and gutter, new valley gutters, new striping, valve and manhole adjustments, storm drain, catch basins, temporary retention basins, scuppers, and replacement of water and sewer services. Right-of-way will be purchased for the retention basins.

Project Title: Avondale and Buckeye Intersection

Project No: ST1148 **Total Project Cost:** $1,012,000

Funding Source: Sales Tax Bonds / Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	300,000	712,000	-	-
Operating Impact:	-	-	-	-	-	-	875	4,375

Project Description:

Enhancements include upgrades to the railroad crossing, traffic signal improvements, curb and gutter, driveways, sidewalk, streetlights and pavement widening. The relocation of existing utilities will be required.

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

Project No: ST1150 **Total Project Cost:** $550,000

Funding Source: Sales Tax Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	145,000	405,000	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Improve the east half of 103rd Ave from Holly to Granada to a Major Collector standard which 110-feet of ROW to include 2-travel lanes, a center left-turn lane, bike lanes, sidewalks, and landscaping. Frontage improvements include approximately 650-feet of curb & gutter, detached sidewalk, streetlights, and drainage improvements to include valley gutters, scuppers, and retention facilities. This will provide an increased LOS and increase pedestrian safety for the corridor by matching the existing pavement widths and frontage improvements to the north and south of the project. Existing sewer and water infrastructure within the ROW is adequate.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

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

Project No: ST1152 **Total Project Cost:** $3,280,000

Funding Source: Development Fees/Sales Tax Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	430,000	2,850,000	-	-	-
Operating Impact:	-	-	-	-	-	1,000	1,000	5,000

Project Description:

This project will widen the drainage channel bridge on Avondale Boulevard north of the Interstate-10 and increases the vehicle capacity by widening Avondale Boulevard to accommodate 9-lanes of traffic, bike lanes, and attached sidewalks. A modified arterial section is proposed and will measure 138-feet from back of sidewalk to back of sidewalk. General improvements will include but not be limited to vertical curb and gutter, single median curb, sidewalk, bridge deck widening, new striping, drainage, landscape, and streetlight improvements. ADOT will share in the cost of this project.

Project Title: Traffic Signal and Intersection Improvements at Indian School & El Mirage

Project No: ST1154 **Total Project Cost:** $2,083,640

Funding Source: Development Fees / Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	648,640	-	648,640	1,435,000	-	-	-	-
Operating Impact:	-	-	-	200	400	420	440	2,200

Project Description:

This project will construct a traffic signal using City standard trombone-type specifications at the intersection of Indian School Road and El Mirage Road. As growth continues the traffic signal will help improve traffic flow and reduce delay along both roadways. Additional right-of-way acquisition and roadway improvements are required to properly move traffic through the intersection including curb, gutter, and pavement.

Project Title: Avondale Blvd Northbound at I-10 Right Turn Lane

Project No: ST1157 **Total Project Cost:** $500,000

Funding Source: Development Fees/General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	450,000	50,000	500,000	-	-	-	-	-
Operating Impact:	-	-	-	100	100	100	100	500

Project Description:

This project includes preliminary design for the future widening of the Avondale Boulevard/I-10 underpass. A Project Assessment Report (PA) will be submitted to the Arizona Department of Transportation (ADOT) for approval. The PA will show the ultimate configuration for the Avondale Boulevard underpass. Once approved by ADOT, construction plans shall be prepared for the dual right turn lanes at the southeast corner of the Avondale/I-10 Traffic Interchange only. The dual right turn lanes shall be constructed in their ultimate location. This will alleviate traffic congestion during peak hours for northbound Avondale Boulevard to eastbound Interstate 10 vehicles.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: Elm Lane Drainage Mitigation

Project No: ST1158 **Total Project Cost:** $834,850

Funding Source: Grants/General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	4,850	330,000	334,850	500,000	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project includes removal and replacement of the existing 18-inch storm drain in Elm Lane with a new larger Storm Drain (48-inch). Also included will be removal and replacement of catch basins, and new retention basins to help mitigate potential flooding conditions. The limits of storm drain replacement extend from a point 300 feet west of the Central Avenue and Elm Lane intersection and south on Central Avenue to an outlet at the Festival Fields Park. Alternative funding for this project has been pursued and approximately $661,250 has the potential for reimbursement through Flood Control District of Maricopa County or the Federal Emergency Management Agency.

Project Title: CDBG Street and Sidewalk Improvements

Project No: ST1162 **Total Project Cost:** $2,700,000

Funding Source: CDBG

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	200,000	300,000	500,000	300,000	300,000	300,000	300,000	1,000,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project will provide renovation to the South Avondale Area which is a CDBG eligible area. This project is bounded by 4th Street on the west, 7th Street on the east, Harrison Drive on the south and Main Street on the north. The renovation will consist of a complete reconstruction of the pavement and sidewalks where necessary. The project shall include removing and replacing water and sewer services where applicable to bring them to current standards.

Project Title: 99th Ave at McDowell Dual Left

Project No: ST1163 **Total Project Cost:** $565,230

Funding Source: IGAs/Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	65,230	500,000	565,230	-	-	-	-	-
Operating Impact:	-	-	-	100	100	100	100	500

Project Description:

This project includes adding an additional left-turn lane to 99th Avenue to accommodate northbound to westbound and southbound to eastbound traffic. This will be accompanied by constructing raised medians on 99th Avenue at the McDowell Road Intersection. A new traffic signal pole will be installed in the northwest corner of 99th Avenue and McDowell and the old signal will be salvaged. IGA's will be pursued with the County, Tolleson, City of Phoenix and ADOT to partner and share cost on this project. The anticipated IGA contribution is speculated to be 30% of the project's costs.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: Streetlights Program Citywide

Project No: ST1164 **Total Project Cost:** $229,610

Funding Source: General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	29,610	20,000	49,610	20,000	20,000	20,000	20,000	100,000
Operating Impact:	-	300	300	315	330	350	370	1,850

Project Description:

This project is an annual program that allocates money to be used citywide in areas that need streetlights.

Project Title: Avondale Blvd - Lower Buckeye to Miami

Project No: ST1166 **Total Project Cost:** $672,000

Funding Source: Sales Tax Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	672,000	-
Operating Impact:	-	-	-	-	-	-	766	3,830

Project Description:

This project will construct Avondale Boulevard by widening the east half of the corridor and constructing curb & gutter, sidewalks, streetlights, and landscaping. There is an existing SRP irrigation ditch that will need to be relocated and ROW acquisition is anticipated for this project. It is also anticipated that there will be an IGA and cost sharing with the MCDOT.

Project Title: Traffic Signal - Links Drive and Van Buren

Project No: ST1168 **Total Project Cost:** $700,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	200,000	500,000	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Construct a traffic signal using City standard trombone-type specifications at the intersection of 119th Avenue/Links Drive (at the 1/2 mile alignment) and Van Buren Street. As growth continues the traffic signal will help improve traffic flow, reduce delay along the arterial roadways, and provide safer access for residents exiting the adjacent neighborhoods. Coldwater Springs is at the southwest quadrant, Desert Springs Village is at the northwest quadrant, an apartment complex is at the southeast quadrant, and the northeast quadrant is undeveloped.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

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

Project No: ST1170 **Total Project Cost:** $830,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	830,000	-	-	-	-
Operating Impact:	-	-	-	200	400	450	500	2,500

Project Description:

Construct a traffic signal using City standard trombone-type specifications at the intersection of Avondale Boulevard and Lower Buckeye Road. As growth continues the traffic signal will help improve traffic flow, reduce delay along the arterial roadways, and provide safer access for vehicles.

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

Project No: ST1171 **Total Project Cost:** $1,450,000

Funding Source: Development Fees / Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	365,000	1,085,000	-	-	-
Operating Impact:	-	-	-	-	250	500	500	2,500

Project Description:

Construct a traffic signal using City standard trombone-type specifications at the intersection of El Mirage Road and Lower Buckeye Road. As growth continues the traffic signal will help improve traffic flow, reduce delay along the arterial roadways, and provide safer access for vehicles from adjacent development. Cantada Ranch Development is located on the southeast corner, Del Rio Ranch Development on the northeast corner, and existing Rio Vista and Las Ligas subdivisions on the northwest and southwest corners, respectively.

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

Project No: ST1177 **Total Project Cost:** $650,000

Funding Source: General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	650,000	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project scope will facilitate the mill and overlay of Van Buren Street from Dysart Road to Central Avenue. This will extend the life of the street and improve the driving surface for resident and commercial users. The Van Buren Street section currently meets Minor Arterial Standards. The project includes installation, replacement, or adjustment of survey monuments, manholes, and valve covers.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: Central - Western to Van Buren

Project No: ST1178 **Total Project Cost:** $750,000

Funding Source: GO Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	100,000	650,000	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

The purpose of this project is to reconstruct Central Avenue from Western Avenue to Van Buren Street. Improvements will be limited to the rehabilitation of the pavement section to current City of Avondale Standards. The preliminary design will include a pavement evaluation. The existing roadway width shall remain as is, therefore no right- of-way acquisition or concrete improvments are anticipated other than rennovations to bad curb or valley gutter. The current roadway section for Central Avenue is Minor Arterial.

Project Title: Traffic Signal and Intersection Improvements at Avondale & Encanto

Project No: ST1179 **Total Project Cost:** $1,100,000

Funding Source: Development Fees / Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	671,000	671,000	429,000	-	-	-	-
Operating Impact:	-	-	-	200	400	400	450	2,250

Project Description:

This project includes constructing a Traffic Signal at the intersection of Avondale Boulevard and Encanto Boulevard. Improvements to the intersection as growth continues include traffic signals, curb returns, and pedestrian ramps. Interim paving improvements shall be constructed on each approach to allow for a through lane in each direction as well as a dedicated left turn lane. In order to accomplish the necessary construction for this project multiple utility improvements must be completed. The existing irrigation ditch and structures on the west side of Avondale Boulevard have to be improved. Utilities on the 12Kv poles on the northwest and southwest corners have to be buried.

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

Project No: ST1180 **Total Project Cost:** $550,000

Funding Source: Development Fees / General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	150,000	400,000	-
Operating Impact:	-	-	-	-	-	200	400	2,000

Project Description:

Construct a traffic signal using City standard trombone-type specifications at the intersection of 107th Avenue and Dealer Drive. The traffic signal will help improve traffic flow, reduce delay, and provide safer access for vehicles exiting adjacent development.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

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

Project No: ST1181 **Total Project Cost:** $550,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	150,000	400,000	-
Operating Impact:	-	-	-	-	-	200	400	2,000

Project Description:

Construct a traffic signal using City standard trombone-type specifications at the intersection of 107th Avenue and Roosevelt Parkway. As growth continues the traffic signal will help improve traffic flow, reduce delay along the arterial roadways and provide safer access for vehicles exiting adjacent developments.

Project Title: Traffic Signal - Avondale and Corporate Drive

Project No: ST1182 **Total Project Cost:** $550,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	150,000	400,000	-	-
Operating Impact:	-	-	-	-	-	200	450	2,250

Project Description:

Construct a traffic signal using City standard trombone-type specifications at the intersection of Avondale Boulevard and Corporate Drive. As growth continues the traffic signal will help improve traffic flow, reduce delay along the arterial roadways, and provide safer access for vehicles exiting adjacent development on the east and west sides of Avondale Boulevard.

Project Title: Traffic Signal - Avondale Blvd and Maricopa

Project No: ST1183 **Total Project Cost:** $600,000

Funding Source: Development Fees / General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	600,000	-
Operating Impact:	-	-	-	-	-	-	200	2,000

Project Description:

Construct a traffic signal using City standard trombone-type specifications at the intersection of Avondale Boulevard and Maricopa Street. The traffic signal will help improve traffic flow, reduce delay along the arterial roadways, and provide safer access for residents exiting the Coldwater Springs, Glenhurst, and CW Ranch/Starlight Trails development areas.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: 127th Ave - Lower Buckeye to Dysart

Project No: ST1185 **Total Project Cost:** $1,500,000

Funding Source: GO Bonds / Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	90,000	90,000	1,410,000	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project includes reconstructing 127th Avenue and Vermeersch Road from Lower Buckeye Road to Dysart Road. Improvements are needed as growth continues and will include an entirely new pavement section. Sidewalk and streetlights will not be installed. A new 12-inch waterline will need to be designed from Lower Buckeye Road to the existing 12-inch waterline at the intersection of Vermeersch Road and Elwood Street (2600 lf) and installed at a later date. Existing power poles (12kV) will be relocated where needed to provide adequate clear zone.

Project Title: Traffic Signal - Avondale Blvd and Thomas

Project No: ST1186 **Total Project Cost:** $600,000

Funding Source: Development Fees / General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	600,000	-
Operating Impact:	-	-	-	-	-	-	200	2,000

Project Description:

Construct a traffic signal using City standard trombone-type specifications at the intersection of Avondale Boulevard and Thomas Road. The traffic signal will help improve traffic flow, reduce delay along the arterial roadways and provide safer access to and from adjacent devleopments, including Garden Lakes and Garden Trails.

Project Title: Traffic Signal - 119th Ave and McDowell

Project No: ST1187 **Total Project Cost:** $600,000

Funding Source: Development Fees / General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	600,000	-	-	-
Operating Impact:	-	-	-	-	-	-	200	2,000

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. Palm Meadows subdivision development is located in the northwest quadrant, an existing mobile home park at the southwest quadrant and the Crystal Springs Apartments on the southeast quadrant.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

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

Project No: ST1188 **Total Project Cost:** $550,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	150,000	400,000	-
Operating Impact:	-	-	-	-	-	-	200	2,000

Project Description:

Construct a traffic signal using City standard trombone-type specifications at the intersection of 119th Avenue and Lower Buckeye Road. As growth continues the traffic signal will help improve traffic flow, reduce delay along the arterial roadways, and provide safer access for vehicles exiting adjacent neighborhood areas, including the Del Rio Ranch Development on the north side of Lower Buckeye Road.

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

Project No: ST1189 **Total Project Cost:** $550,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	100,000	450,000	-
Operating Impact:	-	-	-	-	-	-	200	2,000

Project Description:

Construct a traffic signal using City standard trombone-type specifications at the intersection of 107th Avenue and Lower Buckeye Road. As growth continues the traffic signal will help improve traffic flow, reduce delay and provide safer access for vehicles to and from adjacent developments. The City of Phoenix has jurisdiction on the immediate northeast corner and the southeast corner. The City of Tolleson is 1/8 mile to the east on the northeast corner. Maricopa County is on the southwest corner. The Sanctuary residential development in the City of Avondale is on the northwest corner.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: Litchfield Road - Broadway to Lower Buckeye

Project No: ST1192 **Total Project Cost:** $1,600,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	550,000	1,050,000
Operating Impact:	-	-	-	-	-	-	-	43,750

Project Description:

Litchfield Road is one of the main Arterial roadways on the western edge of the City of Avondale. In between Lower Buckeye and Broadway Road, Litchfield remains unimproved with a 28' wide pavement section and one lane each direction. To the north of Lower Buckeye, Litchfield Road meets Arterial standards. The purpose of this project is to extend the Litchfield Road Arterial corridor from Lower Buckeye to Broadway by constructing full width street improvements. A modified arterial section will be used that will match the arterial street section to the north. Right-of-way acquisition will need to take place along the entire alignment. Improvements will include vertical curb and gutter, 6' detached sidewalk, streetlights, landscape, and a new pavement section on both sides of the road.

Project Title: Buckeye Road - 107th to Avondale Medians

Project No: ST1193 **Total Project Cost:** $1,210,000

Funding Source: GO Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	1,210,000	-	-	-	-
Operating Impact:	-	-	-	200	300	300	300	1,500

Project Description:

This project includes the introduction of raised median and mature landscaping from 107th Avenue to Avondale Boulevard. The existing paved center turn lane will be removed and replaced with single curb and landscaped median. The project shall provide controlled access to the north and south within the project corridor. In addition, the project will soften the appearance of the corridor by adding matured vegetation such as palm trees, palo verdes shrubs and cactus. The improvements will improve the aesthetic representation of the City of Avondale at the MC85 Gateway to the City. In addition to the median improvements, sidewalk will be installed at scallop parcels to provide one continuous pedestrian corridor in between 107th Avenue and Avondale Boulevard on the south side of the road. Streetlights were not included in this cost estimate.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: Traffic Signal - Central and Lower Buckeye

Project No: ST1195 **Total Project Cost:** $500,000

Funding Source: Development Fees / General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	500,000	-	500,000	-	-	-	-	-
Operating Impact:	-	200	200	400	400	400	400	2,000

Project Description:

Construct a traffic signal using City standard trombone-type specifications at the intersection of Central Avenue and Lower Buckeye Road. The traffic signal will help improve traffic flow, reduce delay along the arterial roadways and provide safe access for vehicles to and from adjacent residential neighborhoods to the north and Festival Fields to the south.

Project Title: Traffic Signal - 111th Ave and Van Buren

Project No: ST1196 **Total Project Cost:** $600,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	600,000	-
Operating Impact:	-	-	-	-	-	-	200	2,000

Project Description:

Construct a traffic signal using City standard trombone-type specifications at the intersection of 111th Avenue and Van Buren Street. As growth continues the traffic signal will help improve traffic flow, reduce delays and provide safer access for vehicles exiting adjacent developments.

Project Title: Traffic Signal - 4th Street and Van Buren

Project No: ST1197 **Total Project Cost:** $550,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	100,000	450,000	-	-
Operating Impact:	-	-	-	-	-	200	400	2,000

Project Description:

Construct a traffic signal using City standard trombone-type specifications at the intersection of 4th Street & Van Buren Street. As growth continues the traffic signal will help improve traffic flow, reduce delay and provide safer access to and from adjacent developments. Although the City of Avondale owns Van Buren Street, the north side is in Goodyear. In addition, future development to the south of Van Buren Street that may have limited access to Dysart Road could acess the site at 4th Street via Van Buren Street at this intersection.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: 119th Avenue Extension - Virginia South 300'

Project No: ST1198 **Total Project Cost:** $430,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	160,000	270,000	-
Operating Impact:	-	-	-	-	-	-	150	1,500

Project Description:

The 119th Avenue coordior is classified as a primary collector. Western halfstreet improvements from Palm Lane to Virginia Avenue are being done in conjuction with the Donatella II subdivision. The eastern halfstreet improvments from Encanto to 300-feet south of Virginia will be done by anticipated private development. Eastern half street improvments from 300-feet south of Virginia to the Virginia intersection are a scallops piece that needs to be done by the City of Avondale. This project will provide eastern halfstreet improvmements on 119th Avenue from Virginia Avenue south approximately 300-feet. The land adjacent to these proposed improvments is privately owned with a single residence and is highly unlikely to subdevelop in the future. Due to this, there is little to no oppurtunity to have private development build the half street improvements in this reach. This project will finish off the scallops piece of roadway and provide continuity of 119th Avenue from Virginia Avenue to Palm Lane. This continuous reach of roadway will provide residents with one lane in each direction with a center turn lane and two bike lanes. ROW acquisition will be necessary for this project. 119th Avenue is a primary collector and shall consist of 40-feet of halfstreet right-of-way. Full halfstreet improvments will be constructed as a part of this project. Improvements will include vertical curb and gutter, 5-foot wide sidewalk, streetlights, landscape and the new halfstreet of pavement.

Project Title: Neighborhood Traffic Calming Structures

Project No: ST1199 **Total Project Cost:** $1,799,740

Funding Source: General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	299,740	200,000	499,740	200,000	200,000	200,000	200,000	500,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This annual program will construct traffic calming improvements throughout the City in strategically identified locations. It shall cover design and installation of traffic calming devices such as speed humps, traffic circles or other structures recommended through studies of each location. The program shall consider a few different locations each year according to the Neighborhood Traffic Management Program to be approved by Council.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: Dysart-Powerline Under Grounding

Project No: ST1206 **Total Project Cost:** $330,000

Funding Source: General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	330,000	-	330,000	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

The City will partner with Estrella Mountain Community College (EMCC) and underground the 12 kv overhead line located along the westside of Dysart Road from Thomas to south of Osborn. EMCC is responsible for undergrounding all the lines from the RID canal to Thomas. However there are two poles and wire on either side of the RID canal and overhead wires spanning Dysart Road that serves a well site. These facilities will not be the responsibility of a future developer and, in order to completely remove all overhead power lines, the City must pay to remove them. By working jointly with EMCC, it will reduce future expenditures costs, prevent future road restrictions, increase pedestrian and vehicular safety and create uniformity along this stretch of Dysart Road.
Once this project is completed, all overhead poles from Thomas to south of Osborn will have been undergrounded.

Project Title: Van Buren Corridor Study

Project No: ST1207 **Total Project Cost:** $81,800

Funding Source: General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	81,800	-	81,800	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Van Buren Street from 107th Avenue to 99th Avenue falls between the City of Avondale and the City of Tolleson boundary limits with Avondale bordering the north side of the road and Tolleson on the south side. The City has jurisdiction and maintenance over Van Buren Street. Due to inconsistent right-of-way widths along Van Buren Street between 107th Avenue and 99th Avenue, and uncertainty of appropriate locations for future traffic signals, staff from Avondale and Tolleson met and determined that a corridor study was warranted to analyze these issues and develop alternative solutions to be shared by the two cities.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: Palm Lane Extension - 117th to 118th Ave

Project No: ST1209 **Total Project Cost:** $185,000

Funding Source: GO Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	185,000	-	-	-	-
Operating Impact:	-	-	-	-	-	-	300	1,500

Project Description:

This project will construct half-street improvements on the southern portion of Palm Lane in between 117th and 118th Avenue. Street improvements include curb gutter, sidewalk, pavement, drainage, and streetlight improvements. This project will provide for a continuous corridor between Avondale Boulevard and 117th Avenue.

Project Title: Van Buren Street Sidewalks/Central to LaJolla

Project No: ST1218 **Total Project Cost:** $236,000

Funding Source: GO Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	236,000	236,000	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project includes the construction of sidewalk, landscape and irrigation along the south side of Van Buren Street from La Jolla Boulevard to approximately 400-ft west of Central Avenue. The design was funded through a MAG Pedestrian Design Assistance Grant ($46,000). This project will provide continuity to the sidewalk along the Van Buren corridor enhancing pedestrian safety and travel.

Project Title: Pedestrian Ramp/Sidewalks Program (Citywide)

Project No: ST1220 **Total Project Cost:** $1,000,000

Funding Source: General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

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

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: McDowell Road Pedestrian Crossing (Design Only)

Project No: ST1221 **Total Project Cost:** $85,000

Funding Source: Grant

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	85,000	85,000	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project will design a pedestrian underpass across McDowell Road. It will provide pedestrian access between Friendship Park and the planned Riparian/Recharge site. A $75,000 MAG Bicycle-Share-Use-Grant has been approved along with a $10,000 matching fund from the City of Avondale to fund the design. Future grants and City funding will be explored for construction of the pedestrian underpass.

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

Project No: ST1224 **Total Project Cost:** $1,940,000

Funding Source: Bonds / General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	1,940,000	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project entails widening McDowell Road and 107th Avenue. Widening along McDowell is required to provide a 6-lane major arterial section on a 4-lane section along 107th. McDowell will be widened west of the McDowell & 107th intersection and along the north side for approximately 500 feet. These improvements encompass pavement, curb & gutter, medians, storm drain, new traffic signal in the SW corner, landscaping and lighting. ROW will be required along the north segment of McDowell and along the west side of 107th. Widening will also take place along 107th for about 600 feet along the west side south of the McDowell/107th Avenue intersection. A private well will also must be re-located from its current location on the SW corner and additional ROW, new pipe and a new structure will be required. Additional improvements along 107th include pavement, curb & gutter, storm drain, landscaping and lighting.

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

Project No: ST1229 **Total Project Cost:** $550,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	-	550,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Construct a traffic signal using City standard trombone-type specifications at the intersection of Van Buren Street and 103rd Avenue. The traffic signal will help improve traffic flow, reduce delay along the arterial roadways and provide safer access for vehicles to and from adjacent developments.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: Van Buren Street - Avondale Blvd. to 99th Avenue

Project No: ST1238 **Total Project Cost:** $8,075,000

Funding Source: GO Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	210,000	7,865,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project will improve Van Buren Street between Avondale Boulevard to 99th Avenue, to a 6-lane major arterial. Southside roadway widening improvements along Van Buren Street will include adding 2-lanes between Avondale Boulevard and 111th Avenue, 107th Avenue and 105th Avenue and adding an additional lane between 105th Avenue and 99th Avenue. Northside widening improvements along Van Buren will include 2-lanes between 105th Avenue and 101st Avenue and adding an additional lane between 107th Avenue and 105th Avenue and 101st Avenue to 99th Avenue. Additional street improvements will include curb, gutter, sidewalk, drainage and streetlight improvements.

Project Title: Encanto Blvd./Avondale Blvd. to 112th Avenue

Project No: ST1239 **Total Project Cost:** $1,140,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	65,000	1,075,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project includes the widening of Encanto Boulevard along the northside to minor collector standards between Avondale Boulevard and 112th Avenue. Northside street improvements will include curb, gutter, sidewalk, pavement, drainage and streetlight improvements.

This project includes the widening of Encanto Boulevard along the north-side to minor collector standards between Avondale Boulevard and 112th Avenue. North-side street improvements will include curb gutter, sidewalk, pavement, drainage, and streetlight improvements. This project will provide for a continuous minor collector corridor between Avondale Boulevard and 112th Street.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

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

Project No: ST1240 **Total Project Cost:** $4,503,000

Funding Source: Development Fees / Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	-	4,503,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project will widen 107th Avenue from Interstate 10 to Van Buren Street, to 6-lane major arterial standards. Street improvements will include a raised median, landscaping, curb, gutter, sidewalk, drainage and streetlight improvements.

Project Title: Traffic Signal - Eliseo Felix Jr. Way and Van Buren Street

Project No: ST1242 **Total Project Cost:** $550,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	-	550,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Construct a traffic signal using City standard trombone-type specifications at the intersection of Eliseo Felix Jr. Way and Van Buren Street. 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.

Project Title: Dysart Road/Indian School Road to Thomas Road

Project No: ST1243 **Total Project Cost:** $3,800,000

Funding Source: GO Bonds / Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	-	3,800,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project will improve Dysart Road between the RID Canal and Thomas Road, to a 6-lane major arterial. Street improvements will include a raised median, landscaping, curb, gutter, sidewalk, drainage and streetlight improvements.

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: Thomas Road Pedestrian Bridge

Project No: ST1246 **Total Project Cost:** $1,500,000

Funding Source: Development Fees/GO Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	-	1,500,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project shall include design of a pedestrian bridge and corridor across the Agua Fria River at the Thomas Road alignment. It shall provide pedestrian continuity between western and eastern Avondale.

Project Title: McDowell Road Medians/107th Ave. to Avondale Blvd.

Project No: ST1247 **Total Project Cost:** $860,000

Funding Source: GO Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	-	860,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Install medians on McDowell Road from 107th Avenue. to Avondale Boulevard.

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

Project No: ST1248 **Total Project Cost:** $700,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	-	700,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

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

Capital Improvement Plan

Fiscal Years 2008-2017

Street Construction

Project Title: Traffic Signal - McDowell Road and Harbor Shores

Project No: ST1249 **Total Project Cost:** $650,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	-	650,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Construct a traffic signal using City standard trombone-type specifications at the intersection of McDowell Road and Harbor Shores Boulevard. 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.

Project Title: Traffic Signal - McDowell Road and 117th Avenue

Project No: ST1250 **Total Project Cost:** $550,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	-	550,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Construct a traffic signal using City standard trombone-type specifications at the intersection of McDowell Road and 117th 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.

Project Title: Traffic Signal - Indian School and Westwind Parkway

Project No: ST1251 **Total Project Cost:** $400,000

Funding Source: General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	400,000	400,000	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project will construct a traffic signal using standard County-type specifications at the intersection of Westwind Parkway and Indian School Road. The traffic signal will improve overall traffic flow and reduce delay along both roadways. The existing intersection is a 4-way intersection currently in Maricopa County jurisdiction and controlled by a STOP sign on the north and south leg for southbound and northbound. A traffic safety study was conducted by the Maricopa County Department of Transportation (MCDOT) and shows the proposed traffic signal is warranted. MCDOT will take the lead on the design and construction with the City of Avondale contributing to the design and construction costs thru an IGA with the County. Improvements such as curb, gutter, and pavement will be required in each approach leg of the intersection.

Capital Improvement Plan

Fiscal Years 2008-2017

Police Development

308 Police Development	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17	Total
Beginning Balance	973,146	1,193,286	968,586	246,746	507,066	7,775,546	
Revenues							
Bond Proceeds - GO	-	-	-	-	7,000,000	-	7,000,000
Development Fees	344,000	344,000	447,200	447,200	447,200	1,032,000	3,061,600
Interest	9,140	31,300	30,960	13,120	21,280	65,600	171,400
Transfer In - Public Safety Sales Tax	300,000	1,000,000	300,000	-	-	-	1,600,000
Total Revenues	**653,140**	**1,375,300**	**778,160**	**460,320**	**7,468,480**	**1,097,600**	**11,833,000**
Total Resources	**1,626,286**	**2,568,586**	**1,746,746**	**707,066**	**7,975,546**	**8,873,146**	**12,806,146**
Expenditures							
PL1151-Radio System Upgrade	89,000	-	-	-	-	-	89,000
PL1161-Vehicle Storage Facility in Tolleson	226,000	-	-	-	-	-	226,000
PL1174-Main Station / Administration Offices	-	-	-	-	-	7,162,500	7,162,500
PL1225-Updated North West Police/Fire Station	-	1,400,000	1,300,000	-	-	-	2,700,000
PL1999-Command Vehicle	-	-	-	-	-	550,000	550,000
TR09-Transfer to Debt Service Fund	118,000	200,000	200,000	200,000	200,000	1,000,000	1,918,000
Total Expenditures	**433,000**	**1,600,000**	**1,500,000**	**200,000**	**200,000**	**8,712,500**	**12,645,500**
Estimated Ending Balance	**1,193,286**	**968,586**	**246,746**	**507,066**	**7,775,546**	**160,646**	

Capital Improvement Plan

Fiscal Years 2008-2017

Police Development

Project Title: Radio System Upgrade

Project No: PL1151 **Total Project Cost:** $89,000

Funding Source: General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	89,000	-	89,000	-	-	-	-	-
Operating Impact:	-	120,000	120,000	132,000	145,200	159,720	175,692	878,460

Project Description:

This will allow the Police Department to communicate with other Valley departments through a 800 MHz system. Portable and mobile radios would be provided along with equipment for specialty vehicles and dispatch consoles.

Project Title: Vehicle Storage Facility in Tolleson

Project No: PL1161 **Total Project Cost:** $226,000

Funding Source: Development Fees / Sales Tax

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	226,000	-	226,000	-	-	-	-	-
Operating Impact:	-	22,000	22,000	87,849	96,634	106,297	116,928	584,640

Project Description:

This is a shared storage vehicle facility for towed and seized vehicles as part of criminal investigations. Having our own private tow lot will eliminate high storage fees being charged by towing companies and increase the security of the vehicles being held as evidence.

Project Title: Main Station / Administration Offices

Project No: PL1174 **Total Project Cost:** $7,162,500

Funding Source: Development Fees/Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	-	7,162,500
Operating Impact:	-	-	-	-	-	358,000	373,400	2,005,100

Project Description:

With the anticipated growth of Avondale and the Avondale Police Department the expansion to the main station will be a necessity. The changes will consist of expanding the communication center, adding additional office space for administrative and first line staff and improving the front lobby for enhanced customer service and increased security for police staff.

Capital Improvement Plan

Fiscal Years 2008-2017

Police Development

Project Title: Updated North West Police/Fire Station

Project No: PL1225 **Total Project Cost:** $2,700,000

Funding Source: Development Fees/IGA

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	1,400,000	1,300,000	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This is for a joint police and fire station in the area of Indian School Road and Dysart Road. With recent population growth in the area we will be able to provide better response times and service to the citizens of Avondale who live in the area.

Project Title: Command Vehicle

Project No: PL1999 **Total Project Cost:** $550,000

Funding Source: GO Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	-	550,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Will provide for a shared command vehicle for Police and Fire.

Project Title: Transfer to Debt Service Fund

Project No: TR09 **Total Project Cost:** $1,918,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	118,000	118,000	200,000	200,000	200,000	200,000	1,000,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

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

Capital Improvement Plan

Fiscal Years 2008-2017

Parkland

310 Parkland	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17	Total
Beginning Balance	2,075,662	1,507,422	2,280,132	1,098,592	2,389,242	4,713,042	
Revenues							
Transfer In- General Fund	500,000	150,000	500,000	500,000	500,000	2,750,000	4,900,000
Sale of Asset	1,000,000	-	-	-	-	-	1,000,000
Pendergast Contribution for Park	300,000	-	-	-	-	-	300,000
Interest	1,760	31,710	67,160	39,350	72,500	175,000	387,480
Heritage Grant for Pendergast Park	600,000	-	-	-	-	-	600,000
Development Fees	2,501,000	2,501,000	3,251,300	3,251,300	3,251,300	7,503,000	22,258,900
Bond Proceeds - GO	-	10,000,000	-	-	-	-	10,000,000
Army Corp Grant Funding (AF Restoration)	5,000,000	-	-	-	-	-	5,000,000
AF Restoration Grant	650,000	-	-	-	-	-	650,000
ADOT - West Valley Corridor	500,000	-	-	-	-	-	500,000
Total Revenues	**11,052,760**	**12,682,710**	**3,818,460**	**3,790,650**	**3,823,800**	**10,428,000**	**45,596,380**
Total Resources	**13,128,422**	**14,190,132**	**6,098,592**	**4,889,242**	**6,213,042**	**15,141,042**	**47,672,042**
Expenditures							
PK1026-Future Park #2 Development	-	750,000	2,000,000	1,000,000	-	4,000,000	7,750,000
PK1027-Youth Sports Complex	85,000	-	-	-	-	-	85,000
PK1029-West Valley Corridor/Multi-Modal Trail System	1,560,000	1,000,000	1,000,000	1,000,000	1,000,000	2,000,000	7,560,000
PK1032-Coldwater Park Improvements	200,000	750,000	-	-	-	-	950,000
PK1094-Agua Fria Restoration- grant funding	5,650,000	650,000	-	-	-	-	6,300,000
PK1096-Park Development Pendergast School Site	730,000	-	-	-	-	-	730,000
PK1105-Festival Fields	500,000	4,500,000	2,000,000	-	-	-	7,000,000
PK1119-Encanto Community Center	2,696,000	4,260,000	-	-	-	-	6,956,000
PK1200-El Rio Nature Area	-	-	-	500,000	500,000	9,000,000	10,000,000
PK1219-Parks and Recreation/Community Recreation Center Master Plan	200,000	-	-	-	-	-	200,000
Total Expenditures	**11,621,000**	**11,910,000**	**5,000,000**	**2,500,000**	**1,500,000**	**15,000,000**	**47,531,000**
Estimated Ending Balance	**1,507,422**	**2,280,132**	**1,098,592**	**2,389,242**	**4,713,042**	**141,042**	

Capital Improvement Plan

Fiscal Years 2008-2017

Parkland

Project Title: Future Park #2 Development

Project No: PK1026 **Total Project Cost:** $7,750,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	750,000	2,000,000	1,000,000	-	4,000,000
Operating Impact:	-	-	-	-	-	175,000	175,000	875,000

Project Description:

This provides for development of a 40 acre future park in southern Avondale. Site selection and public input will factor in the planning. Master planning and design development will occur in 2008, with development planned over the following two fiscal years.

Project Title: Youth Sports Complex

Project No: PK1027 **Total Project Cost:** $85,000

Funding Source: Development Fees/Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	85,000	-	85,000	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

The development of Friendship Park will continue in 07/08. The scope of work includes fencing, lighting, landscaping and signage.

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

Project No: PK1029 **Total Project Cost:** $7,560,000

Funding Source: Development Fees/IGA ADOT

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	1,160,000	400,000	1,560,000	1,000,000	1,000,000	1,000,000	1,000,000	2,000,000
Operating Impact:	-	-	-	100,000	125,000	150,000	175,000	875,000

Project Description:

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

Capital Improvement Plan

Fiscal Years 2008-2017

Parkland

Project Title: Coldwater Park Improvements

Project No: PK1032 **Total Project Cost:** $950,000

Funding Source: General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	200,000	-	200,000	750,000	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

The existing ball fields will be converted to a passive trailhead as part of the West Valley Recreation Corridor project. Site amenities may include benches, ramadas, lighting and restroom facilities.

Project Title: Agua Fria Restoration- grant funding

Project No: PK1094 **Total Project Cost:** $6,300,000

Funding Source: Grants

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	5,650,000	5,650,000	650,000	-	-	-	-
Operating Impact:	-	-	-	25,000	25,000	25,000	25,000	125,000

Project Description:

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

Project Title: Park Development Pendergast School Site

Project No: PK1096 **Total Project Cost:** $730,000

Funding Source: Development Fees/IGA Pendergast Schools

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	430,000	300,000	730,000	-	-	-	-	-
Operating Impact:	-	10,000	10,000	20,000	21,000	22,050	23,150	115,750

Project Description:

The City will seek State Grant Funding through the Arizona Heritage Grant Program to develop a new park facility. A City/School Park is proposed in cooperation with the Pendergast School District near Avondale Boulevard and Encanto Boulevard. The acquisition of the property was completed in 03/04, with development beginning in 06/07. The grant is a 50-50 match with supplemental local funds provided by Pendergast Schools. Site improvements will include walking paths, ramadas, play equipment, ball fields and multi-purpose play fields.

Capital Improvement Plan

Fiscal Years 2008-2017

Parkland

Project Title: Festival Fields

Project No: PK1105 **Total Project Cost:** $7,000,000

Funding Source: Development Fees/Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	500,000	-	500,000	4,500,000	2,000,000	-	-	-
Operating Impact:	-	-	-	240,000	150,000	157,500	165,375	826,875

Project Description:

The playing fields at Coldwater Park are being relocated to an 85 acre park, Festival Fields. Amenities include adult and youth ball fields,splash play area, playground equipment, ramadas, basketball courts, parking and other support facilities.

Project Title: Encanto Community Center

Project No: PK1119 **Total Project Cost:** $6,956,000

Funding Source: Development Fees/Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	696,000	2,000,000	2,696,000	4,260,000	-	-	-	-
Operating Impact:	-	-	-	325,000	375,000	425,000	475,000	2,375,000

Project Description:

Construction of a 20,000 square foot multi-purpose neighborhood community center in the area of Encanto Boulevard and Avondale Boulevard. The final design will be based upon community input meetings. This funding allows for design and the start of construction in FY 2007-08. Construction will be completed in FY 2009.

Project Title: El Rio Nature Area

Project No: PK1200 **Total Project Cost:** $10,000,000

Funding Source: Development Fees/General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	500,000	500,000	9,000,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Develop a plan for nature interpretive and passive recreation around the confluence of the Gila, Salt, and Agua Fria Rivers. This funding will initiate the design process. It is anticipated that construction will begin in FY 2011-2012.

Capital Improvement Plan

Fiscal Years 2008-2017

Parkland

Project Title: Parks and Recreation/Community Recreation Center Master Plan

Project No: PK1219 **Total Project Cost:** $200,000

Funding Source: Development Fees/General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	200,000	200,000	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Develop a comprehensive Parks, Recreation and Trails Master Plan for the City of Avondale. The plan will include a specific element to study the need for a Community Recreation Facility.

Capital Improvement Plan

Fiscal Years 2008-2017

Library Development

311 Library Development	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17	Total
Beginning Balance	1,480,546	307,916	23,356	244,266	466,846	693,536	
Revenues							
Development Fees	346,000	346,000	449,800	449,800	449,800	1,038,000	3,079,400
Interest	2,020	4,440	6,110	7,780	11,890	38,900	71,140
Transfer In- General Fund	2,000,000	600,000	-	-	-	-	2,600,000
Total Revenues	**2,348,020**	**950,440**	**455,910**	**457,580**	**461,690**	**1,076,900**	**5,750,540**
Total Resources	**3,828,566**	**1,258,356**	**479,266**	**701,846**	**928,536**	**1,770,436**	**7,231,086**
Expenditures							
LB1030-Book circulation materials purchase	120,000	50,000	50,000	50,000	50,000	120,000	440,000
LB1031-Old Town Library	3,225,000	1,000,000	-	-	-	-	4,225,000
TR06-Debt Service for Library	175,650	185,000	185,000	185,000	185,000	925,000	1,840,650
Total Expenditures	**3,520,650**	**1,235,000**	**235,000**	**235,000**	**235,000**	**1,045,000**	**6,505,650**
Estimated Ending Balance	**307,916**	**23,356**	**244,266**	**466,846**	**693,536**	**725,436**	

Capital Improvement Plan

Fiscal Years 2008-2017

Library Development

Project Title: Book circulation materials purchase

Project No: LB1030 **Total Project Cost:** $440,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	20,000	100,000	120,000	50,000	50,000	50,000	50,000	120,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

These funds will be used to purchase books for the Old Town Library and the Civic Center Library.

Project Title: Old Town Library

Project No: LB1031 **Total Project Cost:** $4,225,000

Funding Source: General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	1,675,000	1,550,000	3,225,000	1,000,000	-	-	-	-
Operating Impact:	-	-	-	45,000	100,000	105,000	110,000	550,000

Project Description:

Construction of a new 12,500 square foot library on Fifth Street and Western Avenue to service the old town Avondale area.

Project Title: Debt Service for Library

Project No: TR06 **Total Project Cost:** $1,840,650

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	175,650	175,650	185,000	185,000	185,000	185,000	925,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

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

Capital Improvement Plan

Fiscal Years 2008-2017

General Government Development

318 General Government Developmen	*FY 2007-08*	*FY 2008-09*	*FY 2009-10*	*FY 2010-11*	*FY 2011-12*	*FY 2013-17*	*Total*
Beginning Balance	2,882,068	2,904,278	2,917,168	2,600,518	2,834,018	14,092,318	
Revenues							
Bond Proceeds - GO	-	-	-	-	15,000,000	-	15,000,000
Development Fees	731,000	731,000	950,300	950,300	950,300	2,193,000	6,505,900
Interest	49,360	21,890	23,050	23,200	48,000	45,000	210,500
Total Revenues	**780,360**	**752,890**	**973,350**	**973,500**	**15,998,300**	**2,238,000**	**21,716,400**
Total Resources	**3,662,428**	**3,657,168**	**3,890,518**	**3,574,018**	**18,832,318**	**16,330,318**	**24,598,468**
Expenditures							
GG1222-Courtroom Improvements	20,000	-	-	-	-	-	20,000
PW1184-Court Expansion	-	-	300,000	-	2,000,000	-	2,300,000
PW1191-City Hall Expansion	-	-	250,000	-	2,000,000	10,950,000	13,200,000
TR07-Debt service on government center	738,150	740,000	740,000	740,000	740,000	3,700,000	7,398,150
Total Expenditures	**758,150**	**740,000**	**1,290,000**	**740,000**	**4,740,000**	**14,650,000**	**22,918,150**
Estimated Ending Balance	**2,904,278**	**2,917,168**	**2,600,518**	**2,834,018**	**14,092,318**	**1,680,318**	

Capital Improvement Plan

Fiscal Years 2008-2017

General Government Development

Project Title: Courtroom Improvements

Project No: GG1222 **Total Project Cost:** $20,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	20,000	20,000	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This will provide for bench seating in the courtrooms. Stackable chairs are currently used and provide a potential safety threat.

Project Title: Court Expansion

Project No: PW1184 **Total Project Cost:** $2,300,000

Funding Source: Development Fees / Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	300,000	-	2,000,000	-
Operating Impact:	-	-	-	-	-	175,000	250,000	1,500,000

Project Description:

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

Project Title: City Hall Expansion

Project No: PW1191 **Total Project Cost:** $13,200,000

Funding Source: Development Fees / Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	250,000	-	2,000,000	10,950,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This provides for a space needs study, design and construction for expansion of City Hall. Additional administrative office space will be required to maintain quality customer service.

Capital Improvement Plan

Fiscal Years 2008-2017

General Government Development

Project Title: Debt service on government center

Project No: TR07 **Total Project Cost:** $7,398,150

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	738,150	738,150	740,000	740,000	740,000	740,000	3,700,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

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

Capital Improvement Plan

Fiscal Years 2008-2017

Fire Dept. Development

319 Fire Dept. Development	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17	Total
Beginning Balance	1,177,856	1,023,066	1,445,776	1,741,396	2,590,256	6,239,386	
Revenues							
Transfer In - General Fund	335,000	-	-	-	-	-	335,000
Northwest Station Cost Share	-	2,000,000	-	-	-	-	2,000,000
Interest	19,430	10,900	18,340	23,210	41,210	50,900	163,990
Development Fees	996,000	996,000	1,294,800	1,294,800	1,294,800	2,988,000	8,864,400
Bond Proceeds	-	-	1,500,000	-	3,000,000	-	4,500,000
Transfer In - Public Safety Sales Tax	367,370	167,270	291,830	155,160	232,870	-	1,214,500
Total Revenues	**1,717,800**	**3,174,170**	**3,104,970**	**1,473,170**	**4,568,880**	**3,038,900**	**17,077,890**
Total Resources	**2,895,656**	**4,197,236**	**4,550,746**	**3,214,566**	**7,159,136**	**9,278,286**	**18,255,746**
Expenditures							
FR0010-Apparatus lease payments	64,000	64,000	64,000	64,000	64,000	256,000	576,000
FR1039-Regional Training Academy	252,540	75,000	50,000	50,000	50,000	250,000	727,540
FR1040-Lakin Ranch Fire Station (10,000 sq ft)	-	-	-	-	140,000	3,500,000	3,640,000
FR1044-Veh 1388 Lease Purchase (Pierce 11/07)	61,820	-	-	-	-	-	61,820
FR1045-Veh 1441 Lease Purchase (Utility 11/09)	62,310	62,310	-	-	-	-	124,620
FR1159-Glendale Fire Academy	1,003,350	350,150	495,350	310,310	465,750	486,980	3,111,890
FR1217-PIR Fire Operations Facility	335,000	-	-	-	-	-	335,000
FR1223-NW Fire Station	-	2,000,000	2,000,000	-	-	-	4,000,000
FR1244-Fire Administration Offices	-	-	-	-	-	2,000,000	2,000,000
FR1245-Special Operations & Command Vehicle	-	-	-	-	-	550,000	550,000
TR10-Debt Service - Bonds	93,570	200,000	200,000	200,000	200,000	1,000,000	1,893,570
Total Expenditures	**1,872,590**	**2,751,460**	**2,809,350**	**624,310**	**919,750**	**8,042,980**	**17,020,440**
Estimated Ending Balance	**1,023,066**	**1,445,776**	**1,741,396**	**2,590,256**	**6,239,386**	**1,235,306**	

Capital Improvement Plan

Fiscal Years 2008-2017

Fire Dept. Development

Project Title: Apparatus lease payments

Project No: FR0010 **Total Project Cost:** $576,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	64,000	64,000	64,000	64,000	64,000	64,000	256,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

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

Project Title: Regional Training Academy

Project No: FR1039 **Total Project Cost:** $727,540

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	152,540	100,000	252,540	75,000	50,000	50,000	50,000	250,000
Operating Impact:	-	5,000	5,000	6,000	7,000	8,000	9,000	45,000

Project Description:

As the valley continues to grow the ability to use the Phoenix Fire Academy will diminish significantly. There is a need for the city to develop a local training facility to address ongoing, day-to-day, in-service training needs of the department. A joint facility was developed in 2005 with the City of Goodyear in the area of 4th Street and Lower Buckeye Road These funds with additional funding from Goodyear will be used to continue to improve the resources available at this facility.

Projects for FY 07/08 will be the addition of a modular classroom building, storage space, security fencing, canopy for fire apparatus storage and a breathing air storage building.

Capital Improvement Plan

Fiscal Years 2008-2017

Fire Dept. Development

Project Title: Lakin Ranch Fire Station (10,000 sq ft)

Project No: FR1040 **Total Project Cost:** $3,640,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	140,000	3,500,000
Operating Impact:	-	-	-	-	-	-	-	5,125,000

Project Description:

This project is the fire department portion of a combined fire/police facility on approximately 3.5 acres in the area of El Mirage Road and Broadway Road. Timing on the facility will be coordinated with the development of the subdivision. The station would house an engine company which will serve the southern portion of the community. The space will also be designed to potentially house an ambulance through a lease arrangement with Southwest Ambulance.

An additional pumper will be required in order to open the fourth station. Construction time for this type of apparatus is approximately one year so the vehicle will be ordered in FY 10/11 with delivery coordinated to be completed just prior to the station opening. The total project cost includes all necessary equipment (hose, breathing apparatus, etc.) to put the vehicle in service. The vehicle will be purchased through a lease/purchase arrangement.

Project Title: Veh 1388 Lease Purchase (Pierce 11/07)

Project No: FR1044 **Total Project Cost:** $61,820

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	61,820	61,820	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

These funds cover the annual payments for these lease on a Pierce pumper purchased on short term lease which expires 11/07.

Project Title: Veh 1441 Lease Purchase (Utility 11/09)

Project No: FR1045 **Total Project Cost:** $124,620

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	62,310	62,310	62,310	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

These funds cover the annual payments for the lease on a Utility truck purchased on short term lease which expires 11/09.

Capital Improvement Plan

Fiscal Years 2008-2017

Fire Dept. Development

Project Title: Glendale Fire Academy

Project No: FR1159 **Total Project Cost:** $3,111,890

Funding Source: Development Fees/Transfer from Sales Tax

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	1,003,350	1,003,350	350,150	495,350	310,310	465,750	486,980
Operating Impact:	-	88,000	88,000	78,000	88,000	98,000	108,000	540,000

Project Description:

In 2005 the City of Avondale approved an Intergovernmental Agreement with the City of Glendale and various other parties, including Surprise, Peoria and the Community College District, to construct and operate a regional public safety training facility. The facility, located on 80 acres in the City of Glendale, will be constructed over a period of 7 years and will provide very sophisticated facilities for both initial recruit training and advanced in-service training.

This facility will provide training props and capabilities that are not available elsewhere in the West Valley and will significantly enhance the department's on-going training and professional development efforts. The Avondale/Goodyear facility will serve to compliment this regional facility and both together will be a major step in filling a significant fire service training void in the West Valley and the City of Avondale.

Project Title: PIR Fire Operations Facility

Project No: FR1217 **Total Project Cost:** $335,000

Funding Source: General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	335,000	335,000	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

There has been a long standing need at Phoenix International Raceway for a facility that will serve as an onsite fire/ems facility and joint operations center for NASCAR race events and other major activities at PIR.

The facility would be a modular type building consisting of approximately 10,000 sq. ft. that would provide basic living areas for the on-duty personnel, an ems treatment area/first aid station, a public reception/information area, and a joint operations area that would function as a multi-agency command and control area. Apparatus would be housed under an adjoining canopy type structure.

The facility would be a cooperative project with PIR and could potentially be expanded to house offices/facilities for credentialing and for other city functions (i.e. Finance and Police).

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

Capital Improvement Plan

Fiscal Years 2008-2017

Fire Dept. Development

Project Title: NW Fire Station

Project No: FR1223 **Total Project Cost:** $4,000,000

Funding Source: Development Fees/IGA Litchfield

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	2,000,000	2,000,000	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

The northwest area of the community is presently served by the fire station located on Litchfield Road just north of Thomas Road in Goodyear. As the north area of Goodyear continues to grow, and that station gets busier, the response time to calls within the city of Avondale has begun to increase and a station within the NW area of the city should now be considered.

There have also been discussions with the City of Litchfield Park regarding the construction of a station that would provide fire/ems service to both Avondale and Litchfield Park. Litchfield Park would contribute 50% of the capital and operating costs of the fire station portion of the facility. There is also a need for a police substation in the northwest area due to the distance from the central police facility.

The funding listed in this project would be for the construction of the fire station portion of a public safety facility and for the purchase of the fire apparatus that would operate from the station.

Project Title: Fire Administration Offices

Project No: FR1244 **Total Project Cost:** $2,000,000

Funding Source: Development Fees/Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	-	2,000,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

As the city and fire department continue to grow there continues to be a need for additional administrative office space. Conference and training rooms are presently being converted to office cubicles and there is presently no space for any additional administrative personnel that will be necessary to support the expected increase in operational staff.

The two options would be to expand the current fire department administrative offices on 107th Avenue or to provide funding to include fire department administrative offices within a future expansion of city hall. It is estimated that approximately 7,000 sq ft would be needed to consolidate the fire administration and fire prevention functions and provide some additional expansion capability as part of a future city hall expansion project.

Capital Improvement Plan

Fiscal Years 2008-2017

Fire Dept. Development

Project Title: Special Operations & Command Vehicle

Project No: FR1245 **Total Project Cost:** $550,000

Funding Source: Development Fees/Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	-	550,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This is the FD funding portion of a joint project with the Police Department.

As the community continues to grow the need for a specialized command and special operations for public safety operations becomes more critical.

This vehicle will be specially designed to provide command, control and communications for public safety activities in both an emergency and non-emergency environment. The vehicle will support incident command functions at significant police and fire emergencies and will support public safety personnel at longer term incidents requiring extended investigations. The vehicle will also support personnel assigned to major community events such as the fireworks festival and Billy Moore Heritage Days.

The combined cost will include the cost of the vehicle and the cost of the onboard technology to include computers, video cameras, weather station, radios, phones, etc..

Project Title: Debt Service - Bonds

Project No: TR10 **Total Project Cost:** $1,893,570

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	93,570	93,570	200,000	200,000	200,000	200,000	1,000,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Transfer for debt service on Fire Station MDC Bonds

Capital Improvement Plan

Fiscal Years 2008-2017

Improvement Districts

320 Improvement Districts	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17	Total
Beginning Balance	-	-	-	-	-	-	
Revenues							
Improvement District Bonds	40,000,000	10,000,000	-	-	-	-	50,000,000
Total Revenues	**40,000,000**	**10,000,000**	**-**	**-**	**-**	**-**	**50,000,000**
Total Resources	**40,000,000**	**10,000,000**	**-**	**-**	**-**	**-**	**50,000,000**
Expenditures							
ID1210-Durango Regional Conveyance Channel (DRCC)	40,000,000	10,000,000	-	-	-	-	50,000,000
Total Expenditures	**40,000,000**	**10,000,000**	**-**	**-**	**-**	**-**	**50,000,000**
Estimated Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	

Capital Improvement Plan

Fiscal Years 2008-2017

Improvement Districts

Project Title: Durango Regional Conveyance Channel (DRCC)

Project No: ID1210 **Total Project Cost:** $50,000,000

Funding Source: Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	40,000,000	40,000,000	10,000,000	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Durango Regional Conveyance Channel (DRCC)

Capital Improvement Plan

Fiscal Years 2008-2017

Sewer Development

513 Sewer Development	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17	Total
Beginning Balance	28,788,070	1,219,930	3,503,620	6,973,290	9,261,590	3,224,890	
Revenues							
Bond Proceeds - GO	-	7,500,000	-	-	-	8,000,000	15,500,000
Development Fees	5,493,000	5,493,000	7,140,900	7,140,900	7,140,900	35,704,500	68,113,200
Federal Grant - WWTP	819,000	1,400,000	-	-	-	-	2,219,000
Interest	72,720	65,690	78,770	122,400	22,400	430,000	791,980
Transfer In - Wastewater Operating	-	3,000,000	-	-	-	-	3,000,000
Transfer In- Sales Tax	2,150,000	500,000	150,000	150,000	150,000	7,500,000	10,600,000
Total Revenues	**8,534,720**	**17,958,690**	**7,369,670**	**7,413,300**	**7,313,300**	**51,634,500**	**100,224,180**
Total Resources	**37,322,790**	**19,178,620**	**10,873,290**	**14,386,590**	**16,574,890**	**54,859,390**	**129,012,250**
Expenditures							
PW1035-Municipal Operations Center	47,000	-	-	-	-	-	47,000
SW1001-Sewer Buy In/ Developer Reimbursed	947,700	450,000	250,000	250,000	250,000	1,250,000	3,397,700
SW1047-City Wide Sewer Improvements	123,900	100,000	100,000	250,000	250,000	1,250,000	2,073,900
SW1048-WWTP Exp. Ph II	89,900	-	-	-	-	-	89,900
SW1053-4th St. Lift Station Odor Control System	647,480	-	-	-	-	-	647,480
SW1054-Collection System Capacity, Management, Operations & Maintenance (CMOM) Implementation	228,000	150,000	150,000	150,000	250,000	1,250,000	2,178,000
SW1106-Wastewater Security Implementation	100,000	100,000	100,000	100,000	200,000	1,000,000	1,600,000
SW1107-4th St Lift Station Backup Force Main	585,400	-	-	-	-	-	585,400
SW1108-10th St Lift Station Backup Force Main	-	175,000	1,300,000	-	-	-	1,475,000
SW1109-WRP PH I – Design/Construction Management/Construction	31,000,000	13,000,000	1,000,000	-	-	-	45,000,000
SW1155-Grease Waste Digester	-	-	-	2,250,000	-	-	2,250,000
SW1175-Central Ave Sewer Line - Hill to Van Buren	-	1,300,000	-	-	-	-	1,300,000
SW1194-Reclamation Line - Design and Construction	2,333,480	-	-	-	-	-	2,333,480
SW1202-Manhole Rehabilitation	-	-	-	250,000	150,000	-	400,000
SW1228-10th St Lift Station Improvements	-	200,000	1,000,000	-	-	-	1,200,000
SW1230-Abandon Van Buren Lift Station	-	200,000	-	-	-	-	200,000
SW1233-Southern & Dysart Lift Station – Design & Construction	-	-	-	1,500,000	8,000,000	-	9,500,000
SW1234-Southern Sewer Transmission Line	-	-	-	375,000	3,250,000	-	3,625,000
SW1237-Water Reclamation Plant PH II – Construction	-	-	-	-	1,000,000	49,000,000	50,000,000
Total Expenditures	**36,102,860**	**15,675,000**	**3,900,000**	**5,125,000**	**13,350,000**	**53,750,000**	**127,902,860**
Estimated Ending Balance	**1,219,930**	**3,503,620**	**6,973,290**	**9,261,590**	**3,224,890**	**1,109,390**	

Capital Improvement Plan

Fiscal Years 2008-2017

Sewer Development

Project Title: Municipal Operations Center

Project No: PW1035 **Total Project Cost:** $47,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	47,000	-	47,000	-	-	-	-	-
Operating Impact:	-	200,000	200,000	206,000	212,180	218,545	225,102	1,125,510

Project Description:

The construction of an operation and maintenance building at Fourth Street and Lower Buckeye for the Utilities, Field Operations and Parks department personnel is complete. Future expansion will be required to meet growth demands. Phase II will allow for the expansion of administrative areas, shop space, warehouse and outside storage.

Project Title: Sewer Buy In/ Developer Reimbursed

Project No: SW1001 **Total Project Cost:** $3,397,700

Funding Source: Development Fees / General Funds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	947,700	-	947,700	450,000	250,000	250,000	250,000	1,250,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

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

Project Title: City Wide Sewer Improvements

Project No: SW1047 **Total Project Cost:** $2,073,900

Funding Source: Sales Tax Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	23,900	100,000	123,900	100,000	100,000	250,000	250,000	1,250,000
Operating Impact:	-	4,020	4,020	4,220	4,430	4,650	4,880	24,400

Project Description:

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

Capital Improvement Plan

Fiscal Years 2008-2017

Sewer Development

Project Title: WWTP Exp. Ph II

Project No: SW1048 **Total Project Cost:** $89,900

Funding Source: Development Fees/Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	89,900	-	89,900	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

The improvements to the WWTP include an Influent Pump, one Mechanical Bar Screen, one 100-ft Diameter Primary Clarifier, an Aeration Basin, a new Blower Building and a new Blower, Mixed Liquor Suspended Solids (MLSS) Flow Splitter, one 70-ft Diameter Clarifier and RAS/WAS Pumping, a new Filtration Module, a Chlorine Contact Basin and Chemical Storage and Feed Facilities, one Reclaimed Water Pump, a new Conventional Digester, Cogeneration Modifications, 2-Stage Wet Scrubber, and one 5,000-sq*ft Maintenance Building.

Project Title: 4th St. Lift Station Odor Control System

Project No: SW1053 **Total Project Cost:** $647,480

Funding Source: Development Fees/Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	647,480	-	647,480	-	-	-	-	-
Operating Impact:	-	10,000	10,000	10,500	11,025	11,575	12,150	60,750

Project Description:

An evaluation of the performance and capacity of the lift station is underway. This project provides for the expectation for modifications. The upgrades would include installation of larger or additional pumps with associated piping, improving the odor control system and construction of an influent screen or comminutor system.

Project Title: Collection System Capacity, Management, Operations & Maintenance (CMOM) Implementation

Project No: SW1054 **Total Project Cost:** $2,178,000

Funding Source: Sales Tax

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	78,000	150,000	228,000	150,000	150,000	150,000	250,000	1,250,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project addresses the requirements of ADEQ for our collection system APP, which consists of developing a program to inspect, quantify and mitigate the effects of sewer gases in the wastewater collection system. Exposed concrete or brick manholes are subject to a wide variety of corrosive compounds that degrade the structural integrity. This project would implement a program to neutralize sewer gases or provide treatment to manholes to mitigate the corrosiveness of the gases.

Capital Improvement Plan

Fiscal Years 2008-2017

Sewer Development

Project Title: Wastewater Security Implementation

Project No: SW1106 **Total Project Cost:** $1,600,000

Funding Source: Sales Tax/Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	100,000	100,000	100,000	100,000	100,000	200,000	1,000,000
Operating Impact:	-	10,000	10,000	10,500	11,025	11,575	12,150	60,750

Project Description:

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

Project Title: 4th St Lift Station Backup Force Main

Project No: SW1107 **Total Project Cost:** $585,400

Funding Source: Development Fees/Sales Tax Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	585,400	-	585,400	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

The design and construction of a backup force main for the 4th Street Wastewater Lift Station. The station at 4th Street and Lower Buckeye Road is the largest in the City's collection system. Due to the high volume of pumped wastewater and the potential of a line failure during significant flow events in the river, a redundant force main is advisable.

Project Title: 10th St Lift Station Backup Force Main

Project No: SW1108 **Total Project Cost:** $1,475,000

Funding Source: Development Fees/Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	175,000	1,300,000	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

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

Capital Improvement Plan

Fiscal Years 2008-2017

Sewer Development

Project Title: WRP PH I – Design/Construction Management/Construction

Project No: SW1109 **Total Project Cost:** $45,000,000

Funding Source: Development Fees/Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	17,000,000	14,000,000	31,000,000	13,000,000	1,000,000	-	-	-
Operating Impact:	-	-	-	30,000	85,000	89,250	93,710	468,550

Project Description:

This project will increase the project WRF Average Annual Maximum Month (ADMM) capacity from 6.4-MGD to 9-MGD and these improvements are projected to be implemented between 2006 and 2010. The Phase 1 upgrades will be sequenced in two parts. The City has retained a consultant and a contractor to deliver the Phase I project through the Construction Manager at Risk process.

The first part of the proposed improvements for PH 1 include converting the existing aeration basin No.3 from an in-situ digester back into an aeration basin. The process air system will be expanded by adding a new aeration blower, process air piping, and fine bubble membrane diffusers to the oxic zones in the three aeration basins. New submersible mixers will also be added to anoxic zones of the aeration basins.

The second part of the improvements include a new influent pump station, a new headworks building with screening and grit removal, influent flow splitter, one equalization basin, one primary clarifier, a new primary sludge and scum pump station, and a new splitter structure for the aeration basins. All primary treatment processes will be covered and odor controlled. A new odor control facility and a chemical storage and feed facility will also be constructed. Other improvements include a new tertiary filtration system, a new chlorine contact tank and a reclaimed water pump station. The solids handling facilities will be expanded and improved by adding a new sludge thickening facility with two new rotary drum thickeners, two new anaerobic digesters with a support building and a digester gas burning flare.

Project Title: Grease Waste Digester

Project No: SW1155 **Total Project Cost:** $2,250,000

Funding Source: Development Fees / Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	2,250,000	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This digester would be exclusively used to dispose of grease products in the Avondale area. The digester will enhance the pretreatment program by allowing commercial customers (i.e. restaurants, cafes, fast-food establishments) with an avenue to dispose of the grease they produce. The digester will also help with sewer line and sewer lift station maintenance by removing the grease at the point of production, rather than going into the sewer system and collecting in sewer pipes and lift station wet wells. The digester will also provide a means to properly dispose of grease that forms and is collected in the wastewater treatment plant.

Capital Improvement Plan

Fiscal Years 2008-2017

Sewer Development

Project Title: Central Ave Sewer Line - Hill to Van Buren

Project No: SW1175 **Total Project Cost:** $1,300,000

Funding Source: GO Bonds/Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	1,300,000	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Replace the 8" main on Central Avenue from Van Buren Street to Hill Drive. The current main has several long longitudinal cracks. Also, the 8" main is near or at capacity. Replace about 4500' of main with 10" or 12" pipe. This project is associated with a Central Avenue street improvement project that is schedule to occur in fiscal year 2008-2009.

Project Title: Reclamation Line - Design and Construction

Project No: SW1194 **Total Project Cost:** $2,333,480

Funding Source: Development Fees / Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	933,480	1,400,000	2,333,480	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project will design an approximate 6-mile reclaimed water line of 24-inch diameter ductile iron or welded steel pipe from the existing WTP located west of Dysart Road and south of Broadway Road to the McDowell Road recharge basin located north of McDowell Road and Friendship Park. This pipeline will ultimately convey 13.4-million gallons per day (MGD) of reclaimed water to the recharge facility to augment to the groundwater and surface water resource supplies for the City of Avondale

Project Title: Manhole Rehabilitation

Project No: SW1202 **Total Project Cost:** $400,000

Funding Source: Wastewater Operating

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	250,000	150,000	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

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

Capital Improvement Plan

Fiscal Years 2008-2017

Sewer Development

Project Title: 10th St Lift Station Improvements

Project No: SW1228 **Total Project Cost:** $1,200,000

Funding Source: GO Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	200,000	1,000,000	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project will rehabilitate the existing lift station to include a new generator, three new pumps, a control panel, odor control infrastructure, new electrical infrastructure, and a shade structure. The project plans, specifications and engineer's estimate (PS&E) have been completed however the design assumptions need to be verified by a pending flow study which could potentially reduce the project costs.

Project Title: Abandon Van Buren Lift Station

Project No: SW1230 **Total Project Cost:** $200,000

Funding Source: Wastewater Operating

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	200,000	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project will complete the abandonment of the Van Buren Lift Station (north side of Van Buren and east of the Agua Fria River). This lift station was taken off-line when the 10th Street Sewer Lift Station became operational. Previously, the pumps were removed however; the existing wet well, control panel, and chain link fence still need to be removed.

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

Project No: SW1233 **Total Project Cost:** $9,500,000

Funding Source: Development Fees/Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	1,500,000	8,000,000	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

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

Capital Improvement Plan

Fiscal Years 2008-2017

Sewer Development

Project Title: Southern Sewer Transmission Line

Project No: SW1234 **Total Project Cost:** $3,625,000

Funding Source: Development Fees/Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	375,000	3,250,000	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

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

Project Title: Water Reclamation Plant PH II – Construction

Project No: SW1237 **Total Project Cost:** $50,000,000

Funding Source: Development Fees/Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	1,000,000	49,000,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project will increase the water treatment facility average daily maximum flow capacity from 9-MGD to 12-MGD and these improvements are projected to be implemented between 2012 and 2013. The proposed improvements include adding 2 new pumps at the influent pump, one mechanical bar screen and one grit removal system, one 100-ft diameter primary clarifier, an equalization basin, an aeration basin, a new blower building and a new blower, mixed liquor suspended solids (MLSS) flow splitter, one 70-ft diameter secondary clarifier and returned activated sludge/waste activated sludge pumping, additional tertiary filtration units, a chlorine contact basin, one reclaimed water pump, a third anaerobic digester and possibly cogeneration. All secondary processes including the aeration basins and secondary clarifiers will be covered and an odor control system added. A 5,000 square foot administration/maintenance building will also be constructed in this phase.

Capital Improvement Plan

Fiscal Years 2008-2017

Water Development

514 Water Development	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17	Total
Beginning Balance	16,389,785	4,553,585	1,805,785	1,692,245	6,844,055	2,741,865	
Revenues							
Development Fees	5,251,000	5,251,000	6,826,300	6,826,300	6,826,300	34,131,500	65,112,400
Interest	55,300	76,200	85,160	50,510	106,510	225,000	598,680
Sale of Asset	500,000	-	-	-	-	-	500,000
Transfer In - Water Operating	300,000	150,000	-	-	-	-	450,000
Transfer In- Sales Tax	650,000	650,000	650,000	650,000	650,000	3,250,000	6,500,000
Bond Proceeds	13,000,000	-	-	9,000,000	-	8,000,000	30,000,000
Total Revenues	**19,756,300**	**6,127,200**	**7,561,460**	**16,526,810**	**7,582,810**	**45,606,500**	**103,161,080**
Total Resources	**36,146,085**	**10,680,785**	**9,367,245**	**18,219,055**	**14,426,865**	**48,348,365**	**119,550,865**
Expenditures							
WA1017-Central Ave - Lower Buckeye to Western	394,300	-	-	-	-	-	394,300
WA1057-North Avondale Water Improvements	346,350	150,000	150,000	150,000	150,000	750,000	1,696,350
WA1058-South Avondale Water Improvements	455,270	150,000	150,000	150,000	150,000	750,000	1,805,270
WA1061-Water System Security Implementation	611,430	-	100,000	100,000	100,000	500,000	1,411,430
WA1065-Lower Buckeye Water Line - 4th St to El Mirage	96,200	-	-	-	-	-	96,200
WA1068-Well Head Treatment	250,000	500,000	500,000	-	-	-	1,250,000
WA1074-Well #20 at El Mirage/Indian School	77,350	-	1,000,000	-	-	-	1,077,350
WA1077-Del Rio Reservoir & Booster	6,120,120	-	-	-	-	-	6,120,120
WA1078-Water Oversize Buy-Ins/ Dev. Reimbursement	2,207,870	400,000	400,000	400,000	400,000	2,000,000	5,807,870
WA1081-Central Arizona Project water purchase	400,000	400,000	400,000	400,000	400,000	2,000,000	4,000,000
WA1084-Exploratory Boring & Well Production Evaluation	457,630	-	-	-	-	-	457,630
WA1089-Van Buren 16" Transmission Line	371,000	-	-	-	-	-	371,000
WA1090-AG Well South of I-10/East of Agua Fria	700,000	1,200,000	-	-	-	-	1,900,000
WA1098-Dysart Rd - Van Buren to Western Water Line Improv	2,195,000	-	-	-	-	-	2,195,000
WA1099-Additional Wells	44,940	-	-	-	-	2,500,000	2,544,940
WA1100-System Monitoring	168,000	100,000	100,000	100,000	100,000	500,000	1,068,000
WA1114-Emergency Interconnection w/ Other Water Companies	112,000	-	-	-	-	750,000	862,000
WA1120-Miscellaneous Water Distribution Connectivity	323,470	-	-	-	-	-	323,470
WA1131-Pylman Well at Lower Buckeye	350,000	700,000	550,000	-	-	-	1,600,000
WA1132-Thomas Road - 103rd to 99th Water Line Improvement	-	-	300,000	1,100,000	-	-	1,400,000
WA1133-99th Avenue Water Line - Thomas to McDowell	-	-	500,000	2,000,000	-	-	2,500,000
WA1134-McDowell, RSF Pump Station to RSF Water Line Impr	55,540	-	-	-	-	-	55,540
WA1135-McDowell Rd-El Mirage to Avondale Blvd Water Line	-	-	-	300,000	1,200,000	-	1,500,000
WA1136-Abandon and Demolish Well 2 Facilities	97,300	-	-	-	-	-	97,300
WA1139-Water Line on Avondale Blvd.- Lower Buckeye to Gila River	-	-	-	-	1,500,000	6,000,000	7,500,000
WA1140-Indian Springs Rd. Gila River to El Mirage Rd	-	-	-	-	510,000	2,950,000	3,460,000

Capital Improvement Plan

Fiscal Years 2008-2017

Water Development

514 Water Development	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17	Total
WA1141-SRP Paired Well at 119th and Whyman	750,000	1,250,000	-	-	-	-	2,000,000
WA1142-Lakin Well at 112th and Buckeye	-	-	-	950,000	650,000	-	1,600,000
WA1143-Well at Cashion	150,000	-	-	-	-	-	150,000
WA1147-4th Street - Lower Buckeye to Western	780,000	-	-	-	-	-	780,000
WA1153-127th Ave - Lower Buckeye to Dysart	-	-	-	-	800,000	-	800,000
WA1160-Well 24 Gateway Crossing - 99th and McDowell	327,600	-	1,500,000	-	-	-	1,827,600
WA1169-Rio Vista Waterline Replacement	-	-	-	-	-	2,000,000	2,000,000
WA1190-Landcrest Well - El Mirage / N. of Indian School	16,130	-	-	500,000	1,500,000	-	2,016,130
WA1201-Wieler Well - SWC Avondale / Van Buren	1,285,000	-	-	-	-	-	1,285,000
WA1211-Reclaimed Water Line – Construction	8,100,000	3,500,000	-	-	-	-	11,600,000
WA1212-Purchase of Rigby Water Company	1,500,000	-	-	-	-	-	1,500,000
WA1213-Well 22 / Van Buren St Transmission Line	900,000	-	-	-	-	-	900,000
WA1214-MARWEST well	700,000	-	1,300,000	-	-	-	2,000,000
WA1215-Van Buren - 105th to 101st Ave Waterline	650,000	-	-	-	-	-	650,000
WA1216-Well 25 at Van Buren & El Mirage	600,000	-	-	-	-	-	600,000
WA1226-Design for Surface Water Plant	-	300,000	-	3,000,000	-	-	3,300,000
WA1227-SRP Groundwater Restoration	-	225,000	225,000	225,000	225,000	-	900,000
WA1231-Dysart Road - Harrison to Lower Buckeye Rd waterline project	-	-	500,000	-	-	-	500,000
WA1232-Additional Storage Tank and Booster at Coldwater	-	-	-	2,000,000	-	-	2,000,000
WA1235-Surface Water Plant Construction	-	-	-	-	2,000,000	18,000,000	20,000,000
WA1236-Lakin Booster Station and Storage Tank	-	-	-	-	2,000,000	2,500,000	4,500,000
WA1241-Additional Storage Tanks at Del Rio Booster/Reservoir	-	-	-	-	-	4,500,000	4,500,000
Total Expenditures	**31,592,500**	**8,875,000**	**7,675,000**	**11,375,000**	**11,685,000**	**45,700,000**	**116,902,500**
Estimated Ending Balance	**4,553,585**	**1,805,785**	**1,692,245**	**6,844,055**	**2,741,865**	**2,648,365**	

Capital Improvement Plan

Fiscal Years 2008-2017

Water Development

Project Title: Central Ave - Lower Buckeye to Western

Project No: WA1017 **Total Project Cost:** $394,300

Funding Source: Sales Tax Bonds/Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	394,300	-	394,300	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Complete waterline improvements on Central from Lower Buckeye to Western.

Project Title: North Avondale Water Improvements

Project No: WA1057 **Total Project Cost:** $1,696,350

Funding Source: Sales Tax

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	96,350	250,000	346,350	150,000	150,000	150,000	150,000	750,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This provides funding for miscellaneous water projects throughout North Avondale. Projects typically include replacement of obsolete and deteriorated lines, relocation to eliminate other construction conflicts, and water valve and meter upgrades.

Project Title: South Avondale Water Improvements

Project No: WA1058 **Total Project Cost:** $1,805,270

Funding Source: Sales Tax

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	205,270	250,000	455,270	150,000	150,000	150,000	150,000	750,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This provides funding for miscellaneous water projects throughout South Avondale. Projects typically include replacement of obsolete and deteriorated water lines, relocation to eliminate other construction conflicts, and water valve and meter upgrades.

Capital Improvement Plan

Fiscal Years 2008-2017

Water Development

Project Title: Water System Security Implementation

Project No: WA1061 **Total Project Cost:** $1,411,430

Funding Source: Water Operating

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	561,430	50,000	611,430	-	100,000	100,000	100,000	500,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

The EPA and Homeland Security requires that municipalities perform a vulnerability assessment to determine the potential threats to the water system. Measures that deter or detect risks to our water facilities and infrastructure are required.

Project Title: Lower Buckeye Water Line - 4th St to El Mirage

Project No: WA1065 **Total Project Cost:** $96,200

Funding Source: Development Fees / Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	96,200	-	96,200	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

In an effort to provide additional water sources (via transmission lines) to the Las Ligas/Bohne area, it is proposed that the City design and construct a 16" water transmission main on Lower Buckeye Road from the west bank of the Agua Fria River to El Mirage Road, approximately 6,600 feet including a crossing of the Agua Fria. Completion of this project will provide additional flows of water (second transmission line) for this area, as well as reduce the potential for a major water outage, if the El Mirage water line was ever taken out of service.

Project Title: Well Head Treatment

Project No: WA1068 **Total Project Cost:** $1,250,000

Funding Source: Development Fees / Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	250,000	-	250,000	500,000	500,000	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

The project for installation of well head treatment for arsenic and nitrate removal at existing wells throughout the City. This is required to meet new stringent Federal arsenic level guidelines that were established for 2006. Additionally, as the City develops new wells with nitrate levels exceeding the maximum contaminant levels of 10 mg/l, the water will need to be treated prior to entering the water distribution system.

Capital Improvement Plan

Fiscal Years 2008-2017

Water Development

Project Title: Well #20 at El Mirage/Indian School

Project No: WA1074 **Total Project Cost:** $1,077,350

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	77,350	-	77,350	-	1,000,000	-	-	-
Operating Impact:	-	-	-	-	92,700	95,481	98,345	491,725

Project Description:

Design and construction of a well and pump station at El Mirage Road, north of Indian School Road. This well will serve the area and supply the Northeast Reservoir.

Project Title: Del Rio Reservoir & Booster

Project No: WA1077 **Total Project Cost:** $6,120,120

Funding Source: Development Fees/Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	5,120,120	1,000,000	6,120,120	-	-	-	-	-
Operating Impact:	-	-	-	14,420	14,823	15,268	15,726	78,630

Project Description:

This project provides for site study and acquisition, design, construction administration of a 2.5 million gallon tank and booster station to provide municipal water to the Southeast Avondale region. The facility will allow the City to provide an adequate supply of water to support the needs of new growth, while maintaining flow and pressure requirements to existing customers in this area. The location of the project is near Durango Street and El Mirage Road.

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

Project No: WA1078 **Total Project Cost:** $5,807,870

Funding Source: Development Fees / General Fund

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	1,707,870	500,000	2,207,870	400,000	400,000	400,000	400,000	2,000,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

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

Capital Improvement Plan

Fiscal Years 2008-2017

Water Development

Project Title: Central Arizona Project water purchase

Project No: WA1081 **Total Project Cost:** $4,000,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	400,000	400,000	400,000	400,000	400,000	400,000	2,000,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

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

Project Title: Exploratory Boring & Well Production Evaluation

Project No: WA1084 **Total Project Cost:** $457,630

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	457,630	-	457,630	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

With continued growth in the southern area of the City, additional water supplies must be identified to meet the expectant demand. This project consists of drilling four exploratory bore holes to sample the available water in the area. The basis for completing this work stems from the analysis of existing wells which indicate acceptable water quality and quantity.

Project Title: Van Buren 16" Transmission Line

Project No: WA1089 **Total Project Cost:** $371,000

Funding Source: Development Fees/Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	146,000	225,000	371,000	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Install a 16" waterline from Fairway Drive to the Coldwater Springs Station in the area of Van Buren Street, just east of the Agua Fria River.

Capital Improvement Plan

Fiscal Years 2008-2017

Water Development

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

Project No: WA1090 **Total Project Cost:** $1,900,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	700,000	700,000	1,200,000	-	-	-	-
Operating Impact:	-	-	-	-	90,000	94,500	99,225	496,125

Project Description:

Based on the 2005 Water Master Plan, the City needs to increase its well pumping capacity by 9,700 gpm. The development of the well which is located to the south of I-10 and to the east of the Agua Fria River will assist in satisfying the recommendation. The well will serve as a water supply for the Coldwater Springs Booster Pump Station and Reservoir Facility and should provide a pump capacity of approximately 1,200 gpm. Funding will provide for the acquisition of the site, well development, and water rights. This project will require design and construction of a pump station and connection to the Agua Fria transmission line.

Project Title: Dysart Rd - Van Buren to Western Water Line Improv

Project No: WA1098 **Total Project Cost:** $2,195,000

Funding Source: Development Fees/Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	1,920,000	275,000	2,195,000	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

In conjunction with the street project, Dysart Road, Van Buren Street to Riley Drive, Mill/Overlay, the water project would consist of replacing the existing six-inch water line in Dysart Road with 5,700 linear feet of 12-inch water line from Van Buren Street to Western Avenue. With the additional water demand from growth, the increased size in pipe diameter would provide greater volume to meet the demand and reduce the pressure drop that occurs during the peak demand periods. The replacement water line would connect to existing 12-inch water lines in Van Buren and Western.

Project Title: Additional Wells

Project No: WA1099 **Total Project Cost:** $2,544,940

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	44,940	-	44,940	-	-	-	-	2,500,000
Operating Impact:	-	-	-	-	-	-	-	900,000

Project Description:

Each year two additional wells are needed to meet the growing demand on the water system. While some sites have been identified in future years, others have yet to be determined. This project provides funding for unidentified well sites. This includes acquisition, design and construction.

Capital Improvement Plan

Fiscal Years 2008-2017

Water Development

Project Title: System Monitoring

Project No: WA1100 **Total Project Cost:** $1,068,000

Funding Source: Sales Tax

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	168,000	-	168,000	100,000	100,000	100,000	100,000	500,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

The project allows for monitoring the existing wells throughout the City. This includes well equipment repairs and upgrades, scope inspections, relining and chemical treatment as needed.

Project Title: Emergency Interconnection w/ Other Water Companies

Project No: WA1114 **Total Project Cost:** $862,000

Funding Source: Sales Tax Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	112,000	-	112,000	-	-	-	-	750,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Based upon the recommendations of the vulnerability assessment, the City should provide interconnections with surrounding communities to ensure an uninterrupted water supply in case of emergency. Interconnections with Phoenix, LPSCO, Goodyear, and Tolleson would be sought and they would remain closed during normal operations. During an emergency, such as the catastrophic loss of water supply or contamination, the affected community could request the opening of the interconnection. The interconnection would be permanently installed in the public right-of-way; would require both communities to open secured valves; and would be metered to allow for reimbursement of water used.

Project Title: Miscellaneous Water Distribution Connectivity

Project No: WA1120 **Total Project Cost:** $323,470

Funding Source: Sales Tax Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	98,470	225,000	323,470	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project consists of the installation of water lines at multiple locations to improve connectivity and performance of the water distribution system.

Capital Improvement Plan

Fiscal Years 2008-2017

Water Development

Project Title: Pylman Well at Lower Buckeye

Project No: WA1131 **Total Project Cost:** $1,600,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	350,000	-	350,000	700,000	550,000	-	-	-
Operating Impact:	-	-	-	-	-	94,500	99,225	496,125

Project Description:

Based on the 2005 Water Master Plan, the City needs to increase its well pumping capacity by 9,700 gpm. The development of the Pylman Well at 119th Avenue and Lower Buckeye Road will assist in satisfying the recommendation. The Pylman Well is an old agricultural well that will serve as an additional water source for the Del Rio Booster Pump Station and Reservoir Facility. The well will be redeveloped within 660 feet of the existing well and should have an estimated pump capacity of 1,000 gpm.

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

Project No: WA1132 **Total Project Cost:** $1,400,000

Funding Source: Development Fees / Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	300,000	1,100,000	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

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

Capital Improvement Plan

Fiscal Years 2008-2017

Water Development

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

Project No: WA1133 **Total Project Cost:** $2,500,000

Funding Source: Development Fees / Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	500,000	2,000,000	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project consists of the installation of 4600 linear feet of 16-inch water line within 99th Avenue from Thomas Road to approximately 1300 linear feet north of McDowell Road. The project will improve the distribution of water being produced at Well 8 and provide for the future development of the land to the southwest corner of Indian School Road and 99th Avenue. Currently, the only distribution path for water being produced and processed at Well 8 is towards McDowell Road which contains a 12-inch water line. This project complements the Thomas Road water line project from 103rd Avenue to 99th Avenue.

Project Title: McDowell, RSF Pump Station to RSF Water Line Impr

Project No: WA1134 **Total Project Cost:** $55,540

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	55,540	-	55,540	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project consists of the installation of 950 linear feet of 24-inch water line from the Rancho Santa Fe Booster Pump Station (RSF BPS) to Rancho Santa Fe Blvd and 90 linear feet of 16-inch water line from Rancho Santa Fe Blvd to an existing 16-inch water main. Currently, water from the RSF BPS is conveyed to the west through a 12-inch water main. The recently completed water distribution hydraulic modeling indicates that the pipe size limits the effectiveness of delivering water from the RSF BPS to the west. The additional conveyance capacity will be needed as the areas in the northwest build-out.

Capital Improvement Plan

Fiscal Years 2008-2017

Water Development

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

Project No: WA1135 **Total Project Cost:** $1,500,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	300,000	1,200,000	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project consists of the installation of 1560 linear feet of 12-inch water line from approximately the entry into Friendship Park to 119th Avenue and 1700 linear feet of 16-inch water line from approximately 1400 linear feet east of 119th Avenue to Avondale Boulevard. With the completion of this project, water will be conveyed from the Rancho Santa Fe Booster Pump Station (RSF BPS) to the east by a combination of 20-inch water main and a parallel 12-inch and 16-inch water main to the 24-inch water main in Avondale Boulevard. The recently completed water distribution hydraulic model indicates that the pipe size limits the effectiveness of delivering water from the RSF BPS to the east. The additional conveyance capacity is needed to meet the demands of the east and south of the RSF BPS.

Project Title: Abandon and Demolish Well 2 Facilities

Project No: WA1136 **Total Project Cost:** $97,300

Funding Source: Sales Tax Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	97,300	-	97,300	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

The facilities at Well 2 currently operate to meet peak water demands in Central Avondale. Water quality issues have caused the utilities department not to operate the well but only the reservoir and booster pump station. With the completion of the upsizing of water lines in Central Avondale the need to operate Well 2 will no longer be required. The recommendation is to abandon the well and demolish the reservoir and pump station.

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

Project No: WA1139 **Total Project Cost:** $7,500,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	1,500,000	6,000,000
Operating Impact:	-	-	-	-	-	-	500	2,500

Project Description:

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

Capital Improvement Plan

Fiscal Years 2008-2017

Water Development

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

Project No: WA1140 **Total Project Cost:** $3,460,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	510,000	2,950,000
Operating Impact:	-	-	-	-	-	-	550	2,750

Project Description:

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

Project Title: SRP Paired Well at 119th and Whyman

Project No: WA1141 **Total Project Cost:** $2,000,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	750,000	750,000	1,250,000	-	-	-	-
Operating Impact:	-	-	-	-	90,000	94,500	99,225	496,125

Project Description:

Based on the 2005 Water Master Plan, the City needs to increase its well pumping capacity. The development of the SRP Paired Well at 119th Avenue and Whyman Avenue will assist in meeting the master plan's recommendation. The paired well will serve as a water supply to the planned Del Rio Booster and Reservoir Facility that will distribute water to south central Avondale. Funding of the project will pay for site acquisition, well development, and adjudicated water rights. Construction will include replacing the well, construction of a booster station and connection to the water system transmission line.

Project Title: Lakin Well at 112th and Buckeye

Project No: WA1142 **Total Project Cost:** $1,600,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	950,000	650,000	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

With the anticipated growth in the southern area of the City, the Lakin Well has been identified as a water source that meets the objectives of the 2005 Water Master Plan. The Lakin Well is currently being used as an agricultural well and will require redevelopment as a potable water supply. The well has a depth of approximately 1,200 feet with a pumping capacity of 2,000 gpm. Work will include the rehabilitation and/or construction of a replacement well with direct connection to the water distribution system.

Capital Improvement Plan

Fiscal Years 2008-2017

Water Development

Project Title: Well at Cashion

Project No: WA1143 **Total Project Cost:** $150,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	150,000	-	150,000	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Based on the 2005 Water Master Plan, the City needs to increase its well pumping capacity by 9,700 gpm. In previous budget years the City had programmed fund for a well at Littleton Elementary School. The location is not suitable for incorporation into the City's water distribution system. Staff identified a well in Cashion that better meets our criteria for a future well and costs less.

Project Title: 4th Street - Lower Buckeye to Western

Project No: WA1147 **Total Project Cost:** $780,000

Funding Source: Sales Tax Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	55,000	725,000	780,000	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

In conjunction with the street project, 4th Street, Lower Buckeye Road to Western Avenue, Mill/Overlay, the water project would consist of replacing the existing six-inch water line in 4th Street with 4,700 linear feet of 12-inch water line from Lower Buckeye Road to Main Street (MC85). With the additional water demands from growth, the increased size in pipe diameter will provide greater volume to meet the demand and reduce pressure drop in peak demand periods.

Project Title: 127th Ave - Lower Buckeye to Dysart

Project No: WA1153 **Total Project Cost:** $800,000

Funding Source: Development Fees/Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	800,000	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

The project consists of installing 1,200 linear feet of 12-inch water line in 127th Avenue and 1,400 linear water line in Vermeesch Road from Lower Buckeye Road to Dysart Road. This project will address the expected growth in the southern area of the City and the need to ensure adequate water volume and pressure to meet those future demands. The water line will connect to the 16-inch water line in Lower Buckeye Road and the 12-inch water line in Dysart Road.

Capital Improvement Plan

Fiscal Years 2008-2017

Water Development

Project Title: Well 24 Gateway Crossing - 99th and McDowell

Project No: WA1160 **Total Project Cost:** $1,827,600

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	327,600	-	327,600	-	1,500,000	-	-	-
Operating Impact:	-	-	-	-	95,480	98,345	101,295	506,475

Project Description:

With the anticipated growth in the Northeast area of the City, the Gateway Well has been identified as a water source that meets the objectives of the 2005 Water Master Plan. The Gateway Well is associated with the property at Gateway is an agricultural well and will require redevelopment as a potable water supply and will serve as an additional water source for the Gateway Water Facility. The well has a depth of approximately 600 feet with a pumping capacity of 2,000 gpm.

Project Title: Rio Vista Waterline Replacement

Project No: WA1169 **Total Project Cost:** $2,000,000

Funding Source: GO Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	-	2,000,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project is for areas within the Rio Vista subdivision where easements are inadequate for maintaining and repairing waterlines and preclude the utilization of equipment such as a backhoe. Also within these areas, customer service staff has difficulty reading water meters because the meters are located at the rear of the property. The project will relocate the existing waterlines at the rear of the property to the street, re-establish water services and place water meters adjacent to the street/sidewalk. These changes will enhance safety and security by reducing the likelihood of water meter and water infrastructure tampering. The project will also reduce the City's potential liability for property damage during a waterline break event. In the current state, waterlines are at the rear of the property. In the event of a waterline break, water would flow to the lowest level which is the adjacent backyards.

Project Title: Landcrest Well - El Mirage / N. of Indian School

Project No: WA1190 **Total Project Cost:** $2,016,130

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	16,130	-	16,130	-	-	500,000	1,500,000	-
Operating Impact:	-	-	-	-	-	91,000	101,295	506,475

Project Description:

With the anticipated growth in the north area of the City, the Landcrest Well has been identified as a water source that meets the objectives of the 2005 Water Master Plan. The Landcrest Well will serve as a water supply for the North Booster Pump Station and Reservoir Facility and should provide a pump capacity of approximately 2,000 gpm.

Capital Improvement Plan

Fiscal Years 2008-2017

Water Development

Project Title: Wieler Well - SWC Avondale / Van Buren

Project No: WA1201 **Total Project Cost:** $1,285,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	285,000	1,000,000	1,285,000	-	-	-	-	-
Operating Impact:	-	-	-	92,700	95,480	98,345	101,295	506,475

Project Description:

Based on the 2005 Water Master Pan, the City needs to increase its well pumping capacity by 9,700 gpm. The development of the Wieler Well which is located at the southwest corner of Avondale Boulevard and Van Buren Street will assist in satisfying the recommendation. The Wieler Well will serve as a water supply for the Coldwater Booster Pump Station and Reservoir Facility and should provide a pump capacity of approximately 2,000 gpm.

Project Title: Reclaimed Water Line – Construction

Project No: WA1211 **Total Project Cost:** $11,600,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	8,100,000	8,100,000	3,500,000	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project will construct an approximate 6-mile alignment of 24-inch diameter ductile iron or welded steel pipe from the existing WTP located west of Dysart Road and south of Broadway Road to the McDowell Road recharge basin located north of McDowell Road and Friendship Park. This pipeline will ultimately convey 13.4-million gallons per day (MGD) of reclaimed water to the recharge facility to augment the groundwater and surface water resource supplies for the City of Avondale.

Project Title: Purchase of Rigby Water Company

Project No: WA1212 **Total Project Cost:** $1,500,000

Funding Source: Sales Tax Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	1,500,000	1,500,000	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

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

Capital Improvement Plan

Fiscal Years 2008-2017

Water Development

Project Title: Well 22 / Van Buren St Transmission Line

Project No: WA1213 **Total Project Cost:** $900,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	900,000	900,000	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project is to construct a 2,300' segment of a 16" transmission line along Van Buren Street from 660' east of El Mirage Road to 300' east of Links Drive. This line will connect to two existing segments and convey flows from the Well 22 site at the SWC of Avondale Boulevard and Van Buren Street to the Coldwater Reservoir and Booster Station

Project Title: MARWEST well

Project No: WA1214 **Total Project Cost:** $2,000,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	700,000	700,000	-	1,300,000	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

With the anticipated growth in the City's customer base, the Marwest Well has been identified as a water source that meets the objectives of the City's Water Master Plan. The Marwest Well is located ¼ mile north of Van Buren Street, on the east side of El Mirage Road, should provide a pump capacity of approximately 1,200 gpm, and will serve as a water supply for the Coldwater Booster Pump Station and Reservoir Facility.

Project Title: Van Buren - 105th to 101st Ave Waterline

Project No: WA1215 **Total Project Cost:** $650,000

Funding Source: Development Fees / Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	650,000	650,000	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

In an effort to convey additional water supplies (flow & pressure) to commercial/warehouse facilities located between 105th Avenue and 101st Avenue on Van Buren Street.

Project includes installation of approximately 2,500 feet of 16 inch ductile iron pipe.

Capital Improvement Plan

Fiscal Years 2008-2017

Water Development

Project Title: Well 25 at Van Buren & El Mirage

Project No: WA1216 **Total Project Cost:** $600,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	600,000	600,000	-	-	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

With the anticipated growth in the City's customer base, Well 25 has been identified as a water source that meets the objectives of the City's water master plan. The Well 25 is located on the south side of Van Buren Street west of El Mirage Road should provide a pump capacity of approximately 1,200 gpm, and will serve as a water supply for the Coldwater Booster Pump Station and Reservoir Facility.

Project Title: Design for Surface Water Plant

Project No: WA1226 **Total Project Cost:** $3,300,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	300,000	-	3,000,000	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

To create a more diverse water supply portfolio and enhance our system redundancy, the City is considering the design and construction of a surface water treatment plant to supply our customers' base needs. This project is for the Plant design. The plant would be located on a 20-acre parcel north of McDowell Road, south of the Avondale Recharge Basins, and east of the Agua Fria River. The plant would be designed initially to treat approximately 10 mgd of SRP water, with a possible future expansion to 15 mgd.

Project Title: SRP Groundwater Restoration

Project No: WA1227 **Total Project Cost:** $900,000

Funding Source: Sales Tax

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	225,000	225,000	225,000	225,000	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

As a measure of drought protection for the valley, SRP has begun a program to refurbish dozens of rundown wells, and install dozens of new wells. When the five year program is complete, SRP will have re-established its groundwater pumping capacity and its ability to meet the growing municipal demands, even in shortage years. As an SRP customer, these costs represent the City's cost-share for the program.

Capital Improvement Plan

Fiscal Years 2008-2017

Water Development

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

Project No: WA1231 **Total Project Cost:** $500,000

Funding Source: Development Fees / Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	500,000	-	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This project consists of the installtion of 2,000 linear feet of 12 inch water line from approximately Harrison Street to Lower Buckeye Road. With the completion of this project,additional water supplies will be conveyed to the business/commercial areas of Dysart Road and 10th Street.

Project Title: Additional Storage Tank and Booster at Coldwater

Project No: WA1232 **Total Project Cost:** $2,000,000

Funding Source: Development Fees / Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	2,000,000	-	-
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

The Coldwater booster pump facility and storage reservior was master planned to house four 2.5 million gallon ground mounted steel storage reservoirs. To date, two of the four reservoirs have been constructed. Based on the water master plan, and growth rates,it will be necessary to design and construct the third reservoir in 2010.

Project Title: Surface Water Plant Construction

Project No: WA1235 **Total Project Cost:** $20,000,000

Funding Source: Development Fees/Bonds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	2,000,000	18,000,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

To create a more diverse water supply portfolio and enhance our system redundancy, the City is considering the design and construction of a surface water treatment plant to supply our customers base needs. This project is for the Plant construction. The plant would be located on a 20-acre parcel north of McDowell Road, south of the Avondale Recharge Basins, and east of the Agua Fria River. The plant would be designed initially to treat approximately 10 mgd of SRP water, with a possible future expansion to 15 mgd.

Capital Improvement Plan

Fiscal Years 2008-2017

Water Development

Project Title: Lakin Booster Station and Storage Tank

Project No: WA1236 **Total Project Cost:** $4,500,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	2,000,000	2,500,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

The Water Master Plan has identified the need to construct a new booster facility in the southern planning area to accomodate new growth. The facility will include booster capacity of 6,000 gallons per minute and a 2.5 million gallon storage reservior.

The facility will be constructed to include on-site chlorine generation, emergency back-up power suppy.

Wellhead treatment may be added to the project, based on influent water quality from water source

Project Title: Additional Storage Tanks at Del Rio Booster/Reservoir

Project No: WA1241 **Total Project Cost:** $4,500,000

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	-	-	-	-	-	-	4,500,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

Based on the recommendations of the water master plan, projected growth within the central planning area, a second steel, ground mounted, 3.5 million gallon storage reservior will be required at the Del Rio booster pump and storage reservior facility.

Capital Improvement Plan

Fiscal Years 2008-2017

Sanitation Development

524 Sanitation Development	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17	Total
Beginning Balance	342,406	48,536	10,686	23,426	36,516	16,926	
Revenues							
Development Fees	267,000	267,000	347,100	347,100	347,100	801,000	2,376,300
Interest	3,550	3,150	2,440	2,790	3,110	35,000	50,040
Total Revenues	**270,550**	**270,150**	**349,540**	**349,890**	**350,210**	**836,000**	**2,426,340**
Total Resources	**612,956**	**318,686**	**360,226**	**373,316**	**386,726**	**852,926**	**2,768,746**
Expenditures							
SN1082-Capital Equipment - Residential	442,890	212,000	212,000	212,000	245,000	424,000	1,747,890
SN1083-Containers refuse & recycling	121,530	96,000	124,800	124,800	124,800	288,000	879,930
Total Expenditures	**564,420**	**308,000**	**336,800**	**336,800**	**369,800**	**712,000**	**2,627,820**
Estimated Ending Balance	**48,536**	**10,686**	**23,426**	**36,516**	**16,926**	**140,926**	

Capital Improvement Plan

Fiscal Years 2008-2017

Sanitation Development

Project Title: Capital Equipment - Residential

Project No: SN1082 **Total Project Cost:** $1,747,890

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	252,890	190,000	442,890	212,000	212,000	212,000	245,000	424,000
Operating Impact:	-	66,540	66,540	98,540	98,540	156,514	98,540	492,700

Project Description:

Contained refuse-Projections call for 1,000 new households in FY 2007/08 and FY 2008/09 with 1,300 households in each of the following plan years. Staff is requesting one (1) new side load refuse truck in FY 2008/09, FY 2009/10,and FY2011/12 to accommodate growth. Uncontained refuse- Staff is requesting the following equipment to utilize in the collection of uncontained trash services. *FY 07/08 an additional rear loader *FY 2010/11 an additional rear loader and claw tractor.

Project Title: Containers refuse & recycling

Project No: SN1083 **Total Project Cost:** $879,930

Funding Source: Development Fees

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	25,530	96,000	121,530	96,000	124,800	124,800	124,800	288,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

The sanitation division must purchase both refuse and recycling containers on an ongoing basis to ensure new resident demands are met. Each new household receives one refuse and one recycling container. The estimates were developed projecting 1,000 new households in FY 2007/08 & 2008/09 and 1,300 households per year in the following plan years.

Capital Improvement Plan

Fiscal Years 2008-2017

Water Equipment Replacement

530 Water Equipment Replacement	***FY 2007-08***	***FY 2008-09***	***FY 2009-10***	***FY 2010-11***	***FY 2011-12***	***FY 2013-17***	***Total***
Beginning Balance	534,351	657,381	803,691	921,391	889,051	1,046,451	
Revenues							
Equipment Replacement Charges	179,660	179,660	179,660	179,660	179,660	898,300	1,796,600
Interest	3,920	4,250	4,730	5,850	5,340	16,500	40,590
Technology Replacement Charges	48,150	48,150	48,150	48,150	48,150	240,750	481,500
Total Revenues	**231,730**	**232,060**	**232,540**	**233,660**	**233,150**	**1,155,550**	**2,318,690**
Total Resources	**766,081**	**889,441**	**1,036,231**	**1,155,051**	**1,122,201**	**2,202,001**	**2,853,041**
Expenditures							
VR5201-Equipment Replacement - Water Enterprise Fund	108,700	85,750	114,840	266,000	75,750	1,300,910	1,951,950
Total Expenditures	**108,700**	**85,750**	**114,840**	**266,000**	**75,750**	**1,300,910**	**1,951,950**
Estimated Ending Balance	**657,381**	**803,691**	**921,391**	**889,051**	**1,046,451**	**901,091**	

Capital Improvement Plan

Fiscal Years 2008-2017

Water Equipment Replacement

Project Title: Equipment Replacement - Water Enterprise Fund

Project No: VR5201 **Total Project Cost:** $1,951,950

Funding Source: Replacement Funds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	52,700	56,000	108,700	85,750	114,840	266,000	75,750	1,300,910
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This fund is for the scheduled replacement of Water Utility vehicles, heavy equipment and technology equipment.

Capital Improvement Plan

Fiscal Years 2008-2017

Sewer Equipment Replacement

531 Sewer Equipment Replacement	*FY 2007-08*	*FY 2008-09*	*FY 2009-10*	*FY 2010-11*	*FY 2011-12*	*FY 2013-17*	*Total*
Beginning Balance	57,379	148,609	168,369	239,289	77,419	152,969	
Revenues							
Equipment Replacement Charges	82,200	82,200	82,200	82,200	82,200	411,000	822,000
Interest	10,520	2,050	2,210	2,420	2,840	14,200	34,240
Technology Replacement Charges	29,510	29,510	29,510	29,510	29,510	147,550	295,100
Total Revenues	**122,230**	**113,760**	**113,920**	**114,130**	**114,550**	**572,750**	**1,151,340**
Total Resources	**179,609**	**262,369**	**282,289**	**353,419**	**191,969**	**725,719**	**1,208,719**
Expenditures							
VR5202-Equipment Replacement - Sewer Enterprise Fund	31,000	94,000	43,000	276,000	39,000	487,000	970,000
Total Expenditures	**31,000**	**94,000**	**43,000**	**276,000**	**39,000**	**487,000**	**970,000**
Estimated Ending Balance	**148,609**	**168,369**	**239,289**	**77,419**	**152,969**	**238,719**	

Capital Improvement Plan

Fiscal Years 2008-2017

Sewer Equipment Replacement

Project Title: Equipment Replacement - Sewer Enterprise Fund

Project No: VR5202 **Total Project Cost:** $970,000

Funding Source: Replacement Funds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	-	31,000	31,000	94,000	43,000	276,000	39,000	487,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This fund is for the scheduled replacement of Sewer Utility vehicles, heavy equipment and technology equipment.

Capital Improvement Plan

Fiscal Years 2008-2017

Sanitation Equipment Replacement

532 Sanitation Equipment Replaceme	*FY 2007-08*	*FY 2008-09*	*FY 2009-10*	*FY 2010-11*	*FY 2011-12*	*FY 2013-17*	*Total*
Beginning Balance	2,148,716	1,724,886	1,894,016	2,269,956	1,934,256	1,451,066	
Revenues							
Equipment Replacement Charges	415,840	415,840	415,840	415,840	415,840	2,079,200	4,158,400
Interest	13,810	13,950	14,760	13,120	12,630	63,150	131,420
Technology Replacement Charges	5,340	5,340	5,340	5,340	5,340	26,700	53,400
Total Revenues	**434,990**	**435,130**	**435,940**	**434,300**	**433,810**	**2,169,050**	**4,343,220**
Total Resources	**2,583,706**	**2,160,016**	**2,329,956**	**2,704,256**	**2,368,066**	**3,620,116**	**6,491,936**
Expenditures							
VR5203-Equipment Replacement - Sanitation Enterprise Fund	858,820	266,000	60,000	770,000	917,000	3,081,000	5,952,820
Total Expenditures	**858,820**	**266,000**	**60,000**	**770,000**	**917,000**	**3,081,000**	**5,952,820**
Estimated Ending Balance	**1,724,886**	**1,894,016**	**2,269,956**	**1,934,256**	**1,451,066**	**539,116**	

Capital Improvement Plan

Fiscal Years 2008-2017

Sanitation Equipment Replacement

Project Title: Equipment Replacement - Sanitation Enterprise Fund

Project No: VR5203 **Total Project Cost:** $5,952,820

Funding Source: Replacement Funds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	648,820	210,000	858,820	266,000	60,000	770,000	917,000	3,081,000
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This fund is for the scheduled replacement of Sanitation vehicles, heavy equipment and technology equipment.

Capital Improvement Plan

Fiscal Years 2008-2017

Vehicle Replacement

601 Vehicle Replacement	***FY 2007-08***	***FY 2008-09***	***FY 2009-10***	***FY 2010-11***	***FY 2011-12***	***FY 2013-17***	***Total***
Beginning Balance	3,609,663	4,027,903	3,935,913	3,869,563	4,901,563	5,309,403	
Revenues							
Equipment Replacement Charges	1,528,410	1,528,410	1,528,410	1,528,410	1,528,410	7,642,050	15,284,100
Interest	32,800	58,600	57,740	56,090	46,930	234,650	486,810
Total Revenues	**1,561,210**	**1,587,010**	**1,586,150**	**1,584,500**	**1,575,340**	**7,876,700**	**15,770,910**
Total Resources	**5,170,873**	**5,614,913**	**5,522,063**	**5,454,063**	**6,476,903**	**13,186,103**	**19,380,573**
Expenditures							
VR5200-Vehicle Replacement	1,142,970	1,679,000	1,652,500	552,500	1,167,500	9,361,590	15,556,060
Total Expenditures	**1,142,970**	**1,679,000**	**1,652,500**	**552,500**	**1,167,500**	**9,361,590**	**15,556,060**
Estimated Ending Balance	**4,027,903**	**3,935,913**	**3,869,563**	**4,901,563**	**5,309,403**	**3,824,513**	

Capital Improvement Plan

Fiscal Years 2008-2017

Vehicle Replacement

Project Title: Vehicle Replacement

Project No: VR5200 **Total Project Cost:** $15,556,060

Funding Source: Replacement Funds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	24,970	1,118,000	1,142,970	1,679,000	1,652,500	552,500	1,167,500	9,361,590
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This fund is for the scheduled replacement of City Vehicles and heavy equipment.

Capital Improvement Plan

Fiscal Years 2008-2017

Technology Replacement Fund

603 Technology Replacement Fund	*FY 2007-08*	*FY 2008-09*	*FY 2009-10*	*FY 2010-11*	*FY 2011-12*	*FY 2013-17*	*Total*
Beginning Balance	160,814	413,854	653,514	414,824	432,524	549,384	
Revenues							
Interest	6,500	6,500	6,500	6,500	6,500	32,500	65,000
Technology Replacement Charges	710,610	710,610	710,610	710,610	710,610	3,553,050	7,106,100
Total Revenues	**717,110**	**717,110**	**717,110**	**717,110**	**717,110**	**3,585,550**	**7,171,100**
Total Resources	**877,924**	**1,130,964**	**1,370,624**	**1,131,934**	**1,149,634**	**4,134,934**	**7,331,914**
Expenditures							
IT5120-Equipment Replacement Fund	464,070	477,450	955,800	699,410	600,250	3,910,660	7,107,640
Total Expenditures	**464,070**	**477,450**	**955,800**	**699,410**	**600,250**	**3,910,660**	**7,107,640**
Estimated Ending Balance	**413,854**	**653,514**	**414,824**	**432,524**	**549,384**	**224,274**	

Capital Improvement Plan

Fiscal Years 2008-2017

Technology Replacement Fund

Project Title: Equipment Replacement Fund

Project No: IT5120 **Total Project Cost:** $7,107,640

Funding Source: Replacement Funds

	Carryover	FY 07-08	FY 07-08 Total	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
Capital Costs:	31,440	432,630	464,070	477,450	955,800	699,410	600,250	3,910,660
Operating Impact:	-	-	-	-	-	-	-	-

Project Description:

This fund is for the scheduled replacement of City equipment. The Information Technology department has developed a five-year equipment replacement plan.

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Schedule of Projected Fund Balances

Fiscal Year 2007-2008

Fund	June 30, 2007 Estimated Fund Balance	2007-2008 Estimated Revenue	2007-2008 Estimated Expenditures	Transfers In	Transfers Out	June 30, 2008 Estimated Fund
General Fund						
101 General Fund	33,555,872	61,477,600	59,539,760	-	6,195,950	29,297,762
Special Revenue						
201 Highway User Revenue Fund	1,993,800	4,967,220	5,391,580	-	366,470	1,202,970
202 Senior Nutrition	124,763	144,940	292,550	149,500	-	126,653
203 Community Action Program	-	136,390	179,750	60,500	-	17,140
205 Home Grant	915,589	149,450	1,052,760	36,000	-	48,279
209 Other Grants	44,295	5,000,000	5,075,000	75,000	-	44,295
215 Transit Fund	801,869	1,895,630	2,813,100	746,470	-	630,869
225 Voca Crime Victim Advocate	16,773	57,710	93,800	44,250	-	24,933
227 Court Payments	238,215	151,650	197,000	-	-	192,865
230 0.5% Dedicated Sales Tax	5,891,638	8,001,860	-	-	7,941,950	5,951,548
235 Public Safety Dedicated Sales Tax	4,827,451	9,605,660	9,054,030	-	667,370	4,711,711
240 CDBG	387,480	188,350	577,690	10,500	-	8,640
701 Volunteer Fireman's Pension	244,421	-	5,000	-	-	239,421
Total Special Revenue	**15,486,294**	**30,298,860**	**24,732,260**	**1,122,220**	**8,975,790**	**13,199,324**
Capital Projects						
304 Street Construction	10,518,910	4,647,420	16,466,300	2,000,000	-	700,030
308 Police Development	973,146	353,140	315,000	300,000	118,000	1,193,286
310 Parkland	2,075,662	10,552,760	11,621,000	500,000	-	1,507,422
311 Library Development	1,480,546	348,020	3,345,000	2,000,000	175,650	307,916
317 Landscaping Landfill Remediation	533,647	85,500	-	-	-	619,147
318 General Government Development	2,882,068	780,360	20,000	-	738,150	2,904,278
319 Fire Dept. Development	1,177,856	1,015,430	1,779,020	367,370	93,570	688,066
320 Improvement Districts	-	40,000,000	40,000,000	-	-	-
601 Vehicle Replacement	3,609,663	1,635,870	1,142,970	-	-	4,102,563
603 Technology Replacement Fund	160,814	790,480	464,070	-	-	487,224
Total Capital Projects	**23,412,312**	**60,208,980**	**75,153,360**	**5,167,370**	**1,125,370**	**12,509,932**
Debt Service						
401 General Obligation Bonds	1,548,672	4,103,960	2,843,050	-	-	2,809,582
408 Hwy User's Bonds '85/91/98	249,532	4,430	267,310	300,000	-	286,652
410 Park Issue	1,035,244	191,630	1,350,720	978,150	-	854,304
417 Dysart Road M.D.C.	559,310	4,470	724,640	740,000	-	579,140
430 0.5% Dedicated Sales Tax Debt Ser	2,703,531	69,630	4,903,180	4,911,170	-	2,781,151
Total Debt Service	**6,096,288**	**4,374,120**	**10,088,900**	**6,929,320**	**-**	**7,310,828**

Schedule of Projected Fund Balances

Fiscal Year 2007-2008

Fund	June 30, 2007 Estimated Fund Balance	2007-2008 Estimated Revenue	2007-2008 Estimated Expenditures	Transfers In	Transfers Out	June 30, 2008 Estimated Fund
Enterprise						
501 Avondale Water	15,708,280	10,985,630	13,239,735	-	554,990	12,899,185
503 Avondale Wastewater	10,550,591	7,070,000	7,761,530	-	96,920	9,762,141
513 Sewer Development	28,788,070	6,384,720	36,102,860	2,150,000	-	1,219,930
514 Water Development	16,389,785	18,806,300	30,867,500	950,000	-	5,278,585
520 Sanitation	1,206,557	4,592,820	4,322,445	-	558,900	918,032
524 Sanitation Development	342,406	270,550	564,420	-	-	48,536
530 Water Equipment Replacement	534,351	3,920	108,700	254,990	-	684,561
531 Sewer Equipment Replacement	57,379	10,520	31,000	96,920	-	133,819
532 Sanitation Equipment Replacement	2,148,716	13,810	858,820	558,900	-	1,862,606
Total Enterprise	**75,726,135**	**48,138,270**	**93,857,010**	**4,010,810**	**1,210,810**	**32,807,395**
Internal Service						
604 Printer - Copier Service Fund	109,441	208,000	182,000	-	-	135,441
605 Risk Management Fund	754,315	1,823,170	1,893,310	250,000	-	934,175
606 Fleet Services Fund	25,769	2,497,100	2,519,110	28,200	-	31,959
Total Internal Service	**889,525**	**4,528,270**	**4,594,420**	**278,200**	**-**	**1,101,575**
Total All Funds	**155,166,426**	**209,026,100**	**267,965,710**	**17,507,920**	**17,507,920**	**96,226,816**

Revenue Schedule

Fiscal Year 2007-2008

Source of Revenue	2004-05 Actuals	2005-06 Actuals	2006-07 Budget	2006-07 Estimates	2007-08 Projected
General Fund					
Taxes					
Current Year Real Prop. Tax	1,078,862	1,288,962	1,556,120	1,526,500	1,796,240
Prior Year Real Prop. Tax	30,141	13,327	20,600	26,550	32,000
Personal Property Tax	2,713	1,274	-	1,580	3,130
City Sales Tax	23,791,581	26,401,412	27,360,320	29,345,000	31,908,600
Salt River Proj. In-Lieu-Tax	20,975	25,835	20,980	23,796	23,800
Utility Franchise Tax	367,628	367,142	367,630	371,500	367,630
Cable Television Franchise Tax	314,664	274,953	314,660	314,660	314,660
Sales Tax Audit Assessments	504,864	412,857	210,000	210,000	210,000
Sales Tax Interest	4,172	4,796	4,170	5,289	5,280
Sales Tax Penalty	60,786	51,891	20,000	51,839	51,840
Total Taxes	**26,176,387**	**28,842,447**	**29,874,480**	**31,876,714**	**34,713,180**
Intergovernmental Revenues					
Maricopa County	-	-	1,000,000	350,000	750,000
City's Share of St. Sales Tax	3,324,212	4,055,107	5,598,960	6,378,068	7,060,520
State Urban Revenue Sharing	3,336,656	4,100,286	6,845,660	7,875,785	9,765,980
Auto Lieu Tax	1,536,652	1,841,522	2,751,120	2,803,293	2,932,240
Other Cities & Towns - IGAs	12,040	11,186	285,500	-	112,770
Other Governments	144,024	136,717	-	-	296,950
Total Intergovernmental Revenues	**8,353,585**	**10,144,819**	**16,481,240**	**17,407,146**	**20,918,460**
Licenses and Permits					
Occupational License Fees	156,116	195,515	190,000	218,254	224,800
Building Permits	4,185,141	3,908,764	2,485,190	1,544,727	1,344,720
Electrical Permits	98,875	97,620	82,100	41,430	41,430
Plumbing Permits	86,300	87,920	72,460	29,318	29,320
Liquor License Fees	22,820	21,423	22,820	23,400	24,100
Engineering Plan Review Fees	179,855	253,225	280,350	206,030	206,030
Occ. & Tax License App. Fees	25,755	26,280	17,340	27,800	28,630
Engineering Permit Fees	511,674	545,338	511,670	435,932	435,940
Mechanical Fees	97,030	112,270	91,440	56,500	44,260
Fire Permits	10,539	27,000	12,000	37,000	31,470
Certificate of Occupancy Fee	82,502	80,950	82,500	38,450	33,450
Total Licenses and Permits	**5,456,607**	**5,356,305**	**3,847,870**	**2,658,841**	**2,444,150**
Charges for Services					
Plan Check Fees	252,350	836,545	620,000	349,480	349,480
False Alarm Fee	1,425	-	1,430	-	-
Passport Revenue	-	-	-	-	60,000

Revenue Schedule

Fiscal Year 2007-2008

Source of Revenue	2004-05 Actuals	2005-06 Actuals	2006-07 Budget	2006-07 Estimates	2007-08 Projected
General Fund					
Charges for Services					
Fingerprinting Fees	8,116	12,434	8,120	12,660	12,660
Report Copy Fees	11,584	16,167	11,580	14,102	14,100
Jail Reimbursement Fees	4,203	1,038	500	1,600	1,600
Recreational Fees	1,621	-	-	-	-
Planning Application Fees	80,412	192,355	80,410	84,000	84,000
Dev. Svcs. Document Fees	910	-	910	-	-
Library Fees	6,509	6,218	5,240	7,936	7,940
Residential Plan Review	460	15,936	16,040	12,000	11,990
Plan Re-Check Revision Fee	12,274	4,716	12,270	1,720	1,720
Commercial Plan Review	18,350	75,700	-	165,000	153,750
Sports Programs	22,623	72,070	82,380	52,682	52,680
Special Events	32,655	53,492	57,120	79,689	79,690
Summer Programs	6,010	14,569	20,000	42,600	74,550
Leisure Activities	17,570	51,332	66,000	50,785	40,790
Facility Rentals	33,011	42,557	33,010	48,541	84,950
Senior Programs	-	-	-	1,200	-
Copy Reimbursements	2,532	2,075	2,530	1,133	1,130
Total Charges for Services	**512,614**	**1,397,203**	**1,017,540**	**925,128**	**1,031,030**
Fines, Forfeitures and Penalties					
Court Fines	642,022	921,957	787,000	1,113,450	1,206,120
Library Fines	7,799	7,438	6,600	6,317	6,320
Other Penalty Collections	1,890	1,318	1,890	1,480	790
Fill The Gap Payments	-	465	-	20	130
ZJCLF Filing Fees	-	124	-	-	-
ZSPLS--Suspended Plates	8,891	19,671	8,890	13,250	12,970
ZJCLF Local JCEF	-	-	-	150	160
Impound Fees	-	-	-	10,500	-
Total Fines, Forfeitures and Penalties	**660,601**	**950,973**	**804,380**	**1,145,167**	**1,226,490**
Sale of Assets					
Other Asset Sales	436,574	15,721	-	36,160	-
Total Sale of Assets	**436,574**	**15,721**	**-**	**36,160**	**-**
Miscellaneous Revenue					
Concession Percentage	-	2,221	-	6,450	6,450
Tipping Fees	214,832	166,537	160,000	182,500	162,460
Interest Earned	356,729	964,604	356,730	1,105,000	822,790
Private Donations / Contributions	1,750	11,708	35,000	6,300	47,200

Revenue Schedule

Fiscal Year 2007-2008

Source of Revenue	2004-05 Actuals	2005-06 Actuals	2006-07 Budget	2006-07 Estimates	2007-08 Projected
General Fund					
Miscellaneous Revenue					
Cash Over or (Short)	(1,016)	(3,052)	-	186	140
Private Donations - Library	8,118	7,516	6,000	5,500	6,000
Private Donations - Recreation	6,375	5,691	35,000	37,000	37,000
Workers' Comp Rec'd by Employees	29,590	16,467	-	5,000	5,000
Other Miscellaneous Revenue	121,599	74,259	37,500	54,232	57,250
Total Miscellaneous Revenue	**737,977**	**1,245,951**	**630,230**	**1,402,168**	**1,144,290**
Total General Fund	**42,334,346**	**47,953,419**	**52,655,740**	**55,451,324**	**61,477,600**
Special Revenue					
Highway User Revenue Fund	2,636,332	2,983,762	4,437,060	4,827,420	4,967,220
Senior Nutrition	160,292	136,349	158,330	144,937	144,940
Community Action Program	114,543	132,140	91,240	137,657	136,390
Home Grant	366	900	143,760	857,439	149,450
State R.I.C.O. W/ Attorney General	2	4	-	1,475	-
Federal R.I.C.O. With A.G.	4	2,034	-	128	-
Other Grants	913,444	168,102	5,159,870	319,446	5,000,000
Employee Assistance Fund	2,578	2,814	-	2,094	-
Library Projects	22,762	2,790	-	30,810	-
RPTA Circulation Route/LTAF	533,327	532,854	529,720	749,337	1,895,630
Co. R.I.C.O. w/Maricopa Atty	34,813	3,057	-	12,793	-
COPS Universal Hiring Fund	68,849	39,239	75,000	75,240	-
Voca Crime Victim Advocate	32,981	17,214	42,710	27,706	57,710
Abbott Community Center	8	-	-	-	-
Court Payments	62,376	88,874	79,700	127,776	151,650
0.5% Dedicated Sales Tax	6,189,458	6,492,825	7,288,090	7,968,914	8,001,860
Public Safety Dedicated Sales Tax	6,093,811	6,431,756	7,232,130	7,897,713	9,605,660
CDBG	26,215	-	476,570	387,000	188,350
Volunteer Fireman's Pension	4,781	9,204	2,500	10,778	-
125 Plan	2,596	-	-	-	-
Total Special Revenue	**16,899,537**	**17,043,919**	**25,716,680**	**23,578,663**	**30,298,860**

Revenue Schedule

Fiscal Year 2007-2008

Source of Revenue	2004-05 Actuals	2005-06 Actuals	2006-07 Budget	2006-07 Estimates	2007-08 Projected
Capital Projects					
304-Street Construction					
Maricopa County	-	-	1,000,000	-	-
Community Develop. Block Grant	320,637	-	-	-	300,000
Other State Sources	-	750,000	-	89,273	-
Federal Grants & Other Sources	-	-	350,000	-	856,280
Other Cities & Towns - IGAs	-	-	-	-	250,000
Development Fees	2,112,378	3,211,799	2,269,800	1,226,843	1,875,000
Developer Contributions	-	-	490,000	-	-
Traffic Signal Cost Sharing	-	-	-	-	360,000
Interest Earned	202,500	298,027	21,470	260,328	6,140
Reimbursement/Projs by City	270,675	1,610,679	-	1,241,575	-
Other Miscellaneous Revenue	14	-	-	-	-
Bond Proceeds	2,000,000	-	-	7,000,000	1,000,000
Total 304-Street Construction	**4,906,204**	**5,870,505**	**4,131,270**	**9,818,019**	**4,647,420**
308-Police Development					
Development Fees	436,049	607,523	364,650	220,564	344,000
Interest Earned	20,368	40,193	6,610	51,238	9,140
Total 308-Police Development	**456,417**	**647,716**	**371,260**	**271,802**	**353,140**
310-Parkland					
Other State Sources	-	-	-	-	1,450,000
Federal Grants & Other Sources	-	-	-	-	5,600,000
Army Corps of Engineers Grant	-	-	5,000,000	-	-
Parks Development Fee	1,465,402	1,362,190	1,542,450	841,748	2,501,000
Land Sales	-	-	-	-	1,000,000
Interest Earned	81,901	143,561	11,320	200,713	1,760
Total 310-Parkland	**1,547,303**	**1,505,751**	**6,553,770**	**1,042,461**	**10,552,760**
311-Library Development					
Development Fees	489,232	455,013	514,800	181,916	346,000
Bond Premium	-	-	-	11,374	-
Interest Earned	15,001	46,854	2,770	3,000	2,020
Bond Proceeds	-	-	-	5,250,000	-
Total 311-Library Development	**504,233**	**501,867**	**517,570**	**5,446,290**	**348,020**
312-Coldwater Park					
Interest Earned	753	1,785	-	153	-
Total 312-Coldwater Park	**753**	**1,785**	**-**	**153**	**-**

Revenue Schedule

Fiscal Year 2007-2008

Source of Revenue	2004-05 Actuals	2005-06 Actuals	2006-07 Budget	2006-07 Estimates	2007-08 Projected
Capital Projects					
313-MDC '99 EMD Building					
Interest Earned	1,792	3,566	-	615	-
Total 313-MDC '99 EMD Building	**1,792**	**3,566**	**-**	**615**	**-**
316-Dysart Redevelopment Project					
Interest Earned	2,182	(561)	-	-	-
Total 316-Dysart Redevelopment Project	**2,182**	**(561)**	**-**	**-**	**-**
317-Landscaping Landfill Remediation					
Landscaping Landfill Contributions	71,611	64,017	-	64,250	67,500
Interest Earned	6,615	17,879	-	25,834	18,000
Total 317-Landscaping Landfill Remediation	**78,226**	**81,896**	**-**	**90,084**	**85,500**
318-General Government Development					
Development Fees	1,297,294	1,335,513	950,300	730,063	731,000
Interest Earned	40,863	97,710	1,830	149,252	49,360
Other Miscellaneous Revenue	-	1,019	-	-	-
Total 318-General Government Development	**1,338,157**	**1,434,242**	**952,130**	**879,315**	**780,360**
319-Fire Dept. Development					
Development Fees	1,089,248	1,115,604	953,550	653,694	996,000
Lease-Purchase Proceeds	-	927,040	-	-	-
Interest Earned	26,623	76,081	6,410	85,332	19,430
Other Miscellaneous Revenue	-	45,828	-	-	-
Bond Proceeds	1,100,000	-	-	-	-
Total 319-Fire Dept. Development	**2,215,871**	**2,164,552**	**959,960**	**739,026**	**1,015,430**
320-Improvement Districts					
Bond Proceeds	-	-	20,000,000	-	40,000,000
Total 320-Improvement Districts	**-**	**-**	**20,000,000**	**-**	**40,000,000**
601-Vehicle Replacement					
Federal Grants & Other Sources	-	163,375	-	-	-
Equipment Replacement Charges	-	1,371,800	1,404,910	1,404,910	1,603,070
Other Asset Sales	-	70,003	-	274,846	-
Interest Earned	60,474	95,514	32,800	149,017	32,800
Total 601-Vehicle Replacement	**60,474**	**1,700,693**	**1,437,710**	**1,828,773**	**1,635,870**

Revenue Schedule

Fiscal Year 2007-2008

Source of Revenue	2004-05 Actuals	2005-06 Actuals	2006-07 Budget	2006-07 Estimates	2007-08 Projected
Capital Projects					
603-Technology Replacement Fund					
Technology Replacement Charges	-	394,790	492,380	492,380	783,980
Interest Earned	183	9,913	1,000	15,802	6,500
Total 603-Technology Replacement Fund	**183**	**404,703**	**493,380**	**508,182**	**790,480**
Total Capital Projects	**11,111,795**	**14,316,715**	**35,417,050**	**20,624,720**	**60,208,980**
Debt Service					
401-General Obligation Bonds					
Current Year Real Prop. Tax	1,827,774	2,304,661	2,833,630	2,832,542	4,087,190
Prior Year Real Prop. Tax	49,689	-	-	-	-
Bond Premium	-	72,991	-	-	-
Bond Proceeds	-	4,145,000	-	-	-
Interest Earned	12,661	32,350	4,830	19,776	16,770
Total 401-General Obligation Bonds	**1,890,124**	**6,555,002**	**2,838,460**	**2,852,318**	**4,103,960**
408-Hwy User's Bonds '85/91/98					
Bond Proceeds	-	3,185,000	-	-	-
Interest Earned	2,631	5,317	-	4,438	4,430
Total 408-Hwy User's Bonds '85/91/98	**2,631**	**3,190,317**	**-**	**4,438**	**4,430**
410-Park Issue					
Interest Earned	7,636	1,158	-	3,969	3,090
Private Donations / Contributions	327,083	540,623	352,080	377,082	188,540
Total 410-Park Issue	**334,719**	**541,781**	**352,080**	**381,051**	**191,630**
417-Dysart Road M.D.C.					
Interest Earned	6,269	698	-	4,470	4,470
Total 417-Dysart Road M.D.C.	**6,269**	**698**	**-**	**4,470**	**4,470**
430-0.5% Dedicated Sales Tax Debt Service					
Interest Earned	72,666	(5,316)	10,000	128,500	69,630
Bond Proceeds	47,500	-	-	-	-
Total 430-0.5% Dedicated Sales Tax Debt Service	**120,166**	**(5,316)**	**10,000**	**128,500**	**69,630**
Total Debt Service	**2,353,909**	**10,282,483**	**3,200,540**	**3,370,777**	**4,374,120**

Revenue Schedule

Fiscal Year 2007-2008

Source of Revenue	2004-05 Actuals	2005-06 Actuals	2006-07 Budget	2006-07 Estimates	2007-08 Projected
Enterprise					
501-Avondale Water					
Penalties-Utility Bills	78,455	62,397	110,620	-	-
Water Sales	7,300,206	8,472,575	8,891,630	9,343,538	9,857,430
Water Meter Installation	909,646	670,074	463,640	298,634	288,630
Turn-on Fees	275,004	160,825	132,780	101,301	202,600
Other Asset Sales	7,390	2,174	-	3,100	3,100
Interest Earned	173,333	468,368	190,000	524,372	624,370
Cash Over or (Short)	(32)	(316)	-	-	-
Other Miscellaneous Revenue	3,030	59,324	3,960	9,500	9,500
Total 501-Avondale Water	**8,747,030**	**9,895,420**	**9,792,630**	**10,280,445**	**10,985,630**
503-Avondale Wastewater					
Sewer Taps	583,593	488,420	472,530	163,029	163,030
Sewer Fees	6,397,085	6,477,570	6,780,910	6,037,750	6,457,970
Other Asset Sales	7,696	-	-	-	-
Interest Earned	125,851	300,464	237,120	346,796	446,800
Other Miscellaneous Revenue	262	(1,773)	-	2,200	2,200
Total 503-Avondale Wastewater	**7,114,486**	**7,264,682**	**7,490,560**	**6,549,775**	**7,070,000**
513-Sewer Development					
Other State Sources	-	-	1,300,000	-	-
Federal Grants & Other Sources	-	-	-	-	819,000
Sewer Development Fee	6,871,987	5,841,096	6,345,300	2,964,250	5,493,000
Interest Earned	282,793	740,265	117,350	950,000	72,720
Bond Proceeds	-	-	-	9,323,583	-
Total 513-Sewer Development	**7,154,780**	**6,581,361**	**7,762,650**	**13,237,833**	**6,384,720**
514-Water Development					
Water Development Fee	7,329,336	6,391,962	6,413,550	2,787,588	5,251,000
Land Sales	-	-	-	-	500,000
Interest Earned	489,843	1,052,825	60,060	904,610	55,300
Bond Proceeds	8,987,819	-	-	-	13,000,000
Total 514-Water Development	**16,806,997**	**7,444,787**	**6,473,610**	**3,692,198**	**18,806,300**

Revenue Schedule

Fiscal Year 2007-2008

Source of Revenue	2004-05 Actuals	2005-06 Actuals	2006-07 Budget	2006-07 Estimates	2007-08 Projected
Enterprise					
520-Sanitation					
Glendale IGA Recycling	-	11,439	-	32,945	32,940
Commercial Sanitation Hauler Permits	14,000	10,000	6,000	-	-
Refuse Collection	2,899,259	3,407,358	3,876,600	3,829,068	4,506,710
Other Asset Sales	35,014	27,699	-	14,240	14,240
Interest Earned	(2,211)	26,543	27,760	27,897	27,890
Other Miscellaneous Revenue	655	(204)	-	11,050	11,040
Total 520-Sanitation	**2,946,717**	**3,482,834**	**3,910,360**	**3,915,200**	**4,592,820**
524-Sanitation Development					
Sanitation Development Fee	485,344	320,677	534,000	176,017	267,000
Interest Earned	13,333	28,594	6,320	22,586	3,550
Total 524-Sanitation Development	**498,677**	**349,271**	**540,320**	**198,603**	**270,550**
530-Water Equipment Replacement					
Technology Replacement Charges	-	21,480	18,690	18,690	-
Equipment Replacement Charges	-	143,190	148,730	148,730	-
Interest Earned	859	12,691	-	23,464	3,920
Total 530-Water Equipment Replacement	**859**	**177,361**	**167,420**	**190,884**	**3,920**
531-Sewer Equipment Replacement					
Technology Replacement Charges	-	18,910	12,510	12,510	-
Equipment Replacement Charges	-	15,710	59,650	59,650	-
Interest Earned	-	2,852	-	4,595	10,520
Total 531-Sewer Equipment Replacement	**-**	**37,472**	**72,160**	**76,755**	**10,520**
532-Sanitation Equipment Replacement					
Technology Replacement Charges	-	4,250	10,210	10,210	-
Equipment Replacement Charges	-	599,210	520,910	520,910	-
Interest Earned	3,866	46,368	-	69,753	13,810
Total 532-Sanitation Equipment Replacement	**3,866**	**649,828**	**531,120**	**600,873**	**13,810**
Total Enterprise	**43,273,412**	**35,883,018**	**36,740,830**	**38,742,566**	**48,138,270**
Internal Service					
604-Printer - Copier Service Fund					
Internal Printing/Copying Fees	97,766	178,374	185,120	75,123	208,000
Interest Earned	423	5,400	2,060	8,333	-
Total 604-Printer - Copier Service Fund	**98,189**	**183,774**	**187,180**	**83,456**	**208,000**

Revenue Schedule

Fiscal Year 2007-2008

Source of Revenue	2004-05 Actuals	2005-06 Actuals	2006-07 Budget	2006-07 Estimates	2007-08 Projected
Internal Service					
605-Risk Management Fund					
Risk Management Charges	1,125,380	1,484,850	1,469,750	1,469,750	1,779,340
Interest Earned	7,223	25,041	11,800	23,938	29,940
Other Miscellaneous Revenue	1,844	17,555	-	-	13,890
Total 605-Risk Management Fund	**1,134,448**	**1,527,446**	**1,481,550**	**1,493,688**	**1,823,170**
606-Fleet Services Fund					
Fleet Management Charges	-	1,683,807	2,273,100	1,870,968	2,493,690
Interest Earned	-	999	-	100	100
Other Miscellaneous Revenue	-	824	-	1,000	3,310
Total 606-Fleet Services Fund	**-**	**1,685,631**	**2,273,100**	**1,872,068**	**2,497,100**
Total Internal Service	**1,232,637**	**3,396,851**	**3,941,830**	**3,449,212**	**4,528,270**
Grand Total	**$117,205,635**	**$128,876,405**	**$157,672,670**	**$145,217,262**	**$209,026,100**

Expenditure Schedule

Fiscal Year 2007-2008

Fund/Department	2004-05 Actuals	2005-06 Actuals	2006-07 Budget	2006-07 Estimates	2007-08 Budget
General Fund					
City Council	113,216	133,827	144,430	115,412	166,750
City Administration	766,043	822,308	993,270	953,586	1,305,170
Information Technology	731,942	1,178,950	1,462,390	1,427,981	1,774,910
Community Relations	297,178	581,695	663,960	630,761	810,890
Field Operations	560,518	0	0	0	128,990
Non-Departmental	9,152,776	9,585,659	12,545,710	10,262,357	15,955,850
Development Services	1,225,573	1,970,205	2,853,600	2,638,969	3,195,040
Long Range Planning	0	0	0	0	1,131,640
Finance & Budget	982,797	946,963	1,228,800	1,077,887	1,427,540
Human Resources Department	666,310	756,557	1,158,060	999,323	1,267,180
Engineering Department	541,556	1,354,819	1,693,120	1,518,080	1,574,420
City Clerk	325,525	429,037	372,660	337,583	537,970
Police	6,468,560	8,600,791	11,185,690	10,093,219	13,413,980
City Court	450,111	555,405	843,460	703,727	947,170
Fire	3,376,893	4,728,514	4,955,370	4,884,090	6,192,710
Economic Development	307,962	454,571	1,333,890	1,204,276	1,750,420
Parks, Recreation & Libraries	3,107,720	4,024,909	5,142,730	4,280,409	6,567,250
Neighborhood & Family Services	0	0	1,163,850	1,038,315	1,391,880
Total General Fund	**29,074,680**	**36,124,210**	**47,740,990**	**42,165,975**	**59,539,760**
Special Revenue					
Highway User Revenue Fund	2,249,224	2,804,239	3,911,380	3,330,641	5,391,580
Senior Nutrition	248,627	224,189	282,710	237,163	292,550
Community Action Program	116,892	162,302	143,480	190,075	179,750
Home Grant	0	0	179,760	50,000	1,052,760
Other Grants	827,272	454,557	5,292,660	444,978	5,075,000
Library Projects	17,204	41,564	0	13,970	0
Transit Fund	237,535	615,055	1,332,450	1,278,169	2,813,100
Co. R.I.C.O. w/Maricopa Atty	1,000	37,377	0	0	0
COPS Universal Hiring Fund	141,238	175,550	206,100	186,991	0
Voca Crime Victim Advocate	41,229	22,378	61,220	38,647	93,800
Abbott Community Center	1,999	0	0	0	0
Court Payments	11,033	19,162	111,000	54,224	197,000
0.5% Dedicated Sales Tax	3,685	4,000	0	4,000	0
Public Safety Dedicated Sales Tax	3,741,247	5,444,030	7,161,760	6,296,805	9,054,030
CDBG	26,215	0	474,660	60,520	577,690
Volunteer Fireman's Pension	9,306	4,800	5,000	5,200	5,000

Expenditure Schedule

Fiscal Year 2007-2008

Fund/Department	2004-05 Actuals	2005-06 Actuals	2006-07 Budget	2006-07 Estimates	2007-08 Budget
Special Revenue					
Total Special Revenue	**7,673,706**	**10,009,203**	**19,162,180**	**12,191,383**	**24,732,260**
Capital Projects					
Street Construction	6,008,411	13,864,206	19,436,940	6,810,810	16,466,300
Police Development	98,933	804,370	2,190,000	1,874,928	315,000
Parkland	3,378,504	1,568,329	13,865,000	3,787,777	11,621,000
Library Development	41,520	3,245,839	6,883,000	4,448,603	3,345,000
Coldwater Park	0	42,831	0	0	0
MDC '99 EMD Building	0	102,177	0	0	0
Dysart Redevelopment Project	181,089	0	0	0	0
General Government Development	45,898	401,997	0	0	20,000
Fire Dept. Development	1,953,167	3,050,007	823,620	670,807	1,779,020
Improvement Districts	0	0	20,000,000	0	40,000,000
Vehicle Replacement	411,572	877,097	656,660	936,690	1,142,970
Technology Replacement Fund	98,135	184,560	662,200	630,760	464,070
Total Capital Projects	**12,217,229**	**24,141,413**	**64,517,420**	**19,160,375**	**75,153,360**
Debt Service					
General Obligation Bonds	1,531,674	1,853,540	2,587,000	2,587,000	2,843,050
Hwy User's Bonds '85/91/98	539,779	574,879	547,830	543,830	267,310
Park Issue	1,213,620	1,296,045	1,317,020	1,312,020	1,350,720
Dysart Road M.D.C.	716,689	719,743	751,470	750,336	724,640
0.5% Dedicated Sales Tax Debt Service	2,275,036	7,400	4,437,800	4,444,415	4,903,180
Total Debt Service	**6,276,798**	**4,451,607**	**9,641,120**	**9,637,601**	**10,088,900**
Enterprise					
Avondale Water	6,249,541	7,246,211	12,133,080	8,188,605	13,239,735
Avondale Wastewater	4,786,597	4,287,018	7,326,560	6,067,002	7,761,530
Sewer Development	0	4,134,877	24,981,000	3,909,310	36,102,860
Water Development	745,191	13,748,753	29,009,150	9,424,065	30,867,500
Sanitation	2,908,285	3,432,441	4,434,130	3,873,500	4,322,445
Sanitation Development	214,676	907,831	476,000	145,580	564,420
Water Equipment Replacement	0	0	62,800	10,012	108,700
Sewer Equipment Replacement	0	0	33,500	33,463	31,000
Sanitation Equipment Replacement	0	389,134	1,044,740	25,474	858,820
Total Enterprise	**14,904,290**	**34,146,265**	**79,500,960**	**31,677,011**	**93,857,010**
Internal Service					
Printer - Copier Service Fund	98,771	103,995	199,800	124,755	182,000
Risk Management Fund	1,629,954	1,321,479	1,552,060	1,243,866	1,893,310

Expenditure Schedule

Fiscal Year 2007-2008

Fund/Department	2004-05 Actuals	2005-06 Actuals	2006-07 Budget	2006-07 Estimates	2007-08 Budget
Internal Service					
Fleet Services Fund	0	1,752,898	2,257,020	1,954,999	2,519,110
Total Internal Service	**1,728,725**	**3,178,372**	**4,008,880**	**3,323,620**	**4,594,420**
Grand Total	**$71,875,428**	**$112,051,070**	**$224,571,550**	**$118,155,965**	**$267,965,710**

Schedule of Interfund Transfers

Fiscal Year 2007-2008

		Transfer From:											
Transfer To:		General Fund 101	Highway Users 201	Capital Proj Tax 230	Public Safety Tax 235	Police Develop. 308	Library Develop. 311	General Govt. Dev. 318	Fire Develop. 319	Water Fund 501	Wastewater Fund 503	Sanitation Fund 520	Total
202	Senior Nutrition	149,500											149,500
203	Community Action Program	60,500											60,500
205	Home Grant	36,000											36,000
209	Other Grants	75,000											75,000
215	Transit Fund	680,000	66,470										746,470
225	Voca Crime Victim Advocate	44,250											44,250
240	CDBG	10,500											10,500
304	Street Construction	1,500,000		500,000									2,000,000
308	Police Development				300,000								300,000
310	Parkland	500,000											500,000
311	Library Development	2,000,000											2,000,000
319	Fire Dept. Development				367,370								367,370
408	Hwy User's Bonds '85/91/98		300,000										300,000
410	Park Issue	122,000				118,000		738,150					978,150
417	Dysart Road M.D.C.	740,000											740,000
430	0.5% Dedicated Sales Tax Debt Service			4,641,950			175,650		93,570				4,911,170
513	Sewer Development			2,150,000									2,150,000
514	Water Development			650,000						300,000			950,000
530	Water Equipment Replacement									254,990			254,990
531	Sewer Equipment Replacement										96,920		96,920
532	Sanitation Equipment Replacement											558,900	558,900
605	Risk Management Fund	250,000											250,000
606	Fleet Services Fund	28,200											28,200
Total		**6,195,950**	**366,470**	**7,941,950**	**667,370**	**118,000**	**175,650**	**738,150**	**93,570**	**554,990**	**96,920**	**558,900**	**17,507,920**

Summary of Tax Levy and Tax Rate Information

Fiscal Year 2007-2008

	2006-07 Fiscal Year	2007-08 Fiscal Year
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A).	$ 1,556,127	$ 1,796,247
2. Amount received from primary property taxation in the 2004-05 fiscal year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18).	$	
3. Property tax levy amounts		
A. Primary property taxes	$ 1,556,120	$ 1,796,240
B. Secondary property taxes	2,833,630	4,087,190
C. Total property tax levy amounts	$ 4,389,750	$ 5,883,430
4. Property taxes collected*		
A. Primary property taxes		
(1) 2006-07 year's levy	$ 1,526,500	
(2) Prior years' levies	20,600	
(3) Total primary property taxes	$ 1,547,100	
B. Secondary property taxes		
(1) 2006-07 year's levy	$ 2,832,542	
(2) Prior years' levies		
(3) Total secondary property taxes	$ 2,832,542	
C. Total property taxes collected	$ 4,379,642	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.4366	0.4058
(2) Secondary property tax rate	0.7326	0.7634
(3) Total city/town tax rate	1.1692	1.1692
B. Special assessment district tax rates		

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating _____ 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.

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
101 General Fund				
City Administration				
City Administration				
City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	2.00	2.00	2.00	2.00
Assistant To The City Manager	1.00	0.00	0.00	0.00
Grants Administrator	0.00	1.00	1.00	0.00
Administrative Assistant to City Manager	1.00	1.00	0.00	0.00
Administrative Assistant to Assistant City Manager	1.00	1.00	0.00	0.00
Senior Executive Assistant	0.00	0.00	1.00	1.00
Executive Assistant	0.00	0.00	1.00	1.00
Total City Administration	**6.00**	**6.00**	**6.00**	**5.00**
Grants Administration				
Grants Administrator	0.00	0.00	0.00	1.00
Total Grants Administration	**0.00**	**0.00**	**0.00**	**1.00**
Total City Administration	**6.00**	**6.00**	**6.00**	**6.00**
Information Technology				
Administrative Services Specialist	0.00	1.00	0.00	0.00
Information Technology Director	1.00	1.00	1.00	1.00
IT Administrator Unix/Windows	1.00	1.00	1.00	1.00
Systems Support Administrator	1.00	1.00	1.00	1.00
IT Application Developer	0.00	0.00	1.00	2.00
Information Technology Technician	2.00	2.00	2.00	1.00
IT Support Specialist	0.00	0.00	1.00	1.00
Senior Network Engineer	0.00	0.00	1.00	0.00
IT Desktop Technician	0.00	0.00	0.00	1.00
Help Desk Technician II	0.00	0.00	1.00	1.00
IT Help Desk Supervisor	0.00	0.00	0.00	1.00
Web Application Developer	0.00	0.00	1.00	0.00
IT Systems Analyst	0.00	0.00	0.00	1.00
Network Engineer	0.00	0.00	0.00	1.00
Systems Administrator	0.00	1.00	0.00	1.00
Total Information Technology	**5.00**	**7.00**	**10.00**	**13.00**
Community Relations				
Public Information Office				
Community Relations/Public Affairs Manager	1.00	0.00	0.00	0.00
Community Relations Director	0.00	1.00	1.00	1.00

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
101 General Fund				
Community Relations				
Public Information Office				
Public Information Officer	0.00	0.00	1.00	1.00
Community Relations Specialist	1.00	1.00	1.00	1.00
Senior Administrative Clerk	0.00	1.00	1.00	1.00
Assistant to the Mayor and Council	0.00	0.00	1.00	1.00
Senior Management Assistant	0.00	1.00	0.00	0.00
Total Public Information Office	**2.00**	**4.00**	**5.00**	**5.00**
Intergovernmental Affairs				
Intergovernmental Affairs Manager	1.00	1.00	1.00	1.00
Total Intergovernmental Affairs	**1.00**	**1.00**	**1.00**	**1.00**
Total Community Relations	**3.00**	**5.00**	**6.00**	**6.00**
Field Operations				
Fleet Services				
Field Operations Director	0.15	0.00	0.00	0.00
Fleet Services Coordinator	1.00	0.00	0.00	0.00
Fleet Services Supervisor	1.00	0.00	0.00	0.00
Equipment Parts Specialist	1.00	0.00	0.00	0.00
Automotive Equipment Mechanic	5.00	0.00	0.00	0.00
Assistant Director of Field Operations	0.15	0.00	0.00	0.00
Administrative Secretary	0.30	0.00	0.00	0.00
Total Fleet Services	**8.60**	**0.00**	**0.00**	**0.00**
Field Operations Administration				
Field Operations Director	0.00	0.00	1.00	1.00
Fleet Services Coordinator	0.00	0.00	0.00	1.00
Assistant Director of Field Operations	0.00	0.00	1.00	1.00
Administrative Secretary	0.00	0.00	2.00	2.00
Total Field Operations Administration	**0.00**	**0.00**	**4.00**	**5.00**
Total Field Operations	**8.60**	**0.00**	**4.00**	**5.00**
Development Services				
Planning				
Planning Manager	1.00	1.00	1.00	1.00
Planner II	3.00	3.00	3.00	3.00
Planning Tech Aide	1.00	0.00	0.00	0.00
Planner I	1.00	2.00	2.00	1.00
Planner III	0.00	1.00	0.00	0.00

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
101 General Fund				
Development Services				
Planning				
Senior Planner	0.00	0.00	1.00	1.00
Zoning Specialist	0.00	1.00	1.00	1.00
Administrative Clerk	1.00	1.00	1.00	0.00
Senior Administrative Clerk	0.00	0.00	0.00	1.00
Total Planning	**7.00**	**9.00**	**9.00**	**8.00**
Engineering Plan Review				
Engineering Plan Review Manager	0.00	0.00	0.00	1.00
Engineering Technician II	0.00	0.00	0.00	1.00
Plans Review Engineer	0.00	0.00	0.00	1.00
Landscape Architect	0.00	0.00	0.00	1.00
Total Engineering Plan Review	**0.00**	**0.00**	**0.00**	**4.00**
Building Services				
Chief Building Official	1.00	1.00	1.00	1.00
Building Inspector	5.00	6.00	6.00	6.00
Review Specialist	1.00	1.00	1.00	0.00
Senior Plans Examiner	0.00	0.00	0.00	1.00
Plans Examiner	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	0.00
Permits Technician	1.00	1.00	1.00	0.00
Total Building Services	**10.00**	**11.00**	**11.00**	**9.00**
Development Services Center				
Development Services Supervisor	0.00	0.00	0.00	1.00
Planning Technician	0.00	0.00	0.00	1.00
Development Services Technician	0.00	0.00	0.00	1.00
Development Services Representative	0.00	0.00	0.00	1.00
Permits Technician	0.00	0.00	0.00	1.00
Total Development Services Center	**0.00**	**0.00**	**0.00**	**5.00**
Development Svcs Administration				
Development Services Director	0.00	0.00	0.00	1.00
Planning & Building Services Director	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	1.00
Total Development Svcs Administration	**2.00**	**2.00**	**2.00**	**2.00**
Total Development Services	**19.00**	**22.00**	**22.00**	**28.00**

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
101 General Fund				
Long Range Planning				
Long Range Planning Director	0.00	0.00	0.00	1.00
Total Long Range Planning	**0.00**	**0.00**	**0.00**	**1.00**
Finance & Budget				
Financial Services				
Finance & Budget Director	1.00	1.00	1.00	1.00
Accounting Manager	1.00	1.00	1.00	1.00
Accountant	1.00	1.00	2.00	2.00
Senior Account Clerk	3.00	4.50	4.50	6.50
Account Clerk	0.50	0.00	0.00	0.00
Privilege Tax Auditor	2.00	1.00	1.00	1.00
Controller	1.00	1.00	1.00	1.00
Revenue Collector	0.00	1.00	1.00	1.00
Rental Property Coordinator	0.00	0.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	1.00
Total Financial Services	**10.50**	**11.50**	**13.50**	**14.50**
Water Billing				
Customer Service Supervisor	1.00	1.00	1.00	1.00
Senior Account Clerk	3.00	3.00	4.00	6.00
Account Clerk	4.00	4.00	4.00	1.00
Customer Service Manager	0.00	0.00	0.00	1.00
Lead Utility Billing Clerk	0.00	0.00	1.00	0.00
Utility Customer Service Worker	0.00	0.00	1.00	1.00
Total Water Billing	**8.00**	**8.00**	**11.00**	**10.00**
Budget and Research				
Budget Manager	1.00	1.00	1.00	1.00
Budget Analyst	1.00	1.00	2.00	2.00
Procurement Officer	1.00	1.00	1.00	1.00
Buyer	0.00	0.00	1.00	1.00
CIP Budget Coordinator	0.00	1.00	0.00	0.00
Total Budget and Research	**3.00**	**4.00**	**5.00**	**5.00**
Total Finance & Budget	**21.50**	**23.50**	**29.50**	**29.50**
Human Resources Department				
Human Resources				
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Analyst	1.00	1.00	2.00	2.00

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
101 General Fund				
Human Resources Department				
Human Resources				
Human Resources Technician	1.00	1.00	3.00	3.00
HR Assistant Director	1.00	1.00	1.00	1.00
Benefits Manager	0.00	0.00	1.00	1.00
Employee Development Coordinator	1.00	0.00	0.00	0.00
Administrative Secretary	1.00	1.00	0.00	0.00
Senior Administrative Clerk	1.00	1.00	0.00	0.00
Total Human Resources	**7.00**	**6.00**	**8.00**	**8.00**
Organizational Training & Development				
Employee Development Coordinator	0.00	1.00	1.00	1.00
Total Organizational Training & Develop	**0.00**	**1.00**	**1.00**	**1.00**
Total Human Resources Department	**7.00**	**7.00**	**9.00**	**9.00**
Engineering Department				
Engineering				
Management Assistant	0.00	0.00	1.00	1.00
Budget Analyst	0.00	1.00	0.00	0.00
Assistant City Engineer - DPP	1.00	1.00	1.00	0.00
City Engineer	1.00	1.00	1.00	1.00
Engineering Project Manager	4.00	5.00	4.00	3.00
Engineering Inspector	3.00	3.00	4.00	4.00
Engineering Tech Aide	2.00	2.00	0.00	0.00
CIP Budget Coordinator	1.00	0.00	0.00	0.00
Construction Project Manager	1.00	1.00	1.00	1.00
Engineering Technician I	0.00	0.00	1.00	0.00
Engineering Technician II	0.00	0.00	2.00	0.00
Senior Project Manager	0.00	0.00	0.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Total Engineering	**14.00**	**15.00**	**16.00**	**12.00**
Traffic Engineering				
Traffic Engineer	0.00	0.00	1.00	1.00
Total Traffic Engineering	**0.00**	**0.00**	**1.00**	**1.00**
Total Engineering Department	**14.00**	**15.00**	**17.00**	**13.00**
City Clerk				
City Clerk	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
101 General Fund				
City Clerk				
Records Management Clerk	1.00	1.00	1.00	1.00
Administrative Clerk	2.00	0.00	0.00	0.00
Senior Administrative Clerk	1.00	2.00	2.00	3.00
Total City Clerk	**6.00**	**5.00**	**5.00**	**6.00**
Police				
Police Dept				
Police Chief	1.00	0.00	0.00	0.00
Police Lieutenant	3.00	0.00	0.00	0.00
Police Sergeant	8.00	0.00	0.00	0.00
Education Specialist	1.00	0.00	0.00	0.00
Animal Control Officer	0.50	0.00	0.00	0.00
Animal Control Supervisor	1.00	0.00	0.00	0.00
Detention Officer	2.00	0.00	0.00	0.00
Police Officer	43.00	0.00	0.00	0.00
Public Safety Dispatcher	10.00	0.00	0.00	0.00
Identification Technician	1.00	0.00	0.00	0.00
Police Records Clerk	2.00	0.00	0.00	0.00
Victim Crime Advocate	1.00	0.00	0.00	0.00
Communication Supervisor	1.00	0.00	0.00	0.00
Property & Evidence Custodian	1.00	0.00	0.00	0.00
Police Administrative Support Supervisor	1.00	0.00	0.00	0.00
Investigations Support Officer	1.00	0.00	0.00	0.00
Detention Supervisor	1.00	0.00	0.00	0.00
Police Corporal	8.00	0.00	0.00	0.00
Park Ranger	2.00	0.00	0.00	0.00
Administrative Secretary	2.00	0.00	0.00	0.00
Senior Administrative Clerk	1.00	0.00	0.00	0.00
Total Police Dept	**91.50**	**0.00**	**0.00**	**0.00**
Police Administration				
Police Chief	0.00	1.00	1.00	1.00
Assistant Police Chief	0.00	1.00	1.00	1.00
Policy & Procedure Analyst	0.00	0.00	1.00	0.00
Police Crime Analyst	0.00	0.00	1.00	1.00
Background Investigator	0.00	0.00	1.00	0.00
Overfill FTE	0.00	0.00	0.00	5.00

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
101 General Fund				
Police				
Police Administration				
Administrative Assistant to the Police Chief	0.00	0.00	1.00	1.00
Senior Management Assistant	0.00	1.00	1.00	1.00
Total Police Administration	**0.00**	**3.00**	**7.00**	**10.00**
Police-Community Services				
Education Specialist	0.00	1.00	1.00	1.00
Victim Crime Advocate	0.00	1.00	1.00	0.00
Community Service Supervisor	0.00	0.00	1.00	1.00
Senior Administrative Clerk	0.00	0.00	0.00	1.00
Total Police-Community Services	**0.00**	**2.00**	**3.00**	**3.00**
Police-Patrol Support				
Police Sergeant	0.00	1.00	1.00	1.00
Animal Control Officer	0.00	0.00	1.50	1.50
Police Officer	0.00	2.00	0.00	0.00
Park Ranger	0.00	2.00	3.00	3.00
Total Police-Patrol Support	**0.00**	**5.00**	**5.50**	**5.50**
Professional Standards Bureau				
Police Sergeant	0.00	1.00	1.00	0.00
Police Officer	0.00	2.00	0.00	0.00
Policy & Procedure Analyst	0.00	0.00	0.00	1.00
Background Investigator	0.00	0.00	0.00	1.00
Senior Administrative Clerk	0.00	0.00	1.00	1.00
Total Professional Standards Bureau	**0.00**	**3.00**	**2.00**	**3.00**
Police-Communications				
Public Safety Dispatcher	0.00	13.00	13.00	13.00
Communications Manager	0.00	1.00	1.00	1.00
Communications Supervisor	0.00	0.00	2.00	3.00
Police Systems Administrator	0.00	0.00	0.00	1.00
Total Police-Communications	**0.00**	**14.00**	**16.00**	**18.00**
Police-Records				
Police Records Clerk	0.00	2.00	3.00	3.00
Senior Administrative Clerk	0.00	1.00	0.00	0.00
Total Police-Records	**0.00**	**3.00**	**3.00**	**3.00**
School Resource Detectives				
Police Officer	0.00	4.00	0.00	0.00

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
101 General Fund				
Police				
School Resource Detectives				
Total School Resource Detectives	**0.00**	**4.00**	**0.00**	**0.00**
Police--Detention Services				
Animal Control Officer	0.00	1.50	0.00	0.00
Detention Officer	0.00	2.00	3.00	3.00
Detention Supervisor	0.00	1.00	3.00	3.00
Total Police--Detention Services	**0.00**	**4.50**	**6.00**	**6.00**
Police--Patrol				
Police Lieutenant	0.00	1.00	1.00	2.00
Police Sergeant	0.00	6.00	6.00	7.00
Police Officer	0.00	33.00	35.00	39.00
Police Corporal	0.00	2.00	2.00	1.00
Volunteer Coordinator (Police)	0.00	0.00	0.00	1.00
Administrative Secretary	0.00	1.00	1.00	1.00
Total Police--Patrol	**0.00**	**43.00**	**45.00**	**51.00**
Police--Investigations				
Police Lieutenant	0.00	1.00	1.00	1.00
Police Sergeant	0.00	3.00	3.00	4.00
Police Officer	0.00	7.00	12.00	9.00
Identification Technician	0.00	1.00	1.00	1.00
Property & Evidence Custodian	0.00	1.00	1.00	2.00
Investigations Support Officer	0.00	1.00	1.00	1.00
Administrative Secretary	0.00	1.00	1.00	1.00
Total Police--Investigations	**0.00**	**15.00**	**20.00**	**19.00**
Tolleson Animal Control				
Animal Control Officer	0.50	0.50	0.50	0.50
Total Tolleson Animal Control	**0.50**	**0.50**	**0.50**	**0.50**
Avondale School Resource				
Police Officer	0.00	0.00	0.00	1.00
Total Avondale School Resource	**0.00**	**0.00**	**0.00**	**1.00**
Littleton School Resource				
Police Officer	2.00	2.00	2.00	2.00
Total Littleton School Resource	**2.00**	**2.00**	**2.00**	**2.00**
Police--Agua Fria School Resource				
Police Officer	1.00	1.00	1.00	1.00

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
101 General Fund				
Police				
Police--Agua Fria School Resource				
Total Police--Agua Fria School Resource	**1.00**	**1.00**	**1.00**	**1.00**
Tolleson Union School Resource				
Police Officer	1.00	2.00	2.00	2.00
Total Tolleson Union School Resource	**1.00**	**2.00**	**2.00**	**2.00**
Total Police	**96.00**	**102.00**	**113.00**	**125.00**
City Court				
Court				
Municipal Judge	1.00	1.00	1.00	1.00
Court Clerk II	5.00	2.00	2.00	3.00
Court Clerk III	0.00	3.00	3.00	3.00
Court Supervisor	1.00	1.00	1.00	1.00
Court Clerk I	0.00	0.50	0.50	0.50
Total Court	**7.00**	**7.50**	**7.50**	**8.50**
Court Security				
Court Security Officer	0.00	0.00	0.00	1.00
Total Court Security	**0.00**	**0.00**	**0.00**	**1.00**
Total City Court	**7.00**	**7.50**	**7.50**	**9.50**
Fire				
Fire--Community Services				
Fire Captain/Asst. Fire Marshall	0.00	0.00	0.00	1.00
Public Education Specialist	1.00	1.00	1.00	1.00
Fire Marshall/Division Chief	1.00	1.00	0.00	0.00
Code Enforcement Officer	3.00	3.00	0.00	0.00
Neighborhood Preservation Tech	1.00	1.00	0.00	0.00
Emergency Management Coordinator	0.00	0.00	1.00	1.00
Fire Inspector	0.00	2.00	2.00	0.00
Fire Inspector II	0.00	0.00	0.00	3.00
Fire Plans Examiner	0.00	1.00	1.00	1.00
Administrative Clerk	1.00	1.00	0.00	0.00
Total Fire--Community Services	**7.00**	**10.00**	**5.00**	**7.00**
Fire--Administration				
Fire Chief	1.00	1.00	1.00	1.00
Fire Captain	0.00	0.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	1.00

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
101 General Fund				
Fire				
Fire--Administration				
Total Fire--Administration	**2.00**	**2.00**	**3.00**	**2.00**
Fire--Intervention Services				
Fire Captain	7.00	7.00	5.00	9.00
Fire Engineer	9.00	9.00	8.00	9.00
Firefighter/Glendale IGA	0.00	0.00	0.00	1.00
Firefighter	16.00	16.00	15.00	13.00
Division Chief	1.00	1.00	2.00	0.00
Fire Division Chief	0.00	0.00	0.00	1.00
Battalion Chief	0.00	0.00	0.00	1.00
Administrative Secretary	0.00	0.00	0.00	1.00
Total Fire--Intervention Services	**33.00**	**33.00**	**30.00**	**35.00**
Total Fire	**42.00**	**45.00**	**38.00**	**44.00**
Economic Development				
Economic Development Director	1.00	1.00	1.00	1.00
Research and Marketing Analyst	1.00	1.00	1.00	0.00
Economic Development Analyst	0.00	0.00	1.00	1.00
Revitalization Project Manager	0.00	0.00	0.00	1.00
Administrative Secretary	1.00	0.00	0.00	0.00
Total Economic Development	**3.00**	**2.00**	**3.00**	**3.00**
Parks, Recreation & Libraries				
Grounds Maintenance				
Customer Service Assistant	0.00	0.00	4.00	5.00
Maintenance Worker	3.00	2.00	3.00	3.00
Senior Maintenance Worker	5.00	5.00	6.00	6.00
Parks Supervisor	0.00	0.00	0.00	1.00
Total Grounds Maintenance	**8.00**	**7.00**	**13.00**	**15.00**
Building Maintenance				
Facilities Manager	1.00	1.00	1.00	1.00
Facility/Grounds Maintenance Superintendent	1.00	1.00	1.00	1.00
Craftsperson	1.00	1.00	1.00	1.00
Building Maintenance Worker	0.00	0.00	0.00	1.00
Custodian	5.00	5.00	5.00	3.00
Total Building Maintenance	**8.00**	**8.00**	**8.00**	**7.00**

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
101 General Fund				
Parks, Recreation & Libraries				
Social Services				
Social Services Supervisor	1.00	1.00	0.00	0.00
Community Outreach Specialist	1.00	1.00	0.00	0.00
Administrative Secretary	1.00	1.00	0.00	0.00
Senior Administrative Clerk	2.00	2.00	0.00	0.00
Total Social Services	**5.00**	**5.00**	**0.00**	**0.00**
Home Delivered Meals				
Kitchen Assistant	0.00	0.00	0.50	0.50
Total Home Delivered Meals	**0.00**	**0.00**	**0.50**	**0.50**
PRL Administration				
Parks, Recreation & Libraries Director	0.00	0.00	1.00	1.00
Assistant Parks, Recreation & Libraries Director	0.00	0.00	1.00	1.00
Administrative Secretary	0.00	0.00	1.00	1.00
Senior Administrative Clerk	0.00	0.00	1.00	1.00
Total PRL Administration	**0.00**	**0.00**	**4.00**	**4.00**
Library - Old Town				
Community/Recreation Services Director	1.00	1.00	0.00	0.00
Librarian	0.00	0.00	0.00	1.00
Librarian/Youth Services	1.00	1.00	1.00	0.00
Library Supervisor	1.00	1.00	1.00	0.00
Associate Librarian	1.00	1.00	1.00	0.00
Library Attendant	3.00	3.00	2.50	0.00
Library Administrative Services Coordinator	0.00	0.00	0.00	1.00
Library Assistant	0.00	0.00	0.00	3.50
Library Manager	0.00	0.00	1.00	1.00
Total Library - Old Town	**7.00**	**7.00**	**6.50**	**6.50**
Library - Civic Center				
Librarian	0.00	0.00	3.00	3.00
Library Customer Service Supervisor	0.00	0.00	1.00	0.00
Library Supervisor	0.00	0.00	0.00	1.00
Associate Librarian	0.00	0.00	2.00	2.00
Library Assistant	0.00	0.00	3.00	3.00
Library IT Support Specialist	0.00	0.00	1.00	1.00
Library Page	0.00	0.00	2.50	2.50
Total Library - Civic Center	**0.00**	**0.00**	**12.50**	**12.50**

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
101 General Fund				
Parks, Recreation & Libraries				
Recreation				
Recreation Supervisor	1.00	0.00	0.00	0.00
Recreation Coordinator	0.00	0.00	4.00	4.00
Recreation Specialist	3.00	3.00	0.00	0.00
Assistant Community/Recreation Services Director	0.00	1.00	0.00	0.00
Total Recreation	**4.00**	**4.00**	**4.00**	**4.00**
Total Parks, Recreation & Libraries	**32.00**	**31.00**	**48.50**	**49.50**
Neighborhood & Family Services				
Community/Neighborhood Services				
Neighborhood & Family Director	0.00	0.00	1.00	1.00
Youth Development Coordinator	0.00	0.00	1.00	1.00
Total Community/Neighborhood Services	**0.00**	**0.00**	**2.00**	**2.00**
Social Services				
Social Services Manager	0.00	0.00	0.00	1.00
Social Services Supervisor	0.00	0.00	1.00	0.00
Community Outreach Specialist	0.00	0.00	1.00	1.00
Senior Administrative Clerk	0.00	0.00	1.00	1.00
Total Social Services	**0.00**	**0.00**	**3.00**	**3.00**
Code Enforcement				
Code Enforcement Officer	0.00	0.00	4.00	4.00
Code Compliance Manager	0.00	0.00	1.00	1.00
Code Compliance Specialist	0.00	0.00	1.00	1.00
Neighborhood Preservation Tech	0.00	0.00	1.00	1.00
Administrative Secretary	0.00	0.00	1.00	1.00
Total Code Enforcement	**0.00**	**0.00**	**8.00**	**8.00**
Total Neighborhood & Family Services	**0.00**	**0.00**	**13.00**	**13.00**
Total General Fund	**270.10**	**278.00**	**331.50**	**360.50**
Special Revenue				
201 Highway User Revenue Fund				
Field Operations				
Streets				
Field Operations Director	0.20	0.20	0.00	0.00
Assistant Director of Field Operations	0.20	0.20	0.00	0.00
Street Maintenance Supervisor	0.00	0.00	1.00	1.00

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
201 Highway User Revenue Fund				
Field Operations				
Streets				
Street/Sanitation Superindentent	0.50	0.50	0.00	0.00
Signal Technician	1.00	0.00	0.00	0.00
Traffic Engineering Technician	1.00	0.00	0.00	0.00
Pavement Management Technician	0.00	0.00	1.00	1.00
Administrative Secretary	0.40	0.40	0.00	0.00
Senior Equipment Operator	1.00	1.00	1.00	1.00
Equipment Operator	5.00	5.00	5.00	5.00
Maintenance Worker	4.00	4.00	6.00	6.00
Senior Maintenance Worker	2.00	2.00	0.00	0.00
Total Streets	**15.30**	**13.30**	**14.00**	**14.00**
Total Field Operations	**15.30**	**13.30**	**14.00**	**14.00**
Development Services				
Engineering Plan Review				
Traffic Review Engineer	0.00	0.00	0.00	1.00
Total Engineering Plan Review	**0.00**	**0.00**	**0.00**	**1.00**
Engineering Department				
Traffic Engineering				
Signal Technician	0.00	1.00	3.00	1.00
Traffic Engineering Technician	0.00	1.00	1.00	1.00
Sign Technician	0.00	0.00	2.00	0.00
Streetlight Technician	0.00	0.00	0.00	2.00
Traffic Operations Technician	0.00	0.00	0.00	2.00
Assistant Traffic Engineer	0.00	0.00	0.00	1.00
Total Traffic Engineering	**0.00**	**2.00**	**6.00**	**7.00**
Total Engineering Department	**0.00**	**2.00**	**6.00**	**7.00**
202 Senior Nutrition				
Parks, Recreation & Libraries				
Congregate Meals				
Neighborhood Outreach Coordinator	1.00	1.00	1.00	0.00
Social Services Coordinator	0.00	0.00	0.00	0.30
Cook	2.00	2.00	2.00	1.00
Senior Center Aide	1.00	1.00	1.00	0.30
Total Congregate Meals	**4.00**	**4.00**	**4.00**	**1.60**

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
202 Senior Nutrition				
Parks, Recreation & Libraries				
Home Delivered Meals				
Cook	0.00	0.00	0.00	1.00
Total Home Delivered Meals	**0.00**	**0.00**	**0.00**	**1.00**
MCSO				
Social Services Coordinator	0.00	0.00	0.00	0.70
Senior Center Aide	0.00	0.00	0.00	0.70
Total MCSO	**0.00**	**0.00**	**0.00**	**1.40**
Total Parks, Recreation & Libraries	**4.00**	**4.00**	**4.00**	**4.00**
203 Community Action Program				
Parks, Recreation & Libraries				
Community Action Program				
Social Services Coordinator	3.00	3.00	0.00	0.00
Total Community Action Program	**3.00**	**3.00**	**0.00**	**0.00**
Neighborhood & Family Services				
Community Action Program				
Neighborhood Outreach Coordinator	0.00	0.00	0.00	1.00
Social Services Coordinator	0.00	0.00	3.00	2.00
Total Community Action Program	**0.00**	**0.00**	**3.00**	**3.00**
Total Neighborhood & Family Services	**0.00**	**0.00**	**3.00**	**3.00**
209 Other Grants				
Police				
School Resource Detectives				
Police Officer	4.00	0.00	0.00	0.00
Total School Resource Detectives	**4.00**	**0.00**	**0.00**	**0.00**
215 Transit Fund				
City Administration				
Transit Operations				
Transit Coordinator	0.00	0.00	1.00	1.00
Total Transit Operations	**0.00**	**0.00**	**1.00**	**1.00**

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
224 COPS Universal Hiring Fund				
Police				
Police--Patrol				
Police Officer	3.00	3.00	3.00	0.00
Total Police--Patrol	**3.00**	**3.00**	**3.00**	**0.00**
225 Voca Crime Victim Advocate				
Police				
Victim's Assistance Grant				
Crime Victim Advocate	1.00	1.00	1.00	1.00
Total Victim's Assistance Grant	**1.00**	**1.00**	**1.00**	**1.00**
235 Public Safety Dedicated Sales Tax				
Police				
Police Dept				
Public Safety Equipment Mechanic	0.50	0.00	0.00	0.00
Police Lieutenant	2.00	0.00	0.00	0.00
Police Sergeant	1.00	0.00	0.00	0.00
Detention Officer	3.00	0.00	0.00	0.00
Police Officer	14.00	0.00	0.00	0.00
Public Information Officer	1.00	0.00	0.00	0.00
Policy & Procedure Analyst	1.00	0.00	0.00	0.00
Public Safety Dispatcher	1.00	0.00	0.00	0.00
Police Records Clerk	1.00	0.00	0.00	0.00
Police Records Supervisor	1.00	0.00	0.00	0.00
Community Service Officer	2.00	0.00	0.00	0.00
Volunteer Coordinator	1.00	0.00	0.00	0.00
Senior Administrative Clerk	2.00	0.00	0.00	0.00
Total Police Dept	**30.50**	**0.00**	**0.00**	**0.00**
Police Administration				
Police Officer	0.00	0.00	1.00	0.00
Public Information Officer	0.00	1.00	0.00	0.00
Policy & Procedure Analyst	0.00	1.00	0.00	0.00
Police Crime Analyst	0.00	1.00	0.00	0.00
Internal Affairs Investigator	0.00	1.00	1.00	1.00
Administrative Assistant to the Police Chief	0.00	1.00	0.00	0.00
Total Police Administration	**0.00**	**5.00**	**2.00**	**1.00**

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
235 Public Safety Dedicated Sales Tax				
Police				
Police-Community Services				
Community Service Supervisor	0.00	1.00	0.00	0.00
Total Police-Community Services	**0.00**	**1.00**	**0.00**	**0.00**
Professional Standards Bureau				
Senior Administrative Clerk	0.00	1.00	0.00	0.00
Total Professional Standards Bureau	**0.00**	**1.00**	**0.00**	**0.00**
Police-Communications				
Public Safety Dispatcher	0.00	2.00	2.00	2.00
Communications Supervisor	0.00	1.00	0.00	0.00
Total Police-Communications	**0.00**	**3.00**	**2.00**	**2.00**
Police-Records				
Police Records Clerk	0.00	0.00	1.00	1.00
Police Records Supervisor	0.00	1.00	1.00	1.00
Senior Administrative Clerk	0.00	1.00	0.00	0.00
Total Police-Records	**0.00**	**2.00**	**2.00**	**2.00**
Police-Traffic				
Police Sergeant	0.00	1.00	1.00	1.00
Police Officer	0.00	5.00	5.00	5.00
Total Police-Traffic	**0.00**	**6.00**	**6.00**	**6.00**
Police--Detention Services				
Detention Officer	0.00	3.00	3.00	3.00
Total Police--Detention Services	**0.00**	**3.00**	**3.00**	**3.00**
Police--Patrol				
Police Lieutenant	0.00	2.00	2.00	2.00
Police Officer	0.00	7.00	13.00	16.00
Community Service Officer	0.00	1.00	1.00	1.00
Police Aide	0.00	0.00	0.00	1.00
Total Police--Patrol	**0.00**	**10.00**	**16.00**	**20.00**
Police--Investigations				
Police Officer	0.00	2.00	2.00	2.00
Total Police--Investigations	**0.00**	**2.00**	**2.00**	**2.00**
Total Police	**30.50**	**33.00**	**33.00**	**36.00**

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
235 Public Safety Dedicated Sales Tax				
City Court				
Court				
Court Collections Specialist	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00
Court Clerk I	1.00	1.00	2.00	2.00
Total Court	**3.00**	**3.00**	**4.00**	**4.00**
Total City Court	**3.00**	**3.00**	**4.00**	**4.00**
Fire				
Fire--Community Services				
Fire Marshall/Division Chief	1.00	1.00	0.00	0.00
Fire Marshall	0.00	0.00	1.00	1.00
Code Enforcement Officer	1.00	1.00	0.00	0.00
Code Official	1.00	0.00	0.00	0.00
Code Compliance Manager	0.00	1.00	0.00	0.00
Code Compliance Specialist	1.00	1.00	0.00	0.00
Volunteer Coordinator (Fire)	0.00	0.00	0.00	1.00
Total Fire--Community Services	**4.00**	**4.00**	**1.00**	**2.00**
Fire--Administration				
Assistant Fire Chief	0.00	1.00	1.00	1.00
Volunteer Coordinator	0.00	0.50	1.00	0.00
Total Fire--Administration	**0.00**	**1.50**	**2.00**	**1.00**
Fire--Professional Development				
Training Officer/Division Chief	0.00	0.00	1.00	1.00
Total Fire--Professional Development	**0.00**	**0.00**	**1.00**	**1.00**
Fire--Intervention Services				
Public Safety Equipment Mechanic	0.50	0.00	0.00	0.00
Fire Captain	3.00	3.00	4.00	3.00
Fire Engineer	3.00	3.00	4.00	3.00
Firefighter	5.00	5.00	6.00	8.00
Training Officer/Division Chief	1.00	1.00	0.00	0.00
Battalion Chief	0.00	1.00	1.00	1.00
Total Fire--Intervention Services	**12.50**	**13.00**	**15.00**	**15.00**
Total Fire	**16.50**	**18.50**	**19.00**	**19.00**

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
240 CDBG				
Neighborhood & Family Services				
Community/Neighborhood Services				
CDBG Program Manager	0.00	0.00	1.00	1.00
Total Community/Neighborhood Services	**0.00**	**0.00**	**1.00**	**1.00**
Total Special Revenue	**80.30**	**80.80**	**89.00**	**91.00**
Enterprise				
501 Avondale Water				
Water Resources				
Water Operations				
Water Distribution Foreman	0.00	0.00	0.00	1.00
Utility Location Specialist	0.00	0.00	1.00	1.00
Utilities Location Specialist	1.00	1.00	0.00	0.00
Utility Operator	7.00	6.00	7.00	7.00
Utility Customer Service Worker	4.00	5.00	6.00	6.00
Preventative Maintenance Technician	0.00	0.00	1.00	0.00
Operation and Service Manager - Water Distribution	1.00	1.00	1.00	1.00
Senior Utility Operator	2.00	2.00	2.00	3.00
Senior Utility Customer Service Worker	0.00	1.00	1.00	1.00
Water Quality Specialist	0.00	1.00	1.00	1.00
Utility Location Specialist	0.00	1.00	0.00	0.00
Preventative Maintenance Technician	0.00	0.00	0.00	1.00
Senior Equipment Operator	0.00	0.00	1.00	0.00
Total Water Operations	**15.00**	**18.00**	**21.00**	**22.00**
Water Administration				
Management Assistant	0.00	0.50	0.50	0.50
Water Resources Director	0.00	0.00	0.50	0.50
Utilities Director	0.50	0.50	0.00	0.00
Project Manager	0.00	0.00	0.50	0.50
Water Operations Superintendent	1.00	1.00	1.00	1.00
Administrative Secretary	0.50	0.50	0.50	0.50
Senior Administrative Clerk	0.50	0.50	0.50	0.50
Total Water Administration	**2.50**	**3.00**	**3.50**	**3.50**
GIS and Land Services				
GIS/GPS Technician II	0.00	1.00	1.00	1.00
SCADA Programmer	0.00	0.00	1.00	0.00

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
501 Avondale Water				
Water Resources				
GIS and Land Services				
GIS Manager	0.00	1.00	1.00	1.00
GIS Analyst	0.00	0.00	0.00	1.00
Total GIS and Land Services	**0.00**	**2.00**	**3.00**	**3.00**
Water Resources Manager	1.00	1.00	1.00	1.00
Water Conservation and Education Specialist	1.00	1.00	1.00	1.00
Water Resources Coordinator	0.00	0.00	0.00	1.00
Total Water Resources	**2.00**	**2.00**	**2.00**	**3.00**
Wetlands Treatment				
Senior Water Recharge & Wetlands Operator	1.00	1.00	1.00	1.00
Water Recharge & Wetlands Operator	0.00	0.00	2.00	2.00
Total Wetlands Treatment	**1.00**	**1.00**	**3.00**	**3.00**
Water Maintenance				
Water Production Foreman	0.00	0.00	0.00	1.00
Operation and Service Manager - Water Production	1.00	1.00	1.00	0.00
Utility Maintenance Mechanic	2.00	2.00	2.00	2.00
Utility Maintenance Technician	2.00	2.00	2.00	2.00
Utilities Water Treatment Operator	0.00	1.00	1.00	1.00
Total Water Maintenance	**5.00**	**6.00**	**6.00**	**6.00**
Total Water Resources	**25.50**	**32.00**	**38.50**	**40.50**
503 Avondale Wastewater				
Water Resources				
Wastewater Collection				
Utility Operator	1.00	4.00	4.00	2.00
Utility Field Foreman	1.00	1.00	1.00	1.00
Senior Utility Operator	0.00	0.00	0.00	2.00
Total Wastewater Collection	**2.00**	**5.00**	**5.00**	**5.00**
Wastewater Administration				
Management Assistant	0.00	0.50	0.50	0.50
Water Resources Director	0.00	0.00	0.50	0.50
Utilities Director	0.50	0.50	0.00	0.00
Project Manager	0.00	0.00	0.50	0.50
Administrative Secretary	0.50	0.50	0.50	0.50
Senior Administrative Clerk	0.50	0.50	0.50	0.50

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
503 Avondale Wastewater				
Water Resources				
Wastewater Administration				
Total Wastewater Administration	**1.50**	**2.00**	**2.50**	**2.50**
Wastewater Treatment Plant				
Chief Wastewater Plant Operator	0.00	0.00	1.00	1.00
Senior Wastewater Treatment Plant Operator	3.00	2.00	2.00	1.00
Wastewater Mechanic	1.00	0.00	0.00	0.00
Wastewater Treatment Plant Operator	3.00	3.00	3.00	5.00
Operations Manager-Environmental Services	1.00	1.00	1.00	0.00
Pretreatment and Laboratory Coordinator	1.00	1.00	1.00	1.00
Utility Maintenance Worker	0.00	1.00	1.00	1.00
Total Wastewater Treatment Plant	**9.00**	**8.00**	**9.00**	**9.00**
Total Water Resources	**12.50**	**15.00**	**16.50**	**16.50**
520 Sanitation				
Field Operations				
Solid Waste				
Field Operations Director	0.65	0.65	0.00	0.00
Solid Waste Inspector/Coordinator	1.00	1.00	1.00	0.00
Assistant Director of Field Operations	0.65	0.65	0.00	0.00
Service Assistant	0.00	0.00	0.00	1.00
Solid Waste Inspector	0.00	0.00	1.00	0.00
Field Operations Supervisor	1.00	0.00	0.00	0.00
Street/Sanitation Superindentent	0.50	0.50	0.00	0.00
Solid Waste Supervisor	1.00	1.00	1.00	1.00
Administrative Secretary	1.30	1.30	0.00	0.00
Senior Equipment Operator	3.00	2.00	2.00	3.00
Equipment Operator	8.00	8.00	9.00	8.00
Maintenance Worker	1.00	0.00	0.00	0.00
Senior Maintenance Worker	1.00	1.00	1.00	0.00
Total Solid Waste	**19.10**	**16.10**	**15.00**	**13.00**
Sanitation-Uncontained				
Field Operations Supervisor	0.00	1.00	0.00	0.00
Senior Equipment Operator	0.00	1.00	1.00	1.00
Equipment Operator	0.00	2.00	3.00	4.00
Maintenance Worker	0.00	1.00	0.00	0.00
Total Sanitation-Uncontained	**0.00**	**5.00**	**4.00**	**5.00**

Schedule of Authorized Positions

Fiscal Year 2007-2008

Position-Title	Authorized 2004-2005	Authorized 2005-2006	Authorized 2006-2007	Authorized 2007-2008
520 Sanitation				
Field Operations				
Education and Enforcement				
Solid Waste Inspector	0.00	0.00	0.00	2.00
Total Education and Enforcement	**0.00**	**0.00**	**0.00**	**2.00**
Total Field Operations	**19.10**	**21.10**	**19.00**	**20.00**
Total Enterprise	**57.10**	**68.10**	**74.00**	**77.00**
Internal Service				
605 Risk Management Fund				
City Administration				
Risk Management Operations				
Risk Manager	1.00	1.00	1.00	1.00
Safety and Risk Coordinator	1.00	1.00	1.00	1.00
Total Risk Management Operations	**2.00**	**2.00**	**2.00**	**2.00**
Total City Administration	**2.00**	**2.00**	**2.00**	**2.00**
606 Fleet Services Fund				
Field Operations				
Fleet Services				
Field Operations Director	0.00	0.15	0.00	0.00
Fleet Services Coordinator	0.00	1.00	1.00	0.00
Fleet Services Supervisor	0.00	1.00	1.00	1.00
Equipment Parts Specialist	0.00	1.00	1.00	1.00
Automotive Equipment Mechanic	0.00	6.00	5.00	5.00
Assistant Director of Field Operations	0.00	0.15	0.00	0.00
Parts Warehouse/Service Assistant	0.00	0.00	1.00	1.00
Public Safety Equipment Mechanic	0.00	1.00	1.00	1.00
Administrative Secretary	0.00	0.30	0.00	0.00
Total Fleet Services	**0.00**	**10.60**	**10.00**	**9.00**
Total Field Operations	**0.00**	**10.60**	**10.00**	**9.00**
Total Internal Service	**2.00**	**12.60**	**12.00**	**11.00**
Total Authorized Full-Time Equivalents	**409.50**	**439.50**	**506.50**	**539.50**

Debt Service Summary Schedules

GO Bonded Debt

Fiscal Year	Principal	Interest	Total
2007-2008	2,265,000	568,048	2,833,048
2008-2009	2,915,000	488,630	3,403,630
2009-2010	3,070,000	402,240	3,472,240
2010-2011	2,195,000	333,280	2,528,280
2011-2012	1,140,000	290,805	1,430,805
2012-2013	1,205,000	295,586	1,500,586
2013-2014	1,255,000	198,850	1,453,850
2014-2015	1,315,000	147,868	1,462,868
2015-2016	1,010,000	106,643	1,116,643
2016-2017	1,280,000	45,618	1,325,618
2017-2018	595,000	18,673	613,673
2018-2019	385,000	0	385,000
Totals	**18,630,000**	**2,896,238**	**21,526,238**

Highway User Revenue Bonded Debt

Fiscal Year	Principal	Interest	Total
2007-2008	135,000	122,308	257,308
2008-2009	290,000	109,838	399,838
2009-2010	305,000	100,688	405,688
2010-2011	315,000	90,844	405,844
2011-2012	325,000	79,875	404,875
2012-2013	335,000	68,150	403,150
2013-2014	350,000	55,463	405,463
2014-2015	360,000	41,963	401,963
2015-2016	375,000	27,900	402,900
2016-2017	390,000	12,788	402,788
2017-2018	330,000	0	330,000
Totals	**3,510,000**	**709,814**	**4,219,814**

Debt Service Summary Schedules

Municipal Development Corporation Bonded Debt - GLTD

Fiscal Year	Principal	Interest	Total
2007-2008	3,692,408	2,456,116	6,148,524
2008-2009	4,067,522	2,325,944	6,393,465
2009-2010	4,277,055	2,165,108	6,442,163
2010-2011	4,444,029	2,004,407	6,448,436
2011-2012	4,516,945	1,838,399	6,355,344
2012-2013	4,528,789	1,674,929	6,203,717
2013-2014	4,586,470	1,505,765	6,092,235
2014-2015	4,269,152	1,337,371	5,606,524
2015-2016	4,411,834	1,160,288	5,572,122
2016-2017	3,565,667	1,015,486	4,581,153
2017-2018	3,693,712	857,506	4,551,219
2018-2019	3,854,441	696,654	4,551,094
2019-2020	4,046,692	522,286	4,568,977
2020-2021	3,367,525	374,000	3,741,525
2021-2022	1,100,000	319,000	1,419,000
2022-2023	1,155,000	261,250	1,416,250
2023-2024	1,210,000	200,750	1,410,750
2024-2025	1,275,000	137,000	1,412,000
2025-2026	1,335,000	70,250	1,405,250
2026-2027	1,405,000	0	1,405,000
Totals	**64,802,240**	**20,922,508**	**85,724,748**

Water & Sewer Revenue Bonded Debt

Fiscal Year	Principal	Interest	Total
2007-2008	90,000	60,673	150,673
2008-2009	95,000	56,730	151,730
2009-2010	100,000	52,480	152,480
2010-2011	105,000	47,913	152,913
2011-2012	110,000	43,073	153,073
2012-2013	115,000	37,898	152,898
2013-2014	120,000	32,348	152,348
2014-2015	125,000	26,410	151,410
2015-2016	130,000	20,235	150,235
2016-2017	135,000	13,823	148,823
2017-2018	140,000	7,033	147,033
2018-2019	145,000	0	145,000
Totals	**1,410,000**	**398,613**	**1,808,613**

Debt Service Summary Schedules

WIFA Loans

Fiscal Year	Principal	Interest	Total
2007-2008	790,247	299,029	1,089,276
2008-2009	819,829	269,628	1,089,457
2009-2010	848,345	239,197	1,087,542
2010-2011	885,296	207,447	1,092,743
2011-2012	920,685	174,430	1,095,115
2012-2013	1,448,628	123,384	1,572,013
2013-2014	340,591	109,965	450,556
2014-2015	354,010	96,017	450,027
2015-2016	367,958	81,519	449,477
2016-2017	382,456	66,451	448,907
2017-2018	397,525	50,788	448,313
2018-2019	413,187	34,509	447,696
2019-2020	429,467	17,588	447,054
2020-2021	446,388	0	446,388
Totals	**8,844,613**	**1,769,951**	**10,614,564**

Municipal Development Corporation Bonded Debt - Enterprise Funds

Fiscal Year	Principal	Interest	Total
2007-2008	857,592	330,319	1,187,911
2008-2009	897,479	288,069	1,185,547
2009-2010	942,945	242,742	1,185,687
2010-2011	990,971	194,098	1,185,069
2011-2012	1,138,055	136,655	1,274,710
2012-2013	981,212	86,588	1,067,799
2013-2014	683,530	52,039	735,569
2014-2015	60,848	49,605	110,453
2015-2016	63,166	47,079	110,244
2016-2017	239,334	37,505	276,839
2017-2018	246,288	27,654	273,941
2018-2019	255,560	17,431	272,991
2019-2020	268,309	6,699	275,008
2020-2021	167,476	0	167,476
Totals	**7,792,760**	**1,516,482**	**9,309,242**

Debt Service Summary Schedules

General Long Term Debt

Fiscal Year	Principal	Interest	Total
2007-2008	6,092,408	3,146,471	9,238,879
2008-2009	7,272,522	2,924,411	10,196,933
2009-2010	7,652,055	2,668,036	10,320,091
2010-2011	6,954,029	2,428,531	9,382,560
2011-2012	5,981,945	2,209,079	8,191,024
2012-2013	6,068,789	2,038,664	8,107,453
2013-2014	6,191,470	1,760,077	7,951,548
2014-2015	5,944,152	1,527,201	7,471,354
2015-2016	5,796,834	1,294,830	7,091,665
2016-2017	5,235,667	1,073,891	6,309,558
2017-2018	4,618,712	876,179	5,494,891
2018-2019	4,239,441	696,654	4,936,094
2019-2020	4,046,692	522,286	4,568,977
2020-2021	3,367,525	374,000	3,741,525
2021-2022	1,100,000	319,000	1,419,000
2022-2023	1,155,000	261,250	1,416,250
2023-2024	1,210,000	200,750	1,410,750
2024-2025	1,275,000	137,000	1,412,000
2025-2026	1,335,000	70,250	1,405,250
2026-2027	1,405,000	0	1,405,000
Totals	**86,942,240**	**24,528,560**	**111,470,800**

Enterprise Fund Debt

Fiscal Year	Principal	Interest	Total
2007-2008	1,737,839	690,021	2,427,859
2008-2009	1,812,308	614,426	2,426,734
2009-2010	1,891,290	534,419	2,425,709
2010-2011	1,981,267	449,458	2,430,725
2011-2012	2,168,740	354,157	2,522,897
2012-2013	2,544,840	247,869	2,792,709
2013-2014	1,144,121	194,352	1,338,472
2014-2015	539,858	172,032	711,890
2015-2016	561,124	148,833	709,957
2016-2017	756,790	117,778	874,568
2017-2018	783,812	85,474	869,287
2018-2019	813,747	51,940	865,687
2019-2020	697,775	24,287	722,062
2020-2021	613,863	0	613,863
Totals	**18,047,372**	**3,685,046**	**21,732,418**

Debt Service Summary Schedules

Total Debt

Fiscal Year	*Principal*	*Interest*	*Total*
2007-2008	7,830,247	3,836,491	11,666,738
2008-2009	9,084,829	3,538,838	12,623,667
2009-2010	9,543,345	3,202,454	12,745,800
2010-2011	8,935,296	2,877,989	11,813,285
2011-2012	8,150,685	2,563,236	10,713,921
2012-2013	8,613,628	2,286,534	10,900,162
2013-2014	7,335,591	1,954,429	9,290,020
2014-2015	6,484,010	1,699,233	8,183,244
2015-2016	6,357,958	1,443,663	7,801,621
2016-2017	5,992,456	1,191,669	7,184,125
2017-2018	5,402,525	961,653	6,364,178
2018-2019	5,053,187	748,594	5,801,781
2019-2020	4,744,467	546,573	5,291,039
2020-2021	3,981,388	374,000	4,355,388
2021-2022	1,100,000	319,000	1,419,000
2022-2023	1,155,000	261,250	1,416,250
2023-2024	1,210,000	200,750	1,410,750
2024-2025	1,275,000	137,000	1,412,000
2025-2026	1,335,000	70,250	1,405,250
2026-2027	1,405,000	0	1,405,000
Totals	**104,989,613**	**28,213,606**	**133,203,218**

Schedule of Carryover Funding

Fiscal Year 2007-08

Fund/Division	Description	Carryover Amount
General Fund		
City Council - Lynch	Carryover	4,000
City Council - Lopez-Rogers	Carryover	2,000
City Council - Wolf	Carryover	2,120
City Council - Scott	Carryover	2,000
City Council - Buster	Carryover	5,000
City Council - Weise	Carryover	3,000
Municipal Arts Commission	Other Professional Services	66,000
Planning	Consultant Services	25,000
Long Range Planning	South Avondale GPA	100,000
	Zoning & Sub Regs	50,000
	City Center Area Plan	100,000
Budget and Research	Procurement System	15,920
Human Resources	HR Software	25,000
Police Administration	Vehicle Storage Costs	15,000
Police-Community Services	Advocacy Center	65,000
	Advocacy Center Furnishings	50,000
Police--Investigations	Sedan	20,000
Court	Court Security	41,720
	Panic Buttons/Door Maintenance	3,650
	Hand Held Software	26,500
	Crystal Reports	500
	Furnishings	4,500
	Hand Held Hardware	25,290
Fire--Community Services	Truck and Sedan	40,000
Economic Development	Street Design for SLT Relocation	40,000
	Summit at Avondale Building Permit Fees	270,000
	Old Town Avondale Consultant	100,000

Schedule of Carryover Funding

Fiscal Year 2007-08

Fund/Division	Description	Carryover Amount
General Fund		
Economic Development	Hilton Hotels Development Fees	140,000
	Hilton Hotels Construction Tax Rebate	150,000
	Title Reports/Appraisals	20,000
Social Services	Relocation Expense	9,000
Code Enforcement	Other Professional Services	6,500
	Other Rents	10,000
Total Carryover General Fund		**1,437,700**
Highway User Revenue Fund		
Streets	Pavement Management Software	75,000
Traffic Engineering	Traffic Sign Inventory Program	51,000
	Sign Truck	44,350
Total Carryover Highway User Revenue Fund		**170,350**
Home Grant		
	Home Grant	177,280
Total Carryover Home Grant		**177,280**
Court Payments		
	Court Payments	66,000
Total Carryover Court Payments		**66,000**
Public Safety Dedicated Sales Tax		
Police Administration	Server and Arbitrator Kit	21,800
Police--Patrol	K9 Heat Alarm	2,400
Fire--Intervention Services	Cardiac Monitors	50,000
	Chief's Vehicles	55,000
Total Carryover Public Safety Dedicated Sales Tax		**129,200**
CDBG		
	CDBG	378,860
Total Carryover CDBG		**378,860**

Schedule of Carryover Funding

Fiscal Year 2007-08

Fund/Division	Description	Carryover Amount
Avondale Water		
Water Operations	Six Wheel Dump Truck	110,000
Water Administration	Contracts	110,000
	Datastream Asset Management	200,000
	Hardware for Datastream	49,000
GIS and Land Services	GIS server blade and accessories	12,000
	Maricopa County Base Map Adjustment	14,000
Wetlands Treatment	Nursery Installation	45,000
	Plants for Nursery	38,000
	Weir Box Modifications	70,000
Water Maintenance	Purchase Spare Booster Pumps	20,000
	Upgrades to Rancho Santa Fe PLC	240,000
	Convert Festival Fields Well	85,000
	Vehicle Purchase - Truck	25,600
Total Carryover Avondale Water		**1,018,600**
Avondale Wastewater		
Wastewater Administration	Sewer Water Model Update	23,000
Wastewater Maintenance	CCTV Van	60,000
Wastewater Treatment Plant	Centrifuge Rebuild - Contract	11,000
Total Carryover Avondale Wastewater		**94,000**
Water Equipment Replacement		
	Water Equipment Replacement	52,700
Total Carryover Water Equipment Replacement		**52,700**
Risk Management Fund		
	Risk Management Fund	28,000
Total Carryover Risk Management Fund		**28,000**

Schedule of Carryover Funding

Fiscal Year 2007-08

Fund/Division	Description	Carryover Amount
Fleet Services Fund		
	Fleet Services Fund	25,000
Total Carryover Fleet Services Fund		**25,000**
Capital Funds		
	Street Construction	8,367,800
	Police Development	315,000
	Parkland	3,071,000
	Library Development	1,695,000
	Fire Dept. Development	152,540
	Sewer Development	20,352,860
	Water Development	12,792,500
	Sanitation Development	278,420
	Sanitation Equipment Replacement	648,820
	Vehicle Replacement	24,970
	Technology Replacement Fund	31,440
Total Carryover Capital Funds		**47,730,350**
Grand Total Carryover Funding		**51,308,040**

Funded Supplemental Requests

Fiscal Year 2007-2008

Department/Division		FTE	Description	Ongoing	Onetime	Total
101	*General Fund*					
City Council						
City Council						
101	5000		Memberships	3,500	0	3,500
			Other Professional Services	700	0	700
			Meeting Expense	5,000	0	5,000
			Office Supplies	500	0	500
			Total City Council	**9,700**	**0**	**9,700**
City Administration						
City Administration						
101	5100		NFBPA Luncheon	500	0	500
Grants Administration						
101	5103		Creation of Grants Administration	8,770	0	8,770
			Total City Administration	**9,270**	**0**	**9,270**
Information Technology						
Information Technology						
101	5120	1.0	Wireless Network Engineer	98,180	3,370	101,550
		1.0	System Administrator	98,180	3,370	101,550
			Increase in Xiotech Maintenance	14,500	0	14,500
			Contractual Web Design Services	0	50,000	50,000
			Internet Security Infrastructure	40,430	78,320	118,750
			Upgrade of tape backup system	0	105,000	105,000
		2.0	**Total Information Technology**	**251,290**	**240,060**	**491,350**
Community Relations						
Public Information Office						
101	5110		RAVE Review	63,100	0	63,100
			City-Sponsored Events	19,200	0	19,200
			Citizen Leadership Academy	4,760	0	4,760
			Membership	22,830	10,350	33,180
			Channel 11 Improvements	1,000	8,000	9,000
			Training	800	1,900	2,700
			License	600	0	600
			Annual City Calendar/Report	9,600	0	9,600
			Long Distance & Cell Charges	1,460	0	1,460
Intergovernmental Affairs						
101	5130		Subscriptions	6,150	0	6,150
			Training	0	900	900

Funded Supplemental Requests

Fiscal Year 2007-2008

Department/Division		FTE	Description	Ongoing	Onetime	Total
Community Relations						
Public Information Office						
101	8125		RAVE Review	-10,000	0	-10,000
			Total Community Relations	**119,500**	**21,150**	**140,650**
Field Operations						
Field Operations Administration						
101	5210		Meeting Expense	700	0	700
			Training	1,500	0	1,500
			Overtime- admin	1,170	0	1,170
			Radio Equipment	0	8,000	8,000
			Security Services	20,600	0	20,600
			Total Field Operations	**23,970**	**8,000**	**31,970**
Non-Departmental						
Non-Departmental						
101	5300		Fleet Services Equipment Funding		28,200	28,200
Development Services						
Engineering Plan Review						
101	5405	1.0	Landscape Architect	109,640	3,330	112,970
			Meeting Expenses	600	0	600
			Books and Pamphlets	1,000	0	1,000
Development Services Center						
101	5415		Development Services Center Supervisor Training	3,000	0	3,000
			Meeting Expenses	600	0	600
			Books and Pamphlets	1,000	0	1,000
			Overtime	1,170	0	1,170
Development Svcs Administration						
101	5430		Postage	100	0	100
			Long Distance/Cell Phone Charges	660	0	660
			Memberships	420	0	420
			Training	1,000	0	1,000
			Meeting Expenses	600	0	600
			Printing	100	0	100
			Office Supplies	500	0	500
			Professional and Consultant Fees	0	25,000	25,000
			Auto CAD Licensing Fees	700	0	700
			ArcGIS Software Licenses, Renewals, and Compute	1,500	4,680	6,180
		1.0	**Total Development Services**	**122,590**	**33,010**	**155,600**

Funded Supplemental Requests

Fiscal Year 2007-2008

Department/Division	FTE	Description	Ongoing	Onetime	Total
Long Range Planning					
Long Range Planning					
101 5480		Long Range Planning Budget	13,250	17,200	30,450
		City Center Area Plan	0	90,020	90,020
		South Avondale General Plan Amendment	0	350,000	350,000
		ASU Decision Theatre	0	50,000	50,000
		Commercial Design Guidelines	0	50,000	50,000
		Incremental Zoning Ordinance Updates	0	100,000	100,000
		Revised Subdivision Regulations	0	50,000	50,000
		Total Long Range Planning	**13,250**	**707,220**	**720,470**
Finance & Budget					
Financial Services					
101 5600		Finance and Banking Fees/Contractual Maintenance	17,000	0	17,000
		Overtime	17,750	0	17,750
		Arbitrage Rebate Consultant	0	50,000	50,000
Water Billing					
101 5630		Increase in New Water Customers	14,500	25,000	39,500
		Overtime	17,750	0	17,750
		Total Finance & Budget	**67,000**	**75,000**	**142,000**
Human Resources Department					
Human Resources					
101 5700		Applicant Tracking System	10,000	0	10,000
		Classification and Compensation Study	0	100,000	100,000
		Employee Wellness Program	9,000	0	9,000
		Benefits Consultant	10,000	0	10,000
		EAP - St. Luke's Service	4,400	0	4,400
		The Marvin Andrews Urban Management Fellows P	0	16,500	16,500
Organizational Training & Development					
101 5725		Organizational Improvement Efforts	9,700		9,700
		Performance Management Training	3,000		3,000
		Hispanic Cultural Awareness Diversity Program	3,800		3,800
		Memberships	640		640
		Total Human Resources Department	**50,540**	**116,500**	**167,040**
Engineering Department					
Engineering					
101 5900		Increase Memberships	1,600	0	1,600
		Consulting Services	0	50,000	50,000
		Toughbook for Engineering Construction Inspector	3,340	7,710	11,050

Funded Supplemental Requests

Fiscal Year 2007-2008

Department/Division	FTE	Description	Ongoing	Onetime	Total
Engineering Department					
101 5900		Toughbook for Engineering Construction Inspector	3,340	7,710	11,050
		Toughbook for Engineering Construction Inspector	3,340	7,710	11,050
		Toughbook for Engineering Construction Inspector	3,340	7,710	11,050
NPDES Program					
101 5927		NPDES Program	33,000		33,000
		Total Engineering Department	**47,960**	**80,840**	**128,800**
City Clerk					
City Clerk					
101 6000	1.0	Sr. Administrative Clerk	48,450	15,600	64,050
		Publication of Legal Notices	20,000	0	20,000
		Bulletin boards for posting agendas	0	5,500	5,500
		Lectern for Council Chambers	0	1,500	1,500
		Training	3,500	0	3,500
		Temporary Help		1,000	1,000
		Additional chairs for the Council chambers	0	3,200	3,200
Elections					
101 6002		Elections		25,000	25,000
Picnic					
101 6003		Employee Recognition Event	5,000	0	5,000
	1.0	**Total City Clerk**	**76,950**	**51,800**	**128,750**
Police					
Police Administration					
101 6110		International Assoc of Crime Analyst Conference	2,000	0	2,000
		Law Enforcement Communications		10,000	10,000
Professional Standards Bureau					
101 6115		PSB Supervisor	10,540	0	10,540
Police-Communications					
101 6116	1.0	Dispatch Supervisor	89,160	20	89,180
		Radio Subscriber Fees	80,900	0	80,900
Police--Detention Services					
101 6173	1.0	Detention Officer	68,020	8,050	76,070
		Transport Vehicle	21,940	65,710	87,650
Police--Patrol					
101 6174	1.0	Police Officer	107,450	47,760	155,210
	1.0	Police Officer	89,440	8,050	97,490
	1.0	Police Officer	89,440	8,050	97,490
	1.0	Police Officer	89,440	8,050	97,490

Funded Supplemental Requests

Fiscal Year 2007-2008

Department/Division	FTE	Description	Ongoing	Onetime	Total
Police					
101 6174	1.0	Patrol Lieutenant	151,140	51,550	202,690
		Three Police Vehicles	54,030	119,130	173,160
		Laptops for Patrol Lieutenants	8,480	11,000	19,480
		SWAT Equipment - Up Armor of Vehicle	0	3,000	3,000
		SWAT Equipment - Sniper Rifle	0	2,990	2,990
Police--Investigations					
101 6175		AFIS Livescan	9,200	0	9,200
		CIB Standby Pay	8,790	0	8,790
		CIB Supervisor Vehicle	7,570	25,000	32,570
	7.0	**Total Police**	**887,540**	**368,360**	**1,255,900**
City Court					
Court					
101 6200		Finance and Banking Fees	4,000	0	4,000
		Interpreter Fees	8,500	0	8,500
	1.0	Court Clerk II	51,680	0	51,680
		VAS Annual Fee	2,150	0	2,150
		Temporary Help for Photo/Red Light Running		20,000	20,000
	1.0	Court Security Officer	-43,130		-43,130
		E-Citation Costs	19,200		19,200
Court Security					
101 6205		Court Security Officer	56,080		56,080
	2.0	**Total City Court**	**98,480**	**20,000**	**118,480**
Fire					
Fire--Community Services					
101 6305		Contract Nursing Support	5,610	0	5,610
		Community Service Programs	5,000	2,200	7,200
		Contract Plan Review & Inspection Services	0	125,000	125,000
Fire--Administration					
101 6310		Fire Department Master Plan	0	85,000	85,000
Fire - EOC Ops					
101 6320		EOC Configuration	920	38,750	39,670
Fire--Professional Development					
101 6325		Regional Public Safety Training Center	49,140	7,550	56,690
		Emergency Management & Community Services Tr	3,000	0	3,000
		Technical Rescue Training	25,800	0	25,800
Fire--Intervention Services					
101 6330		Phoenix Dispatch Fees	44,690	0	44,690

Funded Supplemental Requests

Fiscal Year 2007-2008

Department/Division		FTE	Description	Ongoing	Onetime	Total
Fire						
101	6330		EMS Paperless Charting	8,400	36,000	44,400
		1.0	Firefighter	72,270	12,000	84,270
		1.0	Firefighter	72,270	12,000	84,270
		1.0	Firefighter	72,270	12,000	84,270
		1.0	Administrative Secretary - Fire Prevention	34,650	0	34,650
			Temporary Assignment Pay-Shift Personnel	23,630	0	23,630
			Facility Modifications - Station 171	0	15,000	15,000
			Equipment / Supplies	5,000	3,000	8,000
			Fire Overtime		115,290	115,290
		1.0	Firefighter/Glendale HALO IGA*	72,270	12,000	84,270
		5.0	**Total Fire**	**494,920**	**475,790**	**970,710**
Economic Development						
Economic Development						
101	6700		Economic Opportunities	0	500,000	500,000
			Addtional Training Economic Development Institut	0	2,250	2,250
			Printing Marketing Materials	0	8,000	8,000
			Client Development - Tradeshow Materials	0	5,000	5,000
			Special Marketing Events/Fiesta Bowl, Superbowl,	0	50,000	50,000
			SW Valley Chamber of Commerce - Investment	0	18,000	18,000
			Promotion - ASU Technopolis	0	5,000	5,000
			Promotion AAED	0	5,000	5,000
			Total Economic Development	**0**	**593,250**	**593,250**
Parks, Recreation & Libraries						
Grounds Maintenance						
101	5220		Additional Overtime	3,830	0	3,830
			Additional Repair and Maintenance	22,000	0	22,000
			Weed Spraying for Parks and Facilities	15,000	0	15,000
			Additional Water Costs	40,000	0	40,000
			Additional Electric Costs for Parks	50,000	0	50,000
		0.5	Regular Part Time Employee	11,330	0	11,330
		0.5	Regular Part Time Employee	11,330	0	11,330
Building Maintenance						
101	5420		Additional Overtime	6,270	0	6,270
			Additional Janitorial Services	85,700	0	85,700
			Additional Repair and Maintenance	33,800	0	33,800
			Safety Signs	0	5,000	5,000
			Seimans Building Technologies Contract	22,100	0	22,100

Funded Supplemental Requests

Fiscal Year 2007-2008

Department/Division		FTE	Description	Ongoing	Onetime	Total
Parks, Recreation & Libraries						
101	5420		Trash Hauling Services for City Facilities	19,160	0	19,160
			Additional Pest Control	6,850	0	6,850
			Parking Lot Overlays	10,000	0	10,000
			Additional Water Costs	19,000	0	19,000
			Security guard at the MOSC	8,000	0	8,000
			Operable Wall for MOSC Conference Room	0	38,500	38,500
			City Wide Entry Corridor Signs	0	75,000	75,000
Recreation						
101	8125		Special Event Development and Enhancement	0	16,000	16,000
			Design of Shade Canopy for Ampitheater	0	10,000	10,000
		1.0	**Total Parks, Recreation & Libraries**	**364,370**	**144,500**	**508,870**
Neighborhood & Family Services						
Community/Neighborhood Services						
101	7500		Community Health Liaison - Contractual		70,490	70,490
Social Services						
101	7501		West Valley Human Services Alliance	2,500	0	2,500
Code Enforcement						
101	7505		Overtime Funding for Code Enforcement Division	23,720	0	23,720
			Total Neighborhood & Family Services	**26,220**	**70,490**	**96,710**
		20.0	**Total Requests General Fund**	**2,663,550**	**3,034,170**	**5,697,720**
201	*Highway User Revenue Fund*					
Field Operations						
Streets						
201	6600		Roadway Median Maintenance	10,000	0	10,000
			Median Islands Landscaping Improvements	0	38,400	38,400
			Water	10,000		10,000
			Asphalt Box For Patch Truck	0	58,000	58,000
			Asphalt Zipper	25,000	106,000	131,000
			Overtime- Streets	12,550	0	12,550
			Weed Spraying	10,000	0	10,000
			Dead Animal Pickup	12,000	0	12,000
			Radio Equipment	0	66,000	66,000
			Total Field Operations	**79,550**	**268,400**	**347,950**
Development Services						
Engineering Plan Review						
201	5405	1.0	Traffic Review Engineer	109,770	3,430	113,200

Funded Supplemental Requests

Fiscal Year 2007-2008

Department/Division		FTE	Description	Ongoing	Onetime	Total
Engineering Department						
Traffic Engineering						
201	5925	1.0	Assistant Traffic Engineer	109,770	3,430	113,200
			Illuminated Street Signs Upgrade	20,000	0	20,000
			Emergency/Knockdown Streetlight Maintenance Co	15,000	0	15,000
			Traffic Safety Program	50,000	25,000	75,000
			Traffic Operations Center (CMAQ/ITS)	0	500,000	500,000
			Striping Maintenance	12,000	0	12,000
			Power Inverter & Arrowhead for Sign Truck	0	2,500	2,500
			Cell Phone Maintenance Charges	960	0	960
			Software Maintenance/Subscriptions	1,300	0	1,300
			Sign Plotter	0	12,000	12,000
			Increase Overtime	2,390	0	2,390
			Traffic Signal Upgrades		50,000	50,000
			Painting of Traffic Signal Poles	20,000	0	20,000
			Electricity	163,200	0	163,200
			Security Guard Services	8,400	0	8,400
		1.0	**Total Engineering Department**	**403,020**	**592,930**	**995,950**
		2.0	**Total Requests Highway User Revenue Fund**	**592,340**	**864,760**	**1,457,100**

202 Senior Nutrition

Parks, Recreation & Libraries						
Congregate Meals						
202	7120		Congregate Meal Program Food	9,720		9,720
Home Delivered Meals						
202	7121		Home Delivered Meals Food	9,720		9,720
			Total Parks, Recreation & Libraries	**19,440**		**19,440**
			Total Requests Senior Nutrition	**19,440**		**19,440**

215 Transit Fund

City Administration						
Transit Operations						
215	5113		Transit Operations	4,880	750	5,630
			Phoenix FTA Contractual Agreement for Operation	63,840	0	63,840
			RPTA Contractual Agreement for Marketing	10,000	0	10,000
			Membership Fees: Community Transportation Asso	450	0	450
			New Bus Service: McDowell Route (Route 17 exte	72,500	0	72,500
			Transit Needs Assessment and Survey	0	25,000	25,000
			Training: Transit Conferences	2,500		2,500

Funded Supplemental Requests

Fiscal Year 2007-2008

Department/Division		FTE	Description	Ongoing	Onetime	Total
City Administration						
215	5113		Valley Metro Light Rail Seat		50,000	50,000
			Total City Administration	**154,170**	**75,750**	**229,920**
			Total Requests Transit Fund	**154,170**	**75,750**	**229,920**
227	*Court Payments*					
City Court						
Court Security						
227	6230		Court Security Officer	0		0
			Total Requests Court Payments	**0**		**0**
235	*Public Safety Dedicated Sales Tax*					
Police						
Police Administration						
235	6110		Staffing Software	0	30,000	30,000
Police-Communications						
235	6116		Impound Module	0	15,000	15,000
			Training Materials	0	4,000	4,000
Police-Records						
235	6117		Plexiglass for Reception Area	0	5,500	5,500
			Upgrade of Records Telephones	0	2,400	2,400
Police-Traffic						
235	6119		Motor Cleaning OT	15,280	0	15,280
Police--Patrol						
235	6174		Tasers with Cameras	0	50,700	50,700
			Traffic Preemption Devices for Police Vehicles	0	20,000	20,000
Police--Investigations						
235	6175		Digital Tape Recorders	0	4,400	4,400
			Total Police	**15,280**	**132,000**	**147,280**
Fire						
Fire--Administration						
235	6310		FireHouse Software Upgrades	0	19,500	19,500
Fire--Professional Development						
235	6325		Fire Prevention Certification & Continuing Educatio	5,000	0	5,000
			Disposable Fire Training Materials	0	6,500	6,500
			Paramedic Training	16,300	0	16,300
Fire--Intervention Services						
235	6330		Phoenix Dispatch Fees	2,810	0	2,810

Funded Supplemental Requests

Fiscal Year 2007-2008

Department/Division		FTE	Description	Ongoing	Onetime	Total
Fire						
235	6330		Hose Testing Equipment	0	4,500	4,500
			Emergency Medical Equipment	0	8,700	8,700
			Total Fire	**24,110**	**39,200**	**63,310**
			Total Requests Public Safety Dedicated Sales Tax	**39,390**	**171,200**	**210,590**
501	*Avondale Water*					
Water Resources						
Water Operations						
501	9100		Fork Lift	2,200	20,000	22,200
			Heavy Dig Up Truck	17,000	155,000	172,000
			¾ ton Truck	7,000	43,000	50,000
			AMR Unit Mobile Reader	0	25,000	25,000
			Overtime	25,000	0	25,000
Water Administration						
501	9110		Water Resources Master Plan Update	0	400,270	400,270
			Mini Van	3,780	12,500	16,280
GIS and Land Services						
501	9111	1.0	GIS Analyst	87,290	-7,500	79,790
			Wide Format Color Scanner	0	25,000	25,000
			Ground Penetrating Radar	0	28,000	28,000
Water Resources						
501	9112	1.0	Water Resources Coordinator	80,850	-13,750	67,100
Wetlands Treatment						
501	9119		Weir Box Modifications	0	85,000	85,000
			Solar Powered Recirculation Pumps	0	25,000	25,000
			Water Level Monitoring Equipment	0	30,000	30,000
			Avondale Habitat Restoration	0	50,000	50,000
Water Maintenance						
501	9122		3/4 Ton Pickup Truck	7,000	43,000	50,000
			Electrical - New Facilities / Rate Increase	50,900	0	50,900
			Overtime	10,000	0	10,000
		2.0	**Total Water Resources**	**291,020**	**920,520**	**1,211,540**
		2.0	**Total Requests Avondale Water**	**291,020**	**920,520**	**1,211,540**
503	*Avondale Wastewater*					
Water Resources						
Wastewater Collection						
503	9200		Pump Replacement & Maintenance	0	75,000	75,000

Funded Supplemental Requests

Fiscal Year 2007-2008

Department/Division		FTE	Description	Ongoing	Onetime	Total
Water Resources						
Water Administration						
503	9210		Mini Van	3,780	12,500	16,280
Wastewater Treatment Plant						
503	9230		1-ton pickup w/ hoist and equipment	8,500	45,000	53,500
			Golf Cart	600	4,000	4,600
			Skip Loader	5,600	50,000	55,600
		1.0	Wastewater Treatment Plant Operator	62,370	-30,600	31,770
			Pumps & Motors	0	117,830	117,830
			Increase in Biosolids Hauling Cost	116,040		116,040
			Increase in Water Costs	9,570	0	9,570
			SCADA Hardware	0	15,000	15,000
		1.0	**Total Water Resources**	**206,460**	**288,730**	**495,190**
		1.0	**Total Requests Avondale Wastewater**	**206,460**	**288,730**	**495,190**
520	*Sanitation*					
Field Operations						
Solid Waste						
520	6800		Overtime- Solid waste curbside	26,690	0	26,690
			Radio Equipment	0	60,000	60,000
			Household Hazardous Waste Day Program	15,000	0	15,000
Sanitation-Uncontained						
520	6820	1.0	Equipment Operator	62,090	0	62,090
			Rear Loader O&M costs	8,000	0	8,000
			Overtime- Solid waste uncontained	20,330	0	20,330
			Radio Equipment	0	24,000	24,000
Education and Enforcement						
520	6830		Overtime- Education and Enforcement	13,980	0	13,980
			Radio Equipment	0	12,000	12,000
		1.0	**Total Field Operations**	**146,090**	**96,000**	**242,090**
		1.0	**Total Requests Sanitation**	**146,090**	**96,000**	**242,090**
605	*Risk Management Fund*					
City Administration						
Risk Management Operations						
605	5160		Promotions & Publicity	2,500	0	2,500
			Other Professional Services	52,000	0	52,000
			Long Distance & Cell Phone Charges	3,000	0	3,000
			Total City Administration	**57,500**	**0**	**57,500**

Funded Supplemental Requests

Fiscal Year 2007-2008

Department/Division	FTE	Description	Ongoing	Onetime	Total
		Total Requests Risk Management Fund	**57,500**	**0**	**57,500**
606 Fleet Services Fund					
Field Operations					
Fleet Services					
606 5200		Gas	15,000	0	15,000
		Tires, Tubes and Batteries	60,000	0	60,000
		Contractual Maintenance/Vehicles	17,500	0	17,500
		Shop Equipment- Tire Machine & Torque gun	0	16,000	16,000
		Plasma Cutter	0	3,200	3,200
		Print/Copy/Fax Machine	300	3,000	3,300
		Overtime- Fleet	2,390	0	2,390
		Radio Equipment	0	6,000	6,000
		Approved Vehicle Supplementals	73,200		73,200
		Total Field Operations	**168,390**	**28,200**	**196,590**
		Total Requests Fleet Services Fund	**168,390**	**28,200**	**196,590**
Totals	**25.0**		**4,338,350**	**5,479,330**	**9,817,680**

Vehicle Replacement Schedule

Fiscal Year 2007-08

Department	Vehicle No	Purchase Year	Description	Amount
Water Equipment Replacement Fund - 530				
9100 Water Operations	1266	1998	Light Duty Pickup Truck	25,000
	1267	1998	Light Duty Pickup Truck	25,000
	1282	1995	Golf Cart - Carryover	10,000
5300 Non-Departmental	x		Carryover Reserve - Carryover	42,700
			Water Equipment Replacement Fund Total	**102,700**
Sewer Equipment Replacement Fund - 531				
9230 Wastewater Treatment Plant	1341	2001	Heavy Duty Pickup Truck	25,000
			Sewer Equipment Replacement Fund Total	**25,000**
Sanitation Equipment Replacement Fund - 532				
6800 Solid Waste	1290	1999	Side Loader - Carryover	200,000
	1334	2000	Side Loader - Carryover	200,000
	1335	2000	Side Load Refuse Truck	210,000
6820 Sanitation-Uncontained	1196	1997	Heavy Truck - Carryover	54,300
	1196T	1998	Trash Trailer - Carryover	17,000
	1198	1997	Rear Load Refuse Truck - Carryover	175,000
5300 Non-Departmental			Carryover Reserve - Carryover	2,520
			Sanitation Equipment Replacement Fund Total	**858,820**
Vehicle Replacement Fund - 601				
5200 Fleet Services	1236	1997	SUV	25,000
	1258	1998	Sedan	20,000
5410 Building Services	1347	2000	Sedan	20,000
5900 Engineering	1311	1999	Light Duty Pickup Truck	20,000
	1351	2000	Light Duty Pickup Truck	20,000
6174 Police--Patrol	1507	2004	Patrol Car	32,000
	1508	2004	Patrol Car	32,000
	1509	2004	Patrol Car	32,000
	1510	2004	Patrol Car	32,000
6175 Police--Investigations	1409	2002	SUV	35,000
6305 Fire--Community Services	1367	2001	Van	20,000
6330 Fire--Intervention Services	1376	2001	Command Staff Vehicle	45,000
5220 Grounds Maintenance	1229	1997	Mower	15,000
	1339	2001	Heavy Duty Pickup Truck	28,000
	1340	2000	Heavy Duty Pickup Truck	28,000
	1381	2001	Heavy Duty Pickup Truck	30,000
	1386	2001	Mower	35,000
	1387	2001	Tractor	12,000

Vehicle Replacement Schedule

Fiscal Year 2007-08

Department	Vehicle No	Purchase Year	Description	Amount
5220 Grounds Maintenance	1426	2002	Mower	12,000
5420 Building Maintenance	1187	1996	Van	25,000
	1188	1996	Van	25,000
	1222	1997	Van	25,000
	1269	1998	Light Duty Pickup Truck	25,000
8100 Library - Old Town	1235	1997	Light Duty Pickup Truck	25,000
6600 Streets	1276	1998	Heavy Duty Pickup Truck	25,000
	1338	2001	Heavy Duty Pickup - Carryover	24,970
	1379	2002	Street Sweeper	225,000
	1392	2002	Street Sweeper	225,000
7120 Congregate Meals	1223	1997	Van	25,000
			Vehicle Replacement Fund Total	**1,142,970**
			Total Replacement Funding	**$2,129,490**

Technology Equipment Replacement Schedule

Fiscal Year 2007-08

Department/Fund/Division	Count	Description	Price	Amount
Water Equipment Replacement-530				
Water Resources - 501				
9110 Water Administration	2	Desktops	2,000	4,000
9122 Water Maintenance	1	Desktop	2,000	2,000
Water Resources - 503				
9230 Wastewater Treatment Plant	3	Desktops	2,000	6,000
Water Equipment Replacement Fund	6	Units		**12,000**
Technology Replacement Fund-603				
City Council - 101				
5000 City Council	5	Laptops	2,750	13,750
City Administration - 101				
5103 Grants Administration	1	Laptop	2,750	2,750
Information Technology - 101				
5120 Information Technology	2	Servers	20,000	40,000
	2	Switches	99,000	198,000
	1	Server	10,000	10,000
	10	Servers	7,000	70,000
Community Relations - 101				
5110 Public Information Office	1	All/One	2,000	2,000
Development Services - 101				
5405 Engineering Plan Review	1	Desktop	2,000	2,000
5430 Development Svcs Administration	1	Laptop	2,750	2,750
Finance & Budget - 101				
5600 Financial Services	2	Desktops	2,000	4,000
	1	Laptop	2,750	2,750
Engineering Department - 101				
5900 Engineering	1	Desktop	2,000	2,000
Police - 101				
6110 Police Administration	1	Laptop	2,750	2,750
	1	Desktop	2,000	2,000
6173 Police--Detention Services	1	Desktop	2,000	2,000
Fire - 101				
6305 Fire--Community Services	1	Desktop	2,000	2,000
	1	Laptop	2,750	2,750
6310 Fire--Administration	7	Desktops	2,000	14,000
6330 Fire--Intervention Services	1	Laptop	2,750	2,750
Economic Development - 101				
6700 Economic Development	1	Desktop	2,000	2,000

Technology Equipment Replacement Schedule

Fiscal Year 2007-08

Department/Fund/Division	Count	Description	Price	Amount
Economic Development - 101				
6700 Economic Development	1	Laptop	2,750	2,750
Parks, Recreation & Libraries - 101				
8010 PRL Administration	1	Desktop	2,000	2,000
	1	Laptop	2,750	2,750
8125 Recreation	1	Desktop	2,000	2,000
Neighborhood & Family Services - 101				
7501 Social Services	3	Desktops	2,000	6,000
7505 Code Enforcement	3	ToughBooks	7,710	23,130
Fire - 235				
6310 Fire--Administration	1	Laptop	2,750	2,750
6325 Fire--Professional Development	1	Laptop	2,750	2,750
6330 Fire--Intervention Services	1	Laptop	2,750	2,750
Information Technology - 603				
5120 Information Technology	1	Carryover Reserve	31,440	31,440
City Administration - 605				
5160 Risk Management Operations	2	Laptops	2,750	5,500
Technology Replacement Fund Fund	58	Units		**464,070**
Totals	64	Total PCs and Servers		**$476,070**

Miscellaneous Statistics

Snapshot of Avondale

Date of Incorporation	December 13, 1946
Form of Government	Council/Manager
Projected 2006 Population	71,000
Projected 2020 population	125,000
Median home value	$240,000
Median household income	$62,348/yr
City budget FY 2007-2008	$267,965,710
Number of Employees (FTE)	539.5
Area in Square Miles	53.4
Miles of Streets	260

Facilities and Services

Culture and Recreation

Community Centers……..	2
Parks	12
Park Acreage	265
Ramada's	17
Ball Fields	11
Basketball Courts	12
Volleyball Courts	4
Tennis Courts	2
Dog Park	1

Fire Protection

Number of Stations…	3
Number of Fire Personnel	63
Number of Calls Answered Yearly	5,100

Police Protection

Number of Stations	1
Number of Sub Stations	1
Number of Beat Offices	4
Number of Beats	5
Number of Squads	7
Number of Police Personnel and Officers	157
Number of Patrol Units	78

Sewage System

Miles of Sanitary Sewers	230
Number of Service Connections	20,500

Water Systems

Miles of Water Mains	293

Miscellaneous Statistics

Number of Service Connections

Avondale	22,683
Daily Average Consumption in Gallons	11,850,000
Maximum Storage Capacity of Plant in Gallons	11,750,000

Facilities and Services not included in the reporting entity

Education

Number of Elementary Schools	10
Number of Junior High Schools	2
Number of Secondary Schools	4
Number of Community Colleges	1
Number of Technical/Trade Schools	1

Major Employers (100+ Employees)

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

Other Avondale Employers

Century 21 Metro Alliance
Field Lining Systems, Inc.
Cemex
Gateway Chevrolet

Avondale Landmarks

Phoenix International Raceway
Estrella Mountain Community College

Glossary

Accrual Basis: A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or paid out.

Adoption: Formal action by the City Council, which sets the total spending limit for the fiscal year.

Appropriation: Specific amount of monies authorized for one year by the City Council for the purpose of incurring obligations and acquiring goods and services. All appropriations lapse at the end of the fiscal year.

Assessed Valuation: A value set upon real and personal property, usually based on the estimated market value, by the County Assessor for the purpose of levying property taxes. The assessment ratio depends on the classification of the property, such as residential, commercial, utilities, etc.

Base Budget: The basic ongoing costs for personnel, contractual services, commodities, and the replacement of equipment to maintain service levels previously established by the City Council.

Bond: A municipality will issue this debt instrument and agree to repay the face amount of the bond on the designated maturity date. Bonds are primarily used to finance capital projects.

Budget: Financial plan of estimated expenditures and anticipated resources adopted for a specific period of time outlining a plan for achieving council goals and objectives.

Capital Budget: The appropriation of funds for improvements to city facilities which may include buildings, streets, water and sewer lines, and parks.

Carry Over: Year-end savings that may be re-appropriated in the following fiscal year to cover one-time expenses such as supplies, equipment, or special contracts.

Contingency/Reserve: An amount set aside, with Council approval, to cover unforeseen expenditures, emergency expenditures or revenue short falls.

Debt Ratio: Total debt dived by total assets.

Debt Service: Principal and interest payments on outstanding bonds.

Encumbrance: Accounting concept that obligates a specified budget amount to be expended in the future.

Enterprise Fund: Accounts for expenses of programs or services, which are intended to be self-sustaining and primarily user fees cover the cost of services.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year.

Expenditure: The use of governmental funds to acquire goods or services.

Expenditure Limitation: A constitutional limit to governmental agency expenditures. The Economic Estimates Commission sets the annual limit based on population growth and inflation. All municipalities

have the option of proposing an alternative expenditure limitation to its voters. Avondale citizens approved the Home Rule Option in September of 2001.

Fiscal Year: Any period of twelve consecutive months establishing the beginning and the ending of financial transactions. For the City of Avondale this period begins July 1 and ends June 30.

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: A balance or carry over that occurs when actual revenues exceed budgeted revenues and/or when actual expenditures are less than budgeted expenditures.

General Fund: The fund used to measure all financial transactions of the municipality except those required by law or agreement to be accounted for in an other fund.

Goal: A general and timeless statement created with a purpose based on the needs of the community.

Highway Users Revenue Bond: Proceeds used solely for street and highway purposes and require voter authorization. Bonds are payable from highway user revenue up to 50% of total received for the past twelve month period (stipulated by state law).

Highway Users Revenue Fund (HURF): This revenue source consists of state taxes collected on gasoline, vehicle licenses and a number of other additional transportation related fees. These funds must be used for street and highway purposes.

Home Rule Option: An alternative expenditure limitation that allows a municipality to expend what it anticipates in revenues each fiscal year. This limitation must be approved by the voters and is effective for four fiscal years.

Infrastructure: Facilities that support the continuance and growth of a community. Examples include roads, water lines, sewers, public buildings and parks.

Intergovernmental Revenue: Federal and State grants and other forms of shared revenue (e.g., State Sales Tax, State Income Tax, gasoline tax, motor vehicle license).

Internal Service Funds: Used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, on a cost-reimbursement basis.

Long Term Debt: Debt with a maturity of more than one year after date of issuance.

Management Indicators: A measurable means of evaluating impact of budget on achieving stated objectives.

Glossary

Modified Accrual Basis: Accounting method that recognizes an economic transaction or event as revenue in the operating statement when the revenues are both measurable and available to liquidate liabilities of the current period.

Municipal Development Corporation (MDC) Bond: Bonds that are backed by the excise taxes of the City including City Sales Tax, Franchise Tax, State Shared Sales Tax, and Auto Lieu Tax. The MDC is a non-profit corporation established for the purpose of issuing debt to purchase municipal facilities, which it leases to the City.

Objectives: A measurable output that an organization strives to achieve within a designated time frame. The achievement of the objective advances an organization toward a corresponding goal.

Operating Budget: Appropriations for the day-to-day costs of delivering city services.

Operating Impact: Costs of a capital project that will affect the day-to-day operating and maintenance costs of a municipality after it is completed. The impact includes such things as personnel, gas, electric utility bills, telephone expense, reproduction costs, postage, and vehicle maintenance.

Performance Indicators: Measurement of service levels to a specified target outcome level that is within the established budget amount.

Property Tax: The total property tax levied by a municipality. Arizona's municipal property tax system is dived into a primary and secondary rate.

> **Primary Tax:** Arizona statute limits the primary property tax levy amount and municipalities may use this tax for any purpose.
> **Secondary Rate:** Arizona statute does not limit the secondary tax levy amount and municipalities may only use this levy to retire the principal and interest or redemption charges on bond debt.

Resources: Total amounts available for appropriation including estimated revenues, bond/loan proceeds, fund transfers and beginning fund balances.

Revenue: Financial resources received from taxes, user charges and other levels of government.

State-Shared Revenue: Includes the city's portion of state sales tax revenues, state income tax receipts, and Motor Vehicle In-Lieu taxes.

Supplemental Request: This is a request for funding to provide additional personnel, equipment and related expenses which enhance the service level of a program. Supplemental increases are directed at attaining Council goals or meeting increased service needs.

Tax Levy: The total amount of the general property taxes assessed on property for purposes specified in the Tax Levy Ordinance.

Tax Rate: The amount of tax levied for each $100 of assessed valuation.

Transfer: Movement of resources between two funds. Example: An inter-fund transfer would include the transfer of operating resources from the General Fund to an Enterprise Fund.

Glossary

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.

Acronyms

ADEQ: Arizona Department of Environmental Quality

ADOT: Arizona Department of Transportation

ADWR: Arizona Department of Water Resources

AGTS: Arizona Governmental Training

APWA: American Public Works Association

AWPCA: Arizona Water & Pollution Control Association

ADEQ: Arizona Department of Environmental Quality

CALEA: Commission on Accreditation for Law Enforcement Agencies

CDBG: Community Development Block Grant

CERT: Computer Emergency Response Team

CMAQ: Congestion Mitigation and Air Quality

COP: Certificate of Participation

D.A.R.E.: Drug Awareness Resistance Education

EPA: Environmental Protection Agency

EVT: Emergency Vehicle Technician

FARE: Fines, Fees, Restitution, Enforcement Program

FTG: Fill the Gap

GAAP: Generally Accepted Accounting Principles

GAIN: Getting Arizona Involved in Neighborhoods.

GFOA: Government Finance Officer's Association

GOHS: Governor's Office of Highway Safety

HOA: Homeowner's Association

HURF: Highway User Revenue Fund

JCEF: Judicial Collection Enhancement Fund

LSTA: Library Services and Technology Act

MAG: Maricopa Association of Governments

MDC: Municipal Development Corporation

NPDES: National Pollutant Discharge Elimination System

OSHA: Occupational Safety & Health Association

PIR: Phoenix International Raceway

RICO: Racketeer Influenced and Corrupt Organizations Act

RPTA: Regional Public Transit Authority

SCADA: Supervisory Control and Data Acquisition (Computer Software)

WIFA: Water Infrastructure Financing Authority

WWTP: Wastewater Treatment Plant