

▶ ANNUAL BUDGET & FINANCIAL PLAN

ARTIST'S RENDITION OF THE CARE1ST AVONDALE RESOURCE CENTER



ARTIST'S RENDITION OF THE POLICE DEPARTMENT'S HEADQUARTERS EXPANSION

FISCAL YEAR **2020-2021**

Avondale
Arizona



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Avondale
Arizona**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

*Annual Budget for the fiscal year beginning
July 1, 2020 through June 30, 2021
Adopted by the City Council on June 15, 2020*

A Reader's Guide to the City of Avondale's Annual Budget & Financial Plan

The Annual Budget and Financial Plan is a comprehensive, detailed source of information on the City of Avondale's budget, decisions made during the budget process, and department's financial information. This guide is intended to assist readers in finding information in the City of Avondale's budget for the fiscal year starting July 1, 2020 (FY2021).

- Table of Contents – The Table of Contents allows the reader to navigate the City's Annual Budget & Financial Plan. The digital version includes links to specific pages to make navigation simple and easy.
- Introduction – The Introduction includes the City Manager's Budget Message, which details the decisions made during the budget process and the financial conditions that drove those decisions. Also general information is included about the City of Avondale including Mayor and City Council biographies, City Organization Chart, Community Profile, statistics and demographic information.
- Policies & Budget Development – This section outlines Avondale's financial policies and provides an overview of the FY2021 budgeting process and calendar.
- Budget Summary – This section includes city revenue, expenditure and staffing data including trends, forecast assumptions and historical data. Included are projections of the year-end financial condition and five year forecasts for the City's major funds.
- Department Operating Budgets – This section includes department financial information and background including FY2021 budget information, major changes, performance indicators, authorized staffing levels, and appropriations.
- Capital Improvement Program – This section provides the reader with the City's five-year blueprint for creating and maintaining the crucial infrastructure that will support the continued growth and development of the City. The financing of the plan is included with a full description of all funding sources and outstanding debt.
- Summary Schedules – This section includes detailed schedules of revenues, expenditures, inter-fund transfers, property taxes, supplemental requests, staffing by fund and department, and other supplementary schedules.
- Appendix – This section includes a glossary, listing of acronyms used in this document, a fund matrix and tentative adoption documents.

Who Do I Contact For More Information?

City of Avondale budget and financial documents can be found at www.avondaleaz.gov/budget. All requests for public information at the City of Avondale are handled by the City Clerk's Office. Please call (623) 333-1200 or visit our website at www.avondaleaz.gov.

Table of Contents

BUDGET INTRODUCTION

CITY MANAGER’S BUDGET MESSAGE	1
CITY ORGANIZATION CHART.....	5
MAYOR AND CITY COUNCIL	6
COMMUNITY PROFILE.....	11
AVONDALE & GREATER PHOENIX MAPS.....	16
MISCELLANEOUS STATISTICS & DEMOGRAPHICS	17

POLICIES AND BUDGET DEVELOPMENT

POLICIES AND BUDGET DEVELOPMENT	21
BUDGET CALENDAR	37

BUDGET SUMMARY

REVENUE SUMMARY	39
EXPENDITURE SUMMARY	53
PROJECTION OF FINANCIAL CONDITION & LONG-RANGE FORECAST	62

DEPARTMENT OPERATING BUDGETS

CITY COUNCIL	69
CITY ADMINISTRATION	71
CITY ATTORNEY.....	73
INFORMATION TECHNOLOGY	75
MARKETING & PUBLIC RELATIONS.....	79
NON-DEPARTMENTAL	82
FINANCE & BUDGET.....	85
HUMAN RESOURCES.....	88
DEVELOPMENT & ENGINEERING SERVICES	91
CITY CLERK.....	95
POLICE.....	98
CITY COURT	102
FIRE & MEDICAL	109
ECONOMIC DEVELOPMENT.....	111
PARKS & RECREATION	112
NEIGHBORHOOD, FAMILY SERVICES & LIBRARIES	115
PUBLIC WORKS	120

Table of Contents

CAPITAL IMPROVEMENT PLAN

Capital Improvement Plan.....	125
Capital Improvement Plan Five Year Summary.....	132
Capital Improvement Plan Project Detail	134

SUMMARY SCHEDULES

Schedule of Projected Fund Balances.....	197
Revenue Schedule.....	199
Expenditure Schedule.....	210
Summary of Inter-Fund Transfers.....	213
Schedule of Inter-Fund Loans.....	214
Schedule of Tax Levy/Tax Rate.....	215
Schedule of Authorized Positions	216
Debt Service Schedules.....	246
Schedule of Operating Carryover Funding	248
Schedule of Capital Improvement Plan Carryover Funding.....	251
Schedule of Funded Supplemental Requests.....	254
Vehicle Replacement Schedule	260
Technology Equipment Replacement Schedule	262

APPENDIX

Glossary.....	263
Tentative Adoption	271



To the Honorable Mayor and Council and Citizens of Avondale:

I am pleased to present the city of Avondale's adopted budget for fiscal year 2020-21 (FY2021). This document contains information demonstrating how the city will use its funding to deliver services and programs to Avondale residents, visitors, and businesses.

During the budget adoption process, the country experienced constant change arising from the rapidly evolving Coronavirus (COVID-19) pandemic. Thus, the budget was designed with flexible features during this climate of change and uncertainty, to secure the city's operations and construction projects. The balanced budget of \$280,109,400 is intended to further Avondale's plans and goals.

Economic Conditions and Climate of Change

As the budget was presented for adoption, the state of Arizona was beginning to feel the effects of stay-at-home orders and business closures in response to COVID-19 pandemic. The response to slow the spread of COVID-19 and to save lives resulted in a change to the way the American public consumes goods and services. Consumers embraced technology to shift retail purchases from in-person, brick-and-mortar stores to online outlets and to store-front pickup. Similarly, restaurants offered home-delivery and curbside pickup, reducing operating costs while maintaining some portion of prior revenue streams. Other food consumption shifted to meals made at home, and along with consumer stockpiling of paper goods and cleaning/sanitizing supplies, buoyed the supermarket industry.

Meanwhile, the federal government implemented numerous strategies to preserve and stabilize the economy during the COVID-19 pandemic. The Coronavirus Aid, Relief, and Economic Security (CARES) Act was passed by Congress and signed into law by President Trump on March 27th, 2020. The Act was designed to provide rapid and direct funding to preserve public health and to stabilize the economy during the response to the pandemic. The stimulus package made funding available to individuals and businesses as well as state and local governments.

As of this writing, the changes in consumer habits and the financial aid have, at least temporarily, sustained the local economy. In the 20 weeks since the City began reacting to the pandemic, local revenue sources have remained strong. With the end of the fiscal year 2020 on June 30th, the Finance and Budget Department is working on year-end financial reports and the annual audit. Preliminary financial information shows the City will likely end the year adding to the general fund savings. While the City's allocation of state shared revenues showed receipts at levels lower than expected, the growth in local sales taxes more than made up the difference. Other local sources showed similar variations, with a reduction in passport and recreation revenues likely offset by increases in permit related revenues.

Approach to the FY2021 Budget

Throughout the development of the budget and up until the COVID-19 pandemic, the Avondale economy had been experiencing sustained growth, showing substantial recovery from the Great Recession. Unemployment rates had fallen, businesses were expanding, and numerous commercial projects were planned or were under construction. The City enjoyed steady growth in revenue for the first nine months of FY2020, and the trend was expected to continue for FY2021. City sales tax collections had increased in FY2020 and similar trends were seen with other General Fund revenue sources such as state-shared revenues.

Upon adoption, a significant level of uncertainty had been introduced, and there was insufficient information to guide revisions of the financial forecast before Council action. However, the City budget is dynamic and flexible because significant operating resources are dedicated to the construction of one-time capital projects. Additionally, the City conservatively maintains general fund savings above the 35% reserve requirement policy. There is also sufficient capacity for continued population and business growth in Avondale well into the future.

These conditions provide the means to move forward with a baseline budget including a few critical additions for the next fiscal year. As such, City leaders committed to plans for increasing funding to maintain and enhance current levels of service for residents and businesses. This budget includes an approach to allocate additions for both operations and capital projects into those which are funded at the outset of FY2021 and those which will be contingent upon available resources to be recognized in the upcoming fiscal year. City leaders pledge to keep a watchful eye on revenue streams and to make financial decisions based on the current conditions in order to be responsible stewards of public funds. We are confident that in time Avondale will recover, as it has before, from this temporary setback.

Budget Priorities

The following serve as guidelines in developing the FY2021 budget:

- continued financial sustainability, balancing between meeting the needs of today and preparing for the growth and opportunities for tomorrow,
- aligning on-going resources and on-going uses,
- continuing to maintain strategic reserve balances in General Fund and Enterprise Funds, and
- expanding and enhancing services when resources are available.

The City continues to invest in public safety as part of the FY2021 budget. Five new patrol officers are funded in the FY2020 budget to increase the Police department's visible presence in the community. A school resource officer, a school resource sergeant and three municipal security staff are also funded in the FY2021 budget. An additional community action squad and neighborhood resource officer are included in the budget as contingent on available resources and may be funded if revenues recover from the crisis. For Fire and Medical, the City is investing in protective gear and other asset

replacements. The budget also includes funding for a new Deputy Fire Chief over emergency medical services.

An additional priority in the FY2021 budget is supplemental funding to facilitate continued economic growth in the community. Funded in the FY2021 budget is \$3.6 million for the economic opportunities fund, which may be used on incentives and infrastructure investment for new development. The budget includes additional funding for business development, lead generation, and an accelerator program for Spanish-speaking entrepreneurs. To meet the demands of future development, an additional Permit Technician for the Development and Engineering department is included in the budget, and additional positions for an Engineering Inspector and Senior Building Inspector are contingent on available resources.

Other anticipated enhancements included in the budget are a mechanic in Public Works to work on fleet vehicles, a water production and treatment operator, an environmental technician in the Water fund, a field superintendent in the Sanitation fund, and additional positions in the Neighborhood and Family Services Department. These employees, along with strategic investment in new or upgraded information technology systems, will increase compliance and efficiency for the City. Based on the current economic outlook and available resources, City leadership will exercise caution when increasing staffing levels and timing for FY2021.

As the City continues to grow and expand, the City must invest in the infrastructure necessary to serve current and future residents, businesses, and visitors. The FY2021 includes \$113.9 million for capital improvement projects, \$63.9 million of which is carryover from last fiscal year's capital improvement projects, and \$8.7 million of which is contingent on funding. The Capital Improvement Plan (CIP) includes funding for the design and construction of the city's new resource center, additional city hall office space, and an expansion of the main police station for property and evidence storage. These improvements will allow Avondale to meet current demands and future growth, as well as improve service delivery to the community.

Even with the strategic expansion of certain services and the investment in infrastructure, the FY2021 budget is structurally balanced and maintains generous reserve requirements. The City maintains a minimum General Fund balance of no less than 35% of the prior year's uses of the General Fund. Reserves allow the City to ensure continuity of operations in case of emergency or an economic downturn. With uncertain economic conditions looming, some of these reserves could be called into play in FY2021 in the unlikely event it proves necessary.

Acknowledgements

I would like to thank the Mayor and City Council for the valuable input and diligence which has shaped Avondale into a vibrant and prosperous City. I would also like to thank the department directors and their team members for their hard work in developing and maintaining a fiscally sound budget throughout the year. And finally, I would like to recognize the residents, visitors, and businesses of Avondale for their involvement in City

events and for their feedback on services provided by their city government. We will weather the current storm, we will recover, and together we will continue providing a high level of service in Avondale.

Sincerely,



Charles A. Montoya,
City Manager

City of Avondale

Citywide Organizational Chart



Avondale City Council FY 2020-21

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



MAYOR KENNETH WEISE

Tenure: January 2006 – December 2020

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

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



VICE MAYOR PAT DENNIS

Tenure: January 2017 – December 2020

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

- Valley Metro RPTA Board of Directors
- Avondale Boards, Commissions & Committees Council Subcommittee member
- Southwest Lending Closet Board of Directors
- Las Palmeras West HOA



COUNCILMEMBER TINA CONDE

Tenure: September 2017 – December 2022

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

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



COUNCILMEMBER BRYAN KILGORE

Tenure: February 2014 – December 2022

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

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



COUNCILMEMBER VERONICA MALONE

Tenure: January 2017 – December 2020

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

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



COUNCILMEMBER CURTIS NIELSON

Tenure: January 2019 – December 2022

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

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



COUNCILMEMBER MIKE PINEDA

Tenure: January 2017 – December 2020

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

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



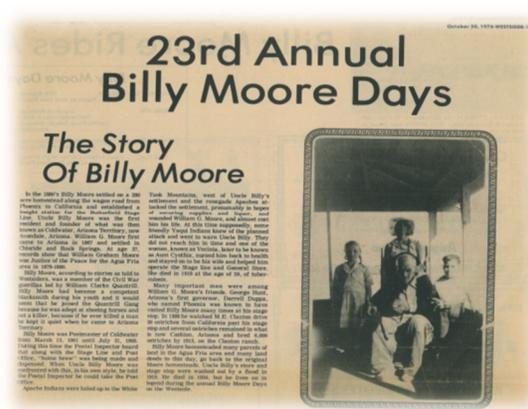
Community Profile

Location

Nestled at the base of the scenic Estrella Mountains where the Agua Fria, Salt and Gila Rivers converge, Avondale is located along Interstate 10 and just a 15-minute commute from the Downtown Phoenix. Avondale's freeway development sites are premium locations in the metro area for new stores, restaurants, hotels, offices and business parks and boost traffic counts over 190,000 along I-10 and 131,000 along State Route 101.

History

- Prior to European settlement, Native American tribes farmed in the Avondale area for hundreds of years, using the Salt, Gila, and Agua Fria rivers to build an extensive network of irrigation canals. Some of these canals are still in use today.
- In 1851, while making a reconnaissance survey for the United States-Mexico boundary under the 1848 Treaty of Guadalupe-Hildago, Monument Hill was built by the US Boundary Commission at the confluence of the Salt and Gila Rivers. Fourteen years later, John A. Clark, Surveyor General for New Mexico and Arizona selected Monument Hill as the initial point for surveys in Arizona.
- Like the Pima and Tohono O'odham Indians who inhabited the area before them, farmers began to settle near the Salt River and the Gila River confluence. These settlers were drawn to the area as a result of the Desert Land Act of 1877.
- Avondale's founding father, William "Billy" G. Moore, arrived in Arizona in the late 1860s, settling near the Agua Fria River in 1880. Billy Moore called his settlement "Coldwater, Arizona" - both for the river and the water that flowed from a local spring. He served a brief stint as Justice of the Peace for the Agua Fria area. He bought land, established a stage stop, erected a saloon and a general store, and was Postmaster of Coldwater from 1901 until 1905.



- In the early 1900s, the Coldwater post office moved to a site near Avondale Ranch. The post office soon became known as Avondale, and the name Coldwater was discontinued.
- By 1940, lots were being sold for \$50. Migrant farm workers moved from areas affected by the dust bowl and colder Midwest areas. Many lived in tents, under trees and under bridges. The government built a migrant camp at the corner of Dysart Road and Van Buren Street, which

provided large bathhouses with showers, latrines, washbasins, and plenty of hot and cold water for the newcomers.

- With the establishment of Luke Air Force Base in 1941 and a decreased need for farm workers due to new agricultural machinery, the area began a transition from an agrarian economy to a mixture of farming and industrial, commercial, and service activities.
- In December 1946, the City of Avondale was incorporated with a population of approximately 2,000 citizens.
- The Avondale Police and Fire Departments were formed by ordinance of the City Council in 1947.
- The opening of the nearby Goodyear Aerospace Plant in 1949 further solidified Avondale's transition from a small farming community to a modern city with diverse opportunities.
- The 4,225 square foot building (pictured below on the left) on Central Avenue and Brinker Drive served as Avondale's city hall from 1971 to 2003.



Old City Hall



City Hall

- The current city hall building and campus, off Avondale Boulevard and Van Buren Street, was constructed in 2003. The center of municipal operations in Avondale occupies 69,319 square feet with room for expansion. Other buildings located at the Civic Center Campus are the Police Station (26,250 sq. feet), City Court House (11,700 sq. feet), City Center Library (30,000 square feet), and Veteran's Memorial Walkway.
- The Municipal Operations Service Center (MOSC), the main hub for the City's Public Works, was constructed in 2005. It occupies 30,000 square feet and houses Field Operations and Water Resources.
- Since 2000, the population of Avondale has grown rapidly, and Avondale is now the 12th largest city in the state. The current estimated population is 87,931 residents. That figure is projected to grow to 101,800 by 2030.

Community

- Avondale has made substantial investments into community amenities including the Randall McDaniel Sports Complex, two community parks – Friendship and Festival Fields, and two public libraries – Civic Center and Sam Garcia.
- Opened in November 2010 as a public/private venture, the Randall McDaniel Sports Complex is an 83,000 square-foot multi-purpose indoor recreation center providing indoor volleyball, basketball, soccer, and meeting space, and concessions for hosting leagues, tournaments and community activities. The facility maintenance and operations are managed by American Sports Centers.



Randall McDaniel Sports Complex

Quality of Life

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



Phoenix Raceway

- For nature lovers, Avondale offers wildlife viewing, hiking, biking and trail running opportunities on the developing Tres Rios Recreation Corridor and Maricopa County's Estrella Mountain Regional Park, which is located at the base of the Estrella Mountains. The Audubon Society and Bird Life International has recognized the Tres Rios as an "Important Bird Area" with over 150 species of birds attracted to the area.

- Avondale is home to Northern Arizona University at Estrella Mountain Community College, Rio Salado College and Universal Technical Institute. Estrella Mountain Community College is embarking on a \$31M expansion project to add more multi-use classrooms, flex labs, offices and student support spaces. The high school system in Avondale is expanding as well. St. John Paul II Catholic High School, a full-service Catholic High School, plans to continue growing in phases until its student base reaches 1,000. The Tolleson Union High School District welcomed its newest high school, West Point High School, and will enroll freshmen, sophomores, and juniors for the 2020-2021 school year. West Point High School is 275,000 square feet and designed to accommodate 3,000 students.

Business Environment

- Avondale, located in the Phoenix Metropolitan Area, is in one of the fastest-growing labor forces in the US. The workforce in Avondale is young, educated, and skilled with a median age of 31. The talent pipeline is rich and Avondale offers hundreds of thousands of trained workers in the healthcare, finance and insurance, manufacturing and information technology within a 15-mile drive of the City.
- The BLVD is a pedestrian-oriented district home to numerous types of businesses at the heart of Avondale. The BLVD, encompassing 2.2 million square feet of mixed-use development south of I-10 on Avondale Boulevard, is poised to become a premier destination for shopping, entertainment, professional offices and housing in a fun atmosphere conducive to daytime and nighttime activities. The Avondale Sports Complex is the largest indoor multi-sport facility in the state drawing over a quarter of a million people for tournaments, leagues and other special events throughout the year.
- Avondale's Health-Tech Corridor located along McDowell Road between 99th Avenue and Avondale Boulevard is the location-of-choice for healthcare opportunities in the Southwest Valley with over 275 acres of build-to-suit opportunities. The corridor is anchored on the east by the 60,000 square feet IMS medical office building and on the west by the 35,000 square feet Phoenix Children's Hospital Urgent Care Center. It also includes the 32,500 square feet Copper Springs Hospital and welcomes the AKOS Medical Campus to the Corridor with its 136,000 square feet of Class A medical office space.



AKOS Medical Campus

- From an industrial sector perspective, the one million square feet Coldwater Depot Logistics Center continues to be a major employment center in the city. King Koil, which licenses its mattresses to more than 30 manufacturers in over 90 countries, now occupies 90,000 square feet in the Logistics Center. The distribution facility contains 187,000 sq. ft. of inventory and is located along the Interstate 10 freeway.

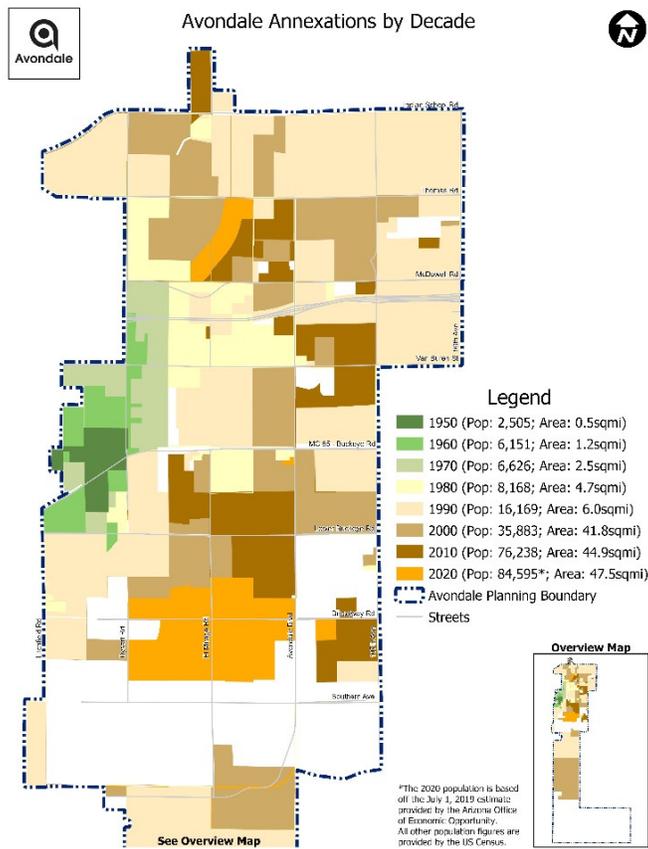
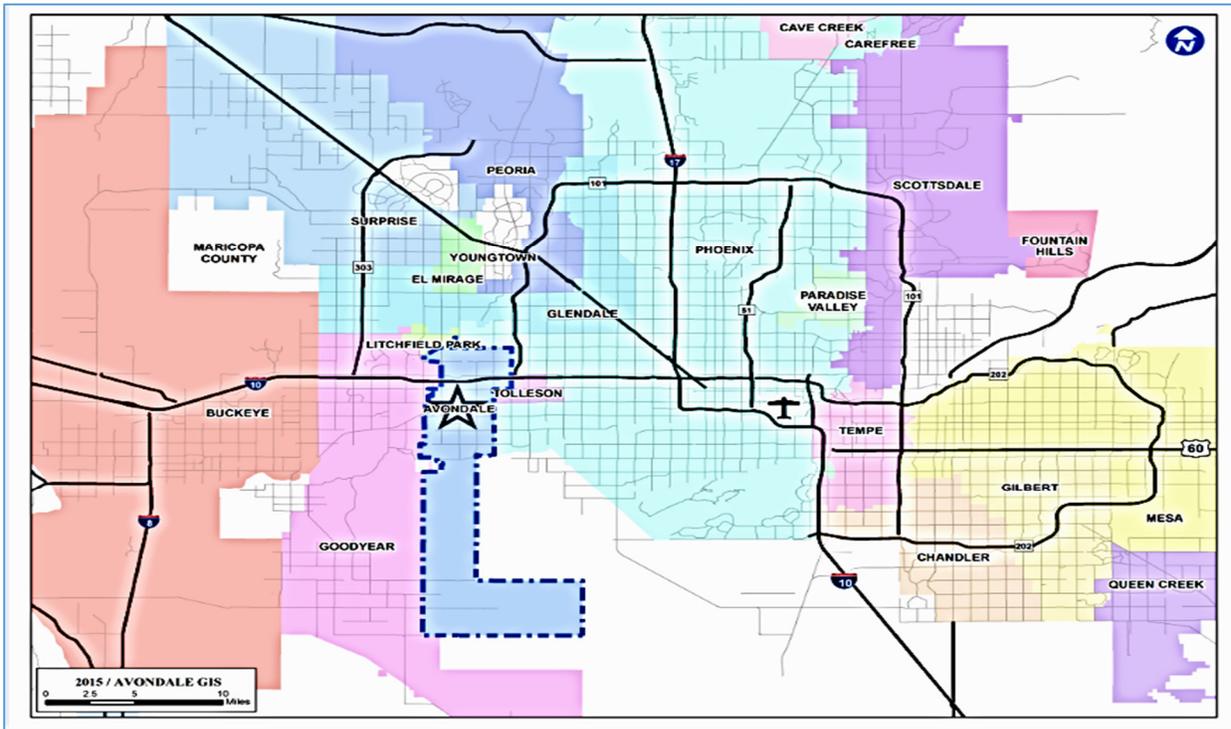
- Over the last few years, the 600,000 square foot Avondale Commerce Center has experienced exponential growth, having decreased its vacancy rate from 93% to 5.6% during that time frame. The Commerce Center includes a diverse tenant mix that ranges from a brewery distribution and tasting room, fulfillment operations, a premier baseball and softball training facility, and many other businesses.
- From a retail perspective, Avondale's vacancy rate of 4.4% is below the Phoenix Metropolitan Area average. The McDowell Road Corridor between 99th & 107th Avenue has introduced a plethora of additional retail options including several shopping, family entertainment and fast casual dining options.



Main Event

- Four business hotels, including those from the Marriott and Hilton portfolio, recently added over 400 hotel rooms and almost 1,000 beds to the community. Meanwhile, Home 2 Suites, Marriott Springhill, and Avid Hotels are coming soon. The growing number of hotels accommodate for Avondale's bustling tourism industry that attracts large crowds to destinations like the American Sports Centers and Phoenix Raceway.

Avondale Maps



Snapshot of Avondale	
Date of Incorporation	December 13, 1946
Form of Government	Council/Manager
City Budget FY2021	\$280,109,400
Number of City Employees (FTE)	625.75
Land Area (Square Miles)	47.42
Population	87,931
Population Per Square Mile	1,854.3
Miles of Streets	323.03

City Facilities and Services	
Culture and Recreation	
Community Centers	1
Parks	10
Playgrounds	12
Park Acreage - Developed	150
Ramadas	24
Ball Fields	11
Soccer Fields	9
Basketball Courts	11
Tennis Courts	2
Length of Trails/Paths	14.5
Dog Parks	2
Pickleball Courts	4
Amphitheaters	2
Police Protection	
Number of Stations	1
Number of Sub Stations	4
Number of Beat Offices	1
Number of Police Personnel and Officers	202
Number of Patrol Vehicles	110
Fire Protection	
Number of Stations	4
Number of Fire Personnel	80
Number of Calls Answered Yearly	12,058
Sewage System	
Miles of Sanitary Sewers	243
Number of Service Connections	23,013
Water Systems	
Miles of Water Mains	338
Number of Service Connections	24,203
Daily Average Consumption in Gallons	11.1 million
Maximum Water Storage Capacity in Gallons	15.5 million



Facilities and Services not Included in the Reporting Entity

Education	
Number of Elementary Schools	16
Number of Junior High Schools	4
Number of Secondary Schools	8
Number of Community Colleges	2
Number of Technical/Trade Schools	1

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

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

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

Population¹

2019 Census Population Estimate	87,931
White Alone	58.0%
Black or African American Alone	9.4%
Asian Alone	3.5%
American Indian/Alaska Native Alone	1.7%
Pacific Islander Alone	0.4%
Another Race Alone	22.6%
Two or More Races	4.5%
Hispanic Origin (all races)	50.3%

Housing Units	
Occupied	29,331

Age, Income, and Workforce²

Population by Age	
Age 0 - 4	8.7%
Age 5 - 9	8.4%
Age 10 - 14	7.9%
Age 15 - 24	14.6%
Age 25-34	18.1%
Age 35-44	14.1%
Age 45-54	11.4%
Age 55-64	8.8%
Age 65 - 74	5.5%
Age 75 - 84	2.0%
Age 85 and over	0.5%
Male	49.7%
Female	50.3%
Median Home Value	\$213,977
Median Household Income	\$61,099
Average Travel Time to Work	28.4 mins.

Workforce by Classification	
For-Profit Private Workers	73.9%
Non-Profit Private Workers	5.3%
Local Government Workers	6.8%
State Government Workers	4.2%
Federal Government Workers	3.8%
Self-Employed Workers	5.8%

Household Income	
Less Than \$15,000	7.9%
\$15,000 to \$24,999	5.9%
\$25,000 to \$34,999	8.7%
\$35,000 to \$49,999	14.7%
\$50,000 to \$74,999	23.2%
\$75,000 to \$99,999	15.9%
\$100,000 to \$149,999	16.4%
\$150,000 to \$199,999	4.7%
\$200,000 or more	2.6%

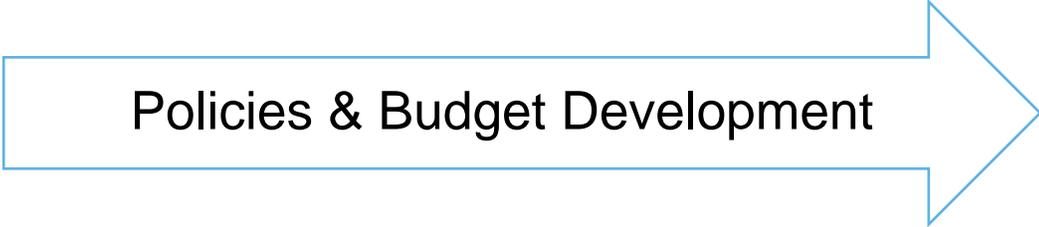
Educational Attainment	
Less than 9 th Grade	6.9%
9 th to 12 th Grade, No Diploma	10.0%
High School Graduate (or equivalent)	22.9%
Some College, No Degree	27.4%
Associate Degree	9.6%
Bachelor's Degree	13.2%
Graduate or Professional Degree	6.3%

Climate³	
Average maximum temperature	86.2°F
Average annual temperature	74.9°F
Average annual precipitation	5.93"

City Election Turnout⁴	
Registered Voters	40,769
Registered Voters Voting	21.4%

Sources: ¹2010 United States Census ²Esri, June 2020 ³National Weather Service ⁴Avondale City Clerk

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Policies & Budget Development

Policies, Process and Budget Development

City of Avondale Comprehensive Financial Policies

I. Introduction

Comprehensive financial, budgetary and accounting principles that are coupled with thoughtful economic principles help create a resilient structure for the City's strong, long-term financial planning. Financial policies contribute to increased stakeholder confidence and trust and provide clear direction to City staff concerning the diligence and stewardship with which public monies are to be managed. Policies that are formally adopted show our residents, visitors, businesses, credit rating agencies, and bond investors the City's commitment to financial resiliency and thoughtful management.

Avondale incorporates the following short and long-term financial policies and guidelines for managing revenues, expenditures, fund balance, capital planning, and debt management in its annual budget planning and in ongoing operations throughout each year. In addition, proper accounting practices complement budget development and internal controls to enable the implementation of the City's long-term objectives.

Importantly, the responsibility for applying these policies does not rest solely with Finance & Budget Department staff, but involves the entire City organization of staff, management, and elected officials to ensure Avondale adheres to, and collaborates in the application of these policies.

II. Fiscal Planning

Fiscal planning is a key element in ensuring that positive financial outcomes can be achieved and will be sustained over a long-term period. The City expresses its planning objectives through the adoption and monitoring of the annual budget. These policies will aid in developing that annual plan and related controls, but more importantly, should provide a longer-term perspective to the City's financial position and planning. To be effective over a longer-term, these policies must constantly be re-evaluated and updated to ensure the goals and objectives are applicable and achievable over the long-term.

The City Council conducts budget planning work sessions to communicate policy direction for development of the annual budget and other fiscal priorities and goals. Staff incorporate these policy statements into the annual budget development process.

Staff will identify the City's revenue sources and provide their best estimates of the anticipated level of funding during the forecast period. Staff will also prepare realistic estimates of the likely costs of current and proposed city programs, costs of city staffing and benefit costs, and related supporting

costs. Management will prepare recommendations to balance the two and set priorities for the planning period to accomplish the Council's policy direction. The principles outlined below help to ensure these goals can be operationalized and sustained from year-to-year.

Staff will evaluate revenues sources to determine if they should be considered recurring or one-time in nature and can be depended upon to fund the City's on-going operations. One-time revenues will not be used to fund recurring expenses, debt, or other on-going costs.

III. Fund Balance and Reserves

Maintaining reserves is a prudent financial practice and fund balance is an important indicator of the City's financial health and stability. Fund balances and reserves are maintained to allow the city to continue providing services to the community in case of unexpected emergencies or requirements and/or economic downturns.

The City classifies and reports fund balances in accordance with Governmental Accounting Standards Board (GASB) Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions. The Council has the authority to set aside funds for a specific purpose. Any funds set aside as committed fund balance requires the passage of a resolution by a simple majority vote of the Council prior to the conclusion of the annual audit for the applicable fiscal year.

The Finance & Budget Department Director has the authority to assign funds (not otherwise assigned by Council action) for specific purposes. Any funds set aside as assigned fund balance in this manner must be documented in writing to the City Manager. Such assignments will be identified and incorporated in the City's annual budget planning process.

The City utilizes a two-tier stabilization arrangement as committed fund balance in the General Fund of no less than 35 percent (35%) of budgeted General Fund expenditures from the prior fiscal year to provide a comfortable margin of safety to address potential natural disasters, unexpected economic events, revenue shortfalls, or other budget contingencies.

The first-tier commitment consists of a 25% Emergency Reserve that may only be used for the following reasons:

- Mitigate damage and expenditures caused by natural disasters or declared public emergency for which no reasonable budget adjustments are available to continue or restore essential services.
- Address emergency events that jeopardize the public safety.
- Provide and maintain essential services to the public during natural disasters or emergency events.

The second-tier commitment consists of a 10% Rainy-Day Reserve that may only be used under the following circumstances:

- The City experiences sudden and/or unexpected declines in ongoing revenues (taxes or shared revenues) or charges for service that is greater than 10% of General Fund operating revenues from the prior year.
- The City experiences sudden and/or unexpected declines in state-shared revenues that is greater than 10% of General Fund operating expenditures from the prior year.
- Provide and maintain essential services to the public during natural disasters or emergency events.

Once the City Manager, or his/her designee, has determined that it is necessary to spend down stabilization reserves, the City Manager shall provide written communication to the Council explaining the nature of the event/occurrence necessitating their use for Council approval. If the reserves are reduced below the minimum required levels, the City staff shall develop a plan for Council approval to restore the reserves to the appropriate balances.

The City shall replenish the emergency and rainy-day reserves within two (2) fiscal years and five (5) fiscal years following the fiscal year of the event, respectively. If the depletion occurs during an ongoing economic downturn, the City shall restore the funds within two (2) years of revenue stabilization, as applicable. The progress of replenishment shall be reported in the City's Annual Budget.

The Council has established two dedicated one-half cent sales tax funds for designated purposes approved by Avondale voters. These funds will be recorded and expended separately in accordance with their enabling ordinances. The City shall develop guidelines and monitoring mechanisms to ensure the funds are sustainable and can address the City's funding requirements for the approved uses over the City's forecasting period.

- A. The city maintains a separate One Half-Cent Sales Tax Fund to fund capital improvement projects related street maintenance, sidewalk improvements, constructing and maintaining residential streets, constructing traffic signals and installing streetlights, construction of water infrastructure and wastewater treatment infrastructure to increase capacity. Uses of the fund were expanded by voter approval to include transportation projects and services.
- B. The city maintains a separate One Half-Cent Sales Tax Fund to fund needs of its public safety operations that includes: sworn personnel additions, command and support staff personnel, additional support costs related to added or existing positions; code enforcement personnel and support costs; and, personnel and/or services to support the City Court.

IV. Revenues, Collections and Fees

Management will strive to develop a diverse and sustainable revenue base to support city operations and future objectives.

When appropriate, and in the determination of the Finance & Budget Department Director, user fees will be adopted to reflect the costs of delivering services to customers who directly benefit. Services provided for the community's general welfare may be provided without user service fees for the general good.

Property tax levies will be set at a level to minimize the impact on Avondale property owners. The combined primary and secondary City property tax rates will be set at an amount that will not be more than \$2.00 per \$100 of assessed valuation. Tax rates set by Community Facility Districts (CFDs) within the City are excluded from the rate ceiling.

Rates, fees, and charges will be evaluated regularly for appropriate recovery levels based on the purpose of the fee or charge.

Rates and fees that are not set within the Avondale Municipal Code will be reviewed and established through Council action or as part of the budget adoption.

Staff will identify and adopt Development Impact Fees to assist in the funding of necessary public infrastructure that will benefit future city growth. These fees will be adopted, managed, and accounted for in compliance with Arizona Revised Statutes (A.R.S.) 9-463.05. These fees will be updated as needed or as required by state statutes.

V. Expenditure and Budget Control

Management must ensure compliance with the legally adopted budget and establish policies and procedures that provide for appropriate controls in the application and monitoring of the City's fiscal operations. Purchases and expenditures must comply with legal requirements and policies and procedures set forth by the state and the City.

A structurally balanced operating and capital budget will be presented annually for Council review and adoption no later than July 1st of the fiscal year and in accordance with the requirements of A.R.S. §42-17105. These plans should reflect on-going communications with Council and stakeholders and reflect the City's current needs and future strategic goals and priorities.

The budget shall be considered structurally balanced when all sources of funds (revenue, transfers in, and fund balances) are greater than or equal to all uses of funds (expenditures, transfers out, and contingencies) for each fund.

As part of the budget, staff will present forecasts of the City's major funds over a five-year period.

Supplemental funding will be used only for the purposes authorized. The Finance & Budget Department will establish mechanisms to report on the utilization of these amounts to ensure timely expenditure. If the funding is not utilized for the stated purpose in a reasonable timeframe, funds may be reverted with the authorization of the City Manager.

A system will be used to manage position control that coordinates human resource information with budgeted position information. The number of full-time and regular part-time employees on the payroll shall not exceed the total number of positions authorized by the City Council for the budget year. The budget will identify the resources required to support the authorized staffing.

Mid-year budget requests that require commitment of ongoing resources will be kept to a minimum to minimize the impact on future budgets. If unexpected resources are secured after budget adoption, departments must not expend any of the funds without appropriation.

All departments are responsible for ensuring that expenditures do not exceed their approved budget. Department heads are obligated to communicate potential over-expenditures of their amended budgets to the Finance & Budget Department as soon as they become known.

The budget is adopted by the City Council by department and by fund. Budget amendments may be executed throughout the year when the adopted purpose varies from operational needs identified during the fiscal year pursuant to the following guidelines. Amendments must be fully executed before the authorization of or expenditure of funds.

Operating Budget Transfer Guidelines:

- Use of contingency fund appropriation requires City Council approval.
- Transfers of appropriation between funds require City Council authorization.
- Transfers of appropriation to / from personal services (salaries, wages, and benefits) line items within the same department require City Manager approval and must be one-time in nature so as not to impact the department's authorized FTE counts. Savings in personal services will not be used to offset deficits in department operating budgets without written authorization from the City Manager.
- Department heads are authorized for all other transfer types between divisions and category of expenditures within the same fund.

Continuation (or carryover) of one-time appropriations into the next fiscal year require Council approval and are to be adopted as part of the annual budget. Departments will identify these anticipated amounts as part of the annual budget process. Finance & Budget Department staff will evaluate and recommend requests for consideration as part of the budget adoption process.

The City will maintain a purchasing system that provides needed commodities and services in a timely manner to avoid interruptions in the delivery of services. All purchases shall be made in accordance with the City's procurement code, purchasing policies, guidelines, procedures, and applicable state and federal laws. The city will endeavor to obtain supplies, equipment, and services that provide the best value through cooperative purchase agreements and competitive selections.

A system of appropriate internal controls and procedures using best practices shall be maintained for the City's payment processes to ensure vendor and contractor invoices are paid in a timely manner and in accordance with A.R.S. §34-221.

The State of Arizona sets a limit on the expenditures of local jurisdictions. The city will comply with these expenditure limitations and will submit an audited expenditure limitation report as defined by the Uniform Expenditure Reporting System (A.R.S. §41-1279.07) along with audited financial statements to the State Auditor General within the prescribed timelines.

The City Council will pursue local override of the State expenditure limitation as provided by the State Constitution if the projected expenditures within two years are anticipated to exceed the expenditure limitation. This override will use one of the alternative expenditure options as defined in Article IX, Section 20 of the Arizona Constitution.

City staff will develop policies for the administration of grant awards. The City will evaluate potential grants to ensure that they further the goals and objectives of the City without unduly obligating or leveraging current or future City funds. Grants will be reviewed and approved by Finance & Budget Department Director or his/her designee prior to their application.

All grant awards require the approval of City Manager or his/her designee for acceptance before appropriation of funds. Grant funding may not be obligated in advance of acceptance by the City Manager or his/her designee. Personnel paid for in whole or in part by grant funding are considered temporary without certainty of employment beyond the grant funding's life unless otherwise authorized by Council.

VI. Capital Planning and Asset Management

Management will plan and manage the City's capital infrastructure and assets in a fiscally sound and sustainable manner to ensure they support City operations, goals for quality of life, and future growth.

A Capital Improvement Plan (CIP) shall be developed for a five-year period to allow for appropriate planning. The CIP shall be considered structurally balanced when all sources of funds (revenue, transfers in, and fund balances) are greater than or equal to all uses of funds (expenditures, transfers out, and contingencies) by year for each fund in the capital program .

The CIP shall be reviewed each year by the Capital Improvement Plan Citizen's Committee prior to Council review and approval.

Projects will only be approved with funding from designated sources that are known – or considered reasonably likely during the project's plan – and meet the project's estimated development costs and costs to support.

Changes to the approved CIP in terms of material individual project changes in scope, proposed transfer of funds between approved projects require City Council review and authorization.

Transfers of available appropriation in the CIP of under \$50,000 within projects of the same department and fund may be approved by the City Manager or designee. Such amendments will be communicated quarterly to the Council.

The performance and continued use of capital infrastructure is essential to delivering public services. Deferring essential maintenance and/or asset replacement can negatively impact service delivery and increase long term costs. As such, the city will periodically assess the condition of assets and infrastructure and appropriately plan for required major maintenance and replacement needs. Efforts will be made to allocate sufficient funds in the multi-year capital plan and operating budgets for condition assessment, preventative and major maintenance, and repair and replacement of critical infrastructure assets.

The City will record the acquisition and disposition of capital assets in a timely manner and in accordance with accepted accounting practices and will maintain appropriate control over their location and condition. Finance & Budget Department staff will establish a system of controls that ensures departments maintain stewardship and control of their non-capital assets.

VII. Debt Management and Investments

The City will prudently utilize debt to fund long-term objectives without over-committing the City's current or future resources. Likewise, the City's investments will be managed to balance returns with safety, ensuring the City has flexibility to fund its current and long-term requirements.

Long-term debt shall not be issued to finance ongoing operations. Short-term borrowing or lease purchase contracts should only be considered for financing major operating capital equipment when it is determined to be in the City's best financial interest as determined by the Finance & Budget Department Director or his/her designee.

The City's capacity to issue new General Obligation (G.O.) debt will be projected annually with the budget process. General obligation debt will not be issued if the secondary property tax rate when combined with the primary rate will exceed \$2.00 per hundred dollars of assessed valuation.

Bonds which pledge excise taxes will be issued only when actual annual excise tax collections are at least three (3) times the maximum annual debt service.

The City shall maintain and comply with a written Investment Policy that has been approved by the City Council. The Finance & Budget Department Director, as Chief Investment Officer, or his designee shall invest all funds of the city according to the approved Investment Policy.

Ownership of the City's investment securities will be protected through third party custodial safekeeping. The City will conduct its treasury activities with financial institution(s) based upon written contracts.

The City will project the cash needs of the city to optimize the efficiency of the City's investment and cash management program. The City will collect, deposit, and disburse all funds on a schedule that ensures optimum cash availability for investment. In order to obtain higher yields from its overall portfolio, the City will consolidate cash balances from various funds for investment purposes, and will allocate investment earnings to participating funds according to policies and procedures maintained by the Finance & Budget Department.

Investment performance will be measured using metrics specified in the City's written investment policy. At a minimum and in accordance with the Investment Policy, the Finance & Budget Department Director will make annual investment reports available to the City Council for review.

The City shall maintain and comply with a written pension funding policy for its Public Safety Personnel Retirement System plan that has been approved by the City Council. The City will ensure that the plan has sufficient assets to meet actuarial requirements. In funding the plan, the City will balance member pension benefits and taxpayer funds in an equitable manner.

VIII. Accounting, Auditing & Reporting

Staff will apply best practices and recognized standards for local governments in the accounting and reporting of the City's finances to ensure ease of understanding and financial transparency.

The City will prepare and publish an annual Comprehensive Annual Financial Report (CAFR) to provide information on the City's financial condition by February 1st following the close of the prior fiscal year.

The City will conform to Generally Accepted Accounting Principles (GAAP) adopted by the Governmental Accounting Standards Board and will remain abreast of current policies and changes in approach.

Management will ensure appropriate internal controls are in place across the City to ensure funds are safeguarded and utilized according to stated objectives and governing policies. Finance & Budget Department staff may develop guidance or policies to assist departments with proper internal control protocols and procedures.

All city bank accounts shall be reconciled and reviewed on a monthly basis and no later than 45 days after the end of the calendar month.

Bond funds will be segregated from all other funds for arbitrage and accounting purposes.

IX. Enterprise and Internal Service Funds

The City's enterprise funds are established to provide services to the community and are to be self-supporting from the revenues generated by their user charges and fees. These funds will pay an appropriate amount of overhead costs for services received from central service departments. Revenues from ratepayers will not be used to subsidize the operations of non-enterprise functions.

The Water and Wastewater Operating Funds will maintain an operating reserve as assigned fund balance greater than, or equal to six (6) months of operating expenditures that includes debt service payments but excludes depreciation expense.

The Water and Wastewater Development and Equipment Replacement Funds are excluded from the above operating reserve calculations, but the funds may reserve separate amounts for capital replacements in accordance with any bond covenant requirements.

All other Enterprise Funds shall be maintained at a minimum of four (4) months of operating expenditures plus the amount required to meet the annual debt service requirements.

The Water and Wastewater Operating Funds will maintain operating debt coverage ratios that are at least 1.5 times the fund's maximum annual debt service requirement over a prospective five-year period. The operating debt coverage ratio represents the utilities' revenues less operating and maintenance expense (without debt service) compared to annual debt service obligations.

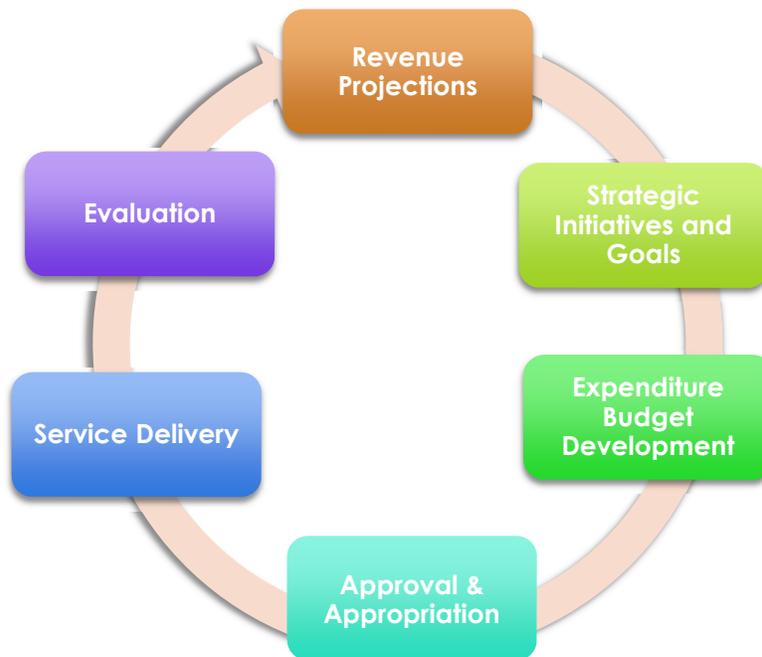
User rates and fees for enterprise operations will be reviewed and updated periodically to ensure they recover the costs of operations, capital investments, debt obligations, and required reserve requirements to ensure stability and financial sustainability. The City will endeavor to set charges that are competitive, as affordable as possible, and recognize customer value. Enterprise funds will pay appropriate internal service costs for central city functions as outlined in the City's indirect cost allocation plan. These will be separate from any assessments to the City's Water and Wastewater utilities for payments-in-lieu-of-property tax (PILOT) agreements.

Internal service funds will be established to provide internal city services that are competitive and cost-effective to city departments and delivered in manners that meet customer requirements.

Internal service funds should equitably recoup their costs of providing services to other City funds. A system to allocate costs to recipient funds will be established and updated annually to ensure user fees and charges keep pace with costs and potential future liabilities. Balances in these funds will be monitored to ensure they are adequate to address current and future liabilities.

Preparing the Budget

The preparation of each year’s budget requires coordination and teamwork from all departments to ensure the result is a well-balanced financial plan for the year. The financial planning cycle is continuous and requires active participation at each stage. The budget process begins with revenue projections, so the City has estimate of the available resources to budget against. Strategic initiatives and goals are communicated from City Council and residents. Those priorities are used to set the priorities for the budget. The combination of the priorities and estimate of resources available set the direction for the budget.



FY2021 Budget

The city is restricted to spending at or below the adopted budget. There is a lot of uncertainty in economy, but at the time of budget adoption, very little actual data on the health of the Avondale economy. Sales tax collections and distributions of state shared revenue have significant lags between when transactions are recorded and when the city receives the revenue, so the impact of the COVID-19 response on revenues is difficult to ascertain. Because of this lack of data and since the City cannot exceed the adopted budget, the decision was made to move forward with the budget with the capacity for certain strategic enhancements and a continued investment in capital projects.

Enhancements to the budget and capital projects are categorized as either funded or contingent on available funding. Funded means that the request or capital project are of the highest priority of the City and will move forward at the start of the fiscal year, July 1, 2020. The enhancements and capital projects categorized as contingent on available funding can only move forward when the resources necessary to support those programs have been identified. Having the budget

capacity for these contingent items included in the adopted budget ensures maximum flexibility in these uncertain times.

The city is well positioned to weather an economic crisis. The general fund and other operating funds have significant reserves. At the end of FY2019, the general fund had \$57.5 million in reserve, which is 66% of the budgeted uses in FY2020. The water and sewer funds both had over 100% of budgeted uses in reserve at the end of FY2019. While the city has significant reserves for a crisis like this, the city is still being financially conservative. Hiring for any general-funded position must be approved by city management. The purchase of new vehicles has been delayed to at least January 2021. Departments have been asked to be conservative with their end of FY2020 purchases.

City Council received presentations on the budget during Council meetings starting in December 2019. The FY2021 budget was developed based on their feedback. With overall economic growth at the time of these meetings leading to anticipated increases in on-going resources, a number of services were planned to be enhanced for this budget.

Revenue Projections

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

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

Late in the FY2021 budget process, the COVID 19 pandemic emerged. Businesses were required to shut down and residents were asked to stay home in an attempt to stop the spread of the virus. As businesses shutdown, unemployment in the Phoenix Metropolitan region has skyrocketed to from 3.8% in February 2020 to 12.3% in April 2020. Consumer spending has decreased 11.2% from February 2020. Undoubtedly, Avondale's revenues will decrease due to the efforts to stop the spread of the virus. The crisis is unprecedented in recent economic history, which makes it difficult to model the impact of the recession. Unfortunately, revenue reporting lags transactions by approximately two months, so staff did not have an accurate methodology to project the impact of the economic slowdown on the City's revenues. Time will tell if the size of the impact on revenues and if the impact is temporary or long term.

Avondale was far along in the FY2021 budget process when it became clear that the pandemic would have an undetermined but significant impact on revenues. Considering the lack of data on revenues, any forecast of revenues for FY2021 and beyond would have been a guess. Avondale

has healthy fund balances in the operating funds, so there is room to absorb a decrease in revenues. The decision was made not to adjust the revenue forecast for FY2021. Supplemental requests and capital improvements initially recommended for funding in FY2021 were divided between funded requests which can move forward July 1, 2020 and contingent on funding requests which require staff to identify available resources to fund the request.

The revenue forecasts included in this section reflects the revenue forecast staff created before the pandemic. Staff will continue to monitor the situation and make adjustments to the budget as more data becomes available. Forecasts for individual revenue sources are discussed further in the Revenue Summary.

Strategic Initiatives and Goals

On December 2, 2019, Council and staff met to discuss the strategic direction for the FY2021 budget and the needs of City departments. Finance and Budget provided an update on economic factors and indicators that influence the amount of resources available to Avondale. The departments discussed any additional resources they may need to maintain current service levels and to fund new programs. Departments presented their top priorities for additional on-going funding, one-time funding, and necessary capital improvements. The current Five-Year Strategic Plan, created in 2016 was discussed during the meeting. The plan was designed with guidance from the Avondale City Council, and created with input from residents, local businesses and key personnel across the City's organization. The plan represents a cohesive and thoughtful approach to current and future development in Avondale. The strategic initiatives from the Five-Year Strategic Plan are highlighted below.

INITIATIVE: FOSTER SUSTAINABLE COMMUNITY DEVELOPMENT

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

INITIATIVE: CREATE AND SUPPORT DIVERSE RECREATION & ENTERTAINMENT OPPORTUNITIES

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

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

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

INITIATIVE: ENCOURAGE & SUPPORT CREATIVE INNOVATION IN DEVELOPMENT AND SERVICE

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

INITIATIVE: CREATE A CONNECTED COMMUNITY

- Encourage a flexible environment responsive to market trends.
- Promote community engagement through civic education.
- Provide outlets for residents and businesses to engage volunteer service opportunities.
- Use technology to connect residents to business, government, and community opportunities.

Expenditure Budget Development

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

Approval & Appropriations

For cities and towns, Arizona law requires a tentative budget approval and a final budget approval. Avondale’s budget was tentatively approved on May 18, 2020. The tentatively adopted budget sets the total expenditure limit for the budget, though budget authority can be lowered or moved between organizational units. After tentative approval, as required by state law, notice was posted on the Avondale website and in local newspapers. On June 15, 2020, the public was encouraged

to give input during a public hearing, and after the conclusion of the public hearing, the budget received final approval.

Service Delivery and Evaluation

The budget became effective July 1, 2020. After adoption, the budget is reviewed on a regular basis. Departments and Finance and Budget meet regularly to review reports and discuss any potential issues that are not accounted for in the adopted budget. Departments may move budget capacity between different objects, as long as they do not transfer vacancy savings or transfer of budget capacity between different funds. With management approval, Contingency funding is available for unforeseen needs that arise during the year, including unbudgeted grants or other unanticipated revenues, emergencies, and changes in priorities.

Fund Types

The City of Avondale prepares an annual budget and financial plan for all funds. The City's funds are accounted for in specific fund types that help classify specific expenditures by resources available to pay for those expenditures and the specific restrictions on those resources. The following table shows the fund types as they are grouped for reporting purposes.

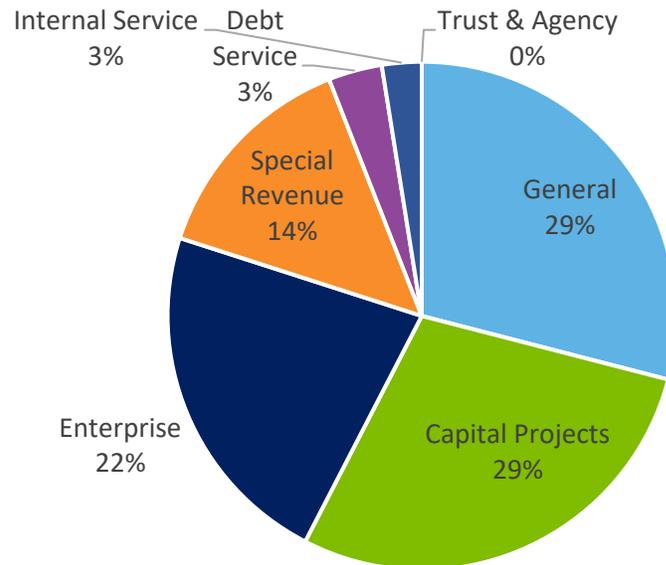
Governmental Funds	Proprietary Funds	Fiduciary
General Fund	Enterprise	Pension Trust
Special Revenue	Internal Service	
Capital		
Debt Service		

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

Department	Fund Type						
	Capital Projects	Debt Service	Enterprise	General Fund	Internal Service	Special Revenue	Trust & Agency
City Administration	X			X			
City Attorney's Office				X			
City Clerk				X			
City Council				X			
City Court				X		X	
Community Relations	X			X		X	
Development and Engineering Services	X			X		X	
Economic Development				X			
Finance and Budget				X			
Fire and Medical	X			X		X	X
Human Resources				X	X		
Information Technology	X			X			
Neighborhood, Family Services, and Libraries	X			X		X	
Non-Departmental		X	X	X	X	X	
Parks and Recreation	X			X			

Police	X			X		X	
Public Works	X	X	X	X	X	X	

Budget by Fund Type



Total appropriations of \$280,109,400 by fund category are depicted in the figure above. The general fund appropriations comprise 29% of the total budget and capital funds make up 29%. Enterprise funds, including enterprise capital projects make up about 22%. Special revenue funds, including dedicated sales taxes and grant funds, total 14%. The appropriations for the City’s only Pension Trust fund total \$5,000.

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

Fund Group	Fund Type	Major	Non-Major
Governmental	General	General	
	Special Revenue	Water, Sewer, Streets & Transit Sales Tax	Highway User Revenue
		Public Safety Sales Tax	Local Transportation Assistance
			Senior Programs
			Judicial Collection Enhancement
			Grants-in-Aid
			Family Advocacy Center
			Environmental Programs
	Capital	Development Fees	Equipment Replacement
			Vehicle Replacement
			Other Capital Projects
	Debt Service		General Obligation Bonds
			Dedicated Sales Tax Bonds
			Other Debt Service Funds

Proprietary	Enterprise	Water Utility	
		Wastewater Utility	
		Sanitation	
	Internal Service		Risk Management
			Fleet Services
			Worker's Compensation
Fiduciary	Pension Trust		Voluntary Fire Fighter's Pension

Budget Calendar

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

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

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

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

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

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

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

2019

Date	Task	Legal Ref.

Date	Task	Legal Ref.
9th	End of FY2019 budget amendments	
23rd	Council Worksession - Utility Rates	
25th	Utility Rates - Avondale Citizens Water Alliance	

Date	Task	Legal Ref.
7th	Final Operating/CIP Carryover Reconciliation	
17th	Budget Staff Retreat	

Date	Task	Legal Ref.
4th	Budget Kickoff for Staff	
12th	CIP and Operating Budget opens	
12th	Training on Budget System	
19th	Training on Budget System	
21st	Training on Budget System	
27th	First Public Notice on Home Rule Hearing	§41 563.01

Date	Task	Legal Ref.
2nd	Goal-setting & Budget Retreat	
4th	Second Public Notice on Home Rule Hearing	§41 563.01
9th	First Public Hearing on Home Rule	§41 563.01
10th	Budget System Closes	
10th-2nd	Budget review of CIP/Operating budget submissions	

2020

Date	Task	Legal Ref.
6th	Second Public Hearing on Home Rule	§41 563.01
7th	Publish notice on Home Rule Vote	§41 563.01
6th-Feb 4th	City Manager Meetings on Budget Requests	
21st	Budget Worksession - Budget Process Overview	

Date	Task	Legal Ref.
1st	Receive estimated imposed expenditure limit	§41-563
3rd	Budget Worksession - Revenue Discussion	
13th	Post Property Values	§42-17055
18th	Budget Worksession - General Fund Discussion	

Budget Calendar

2020

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

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

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

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

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

Date	Task	Legal Ref.
2nd	Budget Worksession - Enterprise Funds	
9th	Budget System opens for Carryover requests	
10th	CIP Citizens Committee	
12th	Ballot Language for Home Rule to City Clerk	
23rd	Operating Carryover requests due	
22nd	Ballot Language for Home Rule to County	
23rd	Budget Worksession - Capital	

Date	Task	Legal Ref.
1st	Receive actual state-imposed expenditure limit	
1st	60 Day notice for Property Tax increase	§9-499.15
6th	City Manager's Recommended Budget	
6th	Home Rule Analyses to Auditor General	§41-563.03
20th	Budget Worksession - Department Supplementals	

Date	Task	Legal Ref.
4th	Budget Worksession - Departments	
6th	Deadline for arguments for/against Home Rule	
12th	Draft Publicity Pamphlet to Auditor General	
18th	Adopt Tentative Budget/AG Forms	§42-17101, §42-17102, CC Art. VI, Sec. 4
18th	Lakin Community Facilities District Tentative Budget Adoption	
19th	Post Tentative Budget/AG Forms	§42-17103
27th-31st	1st Publication of Truth in Taxation Notice	§42-17107
28th	15 Day Social Media notice - Property Tax	§9-499.15
28th	Public Notice CFD	

Date	Task	Legal Ref.
1st	Adopt Pension Funding Policy	§38-863.01
1st	Final Budget Public Hearing	§42-17104
1st	Lakin Community Facilities District Budget Adoption	
3rd	1st Publication - Final Budget	§42-17103
5th-8th	2nd Publication of Truth in Taxation Notice	§42-17107
10th	2nd Publication - Final Budget	§42-17103
15th	Truth in Taxation Public Hearing	§42-17104
15th	Adopt Final Budget	§42-17105
16th	Post Final Budget	§42-17103
16th	Prop. Tax Docs to Property Tax Oversight Commission	
16th	Mail Property Tax Ordinance to County	42-17151 A
30th	Mail Publicity Pamphlet	

Date	Task	Legal Ref.
1st	Fiscal Year 2020-21 Starts	
27th	Adopt Property Tax Levy	§42-17104
28th	Mail Property Tax Resolution to County	42-17151 A

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

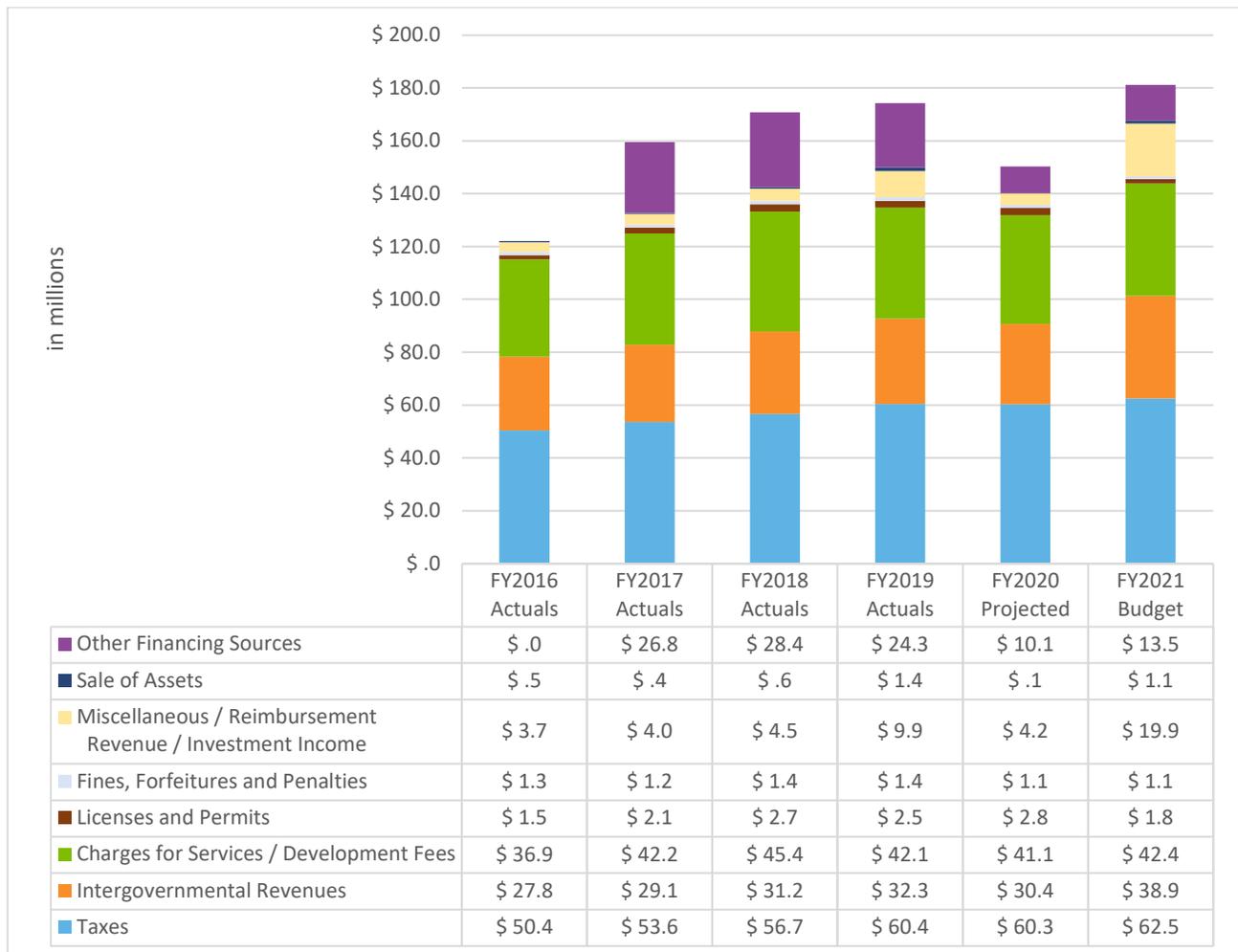


Budget Summary

Revenue Summary

Below is a summary of the revenue sources for the City of Avondale, summarized by category. Included in the information below is a description of the revenue source, any applicable legal regulations, historic collections, and the forecast for FY2021.

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



Local Taxes

Sales Tax – Transaction Privilege Tax (TPT)

The City of Avondale imposes a Transaction Privilege Tax (TPT), where the seller, not the purchaser, is responsible for the tax. A use tax is also in effect for goods brought into and used in the City of Avondale. The City follows the Model City Tax Code which is a classification standard developed for Arizona municipalities to

Budget Summary

provide uniformity in how items to be taxed or exempted from tax are classified by state and local jurisdictions. Avondale has various sales tax categories. A few of these categories have rates different from the standard retail rate and these categories help staff make educated forecasts on sales tax revenues.



FY	Annual Revenue	+/-
FY16	43,352,256	6.2%
FY17	46,473,655	7.2%
FY18	49,443,328	6.4%
FY19	52,003,028	5.2%
FY20	51,932,000	-0.1%
FY21	54,624,000	5.2%

Use

Avondale sales tax consists of three pieces: 1.5% on all eligible taxable items to fund General Fund Operations, 0.5% sales tax on eligible items less than \$5,000 to fund public safety specifically, and another 0.5% on all eligible items less than \$5,000 to fund streets, water, sewer and transit improvements and associated debt. Different categories of sales tax have different inflationary factors. Retail sales tax tends to follow larger trends in the economy. Contracting/construction sales tax is dependent on local construction and can be highly cyclical. At the time when the FY2021 budget for sales tax revenue was adopted, there was a lot of uncertainty on the health of the overall economy due to the COVID-19 pandemic. Growth in sales tax revenue was budgeted, but there is significant uncertainty with the economy.

Structure

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

Assumptions

The COVID-19 pandemic has created uncertainty in the amount of sales tax revenue can reasonably expect in FY2021. The amount collected will be determined by how fast the economy recovers for the pandemic.

Budget Summary

Property Tax

Arizona State Law provides for a two-tiered (primary and secondary) property tax system which allows local governments to levy taxes on the assessed value net of exemptions (NAV) of properties within their boundaries. The assessment ratio is a fraction of the total assessed of total valuation is set by property classification within State Statute. The County Assessor's Office collects all property taxes and distributes collections to the individual jurisdictions each month. The collections may also include property taxes for prior years' levies. By State law, the City is limited to a 2% increase in primary property taxes over the previous year's levy, excluding the assessment for new construction. The City levies both primary and secondary property taxes and has a self-imposed maximum combined rate of \$2.00 per \$100 of assessed valuation.



FY	Annual Revenue
FY16	
FY17	5,936,900
FY18	5,958,871
FY19	5,900,723
FY20	7,106,163
FY21	7,181,410
	6,581,000

Use

Primary property taxes are classified as recurring revenue which can be used for ongoing operational expenses. The only restriction to the usage of primary property tax is that it must be for a public purpose. Primary tax collections are deposited in the General Fund. The secondary property tax is used for the purpose of retiring the principal plus interest on general obligation (GO) bonded indebtedness and is deposited in the GO Bond Debt Service Fund. This property tax may be levied in the amount necessary to retire bonded indebtedness based on the City's projected GO debt service.

Structure

Primary Tax Rate	\$0.6808 per \$100 of NAV*Limited Property Value
Secondary Tax Rate	\$0.7434 per \$100 of NAV*Limited Property Value
Total	\$1.4242

General Class & AV Ratios

Commercial – 18%
 Residential – 10%
[Source: Arizona State and County Abstract of the Assessment Roll](#)

Assumptions

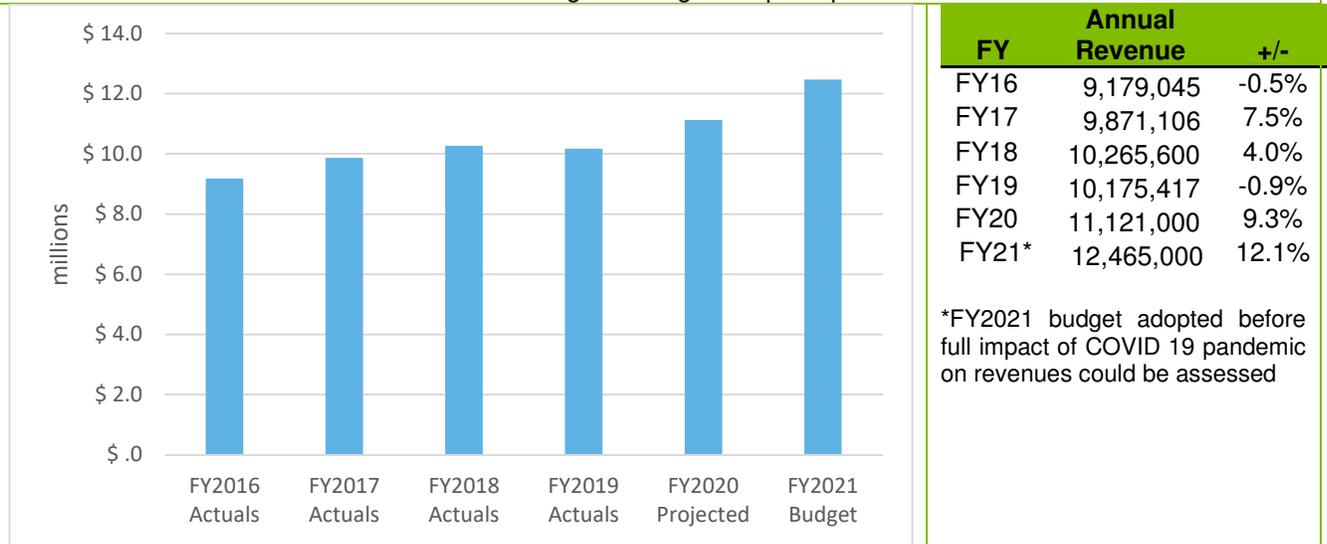
The City annually receives the net assessed values of taxable property from the County Assessor. Existing property values increased 4.9% from the 2019 tax year and another 1.5% was added in new property resulting in a 6.4% total growth in primary assessed valuations. The total tax rate for FY2021 was decreased from \$1.6543 to \$1.4242 per \$100 of assessed valuation and meets legal limits on primary property tax and secondary property tax collections with annual G.O. debt requirements. The rate decreased for FY2021, but the amount levied increased due to the increase in property values.

Intergovernmental Revenues

State Shared Income Tax – Urban Revenue Sharing (URS)

Budget Summary

Cities and towns in Arizona are not authorized to levy an income tax. Instead, in 1972, the voters of Arizona approved the Urban Revenue Sharing (URS) program which requires the State to share 15% of state income tax revenue with incorporated cities and towns. The distribution is based on the most recent population estimate for cities & towns greater than 1,500 and for cities & towns with a population of 1,500, they an amount based on 1,500 residents. The distribution to cities and towns come from income tax collections from two years previous, so the amount of URS is a known number during the budget adoption process.



Use

State shared income tax may be used for any municipal public purpose and is deposited in the General Fund. This source is generally classified as recurring revenue which can be used to fund ongoing operations. In recent years (FY2016-FY2019), collections have varied as the state has implemented cuts to the state corporate income tax. The economic effects of the COVID-19 pandemic will be seen in distributions to Avondale starting in FY2023.

Structure

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

Total State Income Tax Collections (FY2019)	\$5,523,285,720
15% City & Town Share	\$828,492,858
Population Estimate for Avondale	87,931
Avondale Pct. of Total City & Town Population	1.5%
Avondale FY2021 Share	\$12,465,000

Assumptions

A 12.1% increase in the FY2021 distribution is expected, based on income taxes collected by the Arizona Department of Revenue for FY2019. Assumes no changes to the statutory distributions.

Budget Summary

State Shared Sales Tax – Transaction Privilege Tax (TPT)

The State of Arizona shares state sales tax with local governments. Like the local sales tax, the State imposes a tax on the sale of goods and then establishes a distribution base (DB) of which 25% is shared with all incorporated cities and towns. The distribution is based on the most recent population estimates.



FY	Annual Revenue	+/-
FY16	7,217,550	3.6%
FY17	7,402,225	2.6%
FY18	7,970,742	7.7%
FY19	8,467,056	6.2%
FY20	8,476,526	0.1%
FY21*	9,206,000	8.6%

*FY2021 budget adopted before full impact of COVID 19 pandemic on revenues could be assessed

Use

State shared sales tax may be used for any municipal public purpose and is deposited in the General Fund.

Structure

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

Total Projected Distribution Base (DB)	\$2,160,000,000	Class	% to DB
25% City & Town Share	\$540,000,000		
US Census Population for Avondale	85,835	Transporting, Utilities, Telecomm, Private Car/Pipelines, Publishing, Printing, Contracting,	20%
Avondale Pct. of Total City & Town Population	1.5%	Mining	32%
Avondale FY2021 Share*	\$8,198,826	Restaurants & Bars, Retail, Amusements, Equipment Rentals,	40%
*amount for FY2021 share reflects latest estimates for state shared revenue and not the budgeted amount		Hotel/Motel	50%
		ARS §42.5010	

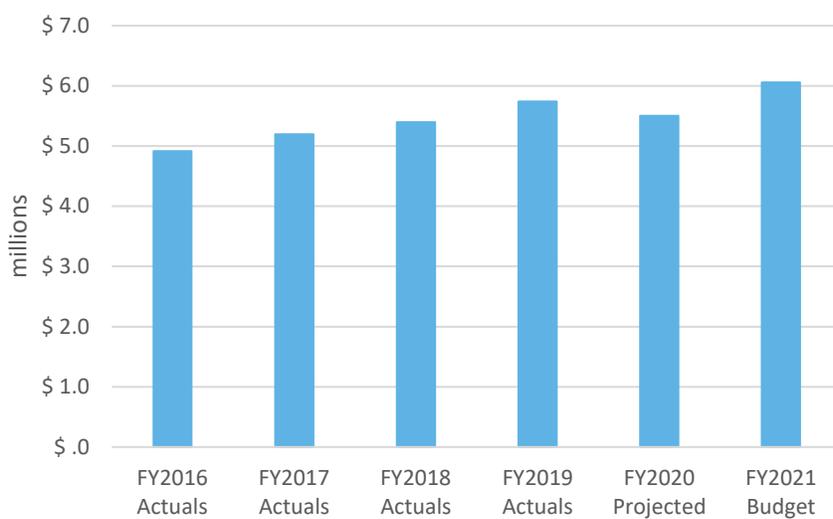
Assumptions

During the FY2021 budget process, it became evident that the response to the COVID-19 pandemic would affect revenue projects. Due to the delay between transactions and when revenue is collected by the City, very little data was available when the City Council approved the FY2021 budget. For state shared sales tax, the FY2021 budget amount reflects the estimate before the pandemic. As the City has received more data, the estimate for FY2021 has been decreased to \$8,198,826. This represents a decrease of 3.3% from FY2020 projected amount.

Budget Summary

Highway User Revenue Funds

The State of Arizona collects various fees and taxes from users of the State's roads and highways. An excise tax is charged on fuel purchases on a per gallon basis, currently \$0.18 per gallon. There are also a number of additional transportation related fees/taxes which are distributed through the highway user revenue fund (HURF). These revenues are then distributed to cities and towns based on the most recent population estimates.



FY	Annual Revenue	+/-
FY16	4,916,826	4.2%
FY17	5,196,536	5.7%
FY18	5,398,639	3.9%
FY19	5,738,055	6.3%
FY20	5,500,000	-4.1%
FY21*	6,057,000	10.1%

*FY2021 budget adopted before full impact of COVID 19 pandemic on revenues could be assessed

Use

There is a state constitutional restriction on the use of the highway user revenues, which requires that these funds be used solely for street and highway purposes. Up to one-half of the prior year's distribution may also be used for the retirement of debt issued for street and roadway improvements. These funds are deposited in the City's HURF fund.

Structure

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

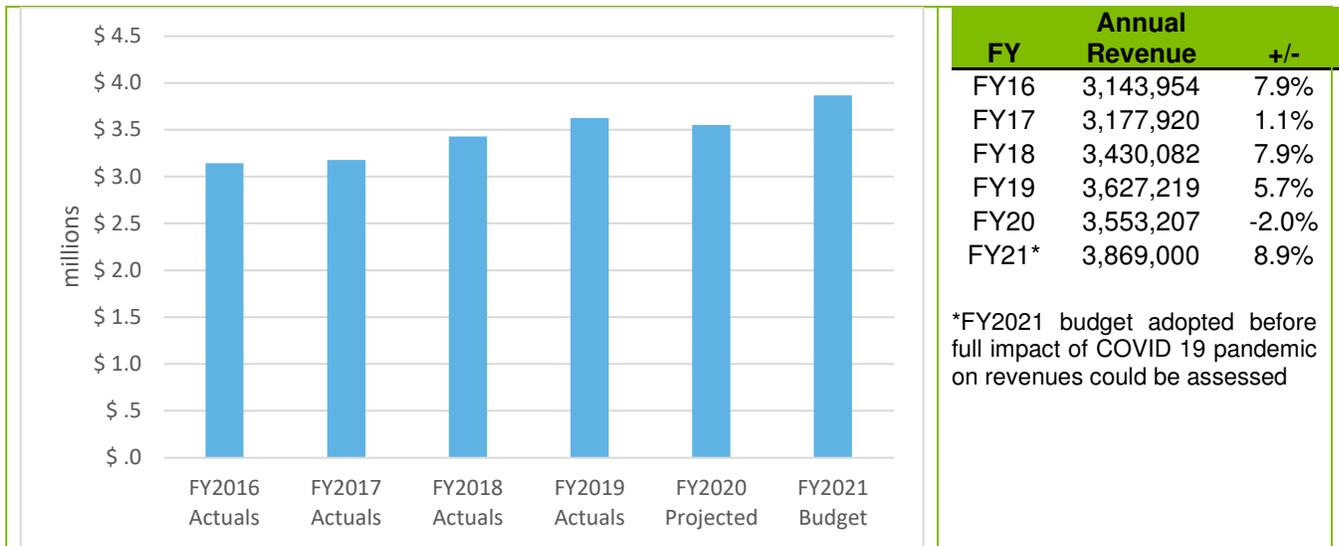
Assumptions

The FY2020 projected amount reflects the impact of the COVID 19 pandemic. The FY2021 budget does not project any impact of the COVID 19 pandemic. Since this revenue source is dependent on gas sales, the impact of the pandemic is difficult to forecast. Gas sales can be expected to be depressed in FY2021 if high unemployment and a significant percentage of the employed population works from home continue.

Vehicle License Tax (VLT)

Based on a voter approved amendment to the Arizona Constitution, the State imposes a vehicle license tax in lieu of an ad valorem personal property tax on vehicles registered for operation on Arizona highways. These revenues are then distributed to cities and towns based on the most recent population estimate.

Budget Summary



Use

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

Structure

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

Assumptions

The FY2020 projected amount reflects the impact of the COVID 19 pandemic. The FY2021 budget does not project any impact of the COVID 19 pandemic. This revenue source is subject to consumer behavior and the sale of new automobiles in the next year. It is uncertain how the COVID 19 pandemic will impact this revenue source.

Grants & Intergovernmental Agreements (IGA)

The City of Avondale actively pursues grant funds from a wide variety of sources, both governmental and non-governmental and seeks partnerships through IGA with other agencies to share costs of programs or projects. Several grants have been awarded on a regular basis such as the Senior Nutrition Program, Community Development Block Grant (CDBG) and Community Action Program grants. Other recent awards include: Federal funds for streets projects and Neighborhood Stabilization Program (NSP) funds. Some of the more common IGAs include school resource officer funding from the school districts, the Regional Advocacy Center cost sharing with the Town of Buckeye, the Maricopa County Sheriff's Office and the City of Goodyear. In FY2021, the City budgeted an additional \$15,000,000 in grants to ensure sufficient appropriation primarily for any unanticipated grants from the Coronavirus Aid, Relief, and Economic Security (CARES) Act and other grants.

Use

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

FY	Annual Revenue
FY16	3,368,825
FY17	3,492,702
FY18	4,161,125
FY19	4,264,946
FY20	1,760,827
FY21	22,279,700

Structure

Budget Summary

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

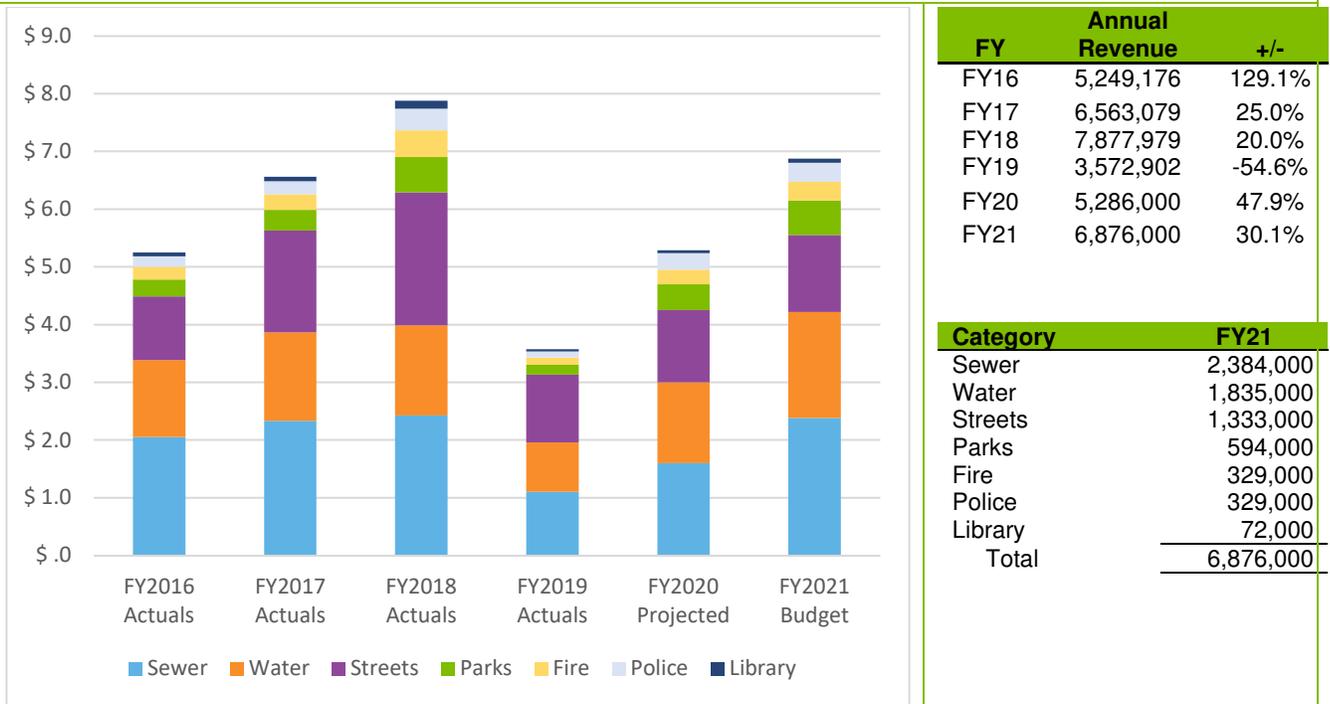
Assumptions

The FY2021 projections reflect the \$15,000,000 unanticipated revenue from CARES Act and other unanticipated grants. The Neighborhood and Family Services Department also provides the projections for various grant revenues based on the status of their current grant programs.

Charges for Service

Development Impact Fees

As allowable under A.R.S. §9-463.05, the City of Avondale charges development impact fees for all new construction based on the impact the development will have on City services and infrastructure. The intent is to provide infrastructure that allows the same service level to new growth that current residents and businesses receive. Development fees are collected with each new building permit. New fees became effective in August 1, 2019. The new fees were calculated in conformance with the new requirements of the statute which was revised in April 2011. The library development impact fee will be discontinued when all debt obligations have been met.



Use

This revenue is utilized to fund the City's capital improvements related to growth such as expanding wastewater treatment plants, expanding or adding recreation facilities, constructing new fire stations and widening existing arterial streets. The fees are used either as "pay-as-you-go" funding or to repay debt on bonds or interfund loans. These funds cannot be used for operations. The revenue is deposited into a restricted revenue fund to ensure the revenue is used only for allowable uses.

Structure

Budget Summary

All residential development fees are charged on a “per dwelling” unit basis. Non-residential fees are all based on the development’s square footage, except for water and sewer development fees which are charged based on meter size.

Assumptions

Projections are based on the amount of single family residential homes forecasted to be built in FY2021 and the new fees implemented August 1, 2019. Due to the cyclical nature of construction, the City is conservative in forecasting this resource.

Water Rate Related Revenue

The City of Avondale provides a potable water system to the residences, commercial units and other facilities within City boundaries. Customers are billed monthly for the prior month’s usage. The current fees have been effective since February 2018.



Use

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

Structure

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

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

*Multi-family rates are adjusted by an equivalency factor of 47% of residential rates multiplied by the number of units.
**Based on 3/4" Meter

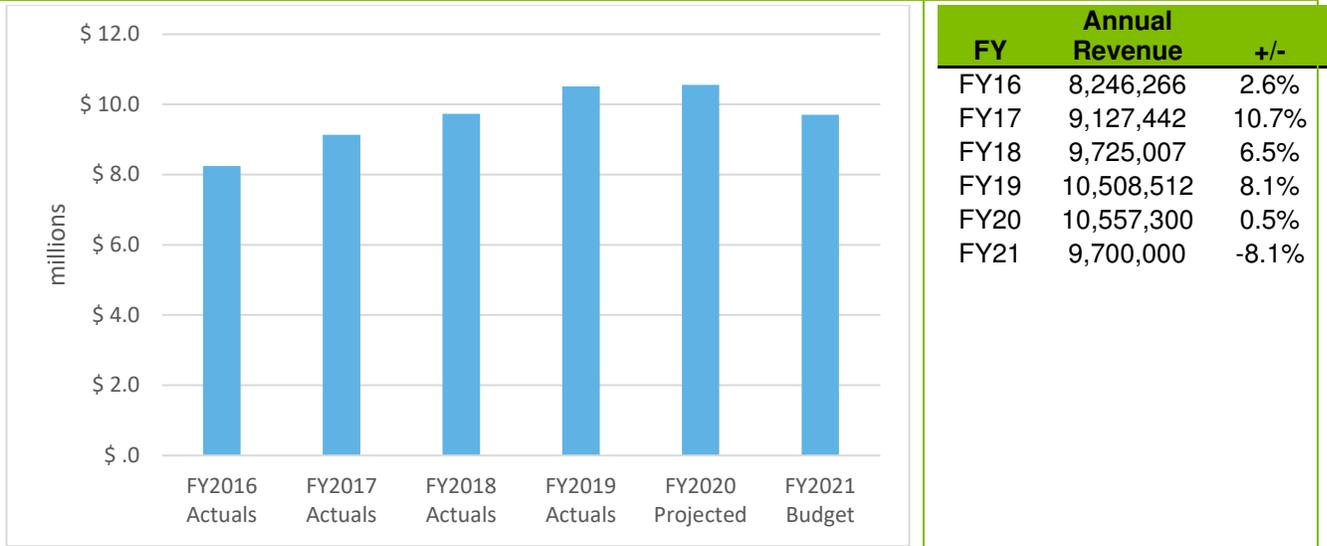
Budget Summary

Assumptions

Minimal customer growth is expected but will be balanced by increased conservation in the system. The City has contracted for a study of water and wastewater rates to ensure cost recovery and sufficient resources for future investment in the system.

Sewer Rate Related Revenue

The City charges a fee to each sewage system user having any sewer connection or otherwise discharging sewage, industrial waste, or other liquids, into the City's sewer system. The current fees have been effective since February 2018.



Use

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

Structure

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

Budget Summary

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

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

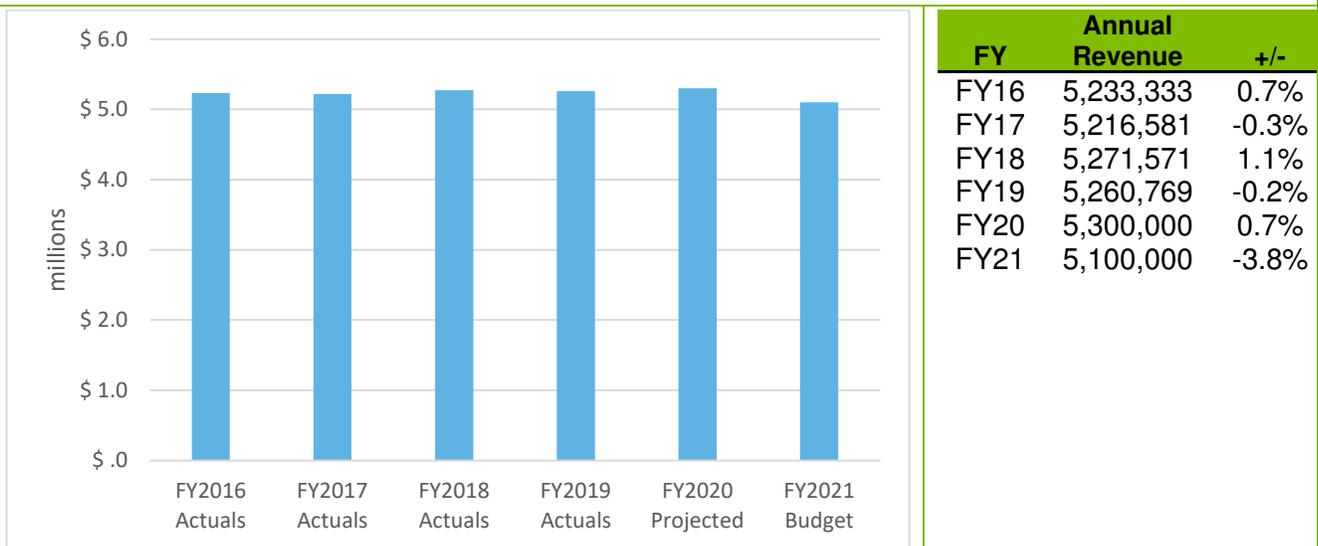
Assumptions

Minimal customer growth is expected but will be balanced by increased conservation in the system. The return factor is based on winter water consumption. As this was a particular wet winter which causes water consumption to decrease, sewer revenue is forecasted to decrease in FY2021. The City has contracted for a study of water and wastewater rates to ensure cost recovery and sufficient resources for future investment in the system.

Sanitation Rate Related Revenue

Curbside refuse and recyclables collection service is provided for Avondale residents weekly. Residential uncontained trash is collected monthly. The City charges a monthly fee for these collection services. The current fees have been in effect since January 2009. The City also offers monthly green waste pickup at no additional cost.

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



Use

Budget Summary

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

Structure

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

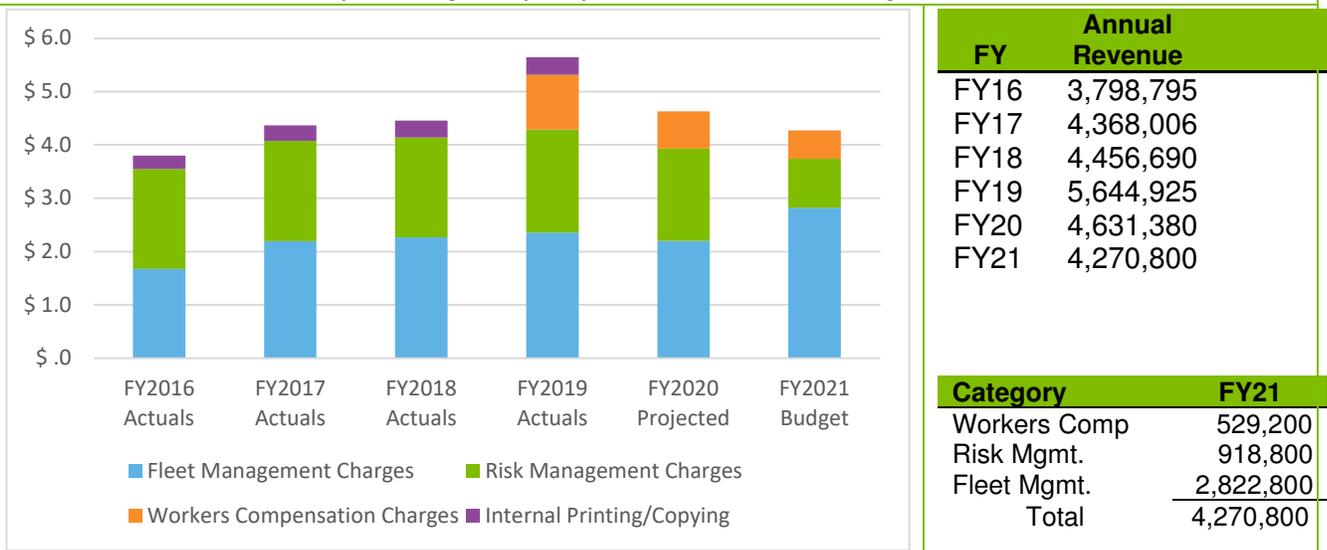
Refuse Container(s)	Pickups per Week	Recycling Container(s)	Fee
1	1	1	\$20.00
2	1	1	\$32.00
1	2	1	\$40.00

Assumptions

Revenues from this source are forecasted to be consistent with historical collections as rates have not increased since FY2009.

Internal Service Charges

The City of Avondale maintains three internal service funds to account for services provided citywide for fleet management, risk management and workers compensation. The City retired its printer/copier fund in FY2019 and will centralize these costs in the Information Technology Department moving forward. The charges for these services are budgeted as expenditures in each department and recorded as revenue in each respective internal service fund. The charges are evaluated annually and recalculated based on service utilization, or other factors such as claims history, building occupancy, risk and insurance charges.



Use

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

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

Budget Summary

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

Structure

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

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

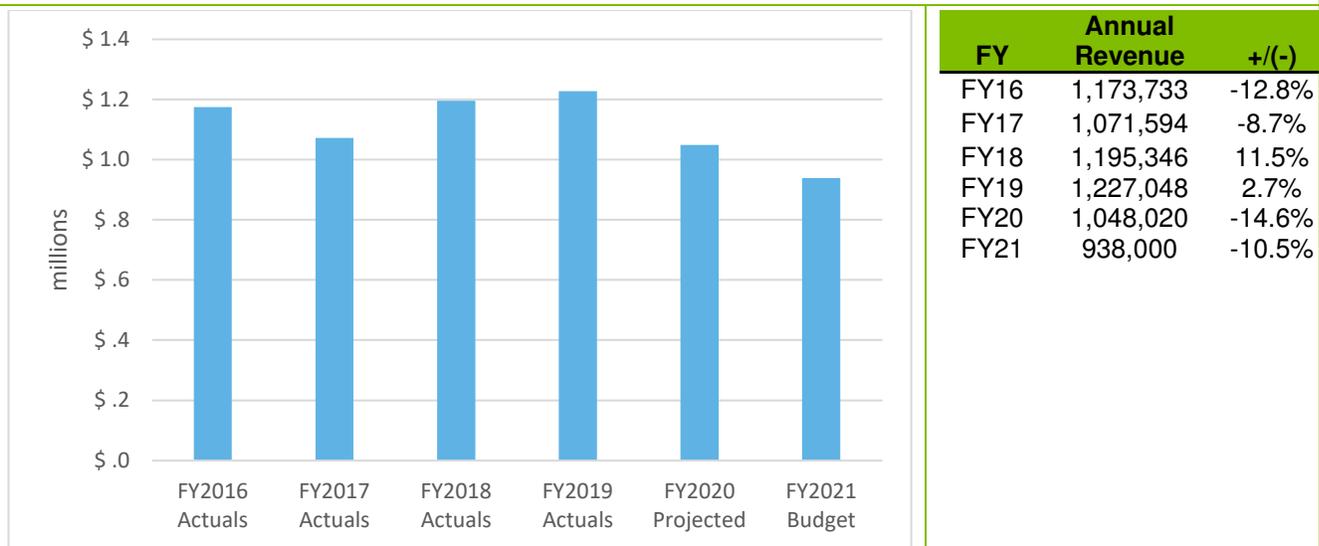
Assumptions

Projections are based on projected internal service fund expenses and reserve requirements. Fleet revenue assumptions include projected fuel and parts prices. Risk management revenue for FY2021 assumes a use of the accumulated reserve in the fund. Workers Compensation is based on the risk profile and historic claims from various job classes in the City.

Fines, Forfeits and Penalties

Court Fines, Court Payments and Impound Fees

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



Use

Court fines and penalties are generally used to defray the cost of the City Court. The majority of the court fines are deposited in the General Fund, however fines collected for specific items such as court enhancements are deposited in a special revenue fund. The impound fees are deposited in the General Fund to offset the costs of

Budget Summary

administering the 30-day tow program. The safety equipment assessment is also deposited in the General Fund and used specifically for the purchase of safety equipment.

Structure

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

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

Assumptions

The FY2021 budget reflects a conservative estimate for fine growth.

Budget Summary

Expenditure Summary

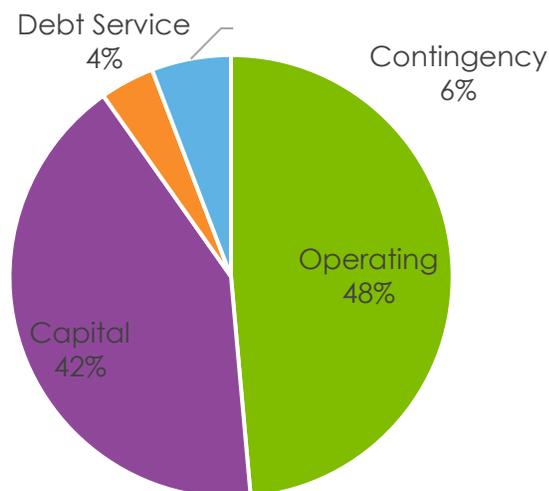
To meet the needs of Avondale residents and businesses, the City of Avondale employs staff and purchases services, commodities, and capital. This section summarizes the expenditures the City makes, the trends of those expenditures, and the limitations under which the City operates.

Expenditure Types

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

Operating Expenditure Budget by Object Category					
Category	FY2017 Budget	FY2018 Budget	FY2019 Budget	FY2020 Budget	FY2021 Budget
Personal Services	50,642,138	53,899,196	57,261,237	62,609,673	69,439,700
Services	40,501,743	42,869,316	39,512,222	44,308,303	57,388,600
Commodities	6,101,676	6,283,484	7,412,396	7,510,432	9,306,400
Capital Outlay	82,239,064	92,745,431	120,015,268	102,589,677	116,556,200
Debt and Lease	12,749,918	10,230,020	11,605,132	11,756,210	11,155,000
Contingency	11,777,980	11,437,370	7,975,755	7,924,955	16,263,800
Total	204,012,519	217,464,817	243,782,010	236,699,250	280,109,700

The operating expenditure budget assumptions for the FY2021 include: compensation increases, increases in pension and other associated payroll costs, and supplemental requests totaling \$13.4 million. A complete listing of supplemental and carryover requests is included in the schedules section of this document. The contingency amount for FY2021 was increased to ensure adequate appropriation for any emergency or unforeseen expenditure.



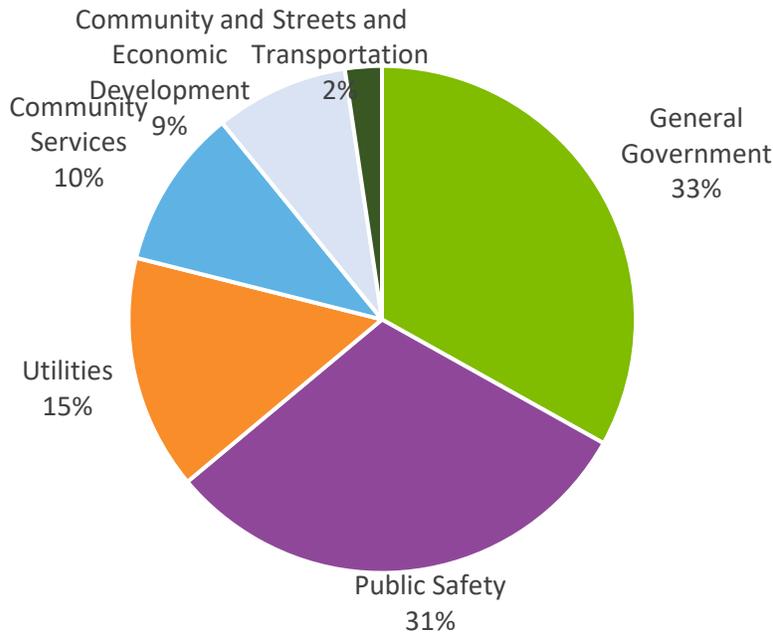
Budget Summary

Total appropriations of \$280,109,700 by expenditure type are depicted in the adjacent pie chart. The operating budget is 48% of the total. Capital projects are 42%. The debt service appropriation totals 4%, and contingency appropriation is 6%.

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

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

Budget Summary

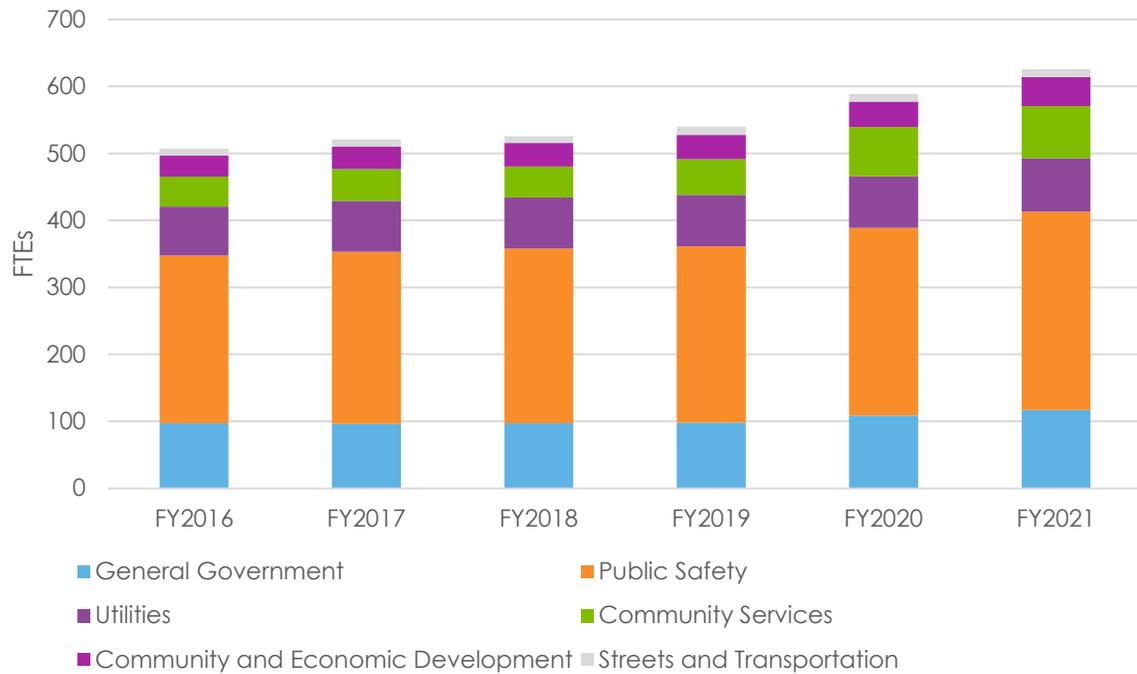


Total operating appropriations of \$139,044,900 by operating function are depicted above. General Government and Public Safety are the largest components of the operating budget, representing 33% and 31% of the operations budget, respectively. Utility operations including water, wastewater and sanitation is the third largest function.

City Staffing

Staffing is clearly an essential factor in providing services to our citizens. Avondale maintains one of the lowest employee-to-citizen ratios in the Phoenix metropolitan area at 7.1 full-time equivalents (FTE) per 1,000 citizens. The adjacent chart breakdowns Avondale staffing by function area.

Budget Summary



Between FY2020 and FY2021, FTE count for Avondale increased from 588.75 to 625.75. As the City grows and as resources allow, the City is adding staffing to maintain and enhance services.

During FY2020, the following positions were added:

- Business Development Manager – 2 FTEs
- Internal Auditor – 1 FTE
- Homeless Services Specialist – 1 FTE

During the FY2021 budget process, the following FTEs, totaling 33.0 FTEs, were added:

	FTE Count
City Administration	
Part Time Council Assistant	0.5
City Clerk	
Admin Clerk - PT to FT	0.5
Development and Engineering	
Engineering Inspector	1.0
Engineering Permit Technician	1.0
Senior Building Inspector	1.0
Finance and Budget	
Accountant PT to FT	0.5
Fire and Medical	
Fire Deputy Chief	1.0
Human Resources	
Senior Human Resources Analyst	1.0
Information Technology	
IT Assistant	1.0
Network Engineer	1.0

Budget Summary

Marketing and Public Relations

Digital and Communications Specialist 1.0

Neighborhood and Family Services

Library Assistant 1.0

Resource Center Assistant - Healthcare sponsored 1.0

Resource Center Assistant 1.0

Parks and Recreation

Part Time Park Specialist 0.5

Part Time Park Specialist 0.5

Part Time Park Specialist 0.5

Police

Police Officers - Patrol Squad 5.0

Community Action Squad 4.0

Police Sergeant - School Resource Officer 1.0

School Resource Officer 1.0

Municipal Security Officer 2.0

Court Security Officer 1.0

Neighborhood Resource Officer 1.0

Public Works

Mechanic 1.0

Water Production and Treatment Operator 1.0

Environmental Technician 1.0

Field Superintendent 1.0

33.0

Compensation

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

Salaries paid to employees is the largest portion of the City's Personal Services budget. Competitive salaries are essential for recruiting and keeping top talent that ensures the highest quality of service delivery to the community. The FY2021 budget includes compensation increases for employees. For Fire employees covered under a memorandum of understanding (MOU) will receive a 4% salary increase, which is the equivalent of a one-step increase in their pay plan. For Police employees previously covered under a MOU will receive a 5% pay increase if they receive a passing performance rating. For employees not covered under a MOU agreement, they will receive a 2.5% pay increase.

Most City of Avondale employees are members of the Arizona State Retirement System (ASRS). Sworn police and fire personnel are members of the Public Safety Personnel Retirement System (PSPRS), and there are distinct City plans for Police and Fire sworn employees. Some City elected officials are included in the Elected Official Retirement Plan (EORP), although new elected officials are not eligible for this plan. These pension plans have different contribution rates with are summarized on the adjacent table. The City's PSPRS pension funding policy was adopted on June 1, 2020.

Budget Summary

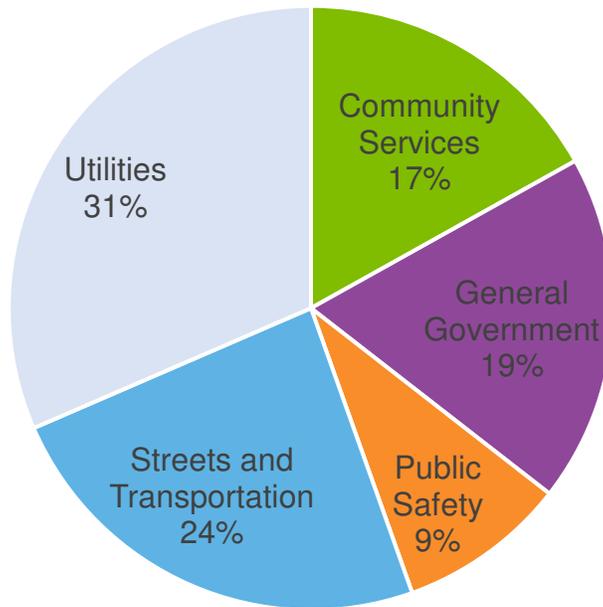
Contibution Rates	FY2020 Rate	FY2021 Rate	Rate Change
Tier 1			
Arizona State Retirement System (ASRS) - (Defined Benefit)	12.11%	12.22%	0.11%
Corrections Officer Retirement Plan (CORP) - (Defined Benefit)	18.34%	17.05%	-1.29%
Elected Official Retirement System (EORP) - (Defined Benefit) Path 1	61.40%	61.43%	0.03%
Public Safety Personnel Retirement System - Fire (Defined Benefit)*	28.17%	29.88%	1.71%
Public Safety Personnel Retirement System - Police (Defined Benefit)*	30.03%	31.69%	1.66%
Tier 2			
Corrections Officer Retirement Plan (CORP) - (Defined Benefit)	18.34%	17.05%	-1.29%
Elected Official Retirement System (EORP) - (Defined Benefit) Path 1	61.40%	61.43%	0.03%
Public Safety Personnel Retirement System (PSPRS) - Fire (Defined Benefit)*	28.17%	29.88%	1.71%
Public Safety Personnel Retirement System (PSPRS) - Fire (Hybrid)*	32.17%	33.88%	1.71%
Public Safety Personnel Retirement System (PSPRS) - Police (Defined Benefit)*	30.03%	31.69%	1.66%
Tier 3			
Corrections Officer Retirement Plan (CORP) - (Defined Benefit)	16.84%	15.48%	-1.36%
Elected Officials Defined Contribution Retirement System (ASRS) Path 2**	61.60%	61.61%	0.01%
Elected Officials Defined Contribution Retirement System (EODCRS) Path 3***	61.55%	61.55%	0.00%
Public Safety Personnel Retirement System (PSPRS) - Fire (Defined Benefit)*	22.16%	24.02%	1.86%
Public Safety Personnel Retirement System (PSPRS) - Fire (Hybrid)*	25.16%	27.02%	1.86%
Public Safety Personnel Retirement System (PSPRS) - Fire (Defined Contribution)*	22.73%	24.49%	1.76%
Public Safety Personnel Retirement System (PSPRS) - Police (Defined Benefit)*	25.00%	26.43%	1.43%
Public Safety Personnel Retirement System (PSPRS) - Police (Defined Contribution)*	25.57%	26.90%	1.33%

PSPRS is a significant expenditure pressure for the City. The necessary contributions to fund current retiree and future retiree benefits have increased significantly over the past ten years. Contributions to PSPRS are funded by rates paid by both the employee and the employer as a percent of the eligible employee's salary. For employees hired before 7/20/2011 (Tier 1), the rate is capped at 7.65%, and for employees hired between 7/20/2011 and 7/1/2017 (Tier 2), the employee contribution is capped at 11.65%. For employees hired after 7/1/2017 (Tier 3), the budgeted employee contributions to the plan are split 50%/50% by employees and the employer for the normal cost of the defined benefit plan. The employer contribution rate is not capped, and the burden of the higher contributions will impact the City.

Capital Improvement Plan

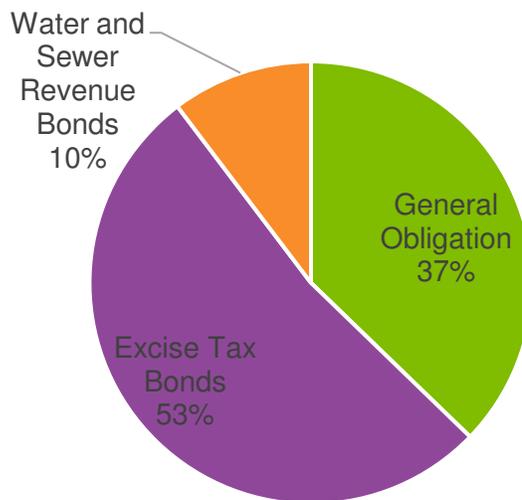
The Capital Improvement Plan (CIP) is an integral component of the City's budget. The first year of the developed five-year plan becomes the source of capital appropriations within this budget. The total capital appropriation for FY2021 are \$116,591,000. This total includes the appropriations for general capital, enterprise fund capital projects and equipment replacement. Detailed information on the financing of the plan and descriptions and costs for each capital project is included in the Capital Improvement Plan section.

Budget Summary



Debt Service

The City's debt service requirements have remained steady year to year as old debt is retired and as the City issues new debt to pay for capital improvement projects. Since the end of the recent economic downturn, property values and sales tax revenues have been increasing which will improve the City's ability to issue debt. Included in the budget are debt service issuances for streets projects and the City Hall Annex building.

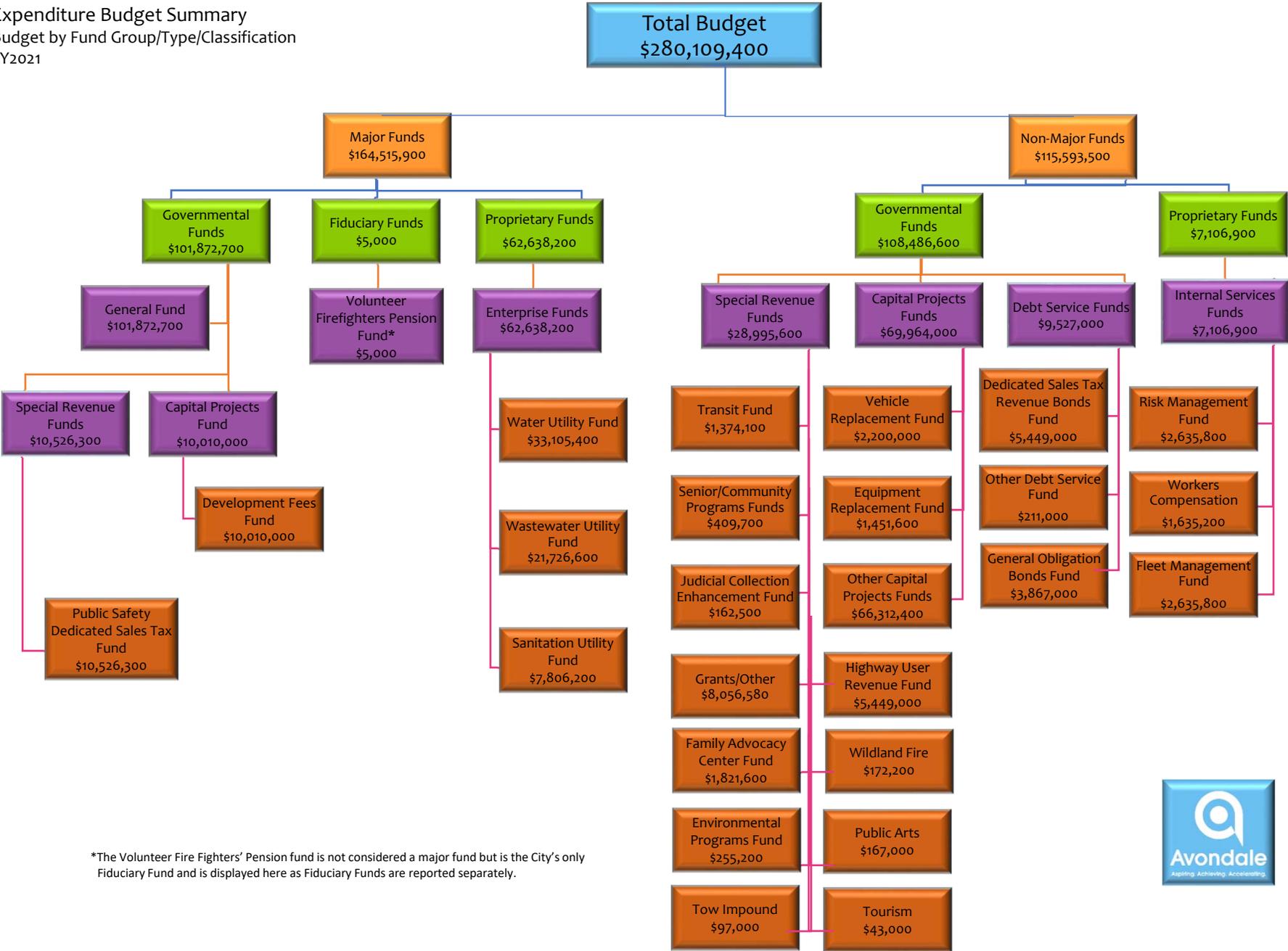


Home Rule

Budget Summary

Under the Arizona State Constitution, Arizona cities and towns are held to a state mandated expenditure limitation based on what the city expended in FY1979-80, plus inflation and population growth. Local governments may implement an alternative expenditure limitation through a voter approval, known as Home Rule. Under the voter approved “Home Rule” expenditure limitation, the City has the ability to set its own expenditure limitation as long as the expenditure limitation within available resources. The current Home Rule expenditure limitation was approved in November 2016 and is effective through June 30, 2021.

Expenditure Budget Summary
 Budget by Fund Group/Type/Classification
 FY2021



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



Budget Summary

Projection of Financial Condition

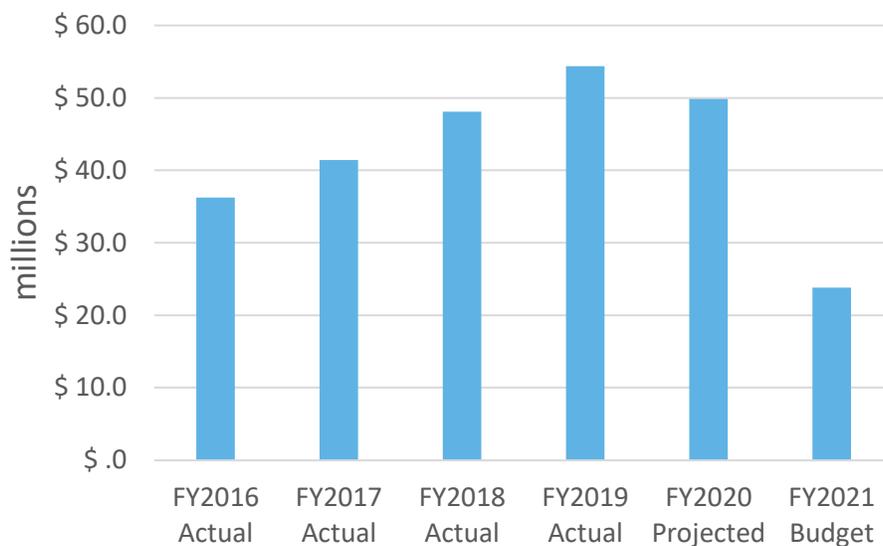
This section is an assessment of the city’s financial condition which includes an analysis of revenues and expenditures to ensure the city’s balanced budget requirements are met. In addition, a long-range forecast is prepared for each fund which is classified as a major fund to evaluate the fiscal health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

Fund Type	Fund Balance / Net Position							Stabilization Fund	Fund Balance / Net Position
	June 30, 2020	Revenue	Transfer-In	Expenditure	Contingency	Transfers Out	Net Interfund Loans		
General Fund	49,842,212	74,341,975	4,682,000	69,336,400	12,000,000	16,956,200	(6,789,000)	23,098,061	686,526
Special Revenue	28,750,282	46,708,000	1,481,200	38,926,900	595,000	9,930,000	-	-	27,487,582
Capital Projects	59,589,579	16,816,000	16,339,000	79,974,000	-	208,000	6,789,000	-	19,351,579
Debt Service	8,073,352	3,467,086	5,652,000	9,527,000	-	-	-	-	7,665,438
Enterprise	91,100,899	35,251,700	9,030,000	60,138,200	2,500,000	10,087,000	-	-	62,657,399
Internal Service	7,877,486	4,317,300	-	6,075,100	1,031,800	3,000	-	-	5,084,886
Trust & Agency	300,649	3,000	-	5,000	-	-	-	-	298,649
Total all funds	245,534,459	180,905,061	37,184,200	263,982,600	16,126,800	37,184,200	-	23,098,061	123,232,059

General Fund

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

At the end of the FY2021, the balance in the general fund is estimated to total \$23.8 million. Of this total, \$23.1 million is committed to the stabilization fund and \$12 million is assigned to contingency appropriation. This is in accordance with the city’s policy of retaining at least 35% of general fund prior year budgeted expenditures within the city’s stabilization fund.

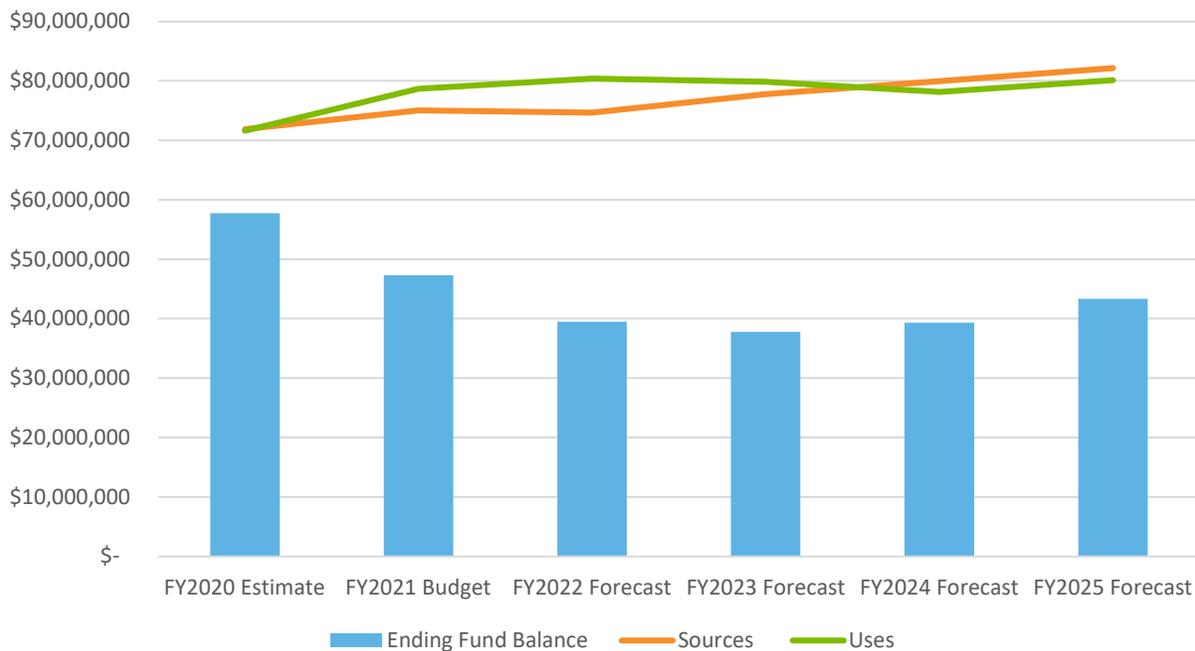


General Fund Forecast

Budget Summary

The city considers the long-range forecast during the budget process to ensure the decisions made will lead to fiscal sustainability. Revenues and expenditures are classified as either on-going or one-time. Revenue and expenditure trends are considered, and line items are forecasted based on both recent trends and forecasts from experts. For example, the city’s contribution to various pension programs is forecasted to increase at a higher rate than standard inflation due to recent trends with the pension programs and stock market declines due to the COVID-19 response.

With respect to the general fund, the city will use accumulated fund balance to fund one-time capital improvements. This is forecasted to cause a decline in the fund balance from FY2020 to FY2023. The city is forecasted to remain above the stabilization amount during the forecast period. On-going revenues are higher than on-going expenditures during the entire forecast period. Note, the adjacent chart does not include the use of contingency appropriation in FY2021.



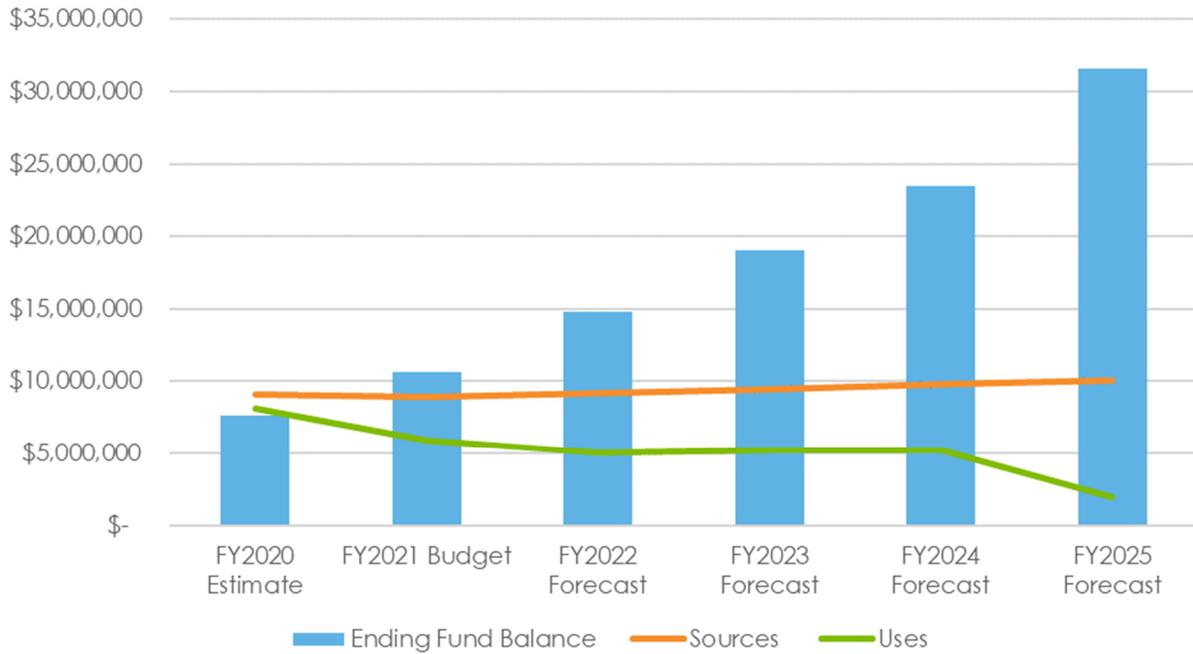
Special Revenue Funds

The special revenue funds account for the proceeds of specific revenue sources that are restricted for specific purposes. This includes highway user revenue funds, grant funds, dedicated sales taxes, local transportation and environmental program funds.

Two focus areas within the special revenue funds are the dedicated sales tax for streets, water, sewer and transit improvements and the dedicated sales tax for public safety operations and improvements. These two revenue streams provide resources for enhanced services in these areas. Since the source of the revenue is sales tax, collections vary with the overall health of the economy. The adjacent charts show the forecast for these revenues.

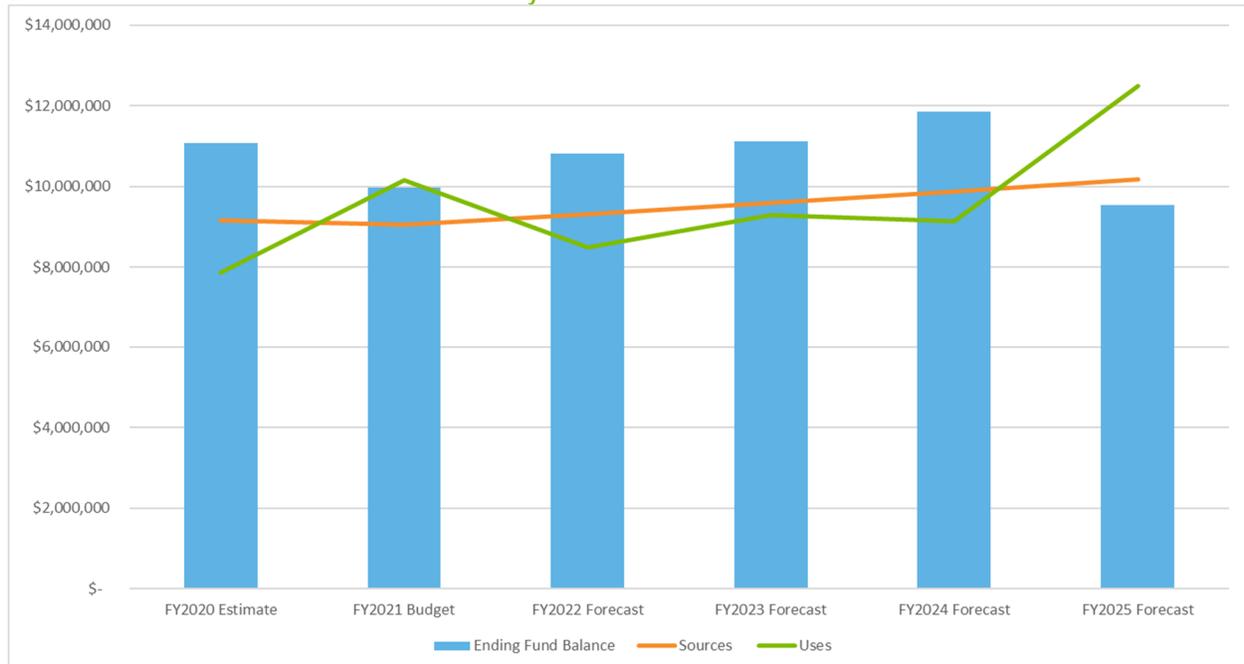
Budget Summary

Dedicated Sales Tax for Streets, Transit, Water and Sewer



The chart above shows the forecast for the Dedicated Sales Tax for Streets, Transit, Water and Sewer improvements. As planned, the fund balance for this fund is forecasted to increase over the next few years. Transfers to debt service are projected to decline over the next few years. As a result, the fund balance in the fund is projected to increase significantly over the next few years. Likely, future budgets will include additional transfers to fund streets improvements.

Dedicated Sales Tax for Public Safety



Budget Summary

The Dedicated Sales Tax for Public Safety is forecasted to maintain a healthy forecast through the forecast period, with fund balances over \$9 million. This fund provides funding for Police, Fire, and Court personnel. Additionally, it can fund one-time capital improvements for police, fire and courts. In FY2021 and FY2021, one time uses of this fund include upgrades to radio systems and consoles are planned.

Capital Projects Funds

The capital projects funds account for resources to be used for the acquisition or construction of capital facilities, equipment and infrastructure other than those financed by the enterprise funds. The ending fund balance for this fund group in FY2021 is budgeted to decrease by \$41.3 million due to the spending of accumulated impact fees, operating transfers and bond proceeds. The street construction fund is expected to drop due to the planned completion of several roadway projects. A summary along with detailed schedules of projected revenues and uses of these funds are presented in the Capital Improvement Plan section of this document.

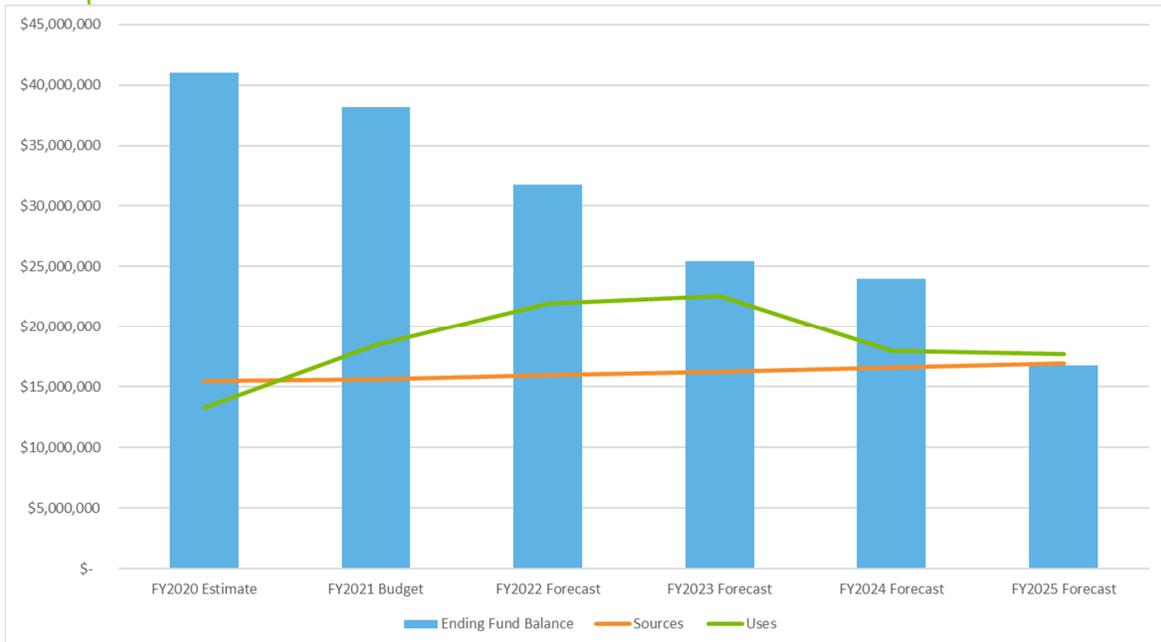
Debt Service Funds

The debt service funds account for the accumulation of resources and the payment of general long-term debt principal, interest, and related costs. Funding for debt service comes primarily from taxes and transfers from other funds. The Enterprise fund debt is included within each Enterprise fund. The primary use of debt by the City is for capital projects and more information regarding the use of debt is included in the Capital Improvement Plan section of this document.

Enterprise Funds

The enterprise fund consists of the City’s water, sewer, and sanitation utilities. The enterprises are funded recover expenses through user fees. The enterprise funds are budgeted to decrease in fund balance from \$91.1 million to \$75.7 million by June 30, 2021. This decrease is due to the projected completion of several major capital projects. These projects are detailed in the Capital Improvement Plan section of this document.

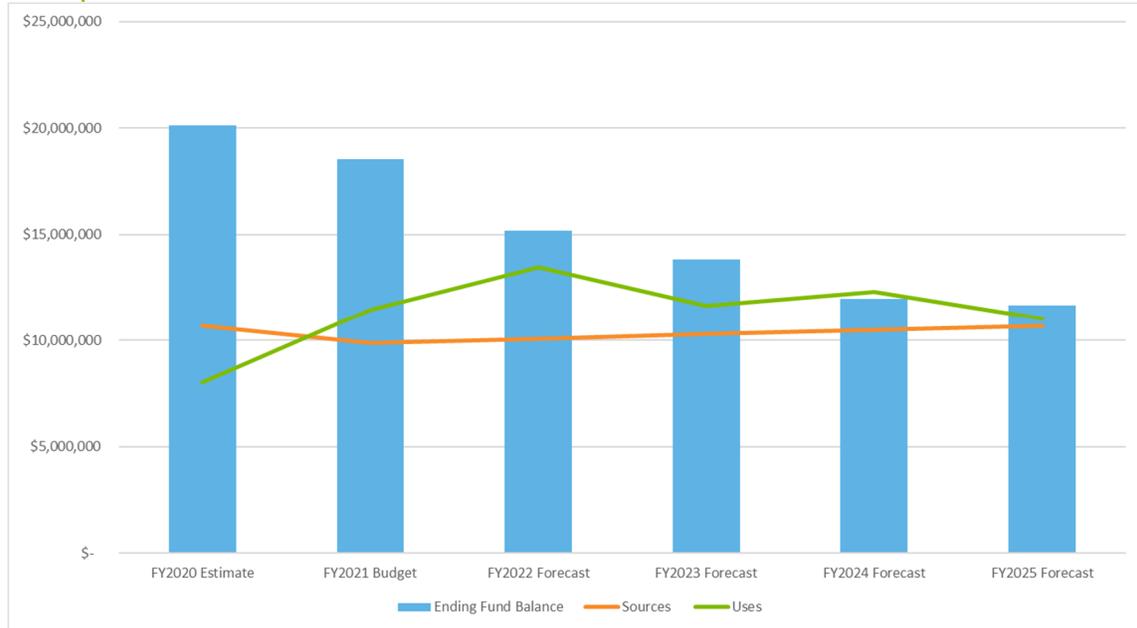
Water Operations Fund Forecast



Budget Summary

The fund balance in the Water Operations Fund is planned to decrease over the forecast period, as the City utilizes accumulated fund balance to fund capital improvement projects, like the Historic Avondale utility improvements. The minimum fund balance policy for the Water Operations Fund is six months of the previous year’s budgeted operating expenses, which is \$6.4 million in FY2021. The fund is forecasted to remain above the minimum reserve requirement for the entire forecast period. On-going expenses remain below on-going revenues, and the decrease is due to one-time capital projects.

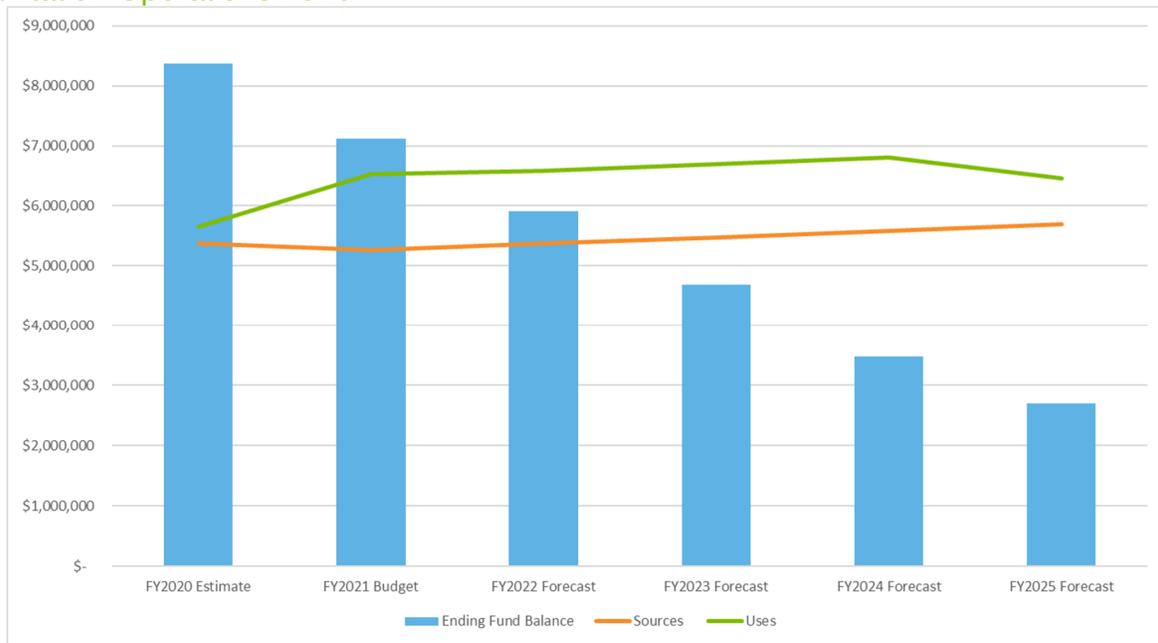
Sewer Operations Fund Forecast



The fund balance in the Sewer Operations Fund is planned to decrease over the forecast period, as the City utilizes accumulated fund balance to fund capital improvement projects. The minimum fund balance policy for the Sewer Operations Fund is six months of the previous year’s budgeted operating expenses, which is \$3.5 million for FY2021. The fund is forecasted to remain above the minimum reserve requirement for the entire forecast period. On-going expenses remain below on-going revenues, and the decrease is due to one-time capital projects.

Budget Summary

Sanitation Operations Fund



The fund balance in the Sanitation Operations Fund is planned to decrease over the forecast period, as the City utilizes accumulated fund balance to vehicle replacements. The minimum fund balance policy for the Sanitation Operations Fund is four months of the previous year’s budgeted operating expenses, which is \$1.7 million for FY2021. The fund is forecasted to remain above the minimum reserve requirement for the entire forecast period. On-going expenses remain below on-going revenues, and the decrease is due to one-time capital projects.

Internal Service Funds

These funds account for activities and services performed primarily for other organizational units within the City. This includes the Risk Management fund, Workers’ Compensation fund, and the Fleet Services fund. The intent of these funds is to provide services on a reimbursement basis and therefore costs are matched annually with the internal charges. The internal service funds’ net position is projected to remain relatively unchanged.

Conclusion

The overall analysis of the City’s financial condition indicates that the local economy has improved steadily and with prudent fiscal management, the City can continue to provide the services, programs and infrastructure the community both needs and expects. All of the major funds have been structurally balanced and the forecast indicates the current levels of service and capital programs can be sustained.

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CITY COUNCIL

Functions

Goals and Guidance • Policy • Community Involvement

Department Description

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

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

Budget Summary

	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
City Council						
Expenditures by Category						
5000 - Personal Services	98,038	116,296	181,101	170,200	195,327	211,100
6000 - Contractual Services	41,203	50,170	64,718	100,300	47,997	116,400
7000 - Commodities	250	91	109	700	43	700
9500 - Transfers Out	6,240	6,840	5,900	5,900	5,850	0
Total by Category	145,731	173,397	251,828	277,100	249,217	328,200
Expenditures by Division						
5000 - City Council	25,412	21,017	23,218	25,700	23,024	14,600
5010 - City Council - Nielson	0	0	16,061	0	31,780	41,600
5030 - City Council - Kilgore	31,338	15,368	38,922	42,300	32,668	52,000
5035 - City Council - Dennis	13,361	25,055	29,951	29,700	34,345	44,300
5040 - City Council - Malone	9,269	29,329	34,016	34,500	32,627	41,100
5060 - City Council - Sierra	20,137	10,241	7,741	30,700	0	0
5080 - City Council - Conde	0	15,694	31,395	31,300	29,529	33,400
5085 - City Council - Pineda	7,418	16,120	21,028	36,100	19,950	39,100
5090 - City Council - Weise	38,796	40,573	49,496	46,800	45,293	62,100
Total by Division	145,731	173,397	251,828	277,100	249,217	328,200
Expenditures by Fund						
101 - General Fund	145,731	173,397	251,828	277,100	249,217	328,200
Total by Fund	145,731	173,397	251,828	277,100	249,217	328,200

CITY ADMINISTRATION

Functions

Executive Office • Intergovernmental Affairs • Facilities Management

Department Description

The City Manager's Office is responsible for implementing the policy goals set by the City Council, directing the day-to-day operations of the municipal organization, and serving as the focal point for executive leadership. The City Manager hosts quarterly meetings for City staff in order to provide important budget and operational updates, highlight employee accomplishments, and promote special events. Weekly written updates are provided to the Council on customer service issues, intergovernmental relations, and other issues or events affecting the City.

The City Manager's Office supports diversity and education throughout the City by contributing to special events held locally for Avondale residents and businesses. Additionally, the City Manager's Office oversees the Marvin Andrews Fellowship Internship Program which sponsors a graduate student that can contribute to the vital operations of our organization. The City Manager's Office also organizes the Innovation Team which represents a cross-section of employees throughout the organization who are committed to finding innovative solutions to serve the public through continuous improvement.

The Intergovernmental Affairs Division develops partnerships and manages outreach with external stakeholders. The division carries out the state and federal legislative agenda adopted by the City Council, researches and reviews state and federal legislation impacting the City, advocates on behalf of the City's interests in various stakeholder processes and works to resolve City issues with external partners. The division also supports the Mayor and Council on various federal, state and regional policy committees.

The Facilities Division is responsible for providing and maintaining clean, safe, and comfortable environments for the citizens and staff of the City of Avondale. Services provided by the division include high-quality custodial services, enhanced appearance and function of all public buildings, compliance with applicable codes, laws, rules, and regulations, and the preservation and maintenance of the City's capital assets.

FY 2020-21 Major Changes

- The Building Maintenance Division was transferred from Parks & Recreation Department to City Administration Department.
- Added a Part-time Council Assistant position to assist councilmembers with citizen inquiries and overlapping events.
- Funded an Innovation Program to empower employees to take responsibility for solving problems, cultivate a culture of creativity and innovation, and enhance the delivery of services to the community.
- Funding was added to update the City's Strategic Plan
- Added funding to cover building maintenance contract increase costs.
- The methodology for allocating Indirect Costs changed in FY2021. The debits to the General Fund now show in Non-Departmental.

Budget Summary

	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
City Administration						
Expenditures by Category						
5000 - Personal Services	1,294,612	1,371,218	1,453,736	1,388,200	1,698,922	1,741,400
6000 - Contractual Services	1,435,180	1,560,034	1,705,898	1,881,800	2,060,873	2,271,900
7000 - Commodities	96,159	69,593	64,401	145,500	114,909	172,400
9000 - Other	0	0	0	4,000	0	4,000
9300 - Indirect Costs	(330,460)	(333,440)	(333,440)	(348,900)	(333,440)	(4,189,700)
9500 - Transfers Out	17,100	9,610	12,210	12,200	30,900	0
Total by Category	2,512,590	2,677,016	2,902,805	3,082,800	3,572,164	0
Expenditures by Division						
5100 - City Administrative Office	877,052	1,030,717	1,009,376	989,100	1,242,071	1,472,200
5130 - Intergovernmental Affairs	234,675	241,017	282,089	268,900	417,434	385,100
5420 - Building Maintenance	1,731,323	1,738,722	1,944,781	2,173,700	2,246,099	2,332,400
Indirect Costs	(330,460)	(333,440)	(333,440)	(348,900)	(333,440)	(4,189,700)
Total by Division	2,512,590	2,677,016	2,902,805	3,082,800	3,572,164	0
Expenditures by Fund						
101 - General Fund	2,843,050	3,010,456	3,236,245	3,431,700	3,905,604	4,189,700
215 - Transit Fund	0	0	0	0	0	0
Indirect Costs	(330,460)	(333,440)	(333,440)	(348,900)	(333,440)	(4,189,700)
Total by Fund	2,512,590	2,677,016	2,902,805	3,082,800	3,572,164	0
Authorized Positions by Division						
	FY 16-17 Authorized	FY 17-18 Authorized	FY 18-19 Authorized	FY 19-20 Authorized	FY 19-20 Amended	FY 20-21 Authorized
5100 - City Administrative Office	4.00	4.00	4.00	4.00	5.00	6.50
5130 - Intergovernmental Affairs	1.00	1.00	2.00	2.00	2.00	1.00
5420 - Building Maintenance	4.00	4.00	4.00	5.00	5.00	5.00
Total Authorized Positions	9.00	9.00	10.00	11.00	12.00	12.50

CITY ATTORNEY

Functions

City Attorney - City Prosecutor

Department Description

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

FY 2020-21 Major Changes

- The methodology for allocating Indirect Costs changed in FY2021. The debits to the General Fund now show in Non-Departmental.

Budget Summary

	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
City Attorney						
Expenditures by Category						
5000 - Personal Services	0	0	99,283	0	848,411	767,000
6000 - Contractual Services	672,270	727,588	776,923	850,600	442,778	804,100
7000 - Commodities	0	0	6,955	0	5,173	14,500
9300 - Indirect Costs	(240,770)	(321,640)	(321,640)	(321,600)	(321,640)	(1,431,600)
Total by Category	431,500	405,948	561,522	529,000	974,722	154,000
Expenditures by Division						
5140 - City Attorney	672,270	727,588	883,162	850,600	1,142,362	1,431,600
5141 - City Prosecutor	0	0	0	0	154,000	154,000
Indirect Costs	(240,770)	(321,640)	(321,640)	(321,600)	(321,640)	(1,431,600)
Total by Division	431,500	405,948	561,522	529,000	974,722	154,000
Expenditures by Fund						
101 - General Fund	672,270	727,588	883,162	850,600	1,296,362	1,585,600
Indirect Costs	(240,770)	(321,640)	(321,640)	(321,600)	(321,640)	(1,431,600)
Total by Fund	431,500	405,948	561,522	529,000	974,722	154,000
Authorized Positions by Division						
	FY 16-17 Authorized	FY 17-18 Authorized	FY 18-19 Authorized	FY 19-20 Authorized	FY 19-20 Amended	FY 20-21 Authorized
5140 - City Attorney	0.00	0.00	4.00	5.00	5.00	5.00
Total Authorized Positions	0.00	0.00	4.00	5.00	5.00	5.00

INFORMATION TECHNOLOGY

Functions

Administration • Business Systems • Customer Support • GIS • Infrastructure & Communications • Technology Services

Department Description

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

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

The Information Technology Department consists of five divisions and 19 technology professionals. Additionally, the City has four coordinated IT specialists - in Libraries, Police and Public Works.

IT ADMINISTRATION

- IT Strategic Planning, Policies, and Governance
- Technology Portfolio and Project Management
- IT Financial Management

IT BUSINESS SYSTEMS

- Administration and Sustaining of Software Solutions
- Internet Applications and Vendor-Hosted Services
- City Intranet and Process Automation Platforms

IT CUSTOMER SUPPORT

- Computing, Telephony, and Reprographics Support
- Core Productivity Software Support
- IT Asset Management

IT GEOGRAPHIC INFORMATION SYSTEMS

- High-Quality Geospatial Information and Systems for Staff and Public Uses
- Mapping Products, Data Access, Training, Analysis, and Applications

IT NETWORK OPERATIONS

- Voice/Data/Video/Mobile Communications and Access
- Converged Server and Storage Administration
- Disaster Recovery/Business Resumption
- Information Systems Security

IT TECHNOLOGY SERVICES

- Technology Procurement, Contract Management
- Software Maintenance, Vendor Management
- Implementation Services

FY 2019-2020 Highlights

• At the direction of City Management starting in FY19-20 budgetary process through the final adoption of FY20-21 budget process, all technology related items; contracts, funding and related duties were transferred into Information Technology Department. This transfer accounts for the majority of the \$5m budgetary increase from FY2019 to FY2021.

FY 2020-21 Objectives

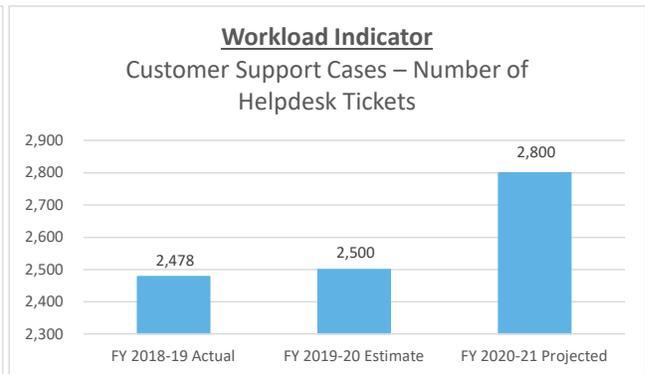
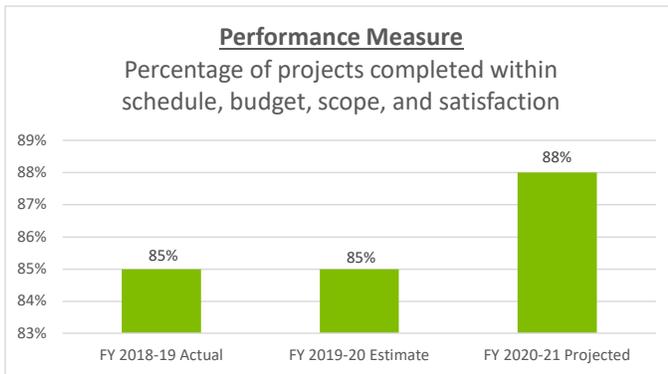
• Improvement of technology related services for Libraries and SCADA; reassigning three (3) staff members to the Information Technology Department. Upgrade of City-Wide Asset Management System, Implementation of City-Wide CRM. Test-Piloting Smart City and Public WiFi.

FY 2020-21 Major Changes

- \$1m added to expand funding of an Enterprise Resource Planning system upgrade
- Added a full-time IT Assistant position to assist department with administrative duties
- Added a second full-time Network Engineer to maintain service levels
- Funding added for cybersecurity software and services city-wide
- Funding added to cover increased software service maintenance for the various maintenance contracts managed in the Information Technology Department
- The methodology for allocating Indirect Costs changed in FY2021. The debits to the General Fund now show in Non-Departmental.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Customer Support Cases – Percentage of cases submitted by customers resolved within two business day	81%	83%	85%
Project Success – Percentage of projects completed within schedule, budget, scope, and satisfaction	85%	85%	88%
Server Systems Uptime and Availability – Percentage of all hours the City servers are operational and usable by departments	100%	100%	100%
Network Infrastructure Uptime and Availability – Percentage of all hours the City network is operational and usable by departments	100%	100%	100%
Business Systems Uptime and Availability – Percentage of all hours the City business software systems are operational and usable by departments	100%	100%	100%

Workload Indicators	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Projects – Number of business software, systems, and infrastructure projects completed	105	125	105
Computer Replacements Workload – Number of PCs imaged, deployed, and migrated	200	150	150
Customer Support Cases – Number of Helpdesk Tickets	2,478	2,500	2,800



Budget Summary

	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
Information Technology						
Expenditures by Category						
5000 - Personal Services	1,771,363	1,885,051	1,992,510	2,086,700	2,267,846	2,549,800
6000 - Contractual Services	728,936	743,799	712,238	972,100	2,273,717	4,546,800
7000 - Commodities	69,996	82,213	173,392	505,000	602,753	515,900
8000 - Capital Outlay	733,332	467,383	628,355	1,402,600	1,426,722	710,000
9300 - Indirect Costs	(699,180)	(550,420)	(550,420)	(550,500)	(550,420)	(8,204,900)
9500 - Transfers Out	27,600	29,500	32,780	32,900	33,080	0
Total by Category	2,632,047	2,657,527	2,988,854	4,448,800	6,053,698	117,600
Expenditures by Division						
5120 - Technology Administration	399,345	481,926	636,815	993,900	1,069,766	619,800
5121 - IT Infrastructure & Communications	1,673,723	1,500,640	1,624,530	2,500,300	2,399,747	886,500
5122 - Technology Services	0	0	0	0	1,500,751	5,361,900
5123 - IT Business Systems	612,800	643,096	678,278	816,000	855,949	720,200
5124 - IT Customer Support	349,175	306,821	341,053	378,800	368,911	372,900
5125 - GIS	296,184	275,464	258,599	310,300	408,993	361,200
Indirect Costs	(699,180)	(550,420)	(550,420)	(550,500)	(550,420)	(8,204,900)
Total by Division	2,632,047	2,657,527	2,988,854	4,448,800	6,053,698	117,600
Expenditures by Fund						
101 - General Fund	2,597,895	2,740,129	2,806,992	3,183,400	4,617,881	8,182,500
201 - Highway User Revenue Fund	0	0	0	0	14,805	0
229 - Regional Family Advocacy	0	0	0	0	2,304	0
235 - Public Safety Dedicated Sales Tax	0	0	0	0	7,985	0
240 - CDBG	0	0	0	0	0	0
245 - Environmental Programs Fund	0	0	0	0	8,000	0
501 - Water Operations	0	0	0	400	102,303	0
503 - Sewer Operations	0	0	0	0	169,859	0
520 - Sanitation	0	0	0	0	13,991	0
530 - Water Equipment Replacement	103,923	140,759	71,696	222,200	336,905	0
531 - Sewer Equipment Replacement	29,944	101,614	67,978	195,300	258,514	0
603 - Equipment Replacement Fund	599,465	225,445	592,608	1,398,000	1,065,062	0
605 - Risk Management Fund	0	0	0	0	0	140,000
606 - Fleet Services Fund	0	0	0	0	6,510	0

Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
Indirect Costs	(699,180)	(550,420)	(550,420)	(550,500)	(550,420)	(8,204,900)
Total by Fund	2,632,047	2,657,527	2,988,854	4,448,800	6,053,698	117,600

Authorized Positions by Division	FY 16-17 Authorized	FY 17-18 Authorized	FY 18-19 Authorized	FY 19-20 Authorized	FY 19-20 Amended	FY 20-21 Authorized
5120 - Technology Administration	1.00	1.00	1.00	1.00	3.00	4.00
5121 - IT Infrastructure & Communications	5.00	5.00	5.00	5.00	4.00	5.00
5123 - IT Business Systems	5.00	5.00	6.00	6.00	5.00	5.00
5124 - IT Customer Support	3.00	3.00	3.00	3.00	3.00	3.00
5125 - GIS	2.00	2.00	2.00	3.00	3.00	3.00
Total Authorized Positions	16.00	16.00	17.00	18.00	18.00	20.00

MARKETING & PUBLIC RELATIONS

Functions

Public Information/Media Relations • Marketing/Branding/Graphic Design • Website and Social Media Administration • Municipal Arts Commission

Department Description

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

The Department serves as a central source of city information and is the official channel of communication between the city and the public. The Department provides citywide marketing and outreach services, oversight of city web and social media sites, and assists departments with marketing, design and educational materials for various programs, services, outreach and education campaigns, and events. Professional strategic guidance is provided to the City Council, City Management, and City Staff on matters related to media relations and marketing, to enhance, promote and protect Avondale's image and brand reputation.

The department also manages the city Public Art program, and staff members serve as liaison to the Avondale Municipal Art Committee.

FY 2019-2020 Highlights

- Expanded city's social media engagement, with presence on Nextdoor and Instagram; activated a social listening platform to track sentiment;
- Developed a myriad of high-quality marketing and promotional/outreach material for special events, campaigns and more, including rebranding for The BLVD; Avondale EDGE; Avondale Neighbors Making Lives Better Campaign; Guardians of Justice characters for City Court, and Ready to Serve campaign in support of local restaurants.
- Developed and initiated a host of marketing initiatives surrounding Phoenix Raceway and the 2020 NASCAR Championship Race.
- Coordinated production and marketing outreach for local Census efforts to include signage on buses and sanitation trucks, RAVE, water bill inserts, collateral for city facilities, and facility banners, billboards, street poll signs, social media, parade float, merchandise and more.

FY 2020-21 Objectives

Strategic Initiative: Create and Support Diverse Recreation & Entertainment Opportunities

Strategic Goal: Be Known and Promote Avondale

- Work in tandem with Economic Development team to develop a Tourism marketing strategy for the City of Avondale
- Support current event and tourism 'engines' in promoting the city, such as NASCAR Championship Weekend, as well as regional and local events developed by the City.
- Develop branded content articles for placement in the West Valley View, azcentral and other media platforms, to boost important news and information about the city, as well as further Avondale's branding.
- Further Avondale Branding efforts with consistent campaign development and reach through internal marketing channels, and seeking out external outlets with media and paid advertising.

Strategic Initiative: Create a Connected Community

Strategic Goal: Promote Community Engagement

Develop opportunities through social engagement tools and platforms and expanding training of use of web based platforms such as the CRM system, the social listening platform, and the new centralized repository for photos, graphic images and logos.

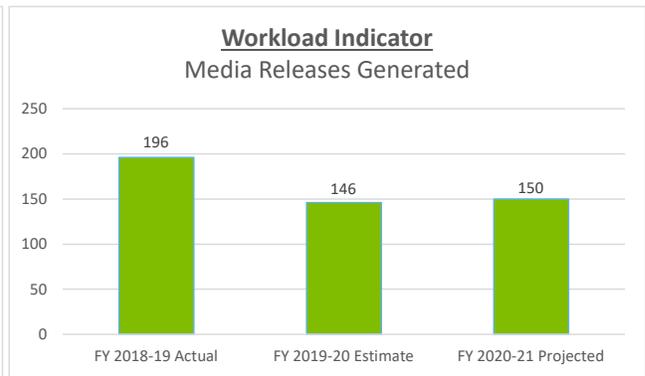
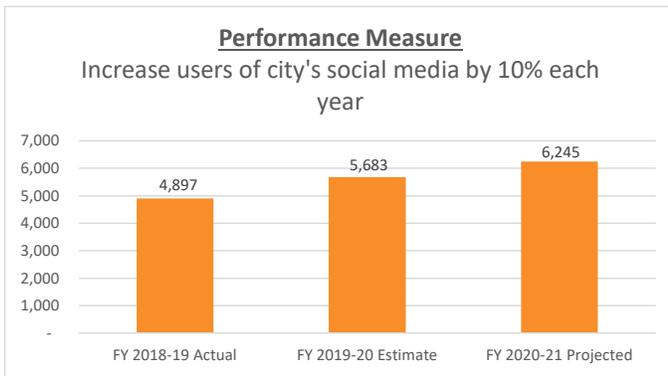
Continue our efforts to ensure the content of our RAVE Review Magazine is relevant, engaging, informative and easy to understand. We will strive to make the publication readily available to all residents via direct mail delivery and with online accessibility.

FY 2020-21 Major Changes

- Added a full-time Digital and Communications Specialist position to assist departments with their marketing and public engagement efforts.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Increase users of city's social media by 10% each year.	4,897	5,683	6,245

Workload Indicators	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Complete marketing service requests	174	328	365
Conduct four internal citywide Marketing/Media trainings	5	6	6
Media Releases Generated	196	146	150



Budget Summary

	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
Marketing & Public Relations						
Expenditures by Category						
5000 - Personal Services	511,816	543,693	519,252	509,200	509,544	624,100
6000 - Contractual Services	133,583	142,484	206,307	327,500	131,133	209,300
7000 - Commodities	2,436	4,233	1,676	5,300	693	3,600
9000 - Other	0	0	0	55,700	0	0
9500 - Transfers Out	3,830	4,230	6,850	6,900	6,790	0
8000 - Capital Outlay	36,055	9,100	19,969	59,500	32,806	196,200
Total by Category	687,720	703,740	754,053	964,100	680,966	1,033,200
Expenditures by Division						
5110 - Public Information Office	643,773	689,352	725,920	821,600	624,884	766,200
5440 - Aesthetic Enhancement	0	0	0	0	0	150,000
5105 - Municipal Arts Commission	43,947	14,388	28,134	142,500	56,082	117,000
Total by Division	687,720	703,740	754,053	964,100	680,966	1,033,200
Expenditures by Fund						
101 - General Fund	643,773	689,352	725,920	821,600	624,884	916,200
246 - Public Arts Fund	43,947	14,388	28,134	142,500	56,082	117,000
Total by Fund	687,720	703,740	754,053	964,100	680,966	1,033,200
Authorized Positions by Division						
	FY 16-17 Authorized	FY 17-18 Authorized	FY 18-19 Authorized	FY 19-20 Authorized	FY 19-20 Amended	FY 20-21 Authorized
5110 - Public Information Office	4.00	4.00	3.00	4.00	4.00	5.00
Total Authorized Positions	4.00	4.00	3.00	4.00	4.00	5.00

NON-DEPARTMENTAL

Functions

Centralized Costs and Transfers - Contingency

Department Description

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

FY 2020-21 Major Changes

- The methodology for allocating Indirect Costs changed in FY2021. The debits to the General Fund now show in Non-Departmental.

Budget Summary

	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
Non-Departmental						
Expenditures by Category						
5000 - Personal Services	(158,375)	62,269	(980)	130,300	0	0
6000 - Contractual Services	213,687	300,908	275,976	7,587,100	154,504	16,108,800
9300 - Indirect Costs	4,050	6,350	6,350	6,400	6,350	19,932,500
9400 - Debt Service	2,440,000	0	122,219	122,200	11,389,074	0
9500 - Transfers Out	12,309,219	23,712,987	13,334,750	16,334,800	34,857,230	6,163,200
9900 - Contingency	0	0	0	3,745,000	0	12,505,000
7000 - Commodities	15,240	56,881	38,082	105,000	0	0
8000 - Capital Outlay	0	115,296	116,035	150,000	0	0
Total by Category	14,823,821	24,254,690	13,892,432	28,180,800	46,407,158	54,709,500
Expenditures by Division						
5300 - Non-Departmental	14,819,771	24,248,341	13,886,082	28,174,400	46,400,808	34,777,000
Indirect Costs	4,050	6,350	6,350	6,400	6,350	19,932,500
Total by Division	14,823,821	24,254,690	13,892,432	28,180,800	46,407,158	54,709,500
Expenditures by Fund						
101 - General Fund	6,009,548	17,392,302	6,966,116	14,155,700	19,280,923	17,805,300
201 - Highway User Revenue Fund	0	0	0	250,000	5,216,127	25,300
202 - Senior Nutrition	0	0	0	0	0	0
209 - Other Grants	(30,127)	0	0	5,000,000	0	15,000,000
214 - Cemetery Maintenance Fund	11,810	12,032	7,655	15,700	2,416	15,700
227 - Court Payments	0	0	0	0	0	0
229 - Regional Family Advocacy	0	0	0	0	0	5,400
230 - 0.5% Dedicated Sales Tax	6,354,550	6,500,000	6,700,000	6,704,000	8,147,865	0
235 - Public Safety Dedicated Sales Tax	4,550	110,725	1,600	500,600	0	557,600
240 - CDBG	0	0	0	0	0	0
245 - Environmental Programs Fund	0	0	0	0	0	0
246 - Public Arts Fund	0	0	0	0	0	50,000
322 - One Time Capital	0	0	0	0	2,500,000	0
401 - General Obligation Bonds	2,454,200	0	0	0	3,857,111	10,000
417 - Dysart Road M.D.C.	0	0	0	0	258,590	1,000
430 - 0.5% Dedicated Sales Tax Debt	0	0	0	0	5,534,556	5,000
431 - 2019 PRO Debt Service	0	0	0	0	222,381	0

Budget Summary

	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
501 - Water Operations	0	0	0	1,213,100	79,670	703,700
503 - Sewer Operations	0	0	0	0	1,116,633	547,800
520 - Sanitation	0	0	0	0	184,535	34,000
601 - Vehicle Replacement	0	17	4,591	5,300	0	0
604 - Printer - Copier Service Fund	15,240	233,264	206,119	330,000	0	0
606 - Fleet Services Fund	0	0	0	0	0	15,300
607 - Worker's Compensation Fund	0	0	0	0	0	900
Indirect Costs	4,050	6,350	6,350	6,400	6,350	19,932,500
Total by Fund	14,823,821	24,254,690	13,892,432	28,180,800	46,407,158	54,709,500

FINANCE & BUDGET

Functions

Customer Service & Utility Billing • Accounting • Revenue • Payroll • Budget & Research • Procurement

Department Description

The Finance and Budget Department provides support functions for the city including: fiscal planning and treasury services, utility billing, cash receipts, purchasing, sales tax collection and auditing, accounts payable, development and monitoring of the annual operating and capital budgets, establishing and monitoring internal controls, preparing Comprehensive Annual Financial Report, and facilitating external audits and independent reviews and grant management.

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

FY 2019-2020 Highlights

- Received GFOA's Certificate of excellence in Financial Reporting
- Received GFOA's Distinguished Budget Presentation Award
- Received an unmodified opinion on the FY2019 Financial Statements
- Received an Aa2 credit rating from Moody's Issuer Comment in June 2020

FY 2020-21 Objectives

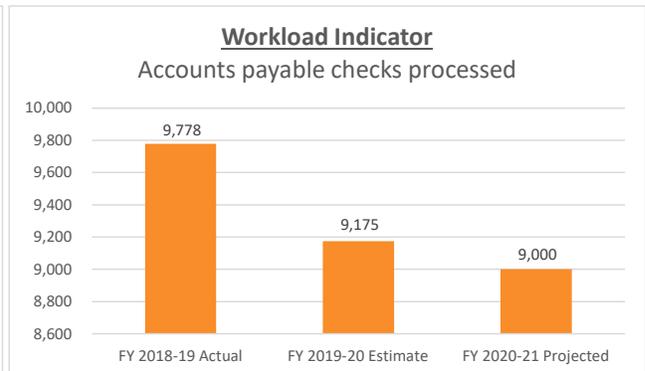
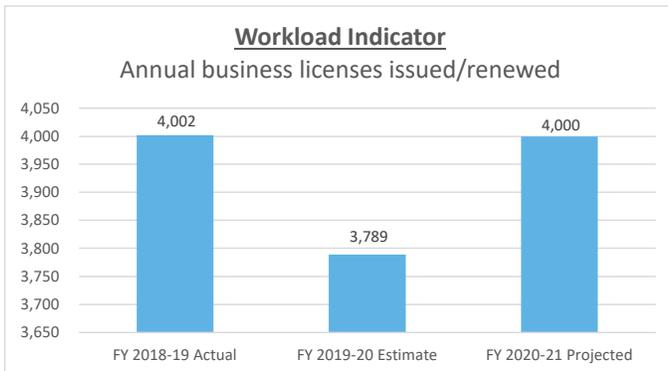
- Implement enterprise resource planning (ERP) solution by July 1, 2021
- Implement a new electronic bill payment and presentment solution to provide customers with outstanding billing/payment options and maximize remote electronic payments/paperless billing.
- Receive GFOA Certificate of Excellence in Financial Reporting for FY2020 comprehensive annual financial report (CAFR)
- Receive GFOA Distinguished Budget Presentation Award for FY2021 budget document

FY 2020-21 Major Changes

- Added an additional 0.50 full-time equivalent (FTE) Accountant position to convert current part-time Accountant to full-time.
- The methodology for allocating Indirect Costs changed in FY2021. The debits to the General Fund now show in Non-Departmental.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Obtained Distinguished Budget Presentation award	Yes	Yes	Yes
Obtained the Certificate of Excellence in Financial Reporting award	Yes	Yes	Yes
Bonded debt revenue coverage ratios met	Yes	Yes	Yes
Unmodified audit opinion	Yes	Yes	Yes

Workload Indicators	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Accounts payable checks processed	9,778	9,175	9,000
Annual business licenses issued/renewed	4,002	3,789	4,000
Number of purchase orders issued	1,841	1,533	1,500
Number of purchase order modifications	974	653	600
Requests for Procurement Services	389	767	700



Budget Summary

	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
Finance & Budget						
Expenditures by Category						
5000 - Personal Services	2,404,859	2,602,493	2,871,520	2,948,200	3,000,922	3,667,600
6000 - Contractual Services	967,705	1,207,034	1,320,013	1,454,300	1,174,685	904,200
7000 - Commodities	14,523	8,300	10,994	19,400	9,889	10,800
9500 - Transfers Out	30,530	28,800	32,540	32,600	32,470	0
9300 - Indirect Costs	(1,701,830)	(1,706,510)	(1,706,510)	(1,507,600)	(1,706,510)	(3,724,300)
8000 - Capital Outlay	0	0	48,680	120,000	2,425	0
Total by Category	1,715,787	2,140,117	2,577,237	3,066,900	2,513,881	858,300
Expenditures by Division						
5103 - Grants Administration	130,400	130,324	107,525	219,400	110	0
5600 - Accounting	1,724,709	1,867,579	1,913,987	2,244,700	966,811	1,130,100
5610 - Finance Administration	0	0	143,868	0	519,204	615,700
5620 - Revenue	0	0	148,477	0	751,083	858,300
5630 - Customer Service & Utility Billing	1,054,301	1,222,969	1,240,906	1,283,900	1,130,320	987,600
5640 - Procurement	0	0	126,316	0	440,301	604,800
5800 - Budget and Research	508,207	625,755	602,668	826,500	412,562	386,100
Indirect Costs	(1,701,830)	(1,706,510)	(1,706,510)	(1,507,600)	(1,706,510)	(3,724,300)
Total by Division	1,715,787	2,140,117	2,577,237	3,066,900	2,513,881	858,300
Expenditures by Fund						
101 - General Fund	3,417,617	3,846,627	4,283,747	4,501,700	4,195,391	4,582,600
209 - Other Grants	0	0	0	72,800	25,000	0
Indirect Costs	(1,701,830)	(1,706,510)	(1,706,510)	(1,507,600)	(1,706,510)	(3,724,300)
Total by Fund	1,715,787	2,140,117	2,577,237	3,066,900	2,513,881	858,300
Authorized Positions by Division						
	FY 16-17 Authorized	FY 17-18 Authorized	FY 18-19 Authorized	FY 19-20 Authorized	FY 19-20 Amended	FY 20-21 Authorized
5103 - Grants Administration	1.00	1.00	0.00	0.00	0.00	0.00
5600 - Accounting	15.50	14.50	10.50	9.50	9.50	10.00
5610 - Finance Administration	0.00	0.00	3.00	4.00	4.00	4.00
5620 - Revenue	0.00	0.00	4.00	4.00	4.00	4.00
5630 - Customer Service & Utility Billing	10.00	10.00	8.00	8.00	8.00	8.00
5640 - Procurement	0.00	0.00	3.00	4.00	4.00	5.00

Authorized Positions by Division	FY 16-17 Authorized	FY 17-18 Authorized	FY 18-19 Authorized	FY 19-20 Authorized	FY 19-20 Amended	FY 20-21 Authorized
5800 - Budget and Research	4.00	5.00	3.00	3.00	3.00	3.00
Total Authorized Positions	30.50	30.50	31.50	32.50	32.50	34.00

HUMAN RESOURCES

Functions

Compensation and Benefits • Recruitment and Training • Support Services • Risk Management

Department Description

The Human Resources Department delivers services to ensure that the internal and external customers of the City receive the support they need to accomplish their goals and assignments.

Responsibilities include:

- Coordinate and administer recruitment and employment activities
- Conduct employee onboarding and all transactional processing for employees in ADP
- Administer Classification and Compensation Plan
- Develop and administer comprehensive employee benefits package
- Administer and monitor performance evaluation process
- Coordinate and administer employee tuition reimbursement program
- Administer and apply grievance and discipline procedures
- Develop and administer employee development and training efforts
- Manage employee disability accommodations, leaves and light duty assignments
- Administer Fire Association Memorandum of Understanding (MOU)
- Administer Arizona State Retirement System for employees
- Administer Public Safety Personnel Retirement System (PSPRS) local boards, Corrections Officer Retirement Plan (CORP) local board and Judicial Advisory Board
- Continuation of Health Coverage (COBRA) administration
- Administer Risk Management programs, including the City Property, Auto, Liability and Workers' Compensation Claims
- Administer and manage safety training and programs

FY 2019-2020 Highlights

▪ Electronic Onboarding Implementation

The Human Resources Department fully implemented their electronic onboarding portal. The new system is an addition to the previous improvements of sending all offer letters and background checks to candidates electronically. The new onboarding portal allows new hires to complete their pre-employment paperwork, learn about benefits, and view all resources related to their employment. This new process not only reduces paper, but also allows HR team members to view progress of new hire onboarding in real time.

▪ Americans With Disabilities Act (ADA) Coordinator

In 2019 the Risk Management Division also took over the role of ADA (Americans with Disabilities Act) Coordinator and is working diligently to make sure the City is compliant with ADA standards.

▪ Arizona Division of Occupational Safety and Health Public Entity Partnership Program

The City has had great success in lowering their recordable incidents. We have partnered with Arizona OSHA to increase our resources to enhance our existing programs.

FY 2020-21 Objectives

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

Strategic Goal: Improve Internal and External Service Delivery

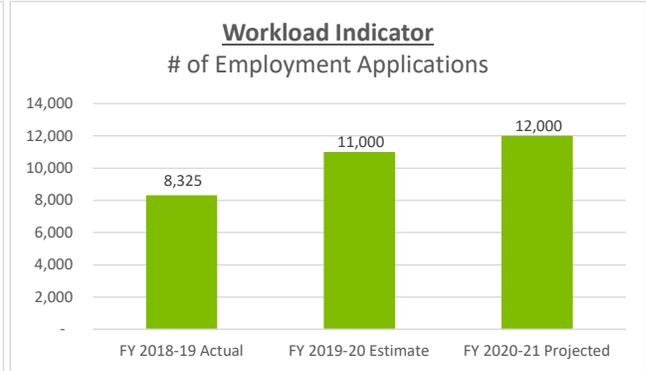
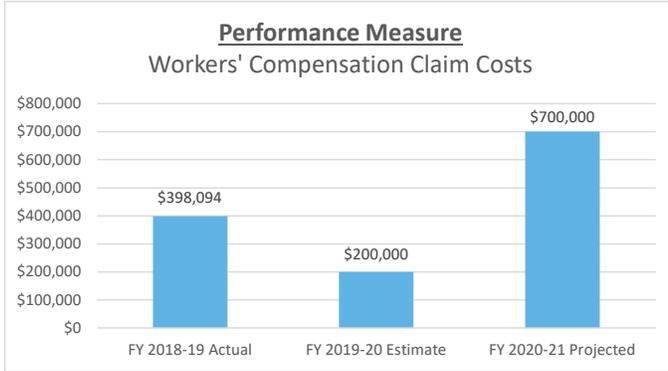
- Enhance reporting and tracking workforce metrics by developing HR dashboards.
- Develop and deliver supervisor training on employment laws, regulations and best practices.
- Research and implement a new Risk Management system.
- Review the viability of delivering a high-quality, financially sound, self-funded employee benefit plan with a direct relationship with carriers

FY 2020-21 Major Changes

- Added funding for increased Risk Management insurance premiums
- Added funding for purchase of Risk Management Software
- Added full-time Senior Human Resources Analyst position
- The methodology for allocating Indirect Costs changed in FY2021. The debits to the General Fund now show in Non-Departmental.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Workers' Compensation Claim Costs	\$398,094	\$200,000	\$700,000
Property, Auto & Liability Claim Recoveries	\$844,908	\$350,000	\$650,000
Percentage of employees that voluntarily leave and would recommend the City as a place of employment for others.	87%	95%	95%
Percentage of new hires successfully passing probation.	95%	95%	95%

Workload Indicators	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
# of Recruitments	93	96	100
# of Workers' Compensation Claims Reported	86	60	60
# of Property, Auto & Liability Claims Reported	166	150	150
# of Personnel Action Forms (PAFs)	519	450	500
# of Full Time Equivalent Employees (FTEs)	544.75	592.75	625.75
# of Employment Applications	8,325	11,000	12,000



Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
Human Resources						
Expenditures by Category						
5000 - Personal Services	1,046,009	1,126,438	1,192,045	1,185,800	1,228,404	1,395,300
6000 - Contractual Services	2,215,929	1,990,099	2,556,082	2,004,200	1,711,014	3,100,300
7000 - Commodities	19,437	31,005	32,641	33,000	33,585	29,500
9300 - Indirect Costs	(247,900)	(432,140)	(432,140)	(432,100)	(432,140)	(1,469,000)
9500 - Transfers Out	9,630	10,630	11,360	11,400	12,320	0
9900 - Contingency	0	0	0	500,000	0	1,000,000
Total by Category	3,043,105	2,726,033	3,359,988	3,302,300	2,553,184	4,056,100
Expenditures by Division						
5700 - Human Resources	1,436,361	1,293,390	1,332,974	1,408,600	1,214,754	1,469,000
5725 - Organizational Training & Development	0	0	0	0	0	0
5160 - Risk Management Operations	241,578	260,807	121,427	338,300	131,769	136,800
5165 - Premiums and Claims	1,613,067	1,603,975	1,752,213	1,987,500	1,109,676	2,285,000
5170 - Workers Compensation Administration	0	0	158,240	0	140,058	179,300
5175 - Workers Compensation Claims	0	0	427,274	0	389,068	1,455,000
Indirect Costs	(247,900)	(432,140)	(432,140)	(432,100)	(432,140)	(1,469,000)
Total by Division	3,043,105	2,726,033	3,359,988	3,302,300	2,553,184	4,056,100
Expenditures by Fund						
101 - General Fund	1,436,361	1,293,390	1,332,974	1,408,600	1,214,754	1,469,000
605 - Risk Management Fund	1,854,645	1,864,782	1,873,640	2,325,800	1,239,915	2,421,800
607 - Worker's Compensation Fund	0	0	585,513	0	530,656	1,634,300
Indirect Costs	(247,900)	(432,140)	(432,140)	(432,100)	(432,140)	(1,469,000)
Total by Fund	3,043,105	2,726,033	3,359,988	3,302,300	2,553,184	4,056,100
Authorized Positions by Division						
	FY 16-17 Authorized	FY 17-18 Authorized	FY 18-19 Authorized	FY 19-20 Authorized	FY 19-20 Amended	FY 20-21 Authorized
5160 - Risk Management Operations	2.00	2.00	0.80	0.80	0.80	0.80
5170 - Workers Compensation Administration	0.00	0.00	1.20	1.20	1.20	1.20
5700 - Human Resources	8.00	8.00	8.00	8.00	8.00	9.00
Total Authorized Positions	10.00	10.00	10.00	10.00	10.00	11.00

DEVELOPMENT & ENGINEERING SERVICES

Functions

Planning • Engineering • Building Safety • Local Transit Operations • Capital Improvement Program Management • Traffic Engineering • Land Services • Construction Management • Sustainability • Code Compliance

Department Description

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

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

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

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

The Administrative Division provides a variety of services to support the department with project management, budget, procurement, contracts, and transit. Transit Operations includes managing all intergovernmental agreements, grants, and contracts for transit and paratransit services, the coordination of planning for future transit needs, as well as attending various regional committees working with regional partners to ensure transit expansion.

The Sustainability Officer manages the City's Sustainability Plan and efforts citywide. This position ensures the City meets federal, state and local compliance regulations for stormwater and air quality and manages the Municipal Sustainability Plan.

The Code Compliance Division provides a variety of services to ensure the city is well-maintained and properties are compliant with various city codes such as property maintenance and zoning codes, which aides to maintain property values, reduce vandalism, deter crime, and prevent deterioration of neighborhoods and commercial centers. Code Compliance staff work with various departments, property owners, and neighborhood groups to provide information and assistance on city code requirements. Compliance officers address code violations with notices, periodic follow-up inspections, and working with property owners to obtain voluntary compliance.

FY 2019-2020 Highlights

- Completion of The BLVD Specific Plan
- Completed design of the City's new Senior and Resource Center
- Oversaw the addition of two new hotels in City Center
- Completed updates to the City's design guidelines
- Implemented a city-wide Green Business Program to highlight those businesses committed to making environmental and sustainability initiatives a priority within their business and the City of Avondale
- Completed Safe Routes to School assessments with Rancho Santa Fe, Collier and Quentin Elementary Schools, and Legacy Traditional School which resulted in opportunities to mitigate traffic congestion and improve safety through re-striping and the addition of school crosswalk beacons
- Completed the design and installation of a new traffic signal at Maricopa Street and Avondale Blvd
- Completed the installation of a northbound dedicated right-turn lane at El Mirage and Buckeye roads
- Completed the installation of a northbound dedicated right-turn lane at Dysart Road and Rancho Santa Fe Boulevard
- Completed the installation of median beautification improvements on Dysart Road from Interstate 10 to Indian School Road
- Completed design of the Palm Lane Road Extension between 116th and 118th Avenues
- Completed installation of crosswalks at 119th Avenue and Avondale Boulevard and Lower Buckeye Road and Central Avenue

FY 2020-21 Objectives

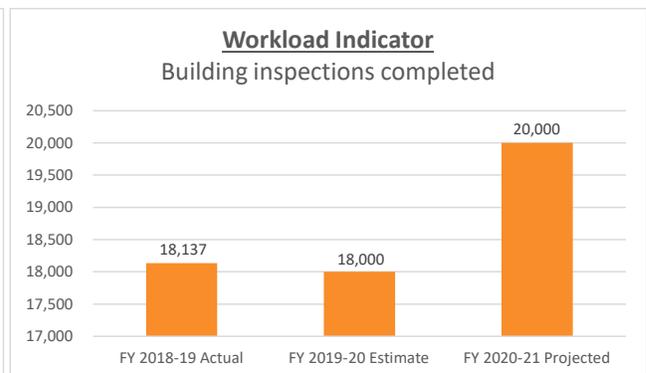
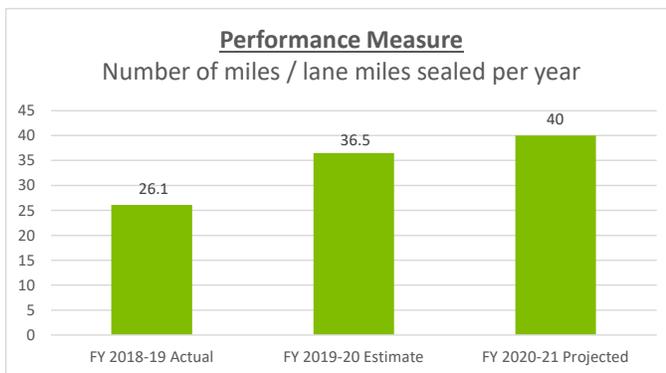
- Complete construction of McDowell Road and 107th Avenue intersection improvements
- Complete construction of the Palm Lane Road Extension between 116th and 118th Avenues
- Complete construction of Historic Avondale infrastructure improvements Phase One
- Complete construction of Fairway Drive improvements between Garfield Avenue and Van Buren Street
- Complete widening of Avondale Boulevard between McDowell Road and Encanto Boulevard
- Complete construction of a multi-use path along Van Buren Street between 113th and 127th Avenues
- Complete construction of the Agua Fria Trail Interstate 10 underpass project

FY 2020-21 Major Changes

- Code Enforcement division was transferred from Neighborhood & Family Services Department to Development & Engineering Services Department
- Added additional full-time Engineering Inspector position
- Added funding for contract engineering services
- Added full-time Senior Building Inspector position
- Added full-time Engineering Permit Technician
- Funding added for development of aesthetic enhancements and beautification program in targeted areas of the City

Performance Measures	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Total number of streetlight repair requests per year	967	1,403	1,550
Number of miles / lane miles sealed per year	26.1	36.5	40
Total number of sign repair requests per year	214	351	380
Average number of CIP projects assigned to each Engineering Project Manager	4.5	6	9
Average number of private development projects assigned to each Planner	99	112	100
Conduct initial enforcement inspections within 2 business days of receipt 95% of the time	99	97	96

Workload Indicators	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Permits issued - Planning	109	130	150
Over the counter plan reviews completed	212	175	200
Traffic Control Plans Reviewd & Approved	246	325	360
Permits issued - Engineering	360	540	600
Plan reviews completed - Engineering	791	1,045	1,100
Total Permits issued - Building	1,042	1,100	1,300
Permits issued via online permitting system - Building	646	800	900
Plan reviews completed - Building	2,038	2,100	2,200
Customers served at the Development Services front counter	2,452	2,200	2,200
Building inspections completed	18,137	18,000	20,000
Number of graffiti sites abated by Code Compliance	445	1,500	1,000
Number of illegal signs removed by Code Compliance	1,937	1,500	1,000
Number of inspections conducted by Code Compliance	42,755	35,700	35,000



Budget Summary

	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
Development & Engineering Services						
Expenditures by Category						
5000 - Personal Services	3,523,164	3,836,887	4,190,013	4,262,300	4,164,958	4,901,700
6000 - Contractual Services	2,168,373	2,389,525	2,804,143	3,489,000	2,823,020	3,181,800
7000 - Commodities	125,884	195,575	389,888	450,200	(82,610)	318,800
9500 - Transfers Out	118,020	99,690	103,860	104,000	203,490	0
8000 - Capital Outlay	49,009	0	0	0	0	110,000
9300 - Indirect Costs	150,670	140,670	140,670	140,800	140,670	0
9000 - Other	0	0	0	190,500	0	0
9400 - Debt Service	0	0	219,008	219,000	0	0
9900 - Contingency	0	0	0	50,000	0	50,000
Total by Category	6,135,120	6,662,347	7,847,581	8,905,800	7,249,528	8,562,300
Expenditures by Division						
5400 - Planning	645,911	663,126	714,509	657,500	510,078	643,600
5410 - Building Services	583,140	636,051	853,437	849,500	804,384	875,700
5430 - Development Svcs Administration	374,195	396,042	417,125	408,100	664,846	892,100
5900 - Engineering	1,274,024	1,271,340	1,287,383	1,415,300	1,252,093	1,687,400
5927 - Environmental Programs	204,773	151,152	188,096	293,900	142,334	255,900
7505 - Code Compliance	520,103	579,270	688,289	766,000	718,538	689,700
5925 - Traffic Engineering	1,634,466	1,799,587	2,311,455	2,980,400	1,627,076	1,943,800
5930 - Neighborhood Traffic Mitigation Program	0	0	0	0	277,941	200,000
5113 - Transit Operations	747,837	1,025,111	1,246,616	1,394,300	1,111,568	1,374,100
Indirect Costs	150,670	140,670	140,670	140,800	140,670	0
Total by Division	6,135,120	6,662,347	7,847,581	8,905,800	7,249,528	8,562,300
Expenditures by Fund						
101 - General Fund	3,273,868	3,420,020	3,834,616	3,964,000	3,821,051	4,670,200
201 - Highway User Revenue Fund	1,757,971	1,925,394	2,437,583	3,112,800	2,033,906	2,262,800
215 - Transit Fund	747,837	1,025,111	1,246,616	1,394,300	1,111,568	1,374,100
245 - Environmental Programs Fund	204,773	151,152	188,096	293,900	142,334	255,200
Indirect Costs	150,670	140,670	140,670	140,800	140,670	0
Total by Fund	6,135,120	6,662,347	7,847,581	8,905,800	7,249,528	8,562,300

Authorized Positions by Division	FY 16-17 Authorized	FY 17-18 Authorized	FY 18-19 Authorized	FY 19-20 Authorized	FY 19-20 Amended	FY 20-21 Authorized
5113 - Transit Operations	1.00	1.00	0.00	0.00	0.00	0.00
5400 - Planning	6.00	6.00	5.00	5.00	5.00	5.00
5410 - Building Services	4.00	4.00	6.00	6.00	6.00	7.00
5430 - Development Svcs Administration	3.00	3.00	4.00	5.00	5.00	5.00
5900 - Engineering	9.00	9.00	9.00	9.00	9.00	11.00
5925 - Traffic Engineering	7.00	8.00	8.00	8.00	8.00	8.00
5927 - Environmental Programs	1.00	1.00	1.00	1.00	1.00	1.00
7505 - Code Compliance	7.00	6.00	7.00	7.00	7.00	6.00
Total Authorized Positions	38.00	38.00	40.00	41.00	41.00	43.00

CITY CLERK

Functions

Records Management • Elections • Licensing • Passport Services

Department Description

The City Clerk's Department performs various external functions to include notary services, reception desk support, answering the City's main phone line, and administrating the Board and Commission program. The office also accepts passport applications, liquor license applications, and special event applications. The City Clerk's Department performs various internal support functions to all City departments to include room reservations, pool vehicle reservations, and Citywide mail services. The City Clerk provides support to the City Council by administering City Council meetings through preparation of the agendas, packets and minutes. Services encompass supporting administrative functions to include tracking and execution of all city contracts, Resolutions, Ordinances, and City Code changes.

The City Clerk is the Chief Records Management Officer and is the official keeper of all city documents. Services include administering public records requests and providing records management consultation to City departments. The City Clerk is the Chief Elections Officer for the City and is responsible for municipal elections. Services include conducting primary, general, recall and other special elections, campaign finance related filings and the preparation and distribution of publicity pamphlets.

FY 2019-2020 Highlights

- Successfully published department related information in various social media outlets distributed to residents regarding passports, elections, and notary services.
- Continued to focus on and work with city staff to promote the destruction of records that have met their retention requirement which resulted in the destruction of 276 boxes.
- Prepared and made available the 2020 Election candidate packet.
- Implemented the single sign-on feature with the CivicClerk agenda management software to provide employees with one less username and password.
- Successfully implemented a new internal routing process for Special Event applications through the NextRequest records management software.

FY 2020-21 Objectives

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

Strategic Goal: Improve Internal and External Service Delivery

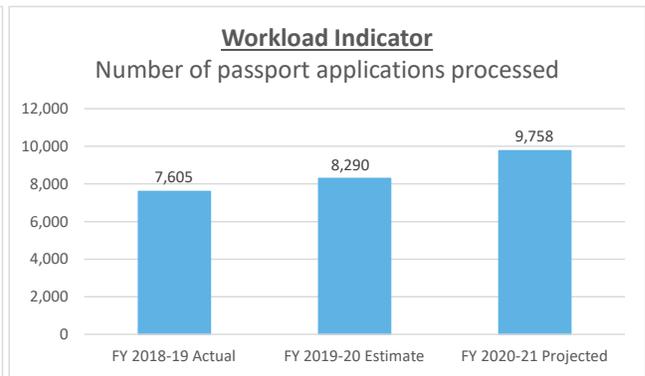
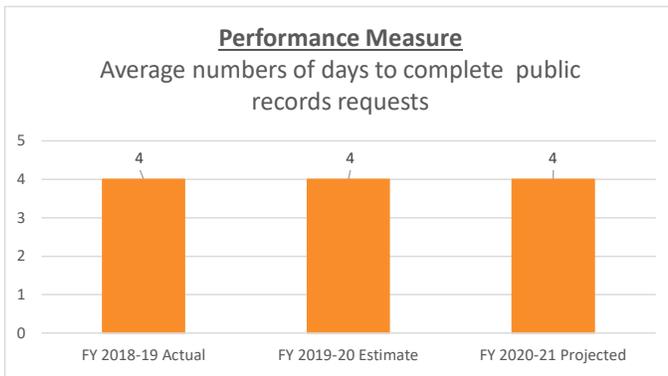
- Work with the IT Department to procure a software to obtain electronic signatures to allow routing of documents in a more efficient manner, providing for a more sustainable procurement process
- Create a records management action plan and provide record consultation meetings with each department to provide guidance to staff for storing and managing records
- Work to digitalize departmental records to provide Citywide staff with easier accessibility to various records
- Ensure that the Fall 2020 election goes smoothly by maintaining open communication with all key players including candidates, the county, any applicable vendors, etc. and ensuring that all timelines are met and requirements complied with
- Implement a single sign-on feature for the public records request software to increase City security and provide employees with one less username and password to remember.

FY 2020-21 Major Changes

- Added an additional 0.50 full-time equivalent to convert existing part-time Administrative Clerk to full-time
- One-time funding was added to cover costs necessary for the 2020 fall primary and general elections
- The methodology for allocating Indirect Costs changed in FY2021. The debits to the General Fund now show in Non-Departmental.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Average numbers of days to complete public records requests	4	4	4
Percentage of phone calls successfully answered through the mainline automatic call distributor.	94%	95%	95%

Workload Indicators	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Number of public records requests completed	641	705	775
Number of passport applications processed	7,605	8,290	9,758
Number of phone calls answered through the mainline automatic call distributor	16,417	15,717	15,245



Budget Summary

	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
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City Clerk

Expenditures by Category

5000 - Personal Services	522,231	546,057	588,229	551,900	557,356	620,000
6000 - Contractual Services	116,554	87,707	112,943	140,100	73,511	353,600
7000 - Commodities	7,498	8,994	10,684	5,600	4,907	9,400
8000 - Capital Outlay	0	0	5,350	23,000	0	0
9300 - Indirect Costs	(66,480)	(93,500)	(93,500)	(93,500)	(93,500)	(913,000)
9500 - Transfers Out	7,550	8,350	8,670	8,700	8,590	0
Total by Category	587,353	557,608	632,376	635,800	550,864	70,000

Expenditures by Division

6000 - City Clerk	602,260	651,108	707,065	700,800	630,395	913,000
6002 - Elections	51,573	0	18,811	28,500	13,968	70,000
Indirect Costs	(66,480)	(93,500)	(93,500)	(93,500)	(93,500)	(913,000)
Total by Division	587,353	557,608	632,376	635,800	550,864	70,000

Expenditures by Fund

101 - General Fund	653,833	651,108	725,876	729,300	644,364	983,000
Indirect Costs	(66,480)	(93,500)	(93,500)	(93,500)	(93,500)	(913,000)
Total by Fund	587,353	557,608	632,376	635,800	550,864	70,000

Authorized Positions by Division

	FY 16-17 Authorized	FY 17-18 Authorized	FY 18-19 Authorized	FY 19-20 Authorized	FY 19-20 Amended	FY 20-21 Authorized
6000 - City Clerk	6.00	6.00	6.00	6.50	6.50	7.00
Total Authorized Positions	6.00	6.00	6.00	6.50	6.50	7.00

POLICE

Functions

Patrol ▪ Investigations ▪ Support Services ▪ Community Programs

Department Description

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

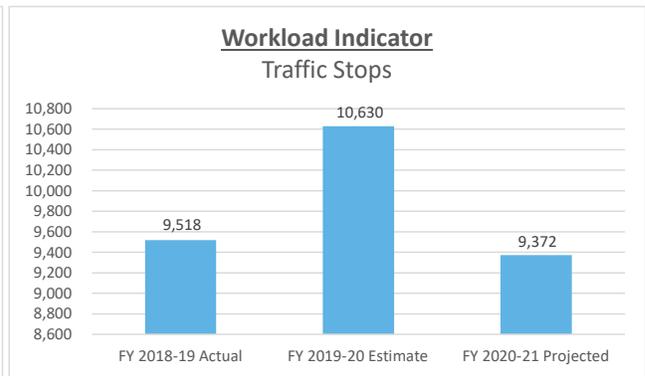
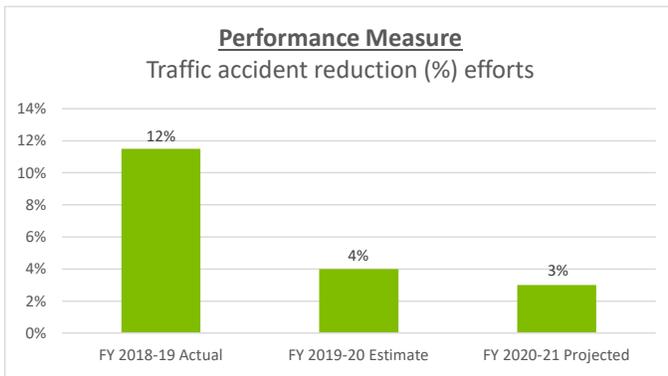
Public Safety services are provided to the community through the two organizational divisions within the department. The Operations Division delivers proactive and reactive patrols throughout the city, responds to calls for service from the public, and investigates and enforces criminal and traffic laws.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

FY 2020-21 Major Changes

- Added funding for a patrol squad consisting of four (4) officers and one (1) sergeant to address increased vehicle burglaries
- Added funding for four (4) additional Community Action Team officers to expand current team
- Added an additional School Resource Officer for Estrella High School charter school
- Added a Neighborhood Resource Officer to be assigned to the Community Services unit
- Added a School Resource Sergeant to supervise four (4) School Resource Officers
- Added three municipal security officers to provide security at the various City buildings, including City Court
- Took possession of Police/Fire Command Vehicle
- Added fourth substation at Fire/Administration Building located at 107th and McDowell Road
- Expansion of police main station and property and evidence to be completed by end of FY2021

Performance Measures	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Participate in at least two citizen academies to educate the community about public safety.	2	2	2
Ensure the safe movement of traffic throughout the city by focusing on accident reduction of 3%.	12% increase	4% increase	2% increase
Use social media to connect with the community with at least 24 informational posts on Facebook.	190	200	210
Enhance enforcement efforts to reduce to property-related crime in the city, by 2.5% over a three year period.	11% decrease	4% increase	2% increase
Ensure the safe movement of traffic throughout the city by increasing traffic related contacts and public education by 3%.	11.5% increase	4% increase	3% increase
Detective case clearance rates (% change over last year)	7% decrease	4% increase	2% increase

Workload Indicators	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Homicides	7	4	5
Arsons	15	17	16
Rapes	18	20	25
Robberies	84	80	82
Aggravated Assaults	174	160	159
Court Processes	238	260	263
Motor Vehicle Thefts	245	250	265
Burglaries	405	387	365
Felony Arrests	786	867	880
Parking Problems	923	1,103	1,161
Traffic Accidents	1,777	1,890	1,908
Wanted Persons	1,550	1,780	1,639
Animal Problems	2,294	2,470	2,501
Thefts	2,217	2,750	2,362
Misdemeanor Arrests	2,884	3,650	2,980
Citizen Assists	7,314	7,620	6,638
Suspicious	5,383	6,125	5,688
Traffic Stops	9,518	10,630	9,372



Budget Summary

	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
Police						
Expenditures by Category						
5000 - Personal Services	17,486,570	19,410,966	20,419,160	19,972,600	17,236,593	25,436,500
6000 - Contractual Services	2,574,684	2,785,441	2,847,776	3,036,900	2,678,620	2,078,800
7000 - Commodities	558,127	534,091	456,507	773,000	576,453	799,500
8000 - Capital Outlay	302,160	0	72,171	184,200	199,688	1,661,500
9000 - Other	0	0	0	210,000	0	(50,000)
9500 - Transfers Out	971,120	782,270	1,067,690	1,067,900	1,299,510	0
9300 - Indirect Costs	96,780	88,030	88,030	88,100	88,030	0
Total by Category	21,989,441	23,600,798	24,951,334	25,332,700	22,078,894	29,926,300
Expenditures by Division						
6110 - Police - Administration	1,967,689	2,081,053	1,704,541	1,606,500	1,342,695	1,681,200
6112 - Police - Community Services	249,082	209,352	252,597	285,800	211,257	536,200
6113 - Police - Patrol Support	485,227	554,011	545,741	609,300	550,752	1,018,900
6115 - Police - Professional Standards Bureau	118,158	86,900	433,869	741,000	659,214	923,800
6116 - Police - Communications	1,552,581	1,650,429	1,703,765	2,078,500	1,365,396	1,963,600
6117 - Police - Records	214,098	214,338	402,446	423,700	286,540	433,900
6119 - Police - Traffic	1,096,462	1,128,315	1,151,168	1,095,700	1,145,736	1,363,000
6132 - Police - COPS Hiring ARRA	16,285	0	0	200	0	0
6173 - Police - Detention Services	928,106	950,064	1,062,160	1,115,000	885,572	975,800
6174 - Police - Patrol	10,139,116	11,016,718	11,607,797	11,345,700	10,479,599	13,070,800
6175 - Police - Investigations	2,853,838	3,197,639	3,508,182	3,396,600	2,854,749	3,970,600
6176 - Police - Community Action Team (CAT)	794,327	818,436	891,847	782,600	677,033	1,723,600
6177 - Police - Tolleson Animal Control	0	0	6,170	6,200	0	0
6192 - Police - Agua Fria SRO	95,905	98,174	101,842	97,000	76,209	252,700
6193 - Police - Tolleson Union SRO	211,384	217,742	207,691	200,400	259,797	330,600
6195 - Police - GIITEM	110,565	130,429	91,278	106,700	68,482	0
6122 - Police - Victims' Rights Program	6,716	9,700	6,567	0	6,329	11,000
6148 - Edward Byrne Memorial JAG	0	0	3,600	0	0	12,500
6194 - Police--Bullet Proof Vests	18,144	8,625	0	0	7,812	4,000
6111 - Police - Family Advocacy Center	1,034,980	1,140,842	1,182,044	1,353,700	1,113,692	1,654,100
Indirect Costs	96,780	88,030	88,030	88,100	88,030	0
Total by Division	21,989,441	23,600,798	24,951,334	25,332,700	22,078,894	29,926,300

Budget Summary

	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
Expenditures by Fund						
101 - General Fund	16,263,108	17,786,127	18,705,918	18,922,200	15,516,894	20,742,000
102 - Economic Opportunities Fund	0	0	0	0	0	40,000
209 - Other Grants	24,859	18,325	10,167	0	14,141	27,500
235 - Public Safety Dedicated Sales Tax	4,569,714	4,567,474	4,965,175	4,968,700	5,346,137	7,365,700
255 - Tow Impound Fund	0	0	0	0	0	97,000
Indirect Costs	96,780	88,030	88,030	88,100	88,030	0
Total by Fund	21,989,441	23,600,798	24,951,334	25,332,700	22,078,894	29,926,300

Authorized Positions by Division	FY 16-17 Authorized	FY 17-18 Authorized	FY 18-19 Authorized	FY 19-20 Authorized	FY 19-20 Amended	FY 20-21 Authorized
6110 - Police - Administration	10.00	10.00	6.00	7.00	7.00	7.00
6111 - Police - Family Advocacy Center	5.00	5.00	5.00	7.00	7.00	7.00
6112 - Police - Community Services	3.00	3.00	3.00	3.00	3.00	4.00
6113 - Police - Patrol Support	6.00	7.00	6.00	8.00	8.00	11.00
6115 - Police - Professional Standards Bureau	0.00	0.00	5.00	5.00	5.00	5.00
6116 - Police - Communications	21.00	21.00	21.00	21.00	21.00	21.00
6117 - Police - Records	4.00	4.00	6.00	6.00	6.00	6.00
6119 - Police - Traffic	8.00	8.00	8.00	9.00	9.00	9.00
6132 - Police - COPS Hiring ARRA	5.00	0.00	0.00	0.00	0.00	0.00
6173 - Police - Detention Services	9.00	9.00	10.00	10.00	10.00	10.00
6174 - Police - Patrol	78.00	83.00	81.00	90.00	90.00	95.00
6175 - Police - Investigations	22.00	23.00	25.00	26.00	26.00	27.00
6176 - Police - Community Action Team (CAT)	7.00	7.00	6.00	6.00	6.00	10.00
6192 - Police - Agua Fria SRO	1.00	1.00	1.00	1.00	1.00	2.00
6193 - Police - Tolleson Union SRO	2.00	2.00	2.00	2.00	3.00	3.00
6195 - Police - GIITEM	1.00	1.00	1.00	1.00	0.00	0.00
Total Authorized Positions	182.00	184.00	186.00	202.00	202.00	217.00

CITY COURT

Functions

Magistrate • Administration • Traffic Division • Civil Division • Criminal Division

Department Description

The Avondale City Court is the judicial branch of the city government. It, like all other courts of limited jurisdiction in the state, is under the supervision and mandates of the Arizona Supreme Court and the Maricopa County Superior Court. By enforcing its orders, the court promotes social order and creates confidence in government.

The Avondale City Court provides a forum for resolution of disputes between the State of Arizona and citizens as well as disputes between citizens. The court hears criminal misdemeanor cases, non-criminal traffic cases, property maintenance, sanitation, parking, fire code and bond forfeiture cases. The court also issues and conducts hearing on orders of protection which are injunctions involving persons with domestic relations, injunctions against harassment and injunctions against workplace harassment. The court decides issues regarding search warrants and their return.

Other Duties of the Court:

- Process and record the filing and disposition of the cases it hears
- Conduct criminal trials and non-criminal (civil) hearings
- Summon jurors and conduct jury trials
- Prepare and schedule court dockets
- Disburse restitution to crime victims
- Set and process bail bonds

FY 2019-2020 Highlights

- Implementing new procedures for processing Protective Orders (AZPoint).
- The Court Security Officer completed the program for Certified Court Security Officers.
- Continued participation in the Maricopa County Regional Homeless Court Program, and annual Standup for Veterans and StandDown Events
- Judge Jennings and Abril Ruiz-Ortega attended the 2019 Judicial Leadership Conference October 23-24, 2019.
- Judge Jennings taught “Jury Trial Academy: Suppression Hearings” and “Jury Trial Issues” at the GOHS DUI Traffic Judicial Conference in December 4-5, 2019, and “Search and Seizure” on February 11, 2020, and “Jury Trial Demonstrations” on February 14, 2020, at the Limited Jurisdiction New Judge Orientation.

FY 2020-21 Objectives

Strategic Initiative: Foster Sustainable Community Development

Strategic Goal: Maintain Community Safety for Businesses and Residents

- Continue monitoring Court Security Standards and implementing Court Security Enhancements.

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

Strategic Goal: Improve Internal and External Service Delivery

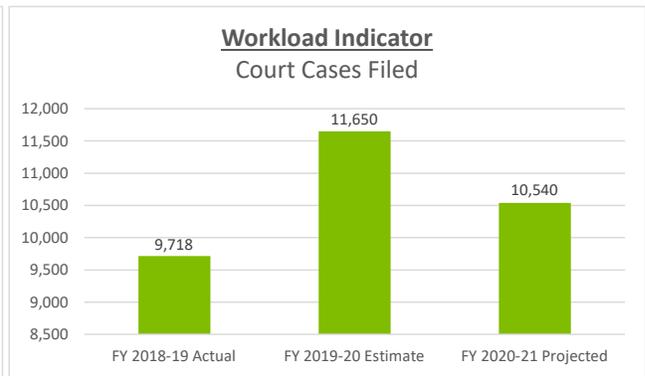
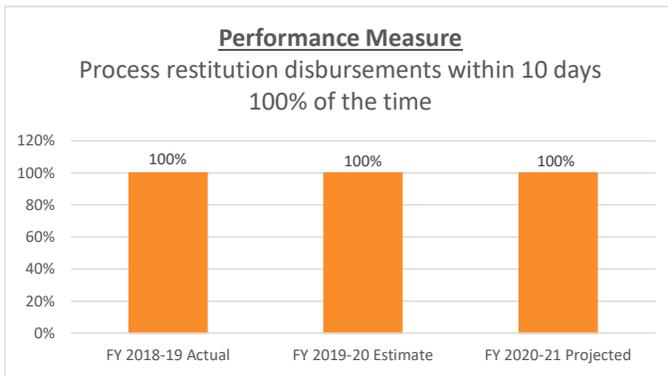
- Continue to work and expand the Compliance Assistance Program (CAP)
- Monitor and assess the implementation of the AZPoint project for Protective Orders
- Continue timely compliance and enforcement of court orders.

FY 2020-21 Major Changes

- Funding added for interpreter services for non-English speaking customers

Performance Measures	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Process restitution disbursements within 10 days 100% of the time	100%	100%	100%
Court Staff successfully obtain 16 mandated judicial and non-judicial co-jet (Committee on Judicial Education and Ethics) training on an annual basis	100%	100%	100%
Initiate communication with alleged victims regarding release conditions in the absence of information from the victim advocate	100%	100%	100%
Respond to customer inquiries within 1 business day 100% of the time	100%	100%	100%

Workload Indicators	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Issue warrants, and orders to show cause on a timely basis on litigants who fail to appear or comply on criminal cases.	90%	100%	100%
Compliance to Minimum Accounting Standards	100%	100%	100%
Compliance with foreign language and sign language interpretation requirements	100%	100%	100%
Court Cases Filed	9,718	11,650	10,540
12 month net revenue collections	\$2,098,944	\$1,999,755	\$2,071,650



Budget Summary

	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
City Court						
Expenditures by Category						
5000 - Personal Services	1,024,275	1,132,284	1,216,869	1,200,300	1,255,507	1,304,800
6000 - Contractual Services	240,371	254,994	262,569	301,900	232,161	308,200
7000 - Commodities	10,583	10,678	15,406	16,800	9,795	18,000
9000 - Other	0	0	0	50,000	0	58,000
9500 - Transfers Out	13,740	14,540	14,860	14,900	14,780	0
Total by Category	1,288,969	1,412,496	1,509,704	1,583,900	1,512,243	1,689,000
Expenditures by Division						
6200 - Court	1,184,845	1,330,172	1,402,356	1,409,200	1,411,333	1,500,600
6205 - Court Security	70,307	73,891	84,616	83,700	79,831	95,900
6210 - JCEF Payments	25,176	0	549	66,000	11,916	67,500
6220 - Fill The Gap Payments	0	1,144	7,251	10,000	0	10,000
6230 - Court Enhancement Fund	8,642	7,289	14,932	15,000	9,163	15,000
Total by Division	1,288,969	1,412,496	1,509,704	1,583,900	1,512,243	1,689,000
Expenditures by Fund						
101 - General Fund	951,196	1,080,095	1,142,068	1,154,700	1,153,699	1,221,000
227 - Court Payments	89,931	67,313	89,235	154,300	81,628	162,500
235 - Public Safety Dedicated Sales Tax	247,843	265,089	278,400	274,900	276,916	305,500
Total by Fund	1,288,969	1,412,496	1,509,704	1,583,900	1,512,243	1,689,000
Authorized Positions by Division						
	FY 16-17 Authorized	FY 17-18 Authorized	FY 18-19 Authorized	FY 19-20 Authorized	FY 19-20 Amended	FY 20-21 Authorized
6200 - Court	12.00	13.00	13.00	13.00	13.00	13.00
6205 - Court Security	1.00	1.00	1.00	1.00	1.00	1.00
Total Authorized Positions	13.00	14.00	14.00	14.00	14.00	14.00

FIRE & MEDICAL

Functions

Intervention Services • Professional Development • Community Risk Reduction • Emergency Management

Department Description

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

The department's major organizational divisions are Administration; Intervention Services including Emergency Medical Services, Technical Rescue and Wildland; Community Risk Reduction; Emergency Management; and Professional Development.

A few of its programs and services include:

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

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

- Valley automatic aid dispatch system / Central Arizona Life Safety Council
- Joint training facility with the Goodyear Fire Department
- West Valley Fire Chiefs
- Special event staffing consortium
- Emergency Services Agreement with Phoenix Raceway
- Education Services Agreement with Estrella Mountain Community College
- Wildland fire deployment agreement with the Arizona State Forestry Department
- Inspection Services Agreement with the Arizona State Fire Marshal's Office
- Logistical support for the Arizona Center for Fire Service Excellence
- Multi-agency unified command coordination for NASCAR race events

Through these and other programs the department accomplishes its mission of providing fire, medical, and other life safety services, including a wide range of non-emergency and non-traditional customer service activities, to those who reside, work, visit or travel through the City of Avondale.

FY 2019-2020 Highlights

- Completed a joint PD Fire Active Shooter training curriculum and Training plan in cooperation with Estrella Community College
- Completed and adopted the City's Emergency Operations Plan (EOP) and COOP plans
- Implemented a Firefighter Mentorship Program in partnership and cooperation with Avondale Middle School.
- Exercised full implementation of Emergency Operations Center and Incident Command System for both scheduled significant events and table top exercises
- Enhanced Social media platform to better educate and connect with our Community.
- Created Public Education videos with links from our website and social media sites.

FY 2020-21 Objectives

Strategic Initiative: Initiative 1 – Foster Sustainable Community Development

Strategic Goal: Maintain Community Safety for Businesses and Residents

- Improve administrative staffing levels to provide adequate operational support.
- Improve Community Connectivity and Success of our youth through our Mentorship program in partnership with Avondale Middle Schools.
- Complete an Analysis of our Station locations and Response readiness currently and projected out for next 10 years.
- Improve personnel safety through protective clothing replacement and upgrading ballistic protection.
- Improve cardiac patient care by adding Lucas Chest Compression devices to all front line apparatus □□ Upgrade the commercial access key system on apparatus to improve key security.

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

Strategic goal: Strengthen education and faith-based partnerships

- Developed and Distributed multiple short public education videos on Fire Department and City social media platforms
- Expanded our footprint in the elementary and middle schools to provide Safety and Wellness Public education
- Explored and began foundational steps to create an Avondale Fire and Medical Cadet program

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

Strategic Goal: Improve internal and external customer service delivery

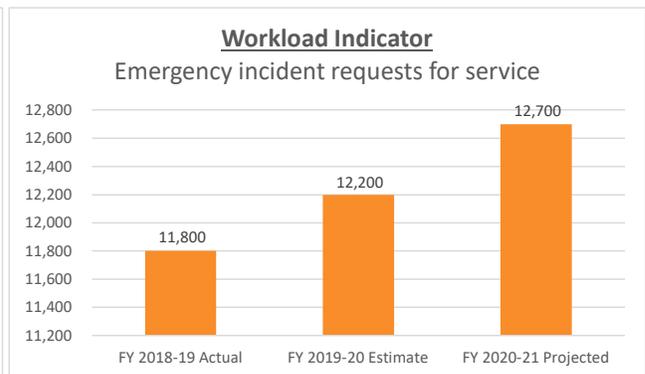
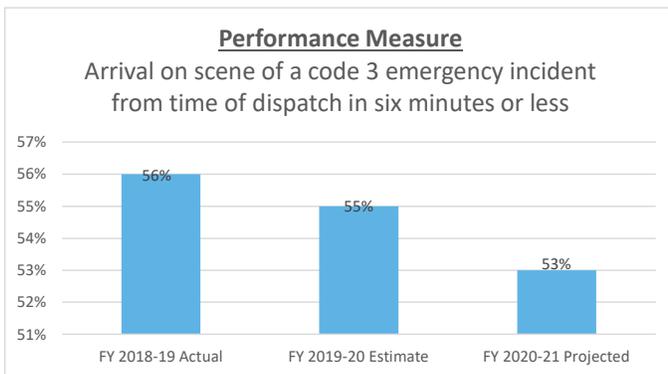
- Hired a consultant to do a comprehensive Station Location and Response Preparedness analysis—current and (10) year projections.
- Implement Treat and Refer model of service delivery.

FY 2020-21 Major Changes

- Added funding for a Fire Deputy Chief of Emergency Medical Services position to manage the Emergency Medical Services division
- Added funding to update firefighting equipment and ensure compliance with National Fire Protection Association safety guidelines standards

Performance Measures	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Inspect all scheduled low/moderate risk occupancies on a biennial basis	100%	100%	100%
Inspect all significant risk occupancies on an annual basis	100%	80%	100%
Complete at least 2 babysitter workshops on an annual basis	100%	100%	100%
Complete at least one department open house per year	100%	100%	100%
Hospital transport continuity of care provided for all advanced life support patients from Avondale incidents	35%	22%	30%
Arrival on scene of a code 3 emergency incident from time of dispatch in six minutes or less	56%	55%	53%
All command officers complete 12 hours of continuing leadership/command education	90%	92%	95%
Completion of data entry or review on all incidents by end of the 48-hour duty cycle	90%	90%	90%
All incident response staff complete 36 hours of skill based emergency medical training	92%	89%	94%
All incident response staff complete assigned TargetSolution training programs	92%	92%	94%

Workload Indicators	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Fire incident investigations	26	25	25
Station tours	18	18	20
CPR classes / First Aid Classes	28	26	26
Annual significant risk occupancy inspections	67	51	64
Car seat safety inspections	90	78	99
Development Services related activities	600	478	500
Biennial moderate/low risk occupancy inspections	1,479	544	450
Command officer training student contact hours	1,750	2,000	2,100
Emergency medical service training student contact hours	2,900	2,250	2,700
School program student contacts	3,900	5,202	6,450
Emergency incident requests for service	11,800	12,200	12,700
Fire/hazard training student contact hours	13,000	13,000	13,000
Hands Only CPR student contacts	1,218	1,753	2,454



Budget Summary

	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
Fire and Medical						
Expenditures by Category						
5000 - Personal Services	8,719,482	10,062,012	10,209,855	10,007,100	8,120,824	10,663,100
6000 - Contractual Services	1,326,645	1,497,916	1,642,835	1,776,500	1,416,203	1,375,800
7000 - Commodities	266,990	344,636	281,179	774,900	431,920	784,500
9500 - Transfers Out	599,790	615,390	938,590	938,600	975,080	0
8000 - Capital Outlay	0	0	16,276	0	0	88,500
9000 - Other	0	0	0	10,000	0	10,000
Total by Category	10,912,907	12,519,954	13,088,735	13,507,100	10,944,027	12,921,900
Expenditures by Division						
6305 - Community Risk Reduction	475,996	538,181	562,358	570,200	429,120	549,600
6310 - Fire - Administration	996,508	1,292,174	1,304,800	1,287,700	817,169	1,220,300
6315 - Emergency Management	153,243	171,545	169,469	166,500	154,968	10,000
6320 - Fire - EOC Ops	16,737	65,363	71,004	449,000	71,367	46,700
6325 - Fire - Professional Development	383,596	461,161	516,199	523,000	456,948	567,000
6330 - Fire - Intervention Services	8,679,162	9,539,519	9,983,896	9,917,200	8,558,993	9,729,800
6331 - Emergency Medical Services	0	96,611	47,967	96,700	154,167	309,600
6332 - Technical Rescue Response	66,204	157,732	166,886	170,300	17,901	18,000
6333 - Wildland Response	0	21,511	11,452	6,500	24,710	45,800
6334 - State Fire Training	0	0	0	0	159,184	162,900
6360 - ISM Race Fire Overtime	40,274	54,515	93,316	141,500	93,785	85,000
6370 - Wildland Fire Deployment	96,387	116,841	156,589	173,500	915	172,200
6300 - Fire	4,800	4,800	4,800	5,000	4,800	5,000
Total by Division	10,912,907	12,519,954	13,088,735	13,507,100	10,944,027	12,921,900
Expenditures by Fund						
101 - General Fund	8,872,603	10,055,512	10,644,221	11,084,000	8,801,013	10,284,300
209 - Other Grants	66,204	141,961	145,248	148,500	155,354	162,900
235 - Public Safety Dedicated Sales Tax	1,874,301	2,222,681	2,199,466	2,174,600	1,961,296	2,297,500
250 - Wildland Fire Deployment Fund	0	0	0	0	805	172,200
319 - Fire Construction	95,000	95,000	95,000	95,000	0	0
603 - Equipment Replacement Fund	0	0	0	0	20,760	0
701 - Volunteer Fire Fighter's Pension	4,800	4,800	4,800	5,000	4,800	5,000
Total by Fund	10,912,907	12,519,954	13,088,735	13,507,100	10,944,027	12,921,900

Authorized Positions by Division	FY 16-17 Authorized	FY 17-18 Authorized	FY 18-19 Authorized	FY 19-20 Authorized	FY 19-20 Amended	FY 20-21 Authorized
6305 - Community Risk Reduction	4.00	4.00	4.00	4.00	4.00	4.00
6310 - Fire - Administration	4.00	5.00	4.00	5.00	6.00	6.00
6315 - Emergency Management	1.00	1.00	1.00	1.00	0.00	0.00
6325 - Fire - Professional Development	2.00	2.00	3.00	3.00	3.00	3.00
6330 - Fire - Intervention Services	64.00	63.00	63.00	63.00	63.00	63.00
6331 - Emergency Medical Services	0.00	0.00	0.00	0.00	0.00	1.00
6332 - Technical Rescue Response	2.00	2.00	0.00	0.00	0.00	0.00
6334 - State Fire Training	0.00	0.00	2.00	2.00	2.00	2.00
Total Authorized Positions	77.00	77.00	77.00	78.00	78.00	79.00

ECONOMIC DEVELOPMENT

Functions

Commerce • Employment Growth • Business Retention

Department Description

The mission of the Avondale Economic Development Department is to attract and preserve the quality of office, industrial and retail opportunities that create and enhance employment opportunities and expand the tax base in our community. Our strategic targeted sectors include:

Healthcare

- Market and promote the Health-Tech Corridor as a location-of-choice to world-class healthcare organizations to take advantage of a highly skilled labor force, strategic location, and affordable cost of doing business.

Technology

- Highlight Avondale's high efficiency, security and connectivity with our extensive high-grade infrastructure system including redundant fiber and multiple power providers and networks. Continue to market specific technology driven sites that are well-suited for these uses and the strong immediate workforce to support future growth.

Manufacturing and Logistics

- Promote the over 2 million square feet of new industrial space under construction and attract targeted companies with the Avondale advantage of same day access to Southern California ports and 22 million customers.

Retail and Entertainment

- Market Avondale as a premier location for retail and entertainment in McDowell Road's restaurant row, Avondale's newest destination in The BLVD and Old Town Avondale. Additionally, assist the development community to attract and retain businesses.

FY 2019-2020 Highlights

Healthcare:

- Akos medical campus, comprised of two 68,000 SF class A medical office buildings, began phase 1 construction with planned delivery in Q2 2020. This premier medical office space along Avondale's burgeoning Health-Tech Corridor and will create over 400 high-wage new jobs.
- Iora Healthcare chose to locate its facilities in a second-generation space at Alameda Crossings. The facility provides services to Avondale's geriatric population and offers a unique partnership with Humana and Silver Sneakers. This project will create at least 25 jobs in the Health-Tech Corridor.
- Bio Life is constructing a new 25,000 SF facility in Avondale's Health-Tech Corridor on the Northeast corner of 107th Avenue and McDowell. This project will provide approximately 40 new jobs. The company specializes in collecting plasma and processing plasma into life-saving therapies.

Manufacturing and Logistics:

- Hickman's located its new egg washing and carton production manufacturing facility in an 80,000 SF existing building located on the SEC of Lower Buckeye and Litchfield Road. The project will create approximately 45 new jobs.
- A total of 2 million square feet of speculative industrial space is under development along Van Buren Street in the industrial corridor, doubling Avondale's existing inventory. The new construction is generating interest from prospective users. These prospects represent projects that are worth over \$100 Million in capital investment and could create several hundred new jobs in Avondale.

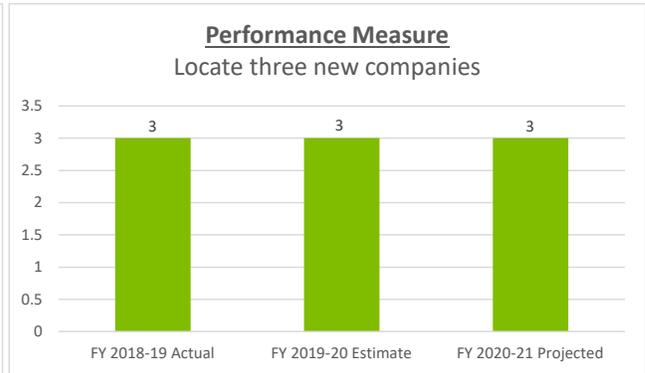
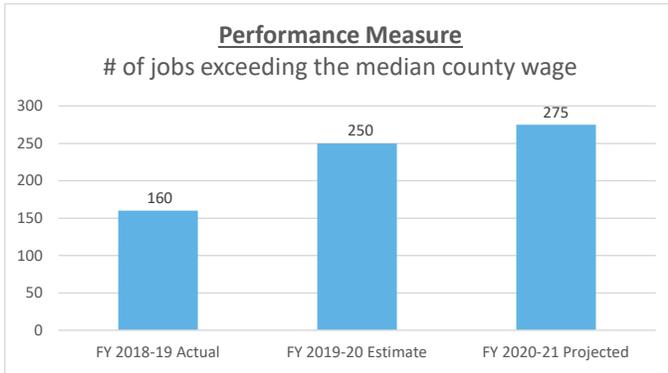
Retail and Entertainment:

- The McDowell Road corridor between 99th Avenue and Dysart Road has introduced a new vibrant retail scene with the addition of Portillo's, Barrio Queen, Mountainside fitness, Uptown Jungle, Crumbl Cookies, Ulta Beauty, Escape Room, Taco's Tijuana, Home2Suites, Marriott Springhill Suites, and Boot Barn.
- In Avondale's newly established district, The BLVD, we welcomed Marriott Residence Inn, My Place hotel, and coming online soon Dutch Bros. and Avid hotel.
- In Old Town Avondale some new offerings located including Pasta Factory, Aroma Mocha Coffee, and Sipping Sisters. As retail continues to evolve to meet the demands of the market, we also welcomed Scale and Feather Meadery and D-Bat into the Avondale Commerce Center.

FY 2020-21 Major Changes

- Added funding to launch national multi-month business attraction ad campaigns featuring Avondale's key sectors
- Added funding to promote NASCAR Championship race to be used as a business attraction tool
- Added funding to allow for increased travel for business attraction, hosting local broker events, lead generation services, and expanding business development activities
- Funding added to establish the City's first Destination Marketing Office
- Funding added to continue the Economic Opportunities Fund used for deal closing to create competitive and creative business assistance programs to employers that provide economic expansion and job growth to the City

Performance Measures	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
# of engagements with industry contacts focused on residential infill	5	7	9
# of jobs exceeding the median county wage	160	250	275
# of outreach events focused on target sectors	126	150	200
Locate three new companies	3	3	3
# of engagements with industry contacts focused on sports, entertainment and hospitality sectors	21	24	30
# of engagements with industry contacts focused on business infill	31	28	30
% of project submittals incorporating data analytics	100%	100%	100%
# of engagements with industry contacts focused on retail sector	118	130	150
# of individual engagements with industry contacts focused on target sectors	726	752	800



Budget Summary

	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
Economic Development						
Expenditures by Category						
6000 - Contractual Services	710,397	590,017	596,833	2,566,400	1,854,039	4,588,500
5000 - Personal Services	527,127	556,214	599,906	600,700	690,402	963,100
7000 - Commodities	351	1,504	208	1,100	19,916	500
8000 - Capital Outlay	0	0	2,397,586	2,400,000	2,160,057	0
9500 - Transfers Out	3,830	4,230	4,390	4,400	4,350	0
Total by Category	1,241,705	1,151,965	3,598,923	5,572,600	4,728,764	5,552,100
Expenditures by Division						
5106 - Tourism	0	0	0	0	0	178,000
6700 - Economic Development	987,667	870,720	3,377,939	5,241,500	4,206,576	5,048,300
6715 - City Center Property Management	66,936	82,311	49,804	87,100	326,208	96,400
6720 - Avondale Corporate Center	158,286	141,504	116,770	225,300	177,153	229,400
6725 - Tierra Madre	28,816	57,430	54,410	18,700	18,827	0
Total by Division	1,241,705	1,151,965	3,598,923	5,572,600	4,728,764	5,552,100
Expenditures by Fund						
101 - General Fund	1,241,705	1,151,965	3,598,923	5,572,600	4,728,764	1,924,100
102 - Economic Opportunities Fund	0	0	0	0	0	3,585,000
260 - Tourism Fund	0	0	0	0	0	43,000
Total by Fund	1,241,705	1,151,965	3,598,923	5,572,600	4,728,764	5,552,100
Authorized Positions by Division						
	FY 16-17 Authorized	FY 17-18 Authorized	FY 18-19 Authorized	FY 19-20 Authorized	FY 19-20 Amended	FY 20-21 Authorized
6700 - Economic Development	4.00	4.00	4.00	4.00	6.00	6.00
Total Authorized Positions	4.00	4.00	4.00	4.00	6.00	6.00

PARKS & RECREATION

Functions

Parks & Recreation • Grounds Maintenance

Department Description

The Parks and Recreation Department's areas of responsibility include recreation programs and events, park and grounds maintenance and events operations, and the Goodyear Farms Cemetery. The Parks and Recreation Mission Statement is "Making lives better with dynamic services and spaces to learn, play and connect."

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

The Parks Division is responsible for maintaining all City parks and building grounds in a clean, green and safe condition for the citizens and staff of Avondale. This function is accomplished through a combination of staff and contract maintenance. Grounds maintenance includes cleaning, upgrade and enhancement of City owned grounds, parks and turf areas, including ball fields, soccer fields, basketball courts, volleyball courts, and lighting. Parks services include quality play spaces within neighborhood areas, quality citywide facilities for baseball, softball, soccer, trails, open spaces and community gathering spaces.

FY 2019-2020 Highlights

Ongoing park improvements: Both Community Park and Neighborhood Park Improvement projects and upgrades have been completed. These include irrigation and sustainable turf upgrades, as well as improvements to the Goodyear Farms Cemetery.

Expansion of Special Events: The new Cycle Avondale event was held in October and the grand re-opening of Festival Fields Parks was held in December. Ongoing special events like Waterpaloza and Eggstravaganza saw increases in attendance from the previous year.

Programing Expansion: Recreation Program participation increased across the board. Youth Sport programs for ages 7-12 years old opened for the first time and have been extremely popular. Total number of Coed softball tournaments continue to increase, as well as the total number and variety of recreation classes.

FY 2020-21 Objectives

Strategic Initiative: Initiative 1 – Foster Sustainable Community Development

Strategic Goal: Maintain and Expand Quality Infrastructure

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

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

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

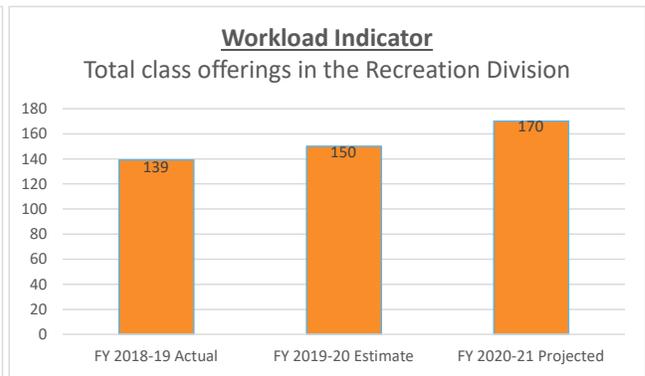
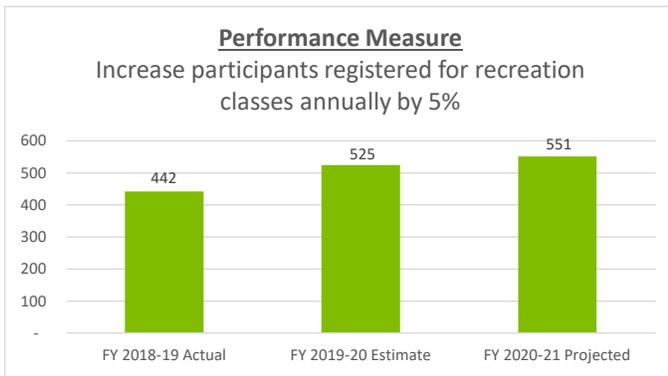
- Expand recreation programs and services by building partnerships with various governmental and non-governmental organizations.

FY 2020-21 Major Changes

- The Building Maintenance division was transferred from Parks & Recreation department to City Administration department
- Added three part-time Park Specialist positions to assist with grounds maintenance, cleaning and sanitizing park equipment and maintaining overall park cleanliness.
- Ongoing funding was added to provide continual support for the City's special events, including Tres Rios Nature Festival, CulturePop, KidFest, Avondale Fiesta, Billy Moore Days and Winterfest. In addition to these large-scale events, this will also fund the City's various smaller events.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Increase the number of annual sports tournaments held in the parks by 10%	23	21	23
Increase teen program participation by 10% annually	97	139	153
Increase adult program participation by 10% annually	1,643	1,380	1,518
Increase participation in youth and adult sports programs by 10%	2,000	1,916	2,107
Increase participants registered for recreation classes annually by 5%	442	525	551
Increase ramada rentals in the parks by 10% annually	512	529	582

Workload Indicators	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Average number of adult attendees per program (does not include sports leagues)	8	2.33	5
Average attendance per children's program (does not include sports leagues)	23	11	12
Total class offerings in the Recreation Division	139	150	170
Attendance at Signature events	35,000	26,500	37,500



Budget Summary

	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
Parks & Recreation Dept.						
Expenditures by Category						
5000 - Personal Services	807,890	878,938	1,197,792	1,178,900	1,527,908	2,070,300
6000 - Contractual Services	1,517,850	1,810,982	1,610,415	1,918,700	1,506,974	2,049,700
7000 - Commodities	85,450	79,313	200,041	284,000	204,645	253,700
8000 - Capital Outlay	6,247	28,702	150,141	75,000	146,762	0
9000 - Other	0	0	0	455,500	0	0
9500 - Transfers Out	28,570	33,220	44,060	44,100	48,160	0
Total by Category	2,446,008	2,831,154	3,202,448	3,956,200	3,434,449	4,373,700
Expenditures by Division						
5220 - Grounds Maintenance	1,140,751	1,276,791	1,671,301	1,945,300	1,735,108	2,176,400
8010 - PRL Administration	382,119	426,253	445,712	441,800	497,901	503,000
8125 - Recreation	923,138	1,128,110	1,085,435	1,569,100	1,201,440	1,694,300
Total by Division	2,446,008	2,831,154	3,202,448	3,956,200	3,434,449	4,373,700
Expenditures by Fund						
101 - General Fund	2,446,008	2,831,154	3,202,448	3,956,200	3,434,449	4,373,700
Total by Fund	2,446,008	2,831,154	3,202,448	3,956,200	3,434,449	4,373,700
Authorized Positions by Division						
	FY 16-17 Authorized	FY 17-18 Authorized	FY 18-19 Authorized	FY 19-20 Authorized	FY 19-20 Amended	FY 20-21 Authorized
5220 - Grounds Maintenance	2.00	2.00	9.00	11.50	11.50	13.00
8010 - PRL Administration	3.00	3.00	3.00	3.00	3.00	3.00
8125 - Recreation	4.00	3.00	3.00	14.00	14.00	14.00
Total Authorized Positions	9.00	8.00	15.00	28.50	28.50	30.00

NEIGHBORHOOD & FAMILY SERVICES

Functions

Family Services • Community Development • Revitalization • Youth & Community Engagement • Libraries

Department Description

The Neighborhood and Family Services Department was created to support the development of families and the sustainability of the neighborhoods in which they live. Program areas include Housing and Community Development, Revitalization, Youth and Community Engagement, Family Services, and Libraries. In partnership with residents, the department addresses the upkeep and rehabilitation of substandard housing and other property. The department provides safety net services and prevention programs to families in need. When appropriate, financial tools and education are made available for families to become self-sufficient. The department seeks to bring new services to Avondale through partnerships, collaboration and leveraging of funds. This approach recognizes that the health of the community is a shared responsibility and that no one entity can meet all the needs of Avondale neighborhoods. The Avondale Public Library brings people, information, and ideas together to enrich lives and build community. The Library provides materials in a variety of formats, programming for all ages, and resources to improve the educational and leisure goals of the community. Staff advocates for families, children, youth, senior residents and small businesses by listening to their needs and desires, while working towards programs and strategies to address those needs. Encouraging community involvement is an important goal of the department. The department is advised by two advisory bodies to assure that we are responsive to community needs. These include the Neighborhood and Family Services Commission and Youth Advisory Commission.

FY 2019-2020 Highlights

Awarded a \$100,000 in CSBG funding from Maricopa County to expand outreach and shelter services for individuals experiencing homelessness

- Hired a Homeless Specialist position to provide case management to people experiencing homelessness in Avondale
- Completed 33 owner-occupied units through the Emergency and Substantial Home Repair Programs
- Assisted 11 homebuyers with the purchase of their first home through the First-Time Homebuyer Program
- Library E-material circulation numbers increased by 30%
- The Library was awarded a Library Services and Technology Act grant for \$11,000. The grant project, called Arts for Everyone, provides art classes for teens and adults and art supplies for library programming.
- Awarded grant from Maricopa County Public Health for “new initiative” Plogging and Produce monthly events
- Entered into agreements with four local Historic Avondale business owners for Facade Improvement Program participation
- Launched the Avondale Front Porch trailer for outreach and community events.
- Established monthly Cashion and Las Ligas Community Meetings to provide information and address neighborhood concerns
- A total of 16,458 senior center members visited the center
- A total of 31,088 meals were provided at the center and to homebound clients.
- Coordinated the Global Youth Service Day event with over 40 volunteers who successfully cleared out litter across 22 acres of land within the wetland area
- Conducted a Make a Difference Day event and painted six (6) elderly, disabled and/or veteran’s homes and engaged over 100 volunteers.
- Collaborated with seven (7) small businesses/nonprofits and eight (8) City departments to offer 32 summer youth employment placements

FY 2020-21 Objectives

Strategic Initiative: Advocate for and support community-oriented lifelong learning opportunities

Strategic Goal: Strengthen education, Faith based, and human services partnerships

- Increase the number of library partnerships to provide new program opportunities related to workforce development, entrepreneurship and education

Strategic Initiative: Create a connected community

Strategic Goal: Provide outlets for residents and businesses to engage in volunteer service opportunities

- Implement a service learning program for middle school age youth to promote volunteerism, leadership and civic engagement

Strategic Initiative: Advocate for and support community-oriented lifelong learning opportunities

Strategic Goal: Strengthen education, faith-based, and human service partnerships

- Implement a summer point in time unsheltered homeless person count to gather Avondale specific data about homelessness to help guide human service partnerships and programs
- Evaluate resource center partnerships to identify gaps in service and update agreement to generate additional revenue to support operation within the new facility
- Evaluate senior center program and activities to identify gaps in service and implement new program opportunities to occur within the new resource center facility

Strategic Initiative: Foster sustainable community development

Strategic Goal: Ensure city has financial capacities to support development

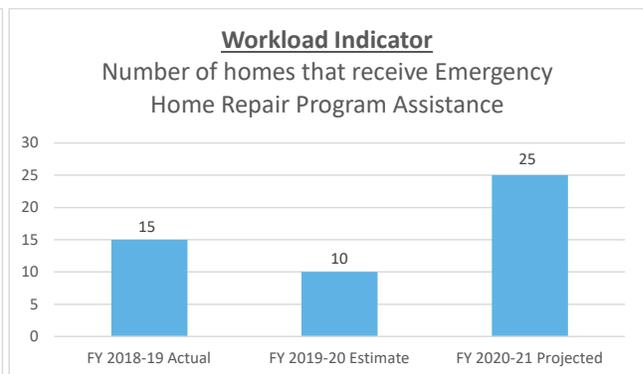
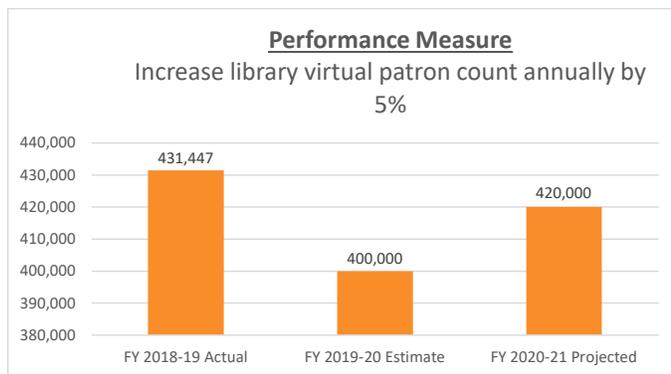
- Complete 3 to 4 grant funded façade improvement projects in historic Avondale area in alignment with Avondale’s revitalization and economic development goals

FY 2020-21 Major Changes

- Expanded transportation for senior services programming with two new vehicles awarded through Area Agency on Aging
- Code Enforcement division was transferred from Neighborhood & Family Services Department to Development & Engineering Services Department
- Added funding for an incentive program to provide funding for sworn Avondale Police Officers and sworn Fire personnel to purchase a home in Avondale while working for the City's Police or Fire & Medical Services departments
- Added a full-time Administrative Assistant position for the City's new Resource Center
- Added a full-time Administrative Assistant position to be funded through the City's healthcare partners for the City's new Resource Center
- Added a full-time Library Assistant position to provide general library customer service assistance to the public
- Completed construction of new Resource Center facility

Performance Measures	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Number of neighborhood civic associations established in non-HOA communities	2	2	3
Number of commercial facades renovated	0	4	1
Increase the number of available housing units in the City that are affordable for low and moderate income households	32	18	40
Maintain Youth Commission membership at 80% or greater	18	16	19
Increase teen program participation by 10% annually	1,641	1,650	1,800
Increase adult program participation by 10% annually	1,314	1,445	1,590
Number of youth placed at job sites at Historic Avondale small businesses	7	9	9
Number of library outreach events/opportunities conducted or participated in each year	20	68	80
Number of participants enrolled in AviTEMP	26	32	26
Increase number of volunteer hours leveraged by 10%	2,700	3,100	3,410
Increase library virtual patron count annually 5%	431,447	400,000	420,000
Total number of individuals utilizing the Resource Center	57,000	62,470	65,000
Requests for utility and rental assistance addressed within 48 hours 95% of the time	98	97	98

Workload Indicators	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Total number of neighborhood civic associations established	2	2	3
Total number of commercial façades renovated	0	4	1
Total number of youth placed at job sites in Historic Avondale	7	9	9
Total number of new homes constructed	0	0	0
Library FTEs per 1,000 sq. ft. (metro area avg. 1.9)	0.35	0.34	0.34
Total number of homebuyers who received down payment and closing cost assistance	7	7	10
Total number of homes that receive Substantial Home Repair Program Assistance	10	1	5
Average number of adult library attendees per program	6.2	7.5	8
Total number of homes that receive Emergency Home Repair Program Assistance	15	10	25
Average attendance per children's program at libraries	20.7	20.2	20.5
Total number of participants in AviTEMP Program	26	32	26
Total number of individuals served through the Community Action Program	870	1,200	1,000
Total number of people benefitting from volunteer income tax assistance program	580	600	600
Total number of volunteer hours leveraged	2,700	3,100	3,410
Total number of individuals utilizing the Resource Center	57,000	62,470	65,000
Number of library visitors	198,092	200,000	220,000
Number of physical items circulated	268,122	255,000	270,000



Budget Summary

	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
Neighborhood and Family Services						
Expenditures by Category						
6000 - Contractual Services	1,063,586	1,387,773	1,609,770	1,067,000	921,091	5,220,300
8000 - Capital Outlay	16,000	0	29,007	138,000	101,266	43,000
5000 - Personal Services	2,334,488	2,359,556	2,521,566	2,382,200	2,762,635	3,311,600
7000 - Commodities	218,504	284,150	166,450	253,000	278,268	448,500
9000 - Other	0	0	0	155,000	0	155,000
9500 - Transfers Out	573,460	601,015	602,900	607,000	457,810	0
Total by Category	4,206,037	4,632,494	4,929,693	4,602,200	4,521,069	9,178,400
Expenditures by Division						
7120 - Congregate Meals	150,978	157,614	158,837	165,700	155,237	148,700
7121 - Home Delivered Meals	246,713	227,050	225,272	267,000	233,927	248,700
7122 - MCSO	108,163	113,210	116,473	133,700	109,830	133,900
7123 - Soc. Svcs - Senior Transportation	80,564	99,487	114,590	81,800	126,982	134,300
7500 - Neighborhood & Family Services Admin	790,336	750,707	539,819	577,400	633,131	914,600
7501 - Family Services	169,963	148,108	156,290	208,900	134,602	306,400
7502 - Youth Services Division	31,125	136,914	202,584	272,300	219,523	327,900
7507 - Revitalization	0	7,170	178,741	235,900	210,487	280,700
7509 - Community Action Program	102,210	120,022	113,310	141,100	124,247	308,100
7550 - Youth Commission	14,050	16,092	16,811	22,200	12,224	22,000
7551 - Gila River Indian Community Grant	0	0	0	0	17,015	53,100
7575 - Home Local Match	39,982	59,930	109,162	0	9,632	247,000
7580 - Housing & Community Development	0	0	0	0	0	0
8100 - Library - Sam Garcia	505,577	463,224	515,854	594,900	531,874	546,400
8105 - Library - Civic Center	510,572	540,596	481,323	697,200	567,950	536,700
8110 - Library Administration	528,795	592,276	527,089	671,400	671,996	580,200
7511 - Individual Development Account Admin	81	1,175	4,268	0	14,647	25,000
7512 - Maricopa County Shelter & Homeless Svcs	0	0	0	0	69,818	111,900
7565 - Substantial Rehabilitation	148,760	96,921	56,840	125,700	112	726,400
7566 - Homebuyer Assistance	32,339	121,857	411,134	0	140,700	411,800
7569 - ADOH	83,478	400,704	249,935	0	0	500,000

Budget Summary

	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
7117 - Soc. Svcs - Neighborhood Programs	380	340	430	400	0	0
7508 - Shared Use Facility Requests	0	0	0	0	2,590	3,000
7510 - Care 1st Resource Center	118,434	126,307	135,369	0	126,318	184,200
7554 - First Things First	153,791	97,842	131,701	0	160,282	207,400
7599 - NSP (Neighborhood Stabilization Program)	12,465	1,835	6,851	0	7,787	366,700
8163 - LSTA Words on Wheels	0	0	32,605	0	9,561	0
8164 - TSA - Arts for Everyone	0	0	0	0	6,880	8,800
7560 - Street Reconstruction - CDBG	225,000	231,515	225,000	229,000	0	0
7561 - Youth Jobs Public Service	44,507	37,725	47,098	100	31,387	98,600
7564 - Emergency Rehabilitation	100,928	82,306	168,204	137,500	131,774	1,180,900
7598 - Small Business Revitalization	6,846	1,568	4,103	40,000	60,556	565,000
Total by Division	4,206,037	4,632,494	4,929,693	4,602,200	4,521,069	9,178,400

Expenditures by Fund

101 - General Fund	2,233,299	2,336,208	2,281,507	2,938,000	2,569,225	3,898,200
202 - Senior Nutrition	585,938	596,821	615,171	645,900	625,466	211,400
203 - Community Action Program	97,573	115,589	110,499	136,600	204,882	198,300
205 - Home Grant	304,559	679,413	827,071	134,200	150,444	1,092,300
209 - Other Grants	285,071	226,324	274,352	400	313,991	814,400
212 - Library Projects	0	0	32,605	0	16,441	8,800
240 - CDBG	491,648	470,190	580,539	539,100	360,520	2,955,000
311 - Library Construction	207,950	207,950	207,950	208,000	280,100	0
Total by Fund	4,206,037	4,632,494	4,929,693	4,602,200	4,521,069	9,178,400

Authorized Positions by Division

	FY 16-17 Authorized	FY 17-18 Authorized	FY 18-19 Authorized	FY 19-20 Authorized	FY 19-20 Amended	FY 20-21 Authorized
7120 - Congregate Meals	1.80	1.80	1.80	1.80	1.55	1.55
7121 - Home Delivered Meals	2.20	2.20	2.20	3.20	3.20	3.20
7122 - MCSO	1.90	1.90	1.90	1.90	1.65	1.65
7123 - Soc. Svcs - Senior Transportation	0.60	0.60	0.60	1.60	2.10	2.10
7500 - Neighborhood & Family Services Admin	6.00	6.00	3.00	5.00	5.00	5.00
7501 - Family Services	2.00	1.00	1.00	1.00	1.00	3.00
7502 - Youth Services Division	0.00	2.00	2.00	2.00	2.00	2.00
7507 - Revitalization	0.00	0.00	2.00	2.00	2.00	2.00
7509 - Community Action Program	2.00	2.00	2.00	2.00	2.00	2.00

Authorized Positions by Division	FY 16-17 Authorized	FY 17-18 Authorized	FY 18-19 Authorized	FY 19-20 Authorized	FY 19-20 Amended	FY 20-21 Authorized
7510 - Care 1st Resource Center	0.00	0.00	0.00	1.00	1.00	1.00
7512 - Maricopa County Shelter & Homeless Svcs	0.00	0.00	0.00	0.00	1.00	1.00
7554 - First Things First	0.00	0.00	0.00	2.00	2.00	2.00
8100 - Library - Sam Garcia	6.25	6.25	6.00	6.00	6.25	6.25
8105 - Library - Civic Center	6.50	6.50	6.75	6.75	6.50	7.50
8110 - Library Administration	2.00	2.00	2.00	2.00	2.00	2.00
Total Authorized Positions	31.25	32.25	31.25	38.25	39.25	42.25

PUBLIC WORKS

Functions

Water Operations ▪ Wastewater Operations ▪ Water Resource ▪ Street Maintenance ▪ Solid Waste & Recycling ▪ Fleet Services

Department Description

The Public Works Department delivers essential public services to the community through valued customer service, effective operations, and sound planning. We strive to be a highly regarded public service provider, and to be recognized as an industry leader by the community and our peers. The Department's programs include Water, Wastewater, Sanitation, Streets and Fleet Services. The following divisions combine to support these primary Departmental programs:

The Administration Division oversees daily operations, manages the department budget, optimizes asset management, promotes team building, advances strategic planning, manages community outreach, and implements the water and sewer capital improvement program.

The Water Resources Planning Division tracks all water resource issues, advocates policy and direction, participates in regional resource and infrastructure planning, evaluates growth impacts, projects future water demands, and identifies programs and projects to expand water supplies.

The Water Resources Divisions plans and manages our water portfolio to assure adequate water supplies for current and future needs, promotes water conservation, maintains compliance with federal and state water laws, and operates the Crystal Gardens Water Treatment and McDowell Road Recharge Facilities.

The Water Operations Divisions provides for the production, storage, treatment, and distribution of potable water supplies to approximately 25,000 customers in compliance with applicable regulations, is responsible for all water system repairs and maintenance activities and ensures meter reading accuracy.

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

The Sanitation Division provides weekly residential curbside trash and recycling container service, monthly curbside bulk trash and green waste recycling service, bi-annual household hazardous waste disposal, and permits commercial haulers operating within the City. The division emphasizes environmentally sound management practices, encouraging recycling and proper disposal of all waste streams and obtaining regulatory compliance through education.

The Street Maintenance Division provides safe, reliable and clean streets, sidewalks and right of ways throughout the entire community. The program includes street sweeping, potholing, crack sealing, repairs, and all general maintenance designed to extend the life of City streets. In addition, the division manages landscaping in the right of ways, clean up and weed abatement in retention basins and City owned vacant lots.

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

FY 2019-2020 Highlights

- Graduated 30 participants from its first ever Avondale Citizen Water Alliance (ACWA) Academy a hands-on, interactive, informative series of four sessions devoted to all things water and wastewater
- Public Works staff partnered with West MEC developing facility tours and curriculum to encourage students to consider the utility and public works trades and professions
- Successfully launched the City's first fleet of three electric vehicles, two Chevy Bolts and a Nissan Leaf demonstrating the City's commitment to sustainable practices.
- Established the Fleet Utilization Team to review vehicle replacement and provide recommendations for right sizing the fleet
- Focused efforts on water sustainability and conservation efforts including:
 - "Waterfluence" water budgeting program to encourage water saving measures in our highest user group
 - Cross departmental Water Loss Team as one of the Cities participating in an AMWUA grant program to assist the member cities with auditing their water loss.
 - "Water Smart" initiative to integrate land use planning and water resources management
 - Conservation messaging and programs with an emphasis on reducing outdoor water use
- Received the Corporate Sustainability Award from Valley Metro Clean Air Campaign and the Arizona Water Association for Project of the Year for our Aquaculture Program that breeds fish for stocking our natural water treatment lakes in Crystal Gardens.
- Water Reclamation Facility was hand selected by ADEQ as a Bronze Award winner of the Voluntary Environmental Stewardship Program which honors members of the regulated community that show a commitment to the state of Arizona, public health and the environment
- Partnered with City of Phoenix, through an IGA, to bring Avondale's Colorado River Water physically into Avondale's service area. The agreement provides a new physical water supply to Avondale to sustain increased deliveries to Avondale's economic growth.
- Debuted the Completed the 99th Avenue & McDowell Gateway lighting project which included installation of dramatic and cost saving LED tree-ring up lighting on median palms trees welcoming visitors to this highly traveled corridor
- Completed capital projects including: McDowell Recharge Basin Improvements, Small Diameter Sewer Program, Reservoir Rehab (Coldwater Tank), Gateway Booster Station expansion and Production Meter Replacement
- Completed the Fleet Services shop floor renovation including sanding and three layers of epoxy coating for maintenance and safety
- Finalizing the SCADA upgrade project at the Water Reclamation Facility add fiber that will increase reliability and improve performance and allow for technology advancements

FY 2020-21 Objectives

Strategic Initiative: Initiative 1 - Foster Sustainable Community Development

Strategic Goal: Maintain and Expand Quality Infrastructure

- Maintain an assured water supply for existing and future development and engage in regional discussions on Water issues.
- Complete capital projects and emergency repairs in a timely manner to minimize impact to residents and businesses.
- Utilize reliability methods to optimize operations, realize full lifecycle of assets and reduce repair/replacement costs through preventative maintenance programs.
- Complete the Risk and Resiliency assessment plan as required by the EPA

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

Strategic Goal: Improve Internal and External Service Delivery

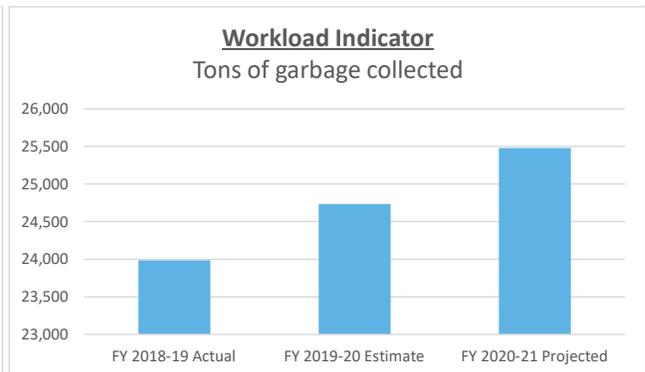
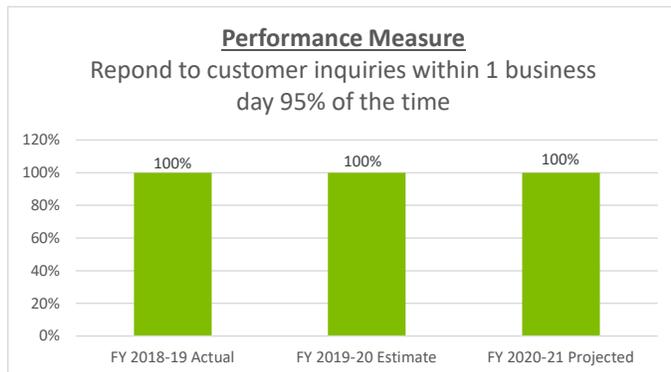
- Provide the highest levels of service while recognizing the changing needs of our customers.
- Utilize new and updated technologies and online resources for recycling, conservation efforts, information sharing, GIS mapping and SCADA control as examples
- Update sanitation zones and schedules to provide optimal routing and customer service while incorporating new residential developments.

FY 2020-21 Major Changes

- Added funding to cover the costs associated with processing recyclable materials collected in the City's curbside program
- Added a Field Superintendent position to oversee the operations of the Sanitation and Streets divisions
- Added a full-time Auto Mechanic position for Public Work's Fleet division
- Added a full-time Water Production and Treatment Operator position as a response to the City's growth and increase in operations
- Onetime funding added for a well and booster station condition assessment to identify needed improvements in the city's aging infrastructure
- Added a full-time Environmental Technician to assist in ensuring compliance in federal, state and county environmental regulations

Performance Measures	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Repond to customer inquiries within 1 business day 95% of the time	100%	100%	100%
Respond to after hours emergency callouts within one hour	100%	100%	100%

Workload Indicators	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Projected
Recycling diversion rate	17.8%	15%	15%
Chlorine residual in drinking water system = 0.8mg/L - 1.2mg/L	1.06	1.04	1.05
Billions of gallons of wastewater treated annually	2.2	2.25	2.3
Miles of sewer lines cleaned	52.37	65	75
Tons of green waste collected	1,066	1,088	1,121
Tons of bulk waste collected	4,492	4,582	4,719
Tons of recycling material collected	5,109	5,181	5,285
Tons of garbage collected	23,987	24,736	25,478



Budget Summary

	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
Public Works						
Expenditures by Category						
6000 - Contractual Services	8,750,553	8,062,385	8,383,354	10,043,800	8,315,450	10,170,100
9500 - Transfers Out	15,716,124	8,885,998	6,308,802	6,027,400	6,624,310	0
5000 - Personal Services	7,631,102	7,918,718	8,367,566	8,691,100	8,382,956	9,212,300
7000 - Commodities	3,026,626	3,331,449	3,500,498	4,041,700	3,711,316	4,598,100
8000 - Capital Outlay	3,402,304	982,817	2,075,631	6,428,500	3,126,469	1,252,000
9300 - Indirect Costs	3,020,590	3,202,530	3,202,600	3,202,800	3,202,600	0
9400 - Debt Service	7,197,402	7,793,062	10,040,458	11,080,400	0	0
9900 - Contingency	0	0	0	2,550,000	0	2,531,800
Total by Category	48,744,701	40,176,959	41,878,910	52,065,700	33,363,101	27,764,300
Expenditures by Division						
5210 - Field Operations Administration	7,940	0	2,870	2,900	0	0
5280 - Motor Pool	41,727	31,884	27,395	32,000	47,473	21,400
6600 - Streets	1,400,467	1,612,652	1,646,545	1,846,700	1,810,391	1,667,600
6601 - MAG-CMAQ PM-10 Street Sweeper Grant	0	0	223,346	0	0	240,000
9112 - Water Resources	1,507,183	1,525,140	1,633,298	1,864,500	1,772,065	1,674,000
9100 - Water Distribution	3,460,355	3,542,717	6,184,618	6,329,300	2,241,643	2,137,600
9200 - Wastewater Collection	7,343,692	7,445,191	7,164,419	7,567,100	1,484,535	1,547,600
9110 - Water Administration	4,769,538	4,939,938	4,152,664	5,468,600	3,683,077	2,109,300
9115 - Water Quality	419,934	529,292	590,102	651,900	549,903	702,500
9119 - Wetlands Treatment	86,561	105,660	165,082	163,300	244,026	287,400
9122 - Water Production	3,272,558	3,031,757	3,265,172	4,127,600	3,367,446	4,937,200
9125 - SCADA - Water	0	0	57,009	0	117,864	253,600
9210 - Wastewater Administration	10,979,914	3,574,008	2,196,831	4,187,800	1,768,974	1,327,900
9225 - SCADA - Sewer	0	0	387	0	84,859	48,300
9235 - SCADA - WWTP	0	0	27,737	0	8,862	103,300
6800 - Solid Waste	3,045,457	3,483,814	3,372,261	4,426,200	3,922,483	3,539,000
6810 - ADMINISTRATION	0	0	0	0	0	0
6820 - Sanitation-Uncontained	618,613	679,213	652,162	627,200	764,942	597,300
6830 - Recycling, Education and Enforcement	246,731	272,314	296,913	287,000	305,827	460,300
6840 - Green Waste	259,356	232,819	212,100	238,400	243,316	208,200
5200 - Fleet Services	5,096,443	2,986,449	3,748,711	7,467,000	4,797,935	2,532,700

Budget Summary						
	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Budget	FY 19-20 Estimate	FY 20-21 Budget
Indirect Costs	3,020,590	3,202,530	3,202,600	3,202,800	3,202,600	0
Total by Division	48,744,701	40,176,959	41,878,910	52,065,700	33,363,101	27,764,300
Expenditures by Fund						
101 - General Fund	49,667	31,884	30,265	34,900	66,703	21,400
201 - Highway User Revenue Fund	1,400,467	1,612,652	1,646,545	1,844,200	1,791,161	1,667,600
209 - Other Grants	0	0	223,346	0	0	265,000
401 - General Obligation Bonds	1,641,743	1,469,127	4,027,544	4,062,900	0	0
408 - Hwy User's Bonds '85/91/98	0	0	0	2,500	0	0
417 - Dysart Road M.D.C.	482,025	273,955	257,864	267,800	0	0
430 - 0.5% Dedicated Sales Tax Debt	5,387,145	5,790,593	5,535,112	5,538,300	0	0
501 - Water Operations	11,874,386	12,205,377	12,020,401	14,542,300	11,976,025	12,076,600
520 - Sanitation	4,170,157	4,668,161	4,533,435	5,028,800	4,926,777	4,804,800
524 - Sanitation Construction	0	0	0	550,000	309,790	0
530 - Water Equipment Replacement	516,118	104,854	121,783	502,700	496,568	0
531 - Sewer Equipment Replacement	490,427	126,007	103,331	276,700	84,394	0
532 - Sanitation Eq. Replacement	250,654	246,080	73,980	776,000	1,551,789	0
601 - Vehicle Replacement	1,935,382	479,789	1,301,562	3,586,100	472,553	0
606 - Fleet Services Fund	1,903,863	2,029,719	2,148,056	2,325,500	2,192,631	2,532,700
Indirect Costs	3,020,590	3,202,530	3,202,600	3,202,800	3,202,600	0
Total by Fund	48,744,701	40,176,959	41,878,910	52,065,700	33,363,101	27,764,300
Authorized Positions by Division						
	FY 16-17 Authorized	FY 17-18 Authorized	FY 18-19 Authorized	FY 19-20 Authorized	FY 19-20 Amended	FY 20-21 Authorized
5200 - Fleet Services	7.50	7.60	7.60	7.60	7.60	8.60
6600 - Streets	9.25	9.30	11.30	11.30	11.30	11.80
6800 - Solid Waste	14.25	12.50	13.50	13.50	13.50	14.00
6820 - Sanitation-Uncontained	3.00	4.00	4.00	4.00	4.00	4.00
6830 - Recycling, Education and Enforcement	2.00	2.00	1.00	2.00	2.00	2.00
6840 - Green Waste	1.00	2.00	2.00	2.00	2.00	2.00
9100 - Water Distribution	14.25	14.25	14.25	14.25	14.25	14.25
9110 - Water Administration	6.50	5.80	5.80	3.80	3.80	3.80
9112 - Water Resources	1.00	1.00	1.00	1.00	1.00	1.00
9115 - Water Quality	4.00	4.00	4.00	4.00	4.00	5.00
9119 - Wetlands Treatment	2.00	1.00	2.00	2.00	2.00	2.00
9122 - Water Production	6.75	7.75	7.75	7.25	7.25	8.25

Authorized Positions by Division	FY 16-17 Authorized	FY 17-18 Authorized	FY 18-19 Authorized	FY 19-20 Authorized	FY 19-20 Amended	FY 20-21 Authorized
9125 - SCADA - Water	0.00	0.00	0.00	1.00	1.00	1.00
9200 - Wastewater Collection	7.25	7.25	7.25	7.25	7.25	7.25
9210 - Wastewater Administration	1.50	1.80	1.80	1.80	1.80	1.80
9225 - SCADA - Sewer	0.00	0.00	0.00	0.50	0.50	0.50
9230 - Water Reclamation Facility	12.75	12.75	12.75	12.25	12.25	12.25
9235 - SCADA - WWTP	0.00	0.00	0.00	0.50	0.50	0.50
Total Authorized Positions	93.00	93.00	96.00	96.00	96.00	100.00



Capital Improvement

FY2021 through FY2025

Developing the Capital Improvement Plan

The Capital Improvement Plan (CIP) is the City's five-year blueprint for creating and maintaining the crucial infrastructure that will support the continued growth and development of Avondale. FY2021 represents the first year of the City's established official five-year CIP. Each year, in conjunction with the annual budgeting process, the five-year CIP is reviewed, updated and recommended by the Citizens' CIP Committee and the City Council. The mission statement, values, priority areas, goals, and objectives established by Avondale's elected officials determine the broad parameters for incorporating new capital improvement projects into the CIP. Other documents such as the General Plan, the approved Infrastructure Improvements Plan (IIP), and master plans also provide valuable information and guidance in the preparation of the capital plan.

The City's professional staff in Administration, Public Works, Parks and Recreation, Finance and Budget, Development and Engineering, Police, Fire, Court, and Economic Development participate in the review of past capital projects and the identification of new projects for inclusion in the plan.

Citizen input is obtained through the Capital Improvement Plan Committee and from constituents that contact the Council and City management directly. City residents have alerted staff about infrastructure and renovation needs, quality of life enhancements, and historic preservation issues that should be addressed in the capital plan. Citizens are also given the opportunity to have input on capital expenditures as voter authorization is required for several types of municipal bonds. The most recent bond election was held on May 15, 2007 to obtain voter approval to issue bonds to help finance various planned improvements.

Projects included in the FY2021-25 CIP will form the basis for appropriations in the FY2021 fiscal year budget. Some projects will affect the City's budget process five to ten years into the future. Individual projects will continue to be subject to ongoing community and City Council review and discussion during the annual appropriations process.

The Capital Improvement Plan is also an important public communication medium. The CIP gives residents and businesses a clear view of the City's long-term direction in the area of capital improvements and a better understanding of the City's ongoing needs for infrastructure improvements.

What are Capital Improvements?

Capital improvements are strategic investments in infrastructure that allow the City to provide service to residents. Streets, water treatment and reclamation plants, parks and recreation buildings, and one-time acquisitions of equipment are all considered capital improvements. With the exception of some vehicles and technology equipment, projects in the CIP generally cost more than \$100,000 and have a projected minimum life span of five years.

Financing the Capital Improvement Plan

When developing the CIP, the City must consider its ability to finance the needed projects. This involves prioritization of projects while maximizing use of available financing mechanisms.

Capital Improvement

Since so many projects require the use of debt financing to complete, the capital budget is directly related to the City's debt budget. The use of bonded debt may also require voter authorization. This approval is acquired through a bond election. The City's available financing mechanisms include some or all of the following sources.

Pay-As-You-Go Financing

Development Fees - Development Fees are assessments on new construction that may be used for "pay-as-you-go" financing for capital projects. When a builder takes out a building permit, the builder is required to pay fees for fire, police, library, parks, water, sewer, and streets infrastructure based on the impact their development is expected to have on City services. The funds may also be used to retire debt issued for growth related projects. These fees must be developed in compliance with A.R.S §9-463.05 and require that the City base the fees on approved land use assumptions (LUA) and the Infrastructure Improvements Plan (IIP). The latest LUA and IIP became effective on August 2, 2019.

Sales Tax - In May 2001, voters approved a 0.5% sales tax increase to fund water, sewer and street projects. In September 2008, voters approved expanding the May 2001 voter authorization to include transit projects. The City is able to leverage these dollars through the issuance of bonds in the water, sewer, streets and transportation funds. These funds are used for pay-as-you-go capital funding and for payment of bond debt.

Operating Funds - The City plans to transfer in approximately \$116.4 million dollars over the next five- years from operating funds to supplement the five-year capital budget. Examples of operating funds include the General Fund, the Water Operations Fund, and the Dedicated Sales Tax for Public Safety.

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

Grants and Other Intergovernmental Funding

There are a number of grants available from federal, state, and county sources. The City aggressively pursues this type of funding and the current CIP includes \$607,000 in grant and intergovernmental funding.

General Obligation Bonds

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

Capital Improvement

Under the Arizona State Constitution, general obligation debt is segregated into two categories of uses. Prior to November of 2006, a municipality could be indebted up to twenty percent in G.O. bonds for parks, open space, water, sewer and flood control projects. In November of 2006, Arizona voters approved a constitutional amendment that also allows a municipality to include public safety, law enforcement, fire and emergency services facilities and streets and transportation facilities within the 20% limit. For all other purposes, the municipality is limited to six percent (6%) of the assessed value. This limitation must be complied with at the time of a bond sale. Below is a table that displays the City’s projected capacity to issue new debt, for FY 2019-20. The City has sufficient capacity to issue bonds to fund this five-year plan as seen by the legal debt margins as of June 30, 2020.

	20%	6%
	Water, Sewer, Public Safety, Streets, Transit, Facilities, Flood Control, Open Space, Library, and Parks	General Municipal Purpose Bonds
Net Full Cash Assessed Value	633,585,560	633,585,560
Debt Limit	126,717,112	38,015,134
Net Bonds Outstanding	35,375,000	
Legal Debt Margin	89,022,112	38,015,134

Highway User Revenue Fund Bonds

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

Revenue Bonds

Revenue bonds differ from GO bonds, as the pledge of the debt is a specific revenue source and not the full faith and credit of the City. Revenue bond indenture agreements may include a reserve requirement. The City has used this form of bonds for water and sewer projects. In compliance with the City’s indenture agreements for the outstanding revenue bonds, a reserve fund has been established.

Water Infrastructure Financing Authority

The Water Infrastructure Financing Authority (WIFA) provides financial assistance to municipalities and other public agencies for constructing, acquiring or improving wastewater treatment facilities, drinking water facilities and other related water quality facilities and projects. WIFA bonds historically offer significantly lower interest rates and bond issuance costs as it has the ability to leverage several revenue sources as repayment or combine bond sales for multiple municipalities and/or political subdivisions, thereby lowering the costs. These agreements also require voter approval. Once the bonds are sold, the proceeds are “loaned” to the municipality on agreed upon terms. The City currently has no WIFA loans outstanding for water and wastewater projects.

Capital Improvement

Voter Authorization

As stated, all General Obligation bonds, Revenue bonds and WIFA loans require voter approval prior to the City becoming indebted using these instruments. The following table shows the election data for all voter approved debt.

Election Date	Purpose	Approved	Issued	Remaining Authorization
17-Mar-92	Loan Agreements with WIFA	10,000,00	6,125,000	3,875,000
10-Oct-95	Water Improvements	10,000,00	6,430,000	3,570,000
8-Sep-98	Water and Sewer Improvements (a)			
	Wastewater Treatment Capacity -	12,500,00	8,000,000	4,500,000
	Water Lines & Storage Reservoirs -	2,500,000	0	2,500,000
8-Sep-98	Street & Highway Improvements (b)	10,300,000	7,050,000	3,250,000
8-Sep-98	Library Facilities	2,500,000	2,500,000	0
15-May-07	Water and Sewer Improvements (a)	5,000,000	0	5,000,000
15-May-07	Street & Highway Improvements (b)	20,000,000	14,000,000	6,000,000
15-May-07	Parks, Community Center & Recreation Facilities	15,000,000	15,000,000	0
15-May-07	Public Safety Facilities & Equipment	13,000,000	7,500,000	5,500,000
15-May-07	General Government Facilities	17,000,000	9,500,000	7,500,000
Totals		117,800,000	76,105,000	41,695,000
(a) City can pledge either enterprise revenues or property taxes.				
(b) City can pledge either street & highway revenues or property taxes.				

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

Municipal Development Corporation Bonds

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

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

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

Capital Improvement

Carryover Projects/Fund Balance

Due to the nature of capital projects, the life of a project may span across multiple fiscal years. As funds are received to fund a project, they are accumulated in the appropriate capital fund and expended as projects progress. When the funds are not spent in one year they remain in the fund balance, much like a savings account, to be used in the following fiscal years. This is also referred to as carryover. As the funds for these projects are expended, the fund balance is reduced by the project cost. As the City refines the annual CIP process, these “carry over” projects will be redefined into areas of “contractual liability”, and ongoing projects will be re-appropriated in the following year as all of the financing is reevaluated to ensure project and funding viability. It is expected that over \$60.9 million will carryover in fund balance for the FY2021 capital budget.

Debt and Capital Budgets Relationship

The CIP impacts the City’s debt budget. In most cases, the repayment of debt also affects the amount of revenue available for other operating expenses. For example, Highway User Revenue bonds are repaid using the same state-shared funding source as street maintenance expenditures. The FY2021 budget includes \$10.6 million in debt payments and fees related to funding of capital projects. General long-term debt is budgeted and expended in the debt service funds, while enterprise fund debt is recorded in the respective enterprise funds in accordance with Generally Accepted Accounting Principles (GAAP). The following schedule shows the FY2021 payments by debt type. The summary repayment schedules are included in the Schedules and Summaries section of this document.

Debt Type	Principal	Interest	Total
General Obligation (GO) Bonds	2,320,000	1,537,000	3,857,000
Pledged Revenue Refunding Obligations – GLTD	5,047,000	607,000	5,654,000
Sub-total	7,367,000	2,144,000	9,511,000
Enterprise Funded Debt			
Pledged Revenue Refunding Obligations - Water & Sewer	828,000	287,000	1,115,000
Sub-total	828,000	287,000	1,115,000
Grand Total - All Debt	8,195,000	2,431,000	10,626,000

Operating and Capital Budget Relationship

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

There are a number of major projects in the CIP that will require substantial operating funds when completed. The project details in the following capital section include the expected impact on the operating budget of capital projects. A few major examples are: Alamar Community Park, Resource Center, Property and Evidence Facility, and Water Distribution Pressure Zones. The following table summarizes the estimated cumulative monetary impact of planned projects each year on the operating funds. The amounts in the first column, however, have already been included in the operating budget.

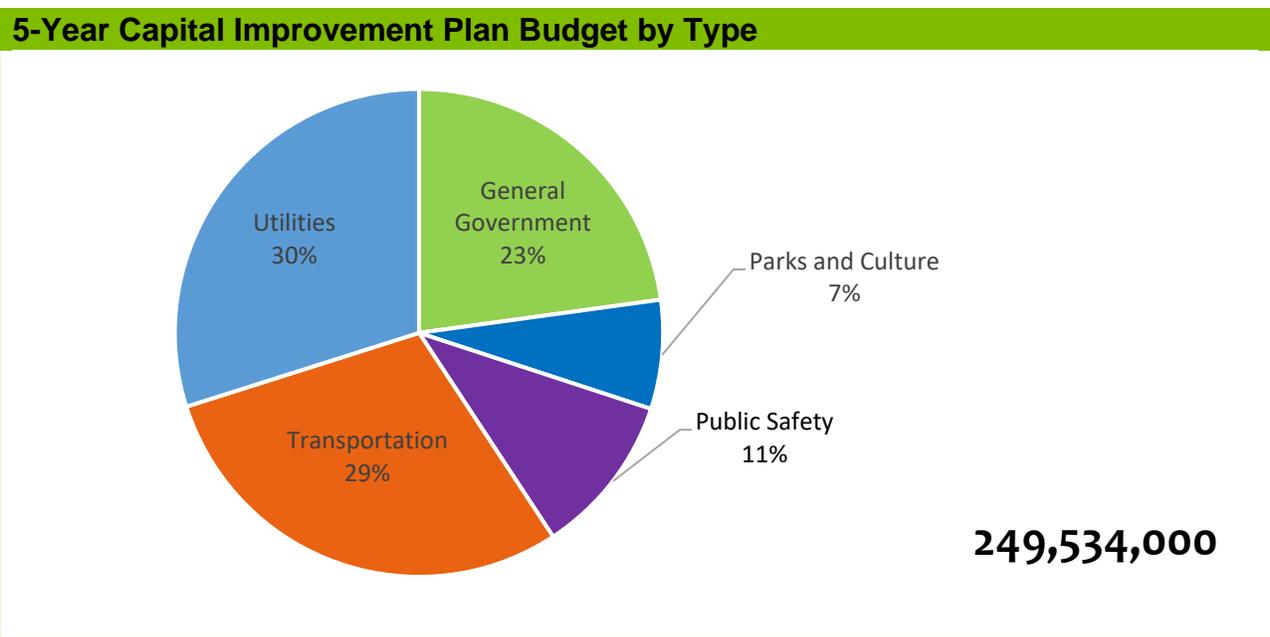
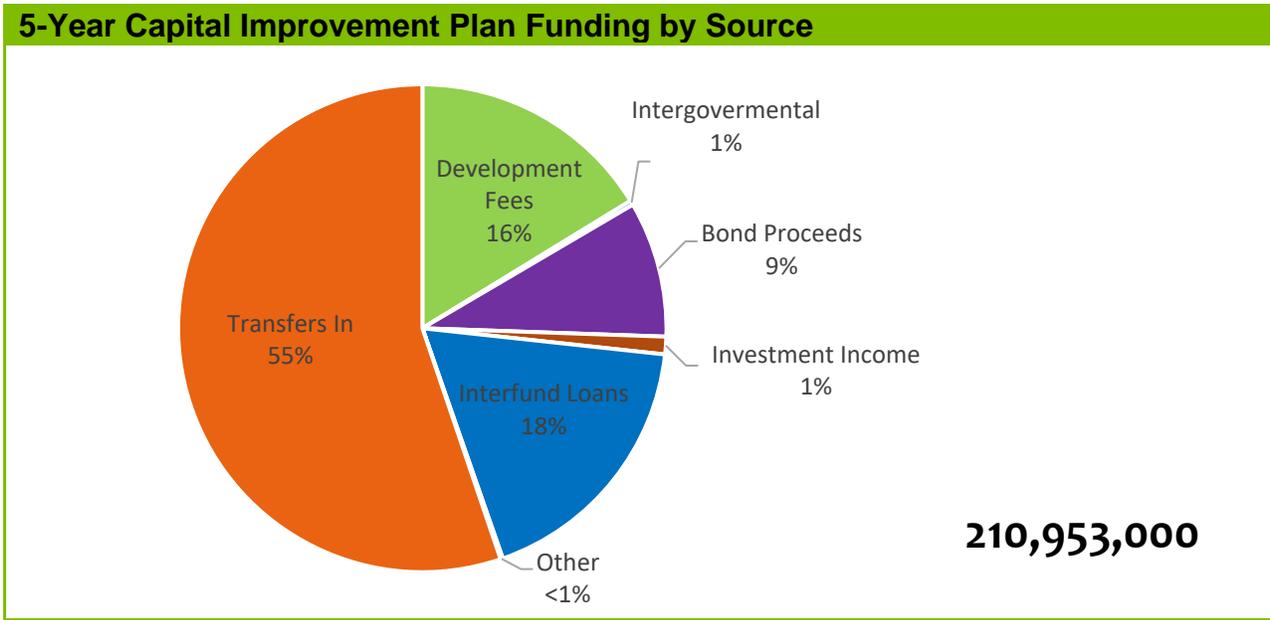
Capital Improvement

Operating Impact	FY2021	FY2022	FY2023	FY2024	FY2025
Staffing	200,000	500,000	750,000	838,000	638,000
Electricity	21,500	222,500	222,500	240,500	235,500
Equipment Maintenance	10,000	10,000	10,000	10,000	10,000
Grounds Maintenance	3,000	163,000	163,000	163,000	160,000
Supplies/Contracts	58,500	493,500	493,500	412,000	387,000
Utilities-Water/Sewer	3,000	3,000	3,000	8,500	5,500
GF Total	296,000	1,392,000	1,642,000	1,672,000	1,436,000
Electricity	1,500	6,000	8,500	8,500	8,500
Grounds Maintenance	5,000	5,000	5,000	5,000	5,000
Staffing	0	5,000	5,000	5,000	5,000
Street Maintenance	8,500	20,500	26,000	40,000	40,000
HURF Total	15,000	36,500	44,500	58,500	58,500
Electricity	0	0	0	0	40,000
Staffing	0	0	0	0	0
Supplies/Contracts	0	0	0	0	0
Water Total	0	0	0	0	40,000
Supplies/Contracts	0	0	0	0	0
Wastewater Total	0	0	0	0	0
Grand Total	311,000	1,428,500	1,686,500	1,730,500	1,534,500

Capital Improvement Plan Summary

The CIP for the City of Avondale totals \$249,118,000 for FY2021 through FY2025. The FY2021 budget totals \$113,823,000. The plan takes into consideration all known capital needs and ties potential revenue sources to those needs. As the City continues to grow and age, new needs will undoubtedly surface, causing the plan to change. For this reason, the City Council always considers all requests, but only those projects of the highest priority that fit within the available dollars are included in the capital budget. All other projects may be reconsidered in future years as property begins to appreciate once again and construction of new development resumes.

Capital Improvement



Capital Improvement Plan Summary

Fiscal Years 2020-2025

<i>Capital Plan Sources</i>	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	Total
Intergovernmental Revenues						
Other Federal Sources	\$607,000	\$0	\$0	\$0	\$0	\$607,000
Total Intergovernmental Revenues	\$607,000	\$0	\$0	\$0	\$0	\$607,000
Charges for Services / Development Fees						
Development Fees	\$6,876,000	\$6,854,000	\$6,854,000	\$6,854,000	\$6,854,000	\$34,292,000
Total Charges for Services / Development Fees	\$6,876,000	\$6,854,000	\$6,854,000	\$6,854,000	\$6,854,000	\$34,292,000
Operating Transfers In						
Transfer In 201--Highway Users Fund	\$3,821,000	\$1,321,000	\$1,321,000	\$1,321,000	\$1,321,000	\$9,105,000
Transfer In 101--General Fund	\$11,850,000	\$11,690,000	\$8,925,000	\$4,950,000	\$4,600,000	\$42,015,000
Transfer In 230-- Dedicated Sales Tax	\$500,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$8,500,000
Transfer In 245 - NPDES FUND	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$10,000
Transfer in 501--Avondale Water	\$4,919,000	\$8,219,000	\$8,619,000	\$3,719,000	\$3,119,000	\$28,595,000
Transfer In 503--Wastewater Fund	\$2,845,000	\$5,245,000	\$3,245,000	\$3,745,000	\$2,345,000	\$17,425,000
Transfer In 520--Sanitation	\$1,266,000	\$1,266,000	\$1,266,000	\$1,266,000	\$1,416,000	\$6,480,000
Transfer In 605 - Risk Management	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$15,000
Transfer In 229 - FAC	\$44,000	\$44,000	\$44,000	\$44,000	\$44,000	\$220,000
Transfer In 235--Public Safety Ded Sales	\$119,000	\$119,000	\$594,000	\$119,000	\$3,119,000	\$4,070,000
Total Operating Transfers In	\$25,369,000	\$29,909,000	\$26,019,000	\$17,169,000	\$17,969,000	\$116,435,000
Other Financing Sources						
Bond Proceeds	\$13,500,000	\$0	\$5,500,000	\$0	\$0	\$19,000,000
Total Other Financing Sources	\$13,500,000	\$0	\$5,500,000	\$0	\$0	\$19,000,000
Sale of Assets						
Other Asset Sales	\$62,000	\$62,000	\$62,000	\$62,000	\$62,000	\$310,000
Total Sale of Assets	\$62,000	\$62,000	\$62,000	\$62,000	\$62,000	\$310,000
Miscellaneous / Reimbursement Revenue / Investment Income						
Interest Earned	\$494,000	\$494,000	\$494,000	\$494,000	\$494,000	\$2,470,000
Total Miscellaneous / Reimbursement Revenue / Investment Income	\$494,000	\$494,000	\$494,000	\$494,000	\$494,000	\$2,470,000
Interfund Loans - Transfer In						
Interfund Loan - Transfer In	\$14,771,000	\$3,870,000	\$385,000	\$4,317,000	\$6,553,000	\$29,896,000
Interfund Fund - Repayment of Interfund Loan	\$0	\$1,888,000	\$1,527,000	\$2,272,000	\$2,256,000	\$7,943,000
Total Interfund Loans - Transfer In	\$14,771,000	\$5,758,000	\$1,912,000	\$6,589,000	\$8,809,000	\$37,839,000
Total Capital Sources:	\$61,679,000	\$43,077,000	\$40,841,000	\$40,841,000	\$31,168,000	\$210,953,000

<i>Capital Outlay</i>	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	Total
Funded						
101 General Fund	\$170,000	\$0	\$0	\$0	\$0	\$170,000
304 Street Construction	\$17,542,000	\$10,375,000	\$7,285,000	\$4,526,000	\$3,919,000	\$43,647,000
308 Police Construction	\$5,061,900	\$0	\$600,000	\$1,575,000	\$3,000,000	\$10,236,900
310 Park Construction	\$3,436,000	\$464,000	\$3,650,000	\$750,000	\$740,000	\$9,040,000
319 Fire Construction	\$519,000	\$475,000	\$500,000	\$2,997,000	\$0	\$4,491,000
322 One Time Capital	\$9,455,000	\$3,280,000	\$1,165,000	\$800,000	\$800,000	\$15,500,000
325 Transit	\$500,000	\$50,000	\$50,000	\$50,000	\$50,000	\$700,000
340 Streets Development Impact Fee Fund	\$6,010,000	\$0	\$600,000	\$0	\$0	\$6,610,000
341 Police Development Impact Fee Fund	\$0	\$0	\$0	\$3,000,000	\$0	\$3,000,000
342 Fire Development Impact Fee Fund	\$0	\$0	\$0	\$3,938,000	\$0	\$3,938,000
343 Parks Development Impact Fee Fund	\$4,000,000	\$3,886,000	\$0	\$0	\$0	\$7,886,000
344 Library Development Impact Fee Fund	\$208,000	\$208,000	\$0	\$0	\$0	\$416,000
350 General Obligation Bond Construction 2019	\$12,746,100	\$0	\$0	\$0	\$0	\$12,746,100
351 General Obligation Bond Construction 2021	\$9,257,000	\$2,371,000	\$1,872,000	\$0	\$0	\$13,500,000
360 PRO Bond Construction 2019	\$6,991,000	\$2,525,000	\$0	\$0	\$0	\$9,516,000
513 Sewer Construction	\$12,561,000	\$6,110,000	\$3,520,000	\$1,650,000	\$3,900,000	\$27,741,000
514 Water Construction	\$18,017,000	\$5,385,000	\$8,925,000	\$3,704,000	\$2,747,000	\$38,778,000
524 Sanitation Construction	\$0	\$0	\$0	\$0	\$550,000	\$550,000
530 Water Equipment Replacement	\$185,000	\$79,000	\$455,000	\$1,744,000	\$406,000	\$2,869,000
531 Sewer Equipment Replacement	\$25,000	\$84,000	\$15,000	\$513,000	\$538,000	\$1,175,000
532 Sanitation Eqt. Replacement	\$2,051,000	\$1,411,000	\$471,000	\$315,000	\$240,000	\$4,488,000
540 Water Development Impact Fees	\$1,000,000	\$2,300,000	\$1,230,000	\$1,490,000	\$8,318,000	\$14,338,000
601 Vehicle Replacement	\$2,200,000	\$1,984,000	\$4,000,000	\$3,500,000	\$1,200,000	\$12,884,000
603 Equipment Replacement Fund	\$2,096,000	\$1,024,000	\$440,000	\$245,000	\$1,509,000	\$5,314,000
Total Capital Outlay	\$114,031,000	\$42,011,000	\$34,778,000	\$30,797,000	\$27,917,000	\$249,534,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Civic Center Library **Project Number:** 1363

Funding Source: Operating Funds **Project Type:** General Government

Project Description:

A study to better utilize space and maximize public use of this facility.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
322 - 8001- Design/Engineering Services	\$0	\$100,000	\$100,000	\$0	\$0	\$0	\$0
Totals	\$0	\$100,000	\$100,000	\$0	\$0	\$0	\$0

Project Title: Sustain Existing Building Infrastructure **Project Number:** 1409

Funding Source: Operating Funds **Project Type:** General Government

Project Description:

This funding request will facilitate the ongoing replacement of equipment and building systems at City Facilities that have exceeded their useful life.

Prioritized for fiscal year 2020-21 are: Water heater replacements at The 505 on Central Ave. and Courts. Replacement of the mechanical locking systems at the Municipal Operations Service Center, Fleet, Sam Garcia Library and Civic Center Library. Phase 2 of the replacement of hardware and control panels for the key-less door access system at all City Facilities. Replacement of lobby benches for City Hall. Replacement of the fire alarm system at the Court and City Hall. Replacement of six heating, ventilation and air conditioning (HVAC) units, one at the Municipal Operations Service Center, three at the jail and two at the Western Sub-Station. Replacement of the North roof at the American Sports Center (ASC). Replacement of roofs at the Civic Center Library and Sam Garcia Library. Upholstered furniture replacement at Sam Garcia Library. Replacement window 911 call center. Replacement shade sails at the Transit Center.

Replacements prioritized for fiscal year 2021-22 include exterior repairs and paint for the Court, Police Headquarters, City Hall and Civic Center Library. Replacement of water heaters at Cashion Police Sub-Station and the Municipal Operations Service Center. Replacement of carpet at the Civic Center Library. Refurbishment of the ASC parking lot. Replacement of generators at the Fleet and Fire Station 171. Replacement of HVAC units at the Municipal Operations Service Center, Fire Station 171 and Cashion Police Sub-Station.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
322 - 8150-Equipment and Furnishings	\$400,000	\$103,000	\$503,000	\$500,000	\$500,000	\$500,000	\$500,000
322 - 8230-Improve/Alter Existing Struct.	\$0	\$4,000	\$4,000	\$0	\$0	\$0	\$0
Totals	\$400,000	\$107,000	\$507,000	\$500,000	\$500,000	\$500,000	\$500,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Resource Center **Project Number:** 1410

Funding Source: Bond Funds
Operating Funds

Project Type: General Government

Project Description:

This project will provide a new co-located human services facility to replace the existing Care1st Avondale Resource Center and Avondale Senior Center and Administration Offices that exceed service capacity and have reached their useful lifespan. In the near term, Resource Center staff anticipate a heightened need for services. The existing Senior Center is 12,000 sf and the existing Resource Center is approximately 9,000 sf. The new facility is expected to support all the services now offered, and through intentional design and efficient use of space, meet a host of additional human services needs that cannot be presently accommodated in existing facilities, with a building size approaching 25,000 sf. A recent space and conceptual site study conducted by a third party consultant estimates the total project cost to be \$11M. The new facility will be located on the City-owned property at 995 E Riley Drive.

Design is underway and the contractor was selected in FY 20.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
322 - 8001- Design/Engineering Services	\$0	\$207,000	\$207,000	\$0	\$0	\$0	\$0
322 - 8150-Equipment and Furnishings	\$0	\$787,000	\$787,000	\$0	\$0	\$0	\$0
322 - 8230-Improve/Alter Existing Struct.	\$0	\$1,407,000	\$1,407,000	\$0	\$0	\$0	\$0
350 - 8230-Improve/Alter Existing Struct.	\$0	\$8,069,000	\$8,069,000	\$0	\$0	\$0	\$0
Totals	\$0	\$10,470,000	\$10,470,000	\$0	\$0	\$0	\$0

Operating Impact

Object	2021	2022	2023	2024	2025
5000-PERSONAL SERVICES	\$200,000	\$200,000	\$200,000	\$200,000	\$0
6000-CONTRACTUAL SERVICES	\$25,000	\$25,000	\$25,000	\$25,000	\$0
6230-Electricity	\$5,000	\$5,000	\$5,000	\$5,000	\$0
6250-Water	\$3,000	\$3,000	\$3,000	\$3,000	\$0
6320-Contractual Maint/Bldg & Groun	\$3,000	\$3,000	\$3,000	\$3,000	\$0
Totals	\$236,000	\$236,000	\$236,000	\$236,000	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Courts and Finance Dept. Improvements **Project Number:** 1504

Funding Source: Operating Funds **Project Type:** General Government

Project Description:

*** This project is a supplemental replaced by the Courts.

The Court has requested the open office staff workstations be replaced with modern workstations and seating tailored to an increasing collaborative work style. Lower partition walls will facilitate communication and reduced surface area will allow for additional work stations in anticipation of additional staff in future years. The Judges, Prosecutor and Public Defender's office furniture dates to before the construction of the existing Court building. The meeting room furniture dates to the construction of the building in 2003. Replacing the existing office and meeting room furniture will create a modern facility with furnishings comparable to other court facilities. This project could be phased over two years or accomplished in one. There is no cost savings to be recognized by either approach. A phased project would prioritize the open office work station replacements in year one, \$80,000, phase two would replace the office and meeting room furniture, \$80,000.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
310 - 8150-Equipment and Furnishings	\$0	\$280,000	\$280,000	\$0	\$0	\$0	\$0
310 - 8230-Improve/Alter Existing Struct.	\$0	\$32,000	\$32,000	\$0	\$0	\$0	\$0
Totals	\$0	\$312,000	\$312,000	\$0	\$0	\$0	\$0

Project Title: Civic Center Annex Building **Project Number:** 1533

Funding Source: Bond Funds
Operating Funds **Project Type:** General Government

Project Description:

Design and construction of a City Hall Annex office building that is approximately 20,000 square foot to be located at the corner of Avondale Blvd. and Jefferson St.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
322 - 8001-Design/Engineering Services	\$0	\$1,206,000	\$1,206,000	\$0	\$0	\$0	\$0
322 - 8220-Purchase/Const. of Buildings	\$4,441,000	\$0	\$4,441,000	\$0	\$0	\$0	\$0
351 - 8220-Purchase/Const. of Buildings	\$7,500,000	\$0	\$7,500,000	\$0	\$0	\$0	\$0
Totals	\$11,941,000	\$1,206,000	\$13,147,000	\$0	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Technology Infrastructure and Communication Systems **Project Number:** 1534

Funding Source: Operating Funds **Project Type:** General Government

Project Description:

These capital expenditures include replacement equipment for the central telecommunications, municipal area network, and wireless networks supporting all municipal facilities in Avondale. Funding levels are set using asset inventories and the annual long-range Infrastructure Systems Plan produced by IT.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
530 - 8012-Technology - Hardware	\$24,000	\$0	\$24,000	\$0	\$0	\$510,000	\$0
531 - 8012-Technology - Hardware	\$0	\$0	\$0	\$0	\$0	\$215,000	\$0
603 - 8012-Technology - Hardware	\$1,140,000	\$0	\$1,140,000	\$335,000	\$25,000	\$25,000	\$1,011,000
Totals	\$1,164,000	\$0	\$1,164,000	\$845,000	\$25,000	\$996,000	\$1,011,000

Project Title: Technology Equipment Replacement **Project Number:** 1535

Funding Source: Operating Funds **Project Type:** General Government

Project Description:

This fund is for the scheduled replacement of City technology equipment. The Information Technology Department maintains ten-year equipment replacement plans, called the annual PC Replacements Report and the Infrastructure Systems Plan. The detailed replacement budget schedule by equipment type for each fiscal year is included in the Schedules and Summaries section of the City Budget and Annual Financial Plan.

The City's PC allocations are for the accrual of replacement funds for computers assigned to staff, volunteers, and for library patron use. Lifecycles range from four to five years for PCs and up to eight years for some server and network equipment (as defined by equipment specifications).

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
530 - 7081-Technology - Hardware	\$48,000	\$0	\$48,000	\$0	\$40,000	\$0	\$0
531 - 7081-Technology - Hardware	\$25,000	\$0	\$25,000	\$0	\$15,000	\$0	\$0
532 - 7081-Technology - Hardware	\$9,000	\$0	\$9,000	\$0	\$5,000	\$0	\$0
603 - 7081-Technology - Hardware	\$230,000	\$0	\$230,000	\$25,000	\$25,000	\$25,000	\$25,000
603 - 8012-Technology - Hardware	\$10,000	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$150,000
Totals	\$322,000	\$0	\$322,000	\$327,000	\$475,000	\$220,000	\$498,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Sanitation Equipment Purchase Project Number: 1537

Funding Source: Operating Funds **Project Type:** General Government

Project Description:

This project will fund the purchase of heavy sideloaded sanitation vehicles.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
524 - 8120-Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$550,000
Totals	\$0	\$0	\$0	\$0	\$0	\$0	\$550,000

Project Title: Vehicle Replacement Project Number: 1538

Funding Source: Operating Funds **Project Type:** General Government

Project Description:

This fund is for the scheduled replacement of City vehicles and heavy equipment. The detailed replacement schedule by vehicle or equipment type for FY 20-21 is included in the Schedules and Summaries section of this document.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
530 - 8120-Vehicles	\$79,000	\$34,000	\$113,000	\$15,000	\$415,000	\$1,008,000	\$406,000
531 - 8120-Vehicles	\$0	\$0	\$0	\$0	\$0	\$278,000	\$538,000
532 - 8120-Vehicles	\$1,076,000	\$966,000	\$2,042,000	\$1,411,000	\$466,000	\$315,000	\$240,000
601 - 8120-Vehicles	\$488,000	\$1,712,000	\$2,200,000	\$1,984,000	\$4,000,000	\$3,500,000	\$1,200,000
Totals	\$1,643,000	\$2,712,000	\$4,355,000	\$3,410,000	\$4,881,000	\$5,101,000	\$2,384,000

Project Title: City Fiber Infrastructure Project Number: 1545

Funding Source: Operating Funds **Project Type:** General Government

Project Description:

Install conduit, fiber, and network infrastructure equipment to city facilities, parks, well sites, lift stations, and traffic lights. This includes design, construction, and possible right-of-way acquisitions. This will provide fiber connectivity to the new Resource Center, Sam Garcia Library, Police Detention Center, Fire Station 171, Municipal Operations Center, Festival Fields Park, Fire Station 172, Fire Station 173, Police Cashion Sub Station, various traffic lights, well sites, and lift stations along the way.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
322 - 8012-Technology - Hardware	\$300,000	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Totals	\$300,000	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Proof of concept for public Wi-Fi at business locations **Project Number:** 1546

Funding Source: Operating Funds **Project Type:** General Government

Project Description:

Install network infrastructure to provide Wi-Fi internet access at local Avondale businesses for proof of concept.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
322 - 8012-Technology - Hardware	\$75,000	\$0	\$75,000	\$40,000	\$40,000	\$0	\$0
Totals	\$75,000	\$0	\$75,000	\$40,000	\$40,000	\$0	\$0

Project Title: Secured Parking Facility for Police Department **Project Number:** 1548

Funding Source: Operating Funds **Project Type:** General Government

Project Description:

The project includes design and construction of a new secured covered parking lot for the Police Department. The new parking will be located south of the existing Civic Center covered parking area. This area is currently undeveloped.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
308 - 8001-Design/Engineering Services	\$50,000	\$0	\$50,000	\$0	\$0	\$0	\$0
308 - 8410-Roadway Construction	\$380,000	\$0	\$380,000	\$0	\$0	\$0	\$0
Totals	\$430,000	\$0	\$430,000	\$0	\$0	\$0	\$0

Project Title: Tenant Improvements to Phoenix Raceway Building **Project Number:** 1549

Funding Source: Operating Funds **Project Type:** General Government

Project Description:

Project will include the design and construction of a tenant improvement to the City owned Phoenix Raceway building located on the Civic Center Campus.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
322 - 8001-Design/Engineering Services	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$0
322 - 8230-Improve/Alter Existing Struct.	\$0	\$0	\$0	\$620,000	\$0	\$0	\$0
Totals	\$100,000	\$0	\$100,000	\$620,000	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Enterprise Asset Management Software System **Project Number:** 1551

Funding Source: Operating Funds **Project Type:** General Government

Project Description:

Replacement of existing Asset Management system to a new system that integrates with Enterprise Resource Planning (ERP) software and Geographic Information System (GIS).

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
101 - 8011-Technology - Software	\$170,000	\$0	\$170,000	\$0	\$0	\$0	\$0
Totals	\$170,000	\$0	\$170,000	\$0	\$0	\$0	\$0

Project Title: City Hall Building Renovation **Project Number:** 1603

Funding Source: Operating Funds **Project Type:** General Government

Project Description:

Project will includes the design and construction of renovations to the existing City Hall building.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
322 - 8001-Design/Engineering Services	\$0	\$0	\$0	\$90,000	\$0	\$0	\$0
322 - 8220-Purchase/Const. of Buildings	\$0	\$0	\$0	\$880,000	\$0	\$0	\$0
Totals	\$0	\$0	\$0	\$970,000	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Friendship Park Enhancements **Project Number:** 1027

Funding Source: Operating Funds **Project Type:** Parks and Culture

Project Description:

Changes to Friendship Park for FY 2020-2021 include replacing the existing playground equipment within the existing area, surfacing and shading for the playground at the west end of park, installing two new shade canopies inside the maintenance yard to protect and preserve equipment, creating a new bicycle park area for novice mountain bike training on the east side of the park (east of the basketball and tennis court area). Also, replacing the existing tennis court fence fabric, adding new windscreen material to the fence, and if funding allows to create a new lighted monument sign along McDowell Road north of the small pond at the park.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
310 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
310 - 8210-Land Improvements	\$0	\$595,000	\$595,000	\$0	\$0	\$0	\$0
Totals	\$0	\$595,000	\$595,000	\$0	\$0	\$0	\$0

Project Title: Multi-Modal Trail System **Project Number:** 1029

Funding Source: Operating Funds **Project Type:** Parks and Culture

Project Description:

This request is to develop new primary trails along the Agua Fria River corridor and connect missing links of trails from residential areas to the primary trail on the Agua Fria River. Phased development of various segments are identified to extend the primary trail between Indian School Road on the northern end of Avondale to Lower Buckeye Road at Festival Fields within the next five years, and within the 10-year program trails connecting the northern city limits at Indian School Road to the Gila River.

Phased implementation of recreational trails and improvements throughout the West Valley Multi-modal Recreation Corridor parallel to the Agua Fria River. A multi-modal trail system will be developed to provide connectivity between the Agua Fria River, the El Rio Watercourse Master Plan, Tres Rios, and the City of Avondale Bike, Pedestrian and Trails Master Plan.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
310 - 8210-Land Improvements	\$0	\$0	\$0	\$300,000	\$3,200,000	\$300,000	\$340,000
Totals	\$0	\$0	\$0	\$300,000	\$3,200,000	\$300,000	\$340,000

Operating Impact

Object	2021	2022	2023	2024	2025
6731-R&M Grounds & Parks	\$0	\$0	\$0	\$0	\$0
Totals	\$0	\$0	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Future Community Park - Alamar Development **Project Number:** 1338

Funding Source: Development Fees
Operating Funds

Project Type: Parks and Culture

Project Description:

This project includes construction of a 30-40-acre community park in the southern area of the city in cooperation with private development. Park amenities include lighted sports fields for youth and adult activities, a lake that can be used for irrigation of non-potable water, and recreational purposes such as fishing. Also, the park includes playgrounds, water play areas like splash pads, group and individual picnic areas, hard court areas for tennis; basketball; and/or pickleball, fitness court, multi-purpose areas, maintenance facilities, and landscaping and parking to support the various activities. The park is located near the El Mirage Road and Broadway Road intersection. Design of the park is completed and construction is scheduled to begin by late 2020. The construction duration will extend over two fiscal years and is anticipated to be completed and open for use by spring 2022.

Once completed, the city is obligated to maintain the park. The lake will serve as the reservoir for irrigation not only for the park, but also for irrigation of many common areas throughout the residential development. That water will be metered and funded by the developer/homeowners association for irrigation water in residential common areas.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
310 - 8012-Technology - Hardware	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0
310 - 8210-Land Improvements	\$0	\$0	\$0	\$14,000	\$0	\$0	\$0
310 - 8630-Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
343 - 8210-Land Improvements	\$4,000,000	\$0	\$4,000,000	\$0	\$0	\$0	\$0
Totals	\$4,000,000	\$0	\$4,000,000	\$4,000,000	\$0	\$0	\$0

Operating Impact

Object	2021	2022	2023	2024	2025
5010-Salaries and Wages	\$0	\$300,000	\$300,000	\$300,000	\$300,000
6230-Electricity	\$0	\$200,000	\$200,000	\$200,000	\$200,000
6320-Contractual Maint/Bldg & Groun	\$0	\$150,000	\$150,000	\$150,000	\$150,000
7110-Recreational Supplies & Equip.	\$0	\$225,000	\$150,000	\$150,000	\$150,000
8150-Equipment and Furnishings	\$0	\$200,000	\$100,000	\$0	\$0
Totals	\$0	\$1,075,000	\$900,000	\$800,000	\$800,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Goodyear Farms Cemetery Gate **Project Number:** 1387

Funding Source: Operating Funds **Project Type:** Parks and Culture

Project Description:

All work and improvements funded in Fiscal Year 2019-2020 should be completed by June 2020. Improvements include paved parking, security lighting, security cameras, electronic gate, public art (arch over gateway entrance), irrigation system installation, and landscape improvements focusing on new shade trees.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
310 - 8210-Land Improvements	\$0	\$245,000	\$245,000	\$0	\$0	\$0	\$0
Totals	\$0	\$245,000	\$245,000	\$0	\$0	\$0	\$0

Project Title: Crystal Gardens Trail Improvements **Project Number:** 1462

Funding Source: Operating Funds **Project Type:** Parks and Culture

Project Description:

To replace an existing deteriorated metal edging along the existing walking paths in all 21 small ponds/lakes within the Crystal Gardens development with concrete curbing. Also, re-compact the soft-surface walking path along with site restoration after the concrete flatwork disturbance. Additional improvements to many of the lake cells also include landscape replacements such as irrigation system modifications and upgrades to better reduce water consumption, landscape plantings to replace plants that have perished over time and decomposed granite throughout the various lake "cells" in the Crystal Gardens residential area.

This request is to renovate the existing infrastructure and assets that are currently unsafe in some areas, and failing in other areas throughout each of the various lakes that the city is required to maintain by development agreement.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
310 - 8210-Land Improvements	\$250,000	\$169,000	\$419,000	\$0	\$250,000	\$250,000	\$250,000
Totals	\$250,000	\$169,000	\$419,000	\$0	\$250,000	\$250,000	\$250,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Sport Field Lighting **Project Number:** 1464

Funding Source: Operating Funds **Project Type:** Parks and Culture

Project Description:

The FY 2019-20 request is for new specialized lighting at the City Hall amphitheater. The lighting is to provide area security lighting for the ingress and egress of programmed evening uses and for targeted lighting to the stage area for performances, the ability to read sheet music for instrumental performances, or to read lyrics for evening events at this location.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
310 - 8210-Land Improvements	\$0	\$175,000	\$175,000	\$0	\$0	\$0	\$0
Totals	\$0	\$175,000	\$175,000	\$0	\$0	\$0	\$0

Operating Impact

Object	2021	2022	2023	2024	2025
6230-Electricity	\$500	\$1,500	\$1,500	\$2,500	\$2,500
Totals	\$500	\$1,500	\$1,500	\$2,500	\$2,500

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Community Center Repurposing **Project Number:** 1503

Funding Source: Operating Funds **Project Type:** Parks and Culture

Project Description:

This request is for design costs in Fiscal Year 2020-21, and for facility renovation expenses in Fiscal Year 2021-22 to repurpose the existing Community and Senior Center into a community recreation center once the Neighborhood and Family Services Department relocates to the Resource Center in December 2020. The overall construction costs for these renovations are unknown at this time, and the proposed design phase will help provide clarity and information to repurpose the facility.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
322 - 8001- Design/Engineering Services	\$0	\$75,000	\$75,000	\$0	\$0	\$0	\$0
322 - 8150-Equipment and Furnishings	\$0	\$0	\$0	\$0	\$325,000	\$0	\$0
322 - 8220- Purchase/Const. of Buildings	\$0	\$0	\$0	\$850,000	\$0	\$0	\$0
322 - 8230-Improve/Alter Existing Struct.	\$150,000	\$0	\$150,000	\$0	\$0	\$0	\$0
Totals	\$150,000	\$75,000	\$225,000	\$850,000	\$325,000	\$0	\$0

Operating Impact

Object	2021	2022	2023	2024	2025
5010-Salaries and Wages	\$0	\$0	\$250,000	\$250,000	\$250,000
6251-Contractual Obligations	\$0	\$0	\$125,000	\$125,000	\$125,000
7110-Recreational Supplies & Equip.	\$0	\$0	\$50,000	\$50,000	\$50,000
Totals	\$0	\$0	\$425,000	\$425,000	\$425,000

Project Title: Neighborhood Park Enhancements **Project Number:** 1512

Funding Source: Operating Funds **Project Type:** Parks and Culture

Project Description:

This funding request provides funding for various park amenity replacements at all neighborhood parks including amenities like park signs, benches, trash receptacles, pet waste dispensers, picnic tables, picnic shelters/ramadas, shade structures, irrigation systems controllers, drinking fountains, hard court surfacing, lighting systems, etc.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
310 - 8210-Land Improvements	\$50,000	\$724,000	\$774,000	\$50,000	\$200,000	\$200,000	\$150,000
Totals	\$50,000	\$724,000	\$774,000	\$50,000	\$200,000	\$200,000	\$150,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Festival Fields Restroom and Fence Renovation Project Number: 1555

Funding Source: Operating Funds **Project Type:** Parks and Culture

Project Description:

This project is to replace all restroom fixtures, chilled drinking fountains, toilet dividers/partitions, LED lighting, hand dryers, floor surfacing and new paint in the 10-year old restroom building at the softball field area. This request also includes installing a new permanent chain link fence along the south and west side of the property to prevent trespassing into the park by all terrain vehicles, especially during after-hours periods. Finally, the request includes replacing the existing temporary fencing that allows for youth sports field activities on adult sized ball fields.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
310 - 8210-Land Improvements	\$200,000	\$0	\$200,000	\$0	\$0	\$0	\$0
Totals	\$200,000	\$0	\$200,000	\$0	\$0	\$0	\$0

Project Title: Fiber Optic Connectivity in Parks Project Number: 1559

Funding Source: Operating Funds **Project Type:** Parks and Culture

Project Description:

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
310 - 8012-Technology - Hardware	\$0	\$175,000	\$175,000	\$0	\$0	\$0	\$0
Totals	\$0	\$175,000	\$175,000	\$0	\$0	\$0	\$0

Project Title: American Sport Center Turf Replacement Project Number: 1560

Funding Source: Operating Funds **Project Type:** Parks and Culture

Project Description:

To replace the existing artificial turf of the two indoor soccer fields at the Randal McDaniel Sport Complex, aka American Sports Center.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
310 - 8210-Land Improvements	\$150,000	\$0	\$150,000	\$0	\$0	\$0	\$0
Totals	\$150,000	\$0	\$150,000	\$0	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Debt Service for Library **Project Number:** 8110

Funding Source: Development Fees
Operating Funds
Project Type: Parks and Culture

Project Description:

Reflects the transfer of development impact fees to excise tax debt service fund for portion of library improvements where development impact fees were used as a pledge. Transfer will continue until debt is retired.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
344 - 9848-Transfer Out	\$208,000	\$0	\$208,000	\$208,000	\$0	\$0	\$0
430--Excise Tax Debt Service							
Totals	\$208,000	\$0	\$208,000	\$208,000	\$0	\$0	\$0

Project Title: Alamar Public Safety Substation **Project Number:** 1040

Funding Source: Development Fees
Operating Funds
Project Type: Public Safety

Project Description:

Within the Alamar Master Planned Community, a general location site has been identified through the developer and we are seeking funding to design and construct a public safety facility to accommodate both police and fire response as well as the addition of a new fire engine with all the necessary fire equipment. The fire station would be designed to house an engine company and include space for an ambulance crew as well. The police station will have several squads assigned out of this building. The police substation will be utilized as a briefing and housing location for police officers and other staff. The new fire engine would be coordinated with the construction of the public safety facility. Design, specifications and construction of this type of apparatus takes approximately a year to build and would be ordered to coordinate delivery prior to the opening of the new public safety facility.

Current projections for the construction of the public safety facility is tentatively scheduled to begin construction in fiscal year 2024 and would have a 9 to 12-month construction timeline. A full project design is projected to begin in fiscal year 2023.

This is a combined project to include the Fire & Medical Department and the Police Department to share design and construction of the project. The public safety facility building will be approximately 20,000 square feet with 8,000 sq. ft. dedicated to police and 12,000 sq. ft. dedicated to fire for a 3 bay and 10 dorm room fire station with a shared fitness center.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
308 - 8001-Design/Engineering Services	\$0	\$0	\$0	\$0	\$600,000	\$0	\$0
308 - 8012-Technology - Hardware	\$0	\$0	\$0	\$0	\$0	\$250,000	\$0
308 - 8150-Equipment and Furnishings	\$0	\$0	\$0	\$0	\$0	\$175,000	\$0
308 - 8220-Purchase/Const. of Buildings	\$0	\$0	\$0	\$0	\$0	\$1,150,000	\$0
319 - 8001-Design/Engineering Services	\$0	\$0	\$0	\$0	\$500,000	\$0	\$0
319 - 8012-Technology - Hardware	\$0	\$0	\$0	\$0	\$0	\$275,000	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

319 - 8120-Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
319 - 8150-Equipment and Furnishings	\$0	\$0	\$0	\$0	\$0	\$460,000	\$0
319 - 8220-Purchase/Const. of Buildings	\$0	\$0	\$0	\$0	\$0	\$2,262,000	\$0
341 - 8220-Purchase/Const. of Buildings	\$0	\$0	\$0	\$0	\$0	\$3,000,000	\$0
342 - 8120-Vehicles	\$0	\$0	\$0	\$0	\$0	\$800,000	\$0
342 - 8220-Purchase/Const. of Buildings	\$0	\$0	\$0	\$0	\$0	\$3,138,000	\$0
Totals	\$0	\$0	\$0	\$0	\$1,100,000	\$11,510,000	\$0

Operating Impact

Object	2021	2022	2023	2024	2025
5010-Salaries and Wages	\$0	\$0	\$0	\$88,000	\$88,000
6230-Electricity	\$0	\$0	\$0	\$10,000	\$10,000
6250-Water	\$0	\$0	\$0	\$3,000	\$3,000
7010-General Office Supplies	\$0	\$0	\$0	\$5,000	\$5,000
Totals	\$0	\$0	\$0	\$106,000	\$106,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Property Room and Police Department Expansion and Remodel **Project Number:** 1161

Funding Source: Bond Funds
Operating Funds
Project Type: Public Safety

Project Description:

The main police station located at 11485 West Civic Center Drive, is currently under construction for an expansion of the property and evidence room, remodeling the front lobby, adding additional offices, conference rooms, and an interactive simulation training room. This project will increase the building size by an additional 15,000 square feet. The current property and evidence room occupies approximately 1,500 square feet, and has separate locations for guns, illegal drugs, a large box refrigerator, and a large box freezer. The anticipated date of completion is January 2021.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
308 - 8001- Design/Engineering Services	\$0	\$304,000	\$304,000	\$0	\$0	\$0	\$0
308 - 8150-Equipment and Furnishings	\$0	\$463,000	\$463,000	\$0	\$0	\$0	\$0
308 - 8220- Purchase/Const. of Buildings	\$0	\$2,964,900	\$2,964,900	\$0	\$0	\$0	\$0
350 - 8220- Purchase/Const. of Buildings	\$0	\$4,677,100	\$4,677,100	\$0	\$0	\$0	\$0
Totals	\$0	\$8,409,000	\$8,409,000	\$0	\$0	\$0	\$0

Operating Impact

Object	2021	2022	2023	2024	2025
6230-Electricity	\$15,500	\$15,500	\$15,500	\$15,500	\$15,500
6251-Contractual Obligations	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
7010-General Office Supplies	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Totals	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Regional Wireless Cooperative (RWC) Police Radio Upgrade **Project Number:** 1297

Funding Source: Operating Funds **Project Type:** Public Safety

Project Description:

The Regional Wireless Cooperative (RWC) is an independent, multi-jurisdictional organization which manages and operates a regional radio communications network built to seamlessly serve the interoperable communication needs of first responders and other municipal radio users in and around Central Arizona's Valley of the Sun. Formerly known as the Phoenix Regional Wireless Network, the RWC has expanded to service a still growing list of 20 cities, towns, and fire districts, along with many other area entities who serve public safety needs.

The police department currently has 80 car mobile radios and 167 hand-held radios in inventory that will need to be replaced. Due to software compatibility and ensuring that all officers are on the same radio make and model, this project can not be done in phases.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
308 - 8070- Communication Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000,000
Totals	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000,000

Project Title: RWC Radio System **Project Number:** 1324

Funding Source: Operating Funds **Project Type:** Public Safety

Project Description:

Avondale Fire & Medical Department's radio communications operate on the 800 MHZ/VHF Regional Wireless Cooperative radio systems managed through the City of Phoenix. We currently operate with Motorola Solutions mobile and portable radios. The portable radios that we currently use will become unsupported in 2022 and replacement units will be necessary to maintain regional inter-operability.

The Fire & Medical Department currently has 50 of the Motorola Solutions dual band APX 7000 portable radios in operations that will need replacement in FY 22/23. Estimated cost per radio will be approximately \$9,500 per unit.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
319 - 8070- Communication Equipment	\$0	\$0	\$0	\$475,000	\$0	\$0	\$0
Totals	\$0	\$0	\$0	\$475,000	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Replace Training Facility Support Building **Project Number:** 1505

Funding Source: Operating Funds **Project Type:** Public Safety

Project Description:

Avondale Fire and Medical Department has operated a local fire training facility in conjunction with the City of Goodyear Fire Department for over ten years. The facility is located at 395 E Lower Buckeye Rd adjacent to the Municipal Operations Service Center. Since the inception of the partnership, Goodyear has provided the live burn building and Avondale has been responsible for the classroom/restroom support facility.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
319 - 8220- Purchase/Const. of Buildings	\$0	\$319,000	\$319,000	\$0	\$0	\$0	\$0
Totals	\$0	\$319,000	\$319,000	\$0	\$0	\$0	\$0

Project Title: Fire Equipment Replacement **Project Number:** 1536

Funding Source: Operating Funds **Project Type:** Public Safety

Project Description:

In forecasting future needs, beginning FY 2012, Avondale Fire & Medical Department initiated an annual contribution to the Fire Equipment & Supplies Replacement Fund. In FY 2012 to 2016, an annual amount of \$45,000 was appropriated to this account. FY 2017 was missed and there was no appropriation to this account. In FY 2018 and 2019, an annual amount of \$80,00 was appropriated both years. This fund was set up to appropriate funds necessary to replace certain equipment and supplies once they have reached their usable lifespan.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
603 - 7230-Safety Apparel/Equipment	\$200,000	\$21,000	\$221,000	\$0	\$0	\$0	\$0
Totals	\$200,000	\$21,000	\$221,000	\$0	\$0	\$0	\$0

Project Title: Security Cameras and Equipment **Project Number:** 1550

Funding Source: Operating Funds **Project Type:** Public Safety

Project Description:

Add cameras to libraries, various city locations, & traffic signals for enhanced surveillance and police crime analysis.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
322 - 8012-Technology - Hardware	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$0
Totals	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Detention Center and Police Substation Study **Project Number:** 1561

Funding Source: Operating Funds **Project Type:** Public Safety

Project Description:

The current Avondale Detention Center and Police Substation buildings located at 519 East Western Avenue was built between 1976 and 1986, and was remodeled in 2005. Staffing at the detention center consists of one detention manager, two detention supervisors and seven detention officers who work in a 4,600 square foot facility and process about 4,000 yearly arrests in and out of the facility. The police substation building houses two patrol squads, Community Services, three sergeants and one lieutenant.

This project will be for a new building that will be approximately 10,000 square feet with 5,000 square feet dedicated to Detention and the other 5,000 square feet to Patrol. The specific location is to be determined, but we are looking at existing city owned land. Once the project is completed the current substation on Western Avenue will no longer be utilized.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
308 - 8220- Purchase/Const. of Buildings	\$0	\$100,000	\$100,000	\$0	\$0	\$0	\$0
Totals	\$0	\$100,000	\$100,000	\$0	\$0	\$0	\$0

Project Title: Firefighting Equipment & Self Contained Breathing Apparatus **Project Number:** 1562

Funding Source: Operating Funds **Project Type:** Public Safety

Project Description:

This request facilitates the ongoing replacement of essential and much needed firefighting equipment, personal protective equipment and self-contained breathing apparatuses that have exceeded or are very near their useful life. This request prioritizes the replacement of existing gear and equipment to maintain necessary safety levels and meet appropriate National Fire Protection Agency guidelines. Continuous maintenance of current equipment has become cost prohibitive and is near or have reached their useful life span. The proposed FY2021 budget request is for the following items:

- Self-Contained Breathing Apparatus - \$495,000
- Firefighting Equipment - \$100,000
- Personal Protective Equipment - \$50,000

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
603 - 7230-Safety Apparel/Equipment	\$495,000	\$0	\$495,000	\$0	\$0	\$0	\$0
Totals	\$495,000	\$0	\$495,000	\$0	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Command Vehicle **Project Number:** 1998

Funding Source: Operating Funds **Project Type:** Public Safety

Project Description:

This is a joint Fire and Police project that will provide a state-of-the-art mobile command vehicle (MCV) to be used when a complex operational response to an emergency or crisis situation is necessary.

Some of the uses of the command vehicle would include barricaded suspects, processing major crime scenes, natural disasters, major transportation accidents including plane crashes or train derailments, civil disorder, lost persons and special events management such as ISM. The MCV will be particularly effective in isolated areas where there may be limited or no accessibility to technical resources necessary for effective on-scene management of an incident or event.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
319 - 8120-Vehicles	\$0	\$200,000	\$200,000	\$0	\$0	\$0	\$0
Totals	\$0	\$200,000	\$200,000	\$0	\$0	\$0	\$0

Project Title: Command Vehicle **Project Number:** 1999

Funding Source: Operating Funds **Project Type:** Public Safety

Project Description:

The command vehicle is a joint police and fire project. The state-of-the-art mobile command vehicle will be used when a complex operational response to an emergency or crisis situation is necessary. The vehicle has computers, electronics, meeting rooms, and a generator to power everything if needed. This vehicle is an asset that will enable communication and coordination between multiple responding agencies during natural disasters.

The vehicle will be stored inside at a fire department bay, which has yet to be determined. Only certain employees will be trained to drive the vehicle.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
308 - 8120-Vehicles	\$0	\$800,000	\$800,000	\$0	\$0	\$0	\$0
Totals	\$0	\$800,000	\$800,000	\$0	\$0	\$0	\$0

Operating Impact

Object	2021	2022	2023	2024	2025
6282-Equipment Management Charges	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Totals	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Street Drainage Issues **Project Number:** 1007

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

This program allocates funds to be used for professional design services and physical infrastructure improvements to address drainage concerns within City limits, such as ponding and flooding.

During this past year, drainage studies were prepared for 107th Avenue at Fire Station 172, Miami Rd & 107th Ave and Indian Springs Rd southwest of Phoenix Raceway.

Locations to be investigated and addressed over next two years include:

107th Avenue at Fire Station 172 - construction of possible stormwater inlets and retention basin

7th Street & Belmont Catch Basin - Removal of an existing storm water catch basin and replacement with a larger catch basin

6th Street & Pacific - design and construction of a valley gutter to improve storm water management and address the existing ponding condition

Crystal Gardens retention cells - installation of localized storm pipe adjacent to rear property walls where necessary

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8001- Design/Engineering Services	\$50,000	\$21,000	\$71,000	\$50,000	\$50,000	\$50,000	\$50,000
304 - 8420-Roadway Improvement/Major Main	\$100,000	\$218,000	\$318,000	\$100,000	\$100,000	\$100,000	\$200,000
Totals	\$150,000	\$239,000	\$389,000	\$150,000	\$150,000	\$150,000	\$250,000

Project Title: City Wide Street Overlay **Project Number:** 1009

Funding Source: Operating Funds **Project Type:** Transportation

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. In the short term, the majority of these funds have been allocated to address reconstruction of Historic Avondale (ST1500) in six Phases (FY20 to FY25) and will resume in 2026.

This program runs in conjunction with Preventive Street Maintenance(ST1020) that allocates funds for areas in need of minor repair and maintenance of streets, as well as preservation treatments. Typically these improvements consist of sealing surface cracks, rejuvenating pavements and minor resurfacing. In addition to City-wide crack seal, there are other neighborhoods to be addressed in FY 2021.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8420-Roadway Improvement/Major Main	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Bridge Repairs **Project Number:** 1012

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

This bi-annual bridge repair program provides improvements to the City's bridges as recommended by the Arizona Department of Transportation's (ADOT) structural bridge group.

In FY21, repairs to the Roosevelt Irrigation District bridge at Santa Fe Trail will be completed

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8410-Roadway Construction	\$0	\$0	\$0	\$200,000	\$0	\$200,000	\$0
304 - 8420-Roadway Improvement/Major Main	\$0	\$183,000	\$183,000	\$0	\$0	\$0	\$0
Totals	\$0	\$183,000	\$183,000	\$200,000	\$0	\$200,000	\$0

Project Title: Preventative street maintenance **Project Number:** 1020

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

This project is an annual program that allocates funds for areas in need of minor repair and maintenance of streets, as well as preservation treatments. Typically these improvements consist of sealing surface cracks, rejuvenating pavements and minor resurfacing. In addition to City-wide crack seal, neighborhoods to be addressed in FY 2021 include:

- A total of 131,000 square yards of slurry seal treatments at Corte Sierra, Sage Creek, Las Palmera West, Thomas Rd west of Dysart, and Riley Rd.
- A total of 190,000 square yards of TRMSS (Tire Rubber Modified Surface Seal) at Fulton Estates, Dysart Ranch, Corte Sierra, Garden Lakes, Crystal Ridge Estates, Crystal Ridge, Donatella I, Crystal Point, Coldwater Springs, Tres Rios Landing and Del Rio Ranch

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8420-Roadway Improvement/Major Main	\$600,000	\$595,000	\$1,195,000	\$600,000	\$600,000	\$600,000	\$600,000
Totals	\$600,000	\$595,000	\$1,195,000	\$600,000	\$600,000	\$600,000	\$600,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Avondale Blvd - McDowell to Encanto **Project Number:** 1125

Funding Source: Development Fees **Project Type:** Transportation
 Operating Funds

Project Description:

This project includes the design and construction of improvements that will complete the widening of Avondale Boulevard. A project design engineering firm has been retained for preparing construction documents. The road will be widened with a single southbound lane along the west side of Avondale Boulevard from McDowell Road to Encanto Boulevard for a total distance of 2,600 feet. The project improvements include vertical curb and gutter, sidewalk, bike lanes, conduit, streetlights, a new pavement section, new striping, temporary retention basins, and scuppers. The project will include the undergrounding of an existing irrigation ditch as well as the relocation of existing overhead electric lines (12kV). Landscaping of new median will be included as part of these improvements. Right of Way acquisition will commence once 30% plans are completed.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8001- Design/Engineering Services	\$0	\$312,000	\$312,000	\$0	\$0	\$0	\$0
304 - 8012-Technology - Hardware	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$0
304 - 8420-Roadway Improvement/Major Main	\$0	\$675,000	\$675,000	\$0	\$0	\$0	\$0
340 - 8420-Roadway Improvement/Major Main	\$975,000	\$0	\$975,000	\$0	\$0	\$0	\$0
Totals	\$1,075,000	\$987,000	\$2,062,000	\$0	\$0	\$0	\$0

Operating Impact

Object	2021	2022	2023	2024	2025
6712-R&M ROW	\$0	\$1,000	\$1,000	\$1,000	\$1,000
Totals	\$0	\$1,000	\$1,000	\$1,000	\$1,000

Project Title: Streetlight Replacement Program **Project Number:** 1164

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

This project is a program that allocates funds to be used citywide to replace streetlight poles that have reached the end of their life-cycle. In FY24, \$200k is allocated for the next citywide street light pole assessment and prioritization.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$0	\$0	\$200,000	\$0
304 - 8420-Roadway Improvement/Major Main	\$200,000	\$330,000	\$530,000	\$200,000	\$200,000	\$200,000	\$200,000
Totals	\$200,000	\$330,000	\$530,000	\$200,000	\$200,000	\$400,000	\$200,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Traffic Signal and Intersection Improvements at Avondale & Lower Buckeye **Project Number:** 1170

Funding Source: Development Fees
Operating Funds
Project Type: Transportation

Project Description:

This project includes design and construction of a traffic signal using rectangular cocoa brown double mast arms and poles at the intersection of Avondale Boulevard and Lower Buckeye Road. There is an existing Salt River Project (SRP) irrigation ditch that will need to be partially placed in underground pipes. The project will also include the construction of a frontage road along the south side of Lower Buckeye. Cost sharing with Maricopa County Department of Transportation is anticipated, typically ranging between 25% and 50%.

This project will account for a future widening of Avondale Blvd. The design will consider the future addition of travel lanes along Avondale Blvd, and the traffic signal will be placed in its final location.

The project will maintain the checkered crosswalk across Avondale Blvd, in keeping with the race theme for nearby Phoenix Raceway.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8001- Design/Engineering Services	\$250,000	\$0	\$250,000	\$0	\$0	\$0	\$0
304 - 8012-Technology - Hardware	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0
304 - 8420-Roadway Improvement/Major Main	\$0	\$0	\$0	\$0	\$900,000	\$0	\$0
340 - 8420-Roadway Improvement/Major Main	\$0	\$0	\$0	\$0	\$600,000	\$0	\$0
Totals	\$250,000	\$0	\$250,000	\$0	\$1,550,000	\$0	\$0

Operating Impact

Object	2021	2022	2023	2024	2025
5010-Salaries and Wages	\$0	\$5,000	\$5,000	\$5,000	\$5,000
6230-Electricity	\$0	\$2,500	\$2,500	\$2,500	\$2,500
6731-R&M Grounds & Parks	\$0	\$1,000	\$1,000	\$1,000	\$1,000
Totals	\$0	\$8,500	\$8,500	\$8,500	\$8,500

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Pedestrian Ramp/Sidewalks Program **Project Number:** 1220

Funding Source: Operating Funds

Project Type: Transportation

Project Description:

This project is an annual program that allocates money to facilitate the Citywide installation of sidewalk improvements and Americans with Disabilities Act (ADA) compliant ramps where needed. This program will also allocate funds to upgrade existing ramps to ADA compliant ramps. Future locations will be evaluated, but areas addressed during FY20 include:

Crosswalk and ramps at Estrella Vista Elementary School, curb ramps at 119th & McDowell, Lower Buckeye & Central Avenue (Festival Fields Entrance) and El Mirage and Indian School Rd.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8420-Roadway Improvement/Major Main	\$100,000	\$188,000	\$288,000	\$100,000	\$100,000	\$100,000	\$200,000
Totals	\$100,000	\$188,000	\$288,000	\$100,000	\$100,000	\$100,000	\$200,000

Operating Impact

Object	2021	2022	2023	2024	2025
6712-R&M ROW	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Totals	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Western - Central to 4th Ave - Improvements **Project Number:** 1275

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

This project includes design and construction of improvements that will reconstruct Western Avenue from Central Avenue to 4th Avenue. The improvements will include replacing the street pavement section and the addition of storm drain facilities. The reconstruction of driveways, sidewalks, and curb and gutter are included in the cost. The project will also include re-striping, which may consider alternative on-street parking options on the north side of Western Avenue.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8001- Design/Engineering Services	\$75,000	\$0	\$75,000	\$0	\$0	\$0	\$0
304 - 8420-Roadway Improvement/Major Main	\$0	\$0	\$0	\$925,000	\$0	\$0	\$0
Totals	\$75,000	\$0	\$75,000	\$925,000	\$0	\$0	\$0

Operating Impact

Object	2021	2022	2023	2024	2025
6712-R&M ROW	\$0	\$0	\$3,000	\$3,000	\$3,000
Totals	\$0	\$0	\$3,000	\$3,000	\$3,000

Project Title: Communication Conduit and Fiber Backbone Program **Project Number:** 1294

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

This project will install fiber optic infrastructure and interim equipment to utilize existing wireless communications systems, including replacing the existing wireless communication system. This infrastructure is crucial to running the Traffic Operations Center (TOC). This project will include design, construction, and possible right-of-way acquisition. Upon ultimate completion, this project will include infrastructure for Lower Buckeye, Van Buren Street, Indian School Road, and will complete infrastructure on McDowell Road, Avondale Boulevard, and Dysart Road.

Recently completed conduit installations include Avondale Blvd by the new signal at Maricopa Street, and Avondale Blvd along the West Point High School frontage. This year, the project will address a relocation of a fiber communication vault at Coldwater Springs Blvd and Avondale Blvd to provide proper clearance from an existing SRP irrigation pipe.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8012-Technology - Hardware	\$250,000	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
304 - 8410-Roadway Construction	\$0	\$173,000	\$173,000	\$0	\$0	\$0	\$0
Totals	\$250,000	\$173,000	\$423,000	\$250,000	\$250,000	\$250,000	\$250,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Fairway Drive Improvements - Van Buren Street to Garfield Street **Project Number:** 1336

Funding Source: Development Fees **Project Type:** Transportation
 Operating Funds

Project Description:

This project design is 30% complete and a contractor will be retained to provide construction services using the Construction Manager At Risk (CMAR) project delivery method. The project construction start is time sensitive and has to coincide with the Arizona Department of Transportation (ADOT) Fairway Drive overpass construction completion.

This project will design and construct a 5-lane street cross section from Garfield St. to Van Buren St, which will allow for safe and continuous vehicular travel from the newly constructed Fairway Drive Traffic Interchange to Van Buren Street. Improvements along Fairway include street lighting, landscaping, striping, signage, landscape irrigation, conduit and other improvements. Right of way acquisition will be required.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8410-Roadway Construction	\$0	\$1,981,000	\$1,981,000	\$0	\$0	\$0	\$0
340 - 8410-Roadway Construction	\$1,825,000	\$0	\$1,825,000	\$0	\$0	\$0	\$0
Totals	\$1,825,000	\$1,981,000	\$3,806,000	\$0	\$0	\$0	\$0

Operating Impact

Object	2021	2022	2023	2024	2025
6712-R&M ROW	\$0	\$3,000	\$3,000	\$3,000	\$3,000
Totals	\$0	\$3,000	\$3,000	\$3,000	\$3,000

Project Title: Dysart/Rancho Santa Fe Intersection Improvements **Project Number:** 1365

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

Project being completed in FY20

This project will take recommendations from the Road Safety Assessment and design/construct intersection improvements intended to reduce crash frequency and severity. RSA recommendations to be addressed include, but are not limited to: reconfiguring sidewalk ramps; installing a northbound right turn lane; adjusting signal phasing/timing and upgrading pavement markings and signing. Relocation of an existing signal pole, as well as ROW acquisition will be required to complete the project.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8420-Roadway Improvement/Major Main	\$0	\$638,000	\$638,000	\$0	\$0	\$0	\$0
Totals	\$0	\$638,000	\$638,000	\$0	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Gateway Program **Project Number:** 1371

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

This program includes the design and installation of one gateway improvement per year. The gateway design elements could include landscaping, irrigation, hardscape features, monumentation, and up-lighting elements.

In FY 17, the gateway location identified at the Northeast Corner of Dysart Rd and Buckeye Road (MC85)/Main Street was addressed and the sign component of the project was completed in FY19. Following completion of project Dysart Road Sewer Replacement, Riley to Corral (SW1389), the Gateway Project landscaping and irrigation improvements will be completed. All work will be completed within existing right of way

This program will resume in 2025. The following locations have been identified for future gateway improvements:

- Indian School Rd and 99th Avenue
- Dysart Road and McDowell Road
- Van Buren Street and Central Avenue
- Lower Buckeye Road and 107th Avenue
- Avondale Boulevard and Indian Springs Road

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8410-Roadway Construction	\$0	\$100,000	\$100,000	\$0	\$0	\$0	\$0
Totals	\$0	\$100,000	\$100,000	\$0	\$0	\$0	\$0

Operating Impact

Object	2021	2022	2023	2024	2025
6731-R&M Grounds & Parks	\$500	\$500	\$500	\$500	\$500
Totals	\$500	\$500	\$500	\$500	\$500

Project Title: Bike Retrofit Program **Project Number:** 1374

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

The Bike Retrofit Program will fund projects that will add buffered bike facilities, striped bike lanes and green bike lane paint where appropriate to existing City streets. In FY20, Green paint was applied to approximately 2/3 of a mile of bike lanes near school driveways City-wide. In FY21, it is planned to add another 2/3 of a mile in green paint.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8410-Roadway Construction	\$0	\$50,000	\$50,000	\$0	\$0	\$0	\$0
Totals	\$0	\$50,000	\$50,000	\$0	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Intersection Improvements - Roosevelt St & 99th Ave **Project Number:** 1380

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

This project will include an analysis of the existing subbase/base and pavement section with the removal and replacement of this section of roadway and implementing the design recommendations. Portland Cement Concrete Pavement (PCCP) will be considered for use at this location. The ultimate area of base and subbase to be removed and reconstructed covers an area approximately 800' x 50'.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8001- Design/Engineering Services	\$285,000	\$0	\$285,000	\$0	\$0	\$0	\$0
304 - 8420-Roadway Improvement/Major Main	\$0	\$0	\$0	\$1,000,000	\$0	\$0	\$0
Totals	\$285,000	\$0	\$285,000	\$1,000,000	\$0	\$0	\$0

Project Title: Traffic Signal at Maricopa St. and Avondale Blvd **Project Number:** 1381

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

Project is Complete

This project will construct a traffic signal using City standard trombone-type specifications at the intersection of Avondale Blvd and Maricopa St. New curb ramps and pedestrian push buttons meeting the requirements of ADA will be included in the project.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8420-Roadway Improvement/Major Main	\$0	\$269,000	\$269,000	\$0	\$0	\$0	\$0
Totals	\$0	\$269,000	\$269,000	\$0	\$0	\$0	\$0

Operating Impact

Object	2021	2022	2023	2024	2025
6230-Electricity	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Totals	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: McDowell Road & 107th Avenue - Dual Left-Turn Lanes **Project Number:** 1382

Funding Source: Operating Funds

Project Type: Transportation

Project Description:

This project includes design and construction of improvements that will widen approaches to this intersection to allow for the construction of the much-needed dual left turn lanes for two of the four approaches. Dual left turn lanes will be added to the Westbound to Southbound and Eastbound to Northbound movements. Two overhead electric lines (69kV) poles on the Northeast Corner and Northwest Corner of the intersection were previously relocated under a separate (non-CIP) project. This project will be constructed in conjunction with the 107th Avenue and McDowell Road project which is currently under design (90%).

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8420-Roadway Improvement/Major Main	\$0	\$500,000	\$500,000	\$0	\$0	\$0	\$0
Totals	\$0	\$500,000	\$500,000	\$0	\$0	\$0	\$0

Project Title: Avondale Boulevard Landscape and Median Improvements **Project Number:** 1395

Funding Source: Operating Funds

Project Type: Transportation

Project Description:

The project includes the removal and replacement of all broken median curbing, brick pavers, unhealthy shrubs and trees from Hilton Drive to Coldwater Springs Blvd. The project will supplement with new trees, shrubs and add lighting. Future lighting will be maintained by Public Works.

The project will also include 10-12 palm trees that will be planted in the median between the I-10 and Coldwater Springs.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8001- Design/Engineering Services	\$150,000	\$0	\$150,000	\$0	\$0	\$0	\$0
304 - 8410-Roadway Construction	\$500,000	\$0	\$500,000	\$500,000	\$0	\$0	\$0
Totals	\$650,000	\$0	\$650,000	\$500,000	\$0	\$0	\$0

Operating Impact

Object	2021	2022	2023	2024	2025
6230-Electricity	\$500	\$500	\$500	\$500	\$500
6320-Contractual Maint/Bldg & Groun	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Totals	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Van Buren Multi-Use Path **Project Number:** 1408

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

This project has been designed and construction will commence in the Spring of 2020. Since this is a federally funded project, Arizona Department of Transportation (ADOT) will be administering the construction.

This project will design and construct a multi-use path between 127th Avenue and 113th Avenue. The trail will include lighting, landscaping, and other pedestrian and bicycle amenities. Previously, this project included a drainage channel component, which has been removed, and the current project comprises the path only. Federal TAP funding of \$2M is available towards construction. All right-of-way along the north side of Van Buren Street has been acquired for the project.

In FY20, the City applied for additional Federal funding through Maricopa Association Funding (MAG) for \$253k. An additional City contribution of \$15k was required to match the Federal funds. The City is also setting aside an additional \$35k for contingency.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
Totals	\$0	\$0					

Operating Impact

Object	2021	2022	2023	2024	2025
6712-R&M ROW	\$0	\$10,000	\$10,000	\$10,000	\$10,000
Totals	\$0	\$10,000	\$10,000	\$10,000	\$10,000

Project Title: Wayfinding Signage **Project Number:** 1460

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

This project will continue to install Wayfinding signs in conformance with the Wayfinding Signage Master Plan. In FY19, the City installed street sign toppers for several neighborhood districts within Historic Avondale in conformance with the Historic Avondale Design and Development Guidelines.

In FY21, the City plans to install Wayfinding signs south of I-10, to inform and direct drivers to destinations in Historic Avondale. In FY21 the City also plans to install a digital monument sign along Avondale BLVD including campus pedestrian Wayfinding signs throughout the Civic Center campus.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8410-Roadway Construction	\$120,000	\$0	\$120,000	\$0	\$0	\$0	\$25,000
Totals	\$120,000	\$0	\$120,000	\$0	\$0	\$0	\$25,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Dysart Road Median Improvements - I-10 to Indian School **Project Number:** 1465

Funding Source: Operating Funds

Project Type: Transportation

Project Description:

This project is being completed in FY20

This project will remove and replace all broken median curbing, remove and replace brick pavers as needed, remove/replace dead trees and shrubs, and supplement the existing trees with new trees and shrubs. The project is also replacing the existing irrigation system with new pipes, valves and controllers. The project will be 100% City funded.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8420-Roadway Improvement/Major Main	\$0	\$379,000	\$379,000	\$0	\$0	\$0	\$0
Totals	\$0	\$379,000	\$379,000	\$0	\$0	\$0	\$0

Project Title: Bus Shelters **Project Number:** 1466

Funding Source: Operating Funds

Project Type: Transportation

Project Description:

This program will design and construct bus shelters where needed throughout the City. Design and construction of ADA compliant ramps and sidewalk are included.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
325 - 8630-Equipment	\$0	\$500,000	\$500,000	\$50,000	\$50,000	\$50,000	\$50,000
Totals	\$0	\$500,000	\$500,000	\$50,000	\$50,000	\$50,000	\$50,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Historic Avondale, Cashion and Las Ligas Improvements - Streets **Project Number:** 1500

Funding Source: Bond Funds
Operating Funds
Project Type: Transportation

Project Description:

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

- Phase 1 - 3rd Avenue to Central Avenue, Western Ave to Buckeye Road(MC 85) for FY21.
- Phase 2 - 3rd Ave/3rd Pl to Central Avenue, Western to Dooley for FY22
- Phase 3 - Cashion, 113th to 111th Ave, Durango to MC 85 for FY23
- Phase 4 - Central to 4th Street, Elm to Harrison for FY24
- Phase 5 - 1st St to Central Avenue, Whyman to MC 85 & Greenleaf, and 4th ST to 7th St, Pacific to Western Ave (includes coordination with the Roosevelt Irrigation District) for FY25
- Phase 6 - Las Ligas, 127th Ave to 125th Ave, Elwood to Illini for FY26

During FY20, a Design Build Contractor was retained and design for Phase I is underway

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$0	\$90,000	\$251,000	\$169,000
304 - 8420-Roadway Improvement/Major Main	\$0	\$65,000	\$65,000	\$0	\$0	\$2,225,000	\$1,825,000
351 - 8001- Design/Engineering Services	\$282,000	\$0	\$282,000	\$346,000	\$197,000	\$0	\$0
351 - 8420-Roadway Improvement/Major Main	\$1,475,000	\$0	\$1,475,000	\$2,025,000	\$1,675,000	\$0	\$0
360 - 8001- Design/Engineering Services	\$200,000	\$0	\$200,000	\$275,000	\$0	\$0	\$0
360 - 8520-Water Sys. Improve/Major Main.	\$1,125,000	\$150,000	\$1,275,000	\$2,250,000	\$0	\$0	\$0
513 - 8620-Sewer Sys. Improve/Major Main.	\$100,000	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
514 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$275,000	\$222,000	\$79,000	\$97,000
514 - 8520-Water Sys. Improve/Major Main.	\$0	\$0	\$0	\$0	\$6,875,000	\$2,625,000	\$1,000,000
Totals	\$3,182,000	\$215,000	\$3,397,000	\$5,271,000	\$9,159,000	\$5,280,000	\$3,191,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Palm Lane Road Extension - 116th Avenue to 118th Avenue **Project Number:** 1509

Funding Source: Operating Funds

Project Type: Transportation

Project Description:

This project includes design and construction of half-street improvements on the southern portion of Palm Lane between 116th and 118th Avenue. Palm Lane is classified as a local road which requires 50-feet of right-of-way (ROW) and includes 2-travel lanes, bike lanes, and sidewalks. Specific half-street improvements include curb gutter, sidewalk, pavement, drainage, and streetlight improvements. It is assumed that the existing basin on the school property can be utilized for the new roadway drainage. The project estimate assumes that ROW will be dedicated by the school along Palm Lane at no cost to the City. Landscaping is not included as part of this project.

A design consultant has been selected, and project design is underway.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8001-Design/Engineering Services	\$0	\$39,000	\$39,000	\$0	\$0	\$0	\$0
304 - 8200-Land Acquisition	\$0	\$35,000	\$35,000	\$0	\$0	\$0	\$0
304 - 8420-Roadway Improvement/Major Main	\$300,000	\$0	\$300,000	\$0	\$0	\$0	\$0
Totals	\$300,000	\$74,000	\$374,000	\$0	\$0	\$0	\$0

Operating Impact

Object	2021	2022	2023	2024	2025
6712-R&M ROW	\$0	\$1,000	\$1,000	\$1,000	\$1,000
Totals	\$0	\$1,000	\$1,000	\$1,000	\$1,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Thomas Road Bridge design concept review **Project Number:** 1510

Funding Source: Operating Funds

Project Type: Transportation

Project Description:

This project includes the design and construction of improvements that will widen Thomas Road to two lanes in each direction with curb, gutter sidewalk and conduit, including a concrete bridge from approximately 0.5 miles west of the Agua Fria River westerly levee to 0.4 miles east of the easterly levee. The bridge will be approximately 1,300 feet in length spanning the Agua Fria River and will include lighting with pedestrian and bicycle facilities. The project will require permits from the United States Army Corps of Engineers (404 and 408 permits) through coordination with the Maricopa Flood Control District for construction within navigable waters of the US. A major right of way acquisition will be required for the project.

In FY20, a 15% design concept report (DCR) for the bridge was initiated with a design consultant. The DCR is anticipated to be complete by December 2020. Based on the results of the DCR and public input, final design plans may be initiated.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8001- Design/Engineering Services	\$0	\$284,000	\$284,000	\$0	\$0	\$0	\$0
304 - 8012-Technology - Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
304 - 8200-Land Acquisition	\$0	\$0	\$0	\$0	\$0	\$0	\$0
304 - 8410-Roadway Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Totals	\$0	\$284,000	\$284,000	\$0	\$0	\$0	\$0

Project Title: Glen Arm Farms Geotechnical Analysis and Pavement Design **Project Number:** 1516

Funding Source: Operating Funds

Project Type: Transportation

Project Description:

This project will allow for the preparation of an engineering study, including a geotechnical investigation and pavement analysis, recommending a design whose subbase and base structure will be compatible with saturated soil conditions and should adequately support a paved surface. The study will consider the likelihood of full water main and related service replacements. Full construction drawings are not included in the scope, and will be part of a future project.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8001- Design/Engineering Services	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$0
Totals	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Street Light Infill Program **Project Number:** 1517

Funding Source: Operating Funds

Project Type: Transportation

Project Description:

This project is intended to add street light poles with Light Emitting Diode (LED) fixtures along sections of roadway which are not lighted adequately due to large gaps between existing street lights.

In FY21, the Cashion neighborhood will receive fifteen (15) additional street light poles with LED fixtures.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8420-Roadway Improvement/Major Main	\$50,000	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$100,000
Totals	\$50,000	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$100,000

Project Title: 9th Street Roadway Improvements **Project Number:** 1520

Funding Source: Operating Funds

Project Type: Transportation

Project Description:

This project will construct 9th Street to the extent required to serve the proposed Resource Center. 9th Street will extend from Riley Drive approximately 575 feet south to the road terminus. Design will include pavement, curb, gutter, sidewalk, street drainage and street lights. Project design has been complete.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8410-Roadway Construction	\$400,000	\$0	\$400,000	\$0	\$0	\$0	\$0
Totals	\$400,000	\$0	\$400,000	\$0	\$0	\$0	\$0

Operating Impact

Object	2021	2022	2023	2024	2025
6712-R&M ROW	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Totals	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: 119th Avenue Road Connection **Project Number:** 1541

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

This project includes the design and construction of one lane in each direction on 119th Avenue extending from the West Point High School Driveway to Virginia Avenue. Relocation of two overhead electric lines (69kV) poles and utility coordination will be required with Salt River Project (SRP), and a retaining wall will be required. The project will extend the existing 10-foot multiuse path. Project will include curb, gutter, new asphalt pavement, guard rail at utility poles and street lighting. The project will address any localized drainage issues and a temporary drainage easement may be required. Right of way acquisition is not anticipated. The cost of construction includes the relocation of two SRP poles.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8001- Design/Engineering Services	\$150,000	\$0	\$150,000	\$0	\$0	\$0	\$0
304 - 8410-Roadway Construction	\$0	\$0	\$0	\$1,350,000	\$0	\$0	\$0
Totals	\$150,000	\$0	\$150,000	\$1,350,000	\$0	\$0	\$0

Operating Impact

Object	2021	2022	2023	2024	2025
6712-R&M ROW	\$0	\$0	\$500	\$500	\$500
Totals	\$0	\$0	\$500	\$500	\$500

Project Title: Agua Fria Trail Phase II (Pedestrian Bridge) **Project Number:** 1542

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

This project will design and construct a pedestrian/bike bridge including communication conduits across the Arizona Department of Transportation (ADOT) channel connecting Friendship Park to the existing trail head recently constructed with the Agua Fria I-10 Underpass Project. This project will require a 404 permit (Section 404 of the Clean Water Act (CWA) establishes a program to regulate the discharge of dredged or fill material into waters of the United States, including wetlands) from the Army Corps of Engineers. The conduit will provide future connectivity to one of the City water facility.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8001- Design/Engineering Services	\$200,000	\$0	\$200,000	\$0	\$0	\$0	\$0
304 - 8012-Technology - Hardware	\$0	\$0	\$0	\$0	\$35,000	\$0	\$0
304 - 8410-Roadway Construction	\$0	\$0	\$0	\$0	\$2,800,000	\$0	\$0
Totals	\$200,000	\$0	\$200,000	\$0	\$2,835,000	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Dysart Road Median Improvements from I-10 to Van Buren **Project Number:** 1543

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

This project will reconstruct existing landscaping in the median on Dysart Road. The project is also replacing the existing irrigation system with new pipes, valves and controllers. Trees, shrubs and six palm trees will be installed to enhance the aesthetics along this section.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8410-Roadway Construction	\$150,000	\$0	\$150,000	\$0	\$0	\$0	\$0
Totals	\$150,000	\$0	\$150,000	\$0	\$0	\$0	\$0

Project Title: Dysart Road ROW Improvements **Project Number:** 1544

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

Project will remove existing landscaping and irrigation between the curb and sidewalk and be replaced with decorative pavers along both sides of Dysart Road from Van Buren Street to Buckeye Road (MC85), a distance of one-mile. No design is anticipated.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8410-Roadway Construction	\$500,000	\$0	\$500,000	\$0	\$0	\$0	\$0
Totals	\$500,000	\$0	\$500,000	\$0	\$0	\$0	\$0

Project Title: Dysart Road Traffic Flow Improvement Project **Project Number:** 1547

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

The City will procure and install ARID (Asynchronous Re-Identification) devices at 15 intersections on Dysart Road between Indian School Road and Buckeye Road (MC85). The ARID devices will monitor real-time traffic flow along the corridor providing data to improve the traffic flow. The project will also procure various new traffic control equipment to upgrade older equipment at each intersection. City Traffic staff will procure and install all hardware and equipment to accomplish the project. This project will be partially federally funded with a City match.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8410-Roadway Construction	\$500,000	\$0	\$500,000	\$0	\$0	\$0	\$0
Totals	\$500,000	\$0	\$500,000	\$0	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Transportation Safety Enhancement **Project Number:** 1552

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

The project included the design and construction of safety enhancements such as ramps, sidewalk, traffic signal, storm drain system or any other related Transportation related features.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8410-Roadway Construction	\$500,000	\$0	\$500,000	\$500,000	\$0	\$0	\$0
Totals	\$500,000	\$0	\$500,000	\$500,000	\$0	\$0	\$0

Project Title: Agua Fria Trail Phase I **Project Number:** 1553

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

The design for this project has been completed in FY19. The project improvements involve construction of a paved path approximately 2,400 feet long and 12 to 16-foot wide for pedestrian and bicycle use that will terminate at a trail head that will be constructed as part of the Aqua Fria Trail and Trailhead project Phase. The path system elements include: ramps, lighting, pedestrian amenities, and trail termination amenities.

This project is located approximately 200 ft north of Van Buren Street and along the eastern Agua Fria levee.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8420-Roadway Improvement/Major Main	\$700,000	\$0	\$700,000	\$0	\$0	\$0	\$0
310 - 8210-Land Improvements	\$0	\$391,000	\$391,000	\$0	\$0	\$0	\$0
Totals	\$700,000	\$391,000	\$1,091,000	\$0	\$0	\$0	\$0

Project Title: Traffic Signal Replacements **Project Number:** 1554

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

The repair or replacement of traffic signals throughout Avondale that are at the end of their life.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 7691-Traffic Signals	\$300,000	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Totals	\$300,000	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Dysart Road Median Offsets **Project Number:** 1558

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

This project will design and construct modifications to existing medians at intersections along Dysart Road between McDowell Rd and Osborn Rd. The City will apply for funding through the MAG (Maricopa Association of Government) Road Safety Program (RSP) to share the cost of improvements. The following are the intersections that will be evaluated for potential modification:

- Dysart Road and Thomas Road
- Dysart Road and Osborn Road
- Dysart Road and McDowell Road

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0
304 - 8410-Roadway Construction	\$0	\$0	\$0	\$0	\$450,000	\$0	\$0
Totals	\$0	\$0	\$0	\$50,000	\$450,000	\$0	\$0

Project Title: Garden Lakes Parkway Improvements Phase I (Thomas Rd to Lakeshore Dr) **Project Number:** 1601

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

This is the first phase of a three-phase project along the Garden Lakes Parkway (GLP) corridor. This project (Phase I) will design and construct raised center medians with turn lanes at Garden Lake Parkway intersections between Thomas Road and Lakeshore Drive. The existing at-grade footpath on the west side of GLP will be converted to a raised sidewalk with curb and curb ramps. Buffered bike lanes with small decorative paved medians located at intersections and mid-block locations will be installed to channelize vehicles entering and exiting GLP and reduce high-risk passing maneuvers.

At the intersection of Lakeshore Drive and GLP, the intersection will be raised to provide a traffic table, improve pedestrian visibility and reduce approaching vehicle speeds. The four corners of the intersection will be extended with reduced curb returns/bulb-outs to reduce the pedestrian crossing distance on all four legs of the intersection. Speed table warning signs will be placed in advance of the intersection on all four approaches.

Land acquisition is not anticipated as part of the project.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$0	\$150,000	\$0	\$0
304 - 8410-Roadway Construction	\$0	\$0	\$0	\$0	\$750,000	\$0	\$0
Totals	\$0	\$0	\$0	\$0	\$900,000	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: 107th Ave Improvements - Broadway Rd to Roeser Rd **Project Number:** 1602

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

Dedicate to the City 32 feet of right-of-way along 107th Avenue for a total right-of-way width of 65 feet, including the existing 33' of Maricopa County right-of-way. The 107th Avenue improvements will be constructed to County roadway standards on the west side of the road fronting the owner's property for the entire length of the property to facilitate the future acceptance and maintenance by the County following the de-annexation of the right-of-way by the City. In addition to the 107th Avenue roadway improvements, a 16" water line will be installed under 107th Avenue from approximately one-quarter mile north of Broadway Road to south of Wier Avenue.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8410-Roadway Construction	\$0	\$0	\$0	\$4,100,000	\$0	\$0	\$0
Totals	\$0	\$0	\$0	\$4,100,000	\$0	\$0	\$0

Project Title: Right Turn Lane at 107th Avenue **Project Number:** 1604

Funding Source: Operating Funds **Project Type:** Transportation

Project Description:

This project will design and construct a 300 ft long northbound right turn lane from I-10 on ramp south 300ft. The project will be located in Arizona Department of Transportation's (ADOT) Right Of Way (ROW). The removal of existing the curb, gutter, sidewalk and other improvements along the east side of 107th Avenue will be required. A new right-of-way (ROW) will need to be purchased. New improvements will include the pavement, curb, gutter, sidewalks, conduit, signing and striping from Van Buren Street to the eastbound I-10 on-ramp. A traffic signal pole at the I-10 on-ramp will need to be relocated. Design will meet ADOT, Maricopa Association of Governments (MAG) and City standards.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
304 - 8001-Design/Engineering Services	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0
304 - 8200-Land Acquisition	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0
304 - 8420-Roadway Improvement/Major Main	\$0	\$0	\$0	\$0	\$360,000	\$0	\$0
Totals	\$0	\$0	\$0	\$100,000	\$410,000	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: City Wide Sewer Improvements **Project Number:** 1047

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

The city proactively inspects the wastewater collection system. This project repairs and improves identified and prioritized deficiencies. When possible, the repairs to small diameter (4-inch to 12-inch) mainlines will be completed using methods like Cured-in-Place Pipe (CIPP) lining, which limits the amount of open trenching to minimize impacts to the public.

Current identified project list:

- FY21- Locations Identified in Quarter Section 1812, Total Length = 1,300 linear feet
- FY22- Locations Identified in Quarter Section 1813, Total Length = 4,300 linear feet
- FY23- Locations Identified in Quarter Section 1814, Total Length = 2,250 linear feet
- FY24- Locations Identified in Quarter Section 1914, Total Length = 1,250 linear feet
- FY25- Locations Identified in Quarter Section 2013, Total Length = 2,500 linear feet
- FY26-30- Locations Identified in Quarter Section 2112 & 2114, Total Length = 3,700 linear feet

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
513 - 8620-Sewer Sys. Improve/Major Main.	\$250,000	\$0	\$250,000	\$600,000	\$350,000	\$250,000	\$400,000
Totals	\$250,000	\$0	\$250,000	\$600,000	\$350,000	\$250,000	\$400,000

Project Title: Well #26 - South of I-10/East of Agua Fria **Project Number:** 1090

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

The project includes design and construction for the new Well #26 located south of I-10 and east of the Agua Fria River. The site will tie into an existing 20-inch transmission line to convey flows to the Coldwater Booster Station and Reservoir site. This project includes redrilling of an old irrigation well, zonal sampling, well and wellhead design, and construction. The site has already been purchased by the City.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8520-Water Sys. Improve/Major Main.	\$0	\$104,000	\$104,000	\$0	\$0	\$0	\$0
Totals	\$0	\$104,000	\$104,000	\$0	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: 10th Street Lift Station - Force Main Improvements **Project Number:** 1108

Funding Source: Operating Funds

Project Type: Utilities

Project Description:

This project will evaluate the condition of the existing sewer force main (pressurized sewer line for moving sewage uphill) associated with the 10th Street Lift Station. Depending on the evaluation recommendation, the entire force main may have to be rehabilitated or the construction of a backup redundant force main maybe necessary. The force main alignment extends south along Eliseo C. Felix Jr Way south to Van Buren Street then east across the Agua Fria River to Fairway Drive. Total project length is approximately 4,700 linear feet.

Design will be in FY24. Construction and/or rehabilitation will be in FY25.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
513 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0
513 - 8620-Sewer Sys. Improve/Major Main.	\$0	\$300,000	\$300,000	\$0	\$0	\$0	\$1,700,000
Totals	\$0	\$300,000	\$300,000	\$0	\$0	\$100,000	\$1,700,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Well 22 and Transmission Line **Project Number:** 1131

Funding Source: Development Fees
Operating Funds
Project Type: Utilities

Project Description:

The project is for the design and construction of a new well, equipment and associated transmission lines located at or near the existing Well No. 22 site on Van Buren Street and Avondale Boulevard. The City will also evaluate and purchase additional land.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
514 - 8200-Land Acquisition	\$0	\$0	\$0	\$0	\$0	\$0	\$0
514 - 8510-Water System Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$0	\$430,000	\$0	\$0
540 - 8200-Land Acquisition	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$0
540 - 8510-Water System Construction	\$0	\$0	\$0	\$0	\$0	\$990,000	\$2,780,000
Totals	\$100,000	\$0	\$100,000	\$0	\$430,000	\$990,000	\$2,780,000

Operating Impact

Object	2021	2022	2023	2024	2025
6230-Electricity	\$0	\$0	\$0	\$0	\$40,000
Totals	\$0	\$0	\$0	\$0	\$40,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: 99th Ave Waterline - Thomas to Encanto **Project Number:** 1133

Funding Source: Development Fees **Project Type:** Utilities
 Operating Funds

Project Description:

This project consists of the installation of 2,600 linear feet of 16-inch waterline within 99th Avenue from Thomas Road south to Encanto Boulevard. The project includes design and construction of the waterline with the addition of 2,600 linear feet of conduit (for future fiber).

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
514 - 8012-Technology - Hardware	\$0	\$0	\$0	\$0	\$78,000	\$0	\$0
514 - 8510-Water System Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$0	\$80,000	\$0	\$0
540 - 8510-Water System Construction	\$0	\$0	\$0	\$0	\$720,000	\$0	\$0
Totals	\$0	\$0	\$0	\$0	\$878,000	\$0	\$0

Project Title: McDowell Rd Waterline - 117th to Avondale **Project Number:** 1135

Funding Source: Development Fees **Project Type:** Utilities
 Operating Funds

Project Description:

This project consists of constructing 1,700 linear feet of 16-inch waterline to replace the existing 12-inch waterline in McDowell Road from 117th Avenue to Avondale Boulevard. This project includes design and construction and will be coordinated with development activities. This project will also tie into the future extension of the 16-inch waterline from Avondale Boulevard to 99th Avenue planned for FY25 (Project WA1468).

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
514 - 8510-Water System Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0
540 - 8510-Water System Construction	\$0	\$0	\$0	\$270,000	\$0	\$0	\$0
Totals	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: The BLVD Well (#33) & Transmission Line **Project Number:** 1142

Funding Source: Development Fees
Operating Funds **Project Type:** Utilities

Project Description:

The project is for the City's portion of construction of a new Salt River Project (SRP) shared well and associated transmission main, referred to as the BLVD Well #33, at 114th Avenue and Roosevelt Street. The project includes new well design and drilling, zonal sampling, wellhead design, construction, and new well transmission lines to convey the water to the nearest reservoir/booster site.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
514 - 8510-Water System Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540 - 8001- Design/Engineering Services	\$250,000	\$0	\$250,000	\$0	\$0	\$0	\$0
540 - 8510-Water System Construction	\$650,000	\$0	\$650,000	\$2,000,000	\$0	\$0	\$0
Totals	\$900,000	\$0	\$900,000	\$2,000,000	\$0	\$0	\$0

Project Title: Rio Vista Waterline Replacement **Project Number:** 1169

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

This project is for design and construction of approximately 9,400 linear feet of new 6-inch to 8-inch water mains, associated fire hydrants, appurtenances, new services and private property connections to approximately 185 homes in Rio Vista. The project will replace existing water mains from the rear of residential properties to the street, place new water meters adjacent to the street/sidewalk in the right-of-way and reestablish water services to each property, including the connections to the home.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
514 - 8510-Water System Construction	\$0	\$12,000	\$12,000	\$0	\$0	\$0	\$0
Totals	\$0	\$12,000	\$12,000	\$0	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Well at 107th Avenue & Encanto Boulevard - Shared Well **Project Number:** 1214

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

Public Works is working with the Salt River Project (SRP) to construct a new shared well at 107th Avenue and Encanto Boulevard. The project will include re-drilling the existing irrigation well, zonal sampling, wellhead design and construction. The City will construct a new 12-inch well transmission line at 107th to convey the water to Garden Lakes Booster station as part of the North Avondale Water Supply Project, WA1469.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8520-Water Sys. Improve/Major Main.	\$0	\$921,000	\$921,000	\$0	\$0	\$0	\$0
Totals	\$0	\$921,000	\$921,000	\$0	\$0	\$0	\$0

Project Title: Dysart Road Waterline - Whyman to Lower Buckeye **Project Number:** 1231

Funding Source: Development Fees
Operating Funds **Project Type:** Utilities

Project Description:

This project consists of the installation of 1,300 linear feet of 12-inch waterline in Dysart Road from Whyman Avenue to Lower Buckeye Road where it will tie into an existing 16-inch line on Lower Buckeye. The project will be coordinated with Streets Project ST1021. This project includes design and construction.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8510-Water System Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
540 - 8510-Water System Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000
Totals	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000

Project Title: McDowell Road Sewer Line Replacement - 119th Avenue to Avondale Boulevard **Project Number:** 1270

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

This project will replace approximately 2,700 linear feet of a 21-inch sewer line in McDowell Road from 119th Avenue to Avondale Boulevard with a smaller diameter sewer line. Construction for the new line will be coordinated when development occurs on the north side of McDowell Road west of Avondale Boulevard.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
513 - 8001-Design/Engineering Services	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
513 - 8610-Sewer System Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000
Totals	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: White Mountain Apache Tribe Water Settlement **Project Number:** 1285

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

Through the White Mountain Apache Tribe Water Settlement, the city will lease 882 acre-feet of water for 100 years.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8511-Water Rights	\$0	\$2,303,000	\$2,303,000	\$0	\$0	\$0	\$0
514 - 8620-Sewer Sys. Improve/Major Main.	\$53,000	\$0	\$53,000	\$0	\$0	\$0	\$0
Totals	\$53,000	\$2,303,000	\$2,356,000	\$0	\$0	\$0	\$0

Project Title: Well 7 Site Development **Project Number:** 1298

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

This project includes the acquisition of property to expand the existing Well #7 site. In addition to property acquisitions, the project includes design and construction of a perimeter security wall, emergency generator, electrical equipment upgrades, piping modifications and the undergrounding of the existing overhead electrical power service to the site.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8520-Water Sys. Improve/Major Main.	\$1,000,000	\$575,000	\$1,575,000	\$0	\$0	\$0	\$0
Totals	\$1,000,000	\$575,000	\$1,575,000	\$0	\$0	\$0	\$0

Project Title: Water Reclamation Facility Upgrades **Project Number:** 1339

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

This identified plant improvements consist of new primary clarifiers and aeration basin upgrades. This project also includes instrumentation and electrical upgrades as well as the rehabilitation of the operations building. The work is being coordinated with the funding to construct a new primary clarifier, aeration basin upgrades and other upgrades at the facility.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
513 - 8620-Sewer Sys. Improve/Major Main.	\$0	\$486,000	\$486,000	\$0	\$0	\$0	\$0
Totals	\$0	\$486,000	\$486,000	\$0	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Nitrate Removal System for Coldwater Booster Station **Project Number:** 1340

Funding Source: Development Fees **Project Type:** Utilities
 Operating Funds

Project Description:

This project will construct a new nitrate removal system and expand the disinfection system at the Coldwater Booster Station to accommodate the increased flows.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
514 - 8520-Water Sys. Improve/Major Main.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
540 - 8520-Water Sys. Improve/Major Main.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000

Project Title: Water System Line Replacements and Expansions **Project Number:** 1343

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

This project is for construction of water line extensions, upsize or replacement in coordination with street and development projects, addressing issues identified during inspections, replacing deficient water valves, and upgrading water meters. The projects maybe coordinated with planned street improvements and development projects.

FY21 Upgrade the existing 6" water line with an 8" water line (250 linear feet) - Harrison Drive from Dysart Road to 7th Street.

The following projects have been identified for future years:

MC85 from Litchfield to Central – Upgrade the existing 6" waterline with a 12" water line which will provide fire protection along MC 85.

MC85 from 2nd to 7th – Upgrade the existing 6" water line with a 12" line and complete missing segments to provide fire protection along MC 85.

Holly Acres - Upgrade existing 4/6" waterlines and services in backyard easements with new 8" lines located in the street.

107th from Earl to Canal- Move the waterlines into the streets for protection and accessibility.

Glen Arm Farms - Relocate services from backyard easements to right of way west of 106th Ave.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8520-Water Sys. Improve/Major Main.	\$1,000,000	\$470,000	\$1,470,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Totals	\$1,000,000	\$470,000	\$1,470,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Distribution Pressure Improvements **Project Number:** 1344

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

Evaluation and modeling of the distribution is necessary to identify specific improvements. This project will provide for the design and construction of infrastructure related to the improvement of pressure at localized areas within the distribution system.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8001- Design/Engineering Services	\$370,000	\$0	\$370,000	\$0	\$0	\$0	\$0
514 - 8510-Water System Construction	\$0	\$0	\$0	\$1,360,000	\$0	\$0	\$0
Totals	\$370,000	\$0	\$370,000	\$1,360,000	\$0	\$0	\$0

Project Title: Large Diameter Sewer Line Repair **Project Number:** 1356

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

FY21 the project will complete the assessment of our large diameter sewer system. This assessment will include video inspection, review and scoring per National Association of Sewer Service Company (NASSCO) ratings, identifying rehabilitation or replacement as necessary, and segment prioritization according to risk. The successive years will fund design and construction of individual projects identified and prioritized.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
513 - 8001- Design/Engineering Services	\$900,000	\$0	\$900,000	\$0	\$0	\$0	\$0
513 - 8610-Sewer System Construction	\$0	\$2,495,000	\$2,495,000	\$0	\$1,000,000	\$1,000,000	\$1,000,000
Totals	\$900,000	\$2,495,000	\$3,395,000	\$0	\$1,000,000	\$1,000,000	\$1,000,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Garden Lakes Sewer Improvement Project **Project Number:** 1367

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

This project provides necessary improvements to existing sewer infrastructure in Garden Lakes Subdivision in order to bring the infrastructure back into compliance with current county, state and federal standards and optimize system operation. The project will also remove public sewer system infrastructure currently located on private property.

The specific Garden Lakes areas to be improved are currently in design in FY20 for construction in FY21:

- South of West Orange Blossom Lane
- Garden Lakes Parkway - North of Roosevelt Irrigation District (RID) Canal

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
513 - 8620-Sewer Sys. Improve/Major Main.	\$0	\$1,708,000	\$1,708,000	\$2,200,000	\$0	\$0	\$0
Totals	\$0	\$1,708,000	\$1,708,000	\$2,200,000	\$0	\$0	\$0

Project Title: Lift Station Security Upgrades **Project Number:** 1368

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

This project is to add related security equipment to the Supervisory Control and Data Acquisition (SCADA) at the City's wastewater lift stations. The specific equipment required in each year's projects will vary depending on the site but typically includes card access systems, video cameras and intrusion alarms.

Current plan is as follows:

- FY21 - 4th Street Lift Station
- FY22 - 10th Street & Fulton Lift Stations
- FY23 - Whyman & Riley Lift Stations

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
513 - 8012-Technology - Hardware	\$50,000	\$0	\$50,000	\$50,000	\$50,000	\$0	\$0
513 - 8620-Sewer Sys. Improve/Major Main.	\$0	\$75,000	\$75,000	\$0	\$0	\$0	\$0
Totals	\$50,000	\$75,000	\$125,000	\$50,000	\$50,000	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Secondary Clarifier at Water Reclamation Facility **Project Number:** 1369

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

This project is for the construction of a fourth secondary clarifier at the Water Reclamation Facility (WRF).

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
513 - 8610-Sewer System Construction	\$0	\$584,000	\$584,000	\$0	\$0	\$0	\$0
Totals	\$0	\$584,000	\$584,000	\$0	\$0	\$0	\$0

Project Title: Reservoir Coating Repairs and Rehabilitation **Project Number:** 1372

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

This project will be complete this FY, related to Coldwater West Reservoir

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8520-Water Sys. Improve/Major Main.	\$0	\$1,078,000	\$1,078,000	\$0	\$0	\$0	\$0
Totals	\$0	\$1,078,000	\$1,078,000	\$0	\$0	\$0	\$0

Project Title: Lift Station Rehabilitation Program **Project Number:** 1378

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

The program provides funding to maintain and upgrade the City's existing wastewater lift stations. The program is designed to fund the rehabilitation of one site per year.

The current plan for remaining locations are as follows:

- FY21 - 4th Street Lift Station
- FY22 - Donatella Lift Station: \$200,000
- FY23 - Friendship Park Lift Station: \$200,000
- FY24 - 10th Street Lift Station: \$200,000
- FY25 - Whyman Lift Station: \$200,000
- FY26 - Phoenix Raceway Lift Station: \$200,000

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
513 - 8620-Sewer Sys. Improve/Major Main.	\$200,000	\$926,000	\$1,126,000	\$200,000	\$200,000	\$200,000	\$200,000
Totals	\$200,000	\$926,000	\$1,126,000	\$200,000	\$200,000	\$200,000	\$200,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Dysart Road Sewer Replacement - Riley to Corral **Project Number:** 1389

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

This project is for the upsizing the existing 8-inch and 10-inch diameter sewer lines in Dysart Road, between Riley Drive and Corral Street, with a 12-inch. Potentially using a trenchless technology of replacing pipe called pipe bursting. Pipe bursting minimizes impact of these repairs on the traveling public.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
513 - 8610-Sewer System Construction	\$0	\$2,166,000	\$2,166,000	\$0	\$0	\$0	\$0
Totals	\$0	\$2,166,000	\$2,166,000	\$0	\$0	\$0	\$0

Project Title: Dysart Road Sewer Replacement - Corral Street to Lower Buckeye Road **Project Number:** 1390

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

This project will replace the existing 10-inch diameter sewer line in 7th and 4th Street between Corral Street and Lower Buckeye Road alignment with a 12-inch diameter sewer line and realign the pipe to stay within the public right of way.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
513 - 8001-Design/Engineering Services	\$0	\$0	\$0	\$460,000	\$0	\$0	\$0
513 - 8610-Sewer System Construction	\$0	\$0	\$0	\$0	\$1,820,000	\$0	\$0
Totals	\$0	\$0	\$0	\$460,000	\$1,820,000	\$0	\$0

Project Title: Relocate Riley Lift Station **Project Number:** 1391

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

The project is for the relocation of the Riley Drive lift station and includes land acquisition, new pumps, control panels, an odor control system, electrical infrastructure, fiber conduit, security wall, landscaping, Supervisory Control and Data Acquisition (SCADA), security and other infrastructure.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
513 - 8012-Technology - Hardware	\$15,000	\$0	\$15,000	\$0	\$0	\$0	\$0
513 - 8620-Sewer Sys. Improve/Major Main.	\$0	\$576,000	\$576,000	\$0	\$0	\$0	\$0
Totals	\$15,000	\$576,000	\$591,000	\$0	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Garden Lakes Nitrate Equipment Replacement **Project Number:** 1414

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

This project is for the replacement of the original nitrate treatment systems (1,200 gallons per minute) at the Garden Lakes Booster Station site. The project includes design and construction.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8001- Design/Engineering Services	\$500,000	\$0	\$500,000	\$0	\$0	\$0	\$0
514 - 8520-Water Sys. Improve/Major Main.	\$0	\$0	\$0	\$2,500,000	\$0	\$0	\$0
Totals	\$500,000	\$0	\$500,000	\$2,500,000	\$0	\$0	\$0

Project Title: Water Reclamation Facility Odor Control System Improvements **Project Number:** 1467

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

This project is for the rehabilitation and expansion or full replacement of the existing odor control systems at the Water Reclamation Facility (WRF), which includes the design and construction.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
513 - 8001- Design/Engineering Services	\$230,000	\$0	\$230,000	\$0	\$0	\$0	\$0
513 - 8610-Sewer System Construction	\$0	\$0	\$0	\$2,500,000	\$0	\$0	\$0
Totals	\$230,000	\$0	\$230,000	\$2,500,000	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: McDowell Road 16-inch Waterline - Avondale to 99th **Project Number:** 1468

Funding Source: Development Fees
Operating Funds **Project Type:** Utilities

Project Description:

This project will replace the existing 12-inch waterline in McDowell Road with 8,900 linear feet of 16-inch waterline from Avondale Boulevard to 99th Avenue. This project includes design and construction and will also tie into the future extension of the 16-inch waterline from Avondale Boulevard to 117th Avenue (CIP Project WA1135).

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
514 - 8510-Water System Construction	\$0	\$500,000	\$500,000	\$0	\$0	\$0	\$0
540 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0
540 - 8510-Water System Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,650,000
Totals	\$0	\$500,000	\$500,000	\$0	\$0	\$500,000	\$1,650,000

Project Title: North Avondale Water Supply **Project Number:** 1469

Funding Source: Bond Funds
Operating Funds **Project Type:** Utilities

Project Description:

This project is for the construction and equipment associated with the North Avondale Water Supply site and includes:
 -A new metering site at the connection to the Phoenix water system near Indian School Road and 107th Avenue.
 -A new 24-inch transmission line from Indian School Road south on 107th Avenue to the Garden Lakes Reservoir/Booster site.
 -New pH adjustment and disinfection byproduct treatment systems, and other site modifications required to allow the Phoenix water to be brought into the Avondale distribution system.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
360 - 8520-Water Sys. Improve/Major Main.	\$0	\$5,516,000	\$5,516,000	\$0	\$0	\$0	\$0
514 - 8510-Water System Construction	\$0	\$22,000	\$22,000	\$0	\$0	\$0	\$0
514 - 8520-Water Sys. Improve/Major Main.	\$0	\$2,885,000	\$2,885,000	\$0	\$0	\$0	\$0
Totals	\$0	\$8,423,000	\$8,423,000	\$0	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Land Purchase - Water Treatment & Storage Site **Project Number:** 1470

Funding Source: Development Fees
Operating Funds **Project Type:** Utilities

Project Description:

This project is limited to only the land purchase of a four acre site to allow the construction of a future water treatment and storage facility.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8200-Land Acquisition	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540 - 8200-Land Acquisition	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000
Totals	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000

Project Title: Garden Lakes Site - 2nd Reservoir & Booster Improvements **Project Number:** 1471

Funding Source: Development Fees
Operating Funds **Project Type:** Utilities

Project Description:

This project is for design and construction of a new 2 million gallon (MG) underground concrete reservoir and booster equipment improvements to increase capacity at the Garden Lakes Reservoir & Booster Station.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8001-Design/Engineering Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
514 - 8520-Water Sys. Improve/Major Main.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540 - 8001-Design/Engineering Services	\$0	\$0	\$0	\$0	\$0	\$0	\$850,000
540 - 8520-Water Sys. Improve/Major Main.	\$0	\$0	\$0	\$0	\$0	\$0	\$1,538,000
Totals	\$0	\$0	\$0	\$0	\$0	\$0	\$2,388,000

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Northside Booster Well Site - Land Purchase & DCR **Project Number:** 1472

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

The project is for the purchase of land for the Northside Booster Station well site and for a Design Concept Report (DCR) identifying the proposed layout of the well site and the transmission line alignment required to convey the water to the Northside Reservoir Booster site.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8200-Land Acquisition	\$0	\$75,000	\$75,000	\$0	\$0	\$0	\$0
Totals	\$0	\$75,000	\$75,000	\$0	\$0	\$0	\$0

Project Title: Gateway Nitrate Treatment Equipment Replacement **Project Number:** 1473

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

The focus of this project is to provide for the replacement of the original nitrate treatment systems (1,300 gallon per minute). The project includes design and construction costs associated with a complete replacement.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8520-Water Sys. Improve/Major Main.	\$2,500,000	\$500,000	\$3,000,000	\$0	\$0	\$0	\$0
Totals	\$2,500,000	\$500,000	\$3,000,000	\$0	\$0	\$0	\$0

Project Title: McDowell Recharge Basin Improvements **Project Number:** 1474

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

The FY19 portion of the project installed a new meter in the Salt River Project (SRP)/Central Arizona Project (CAP) transfer line to the site. The FY20 improvements include the onsite distribution piping system to basin #4 and sediment removal from all basins. The FY23 project will complete the distribution piping improvements to all other basins at the site.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8520-Water Sys. Improve/Major Main.	\$0	\$85,000	\$85,000	\$0	\$750,000	\$0	\$0
Totals	\$0	\$85,000	\$85,000	\$0	\$750,000	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Well and Booster Station Metering Upgrades **Project Number:** 1475

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

This project is for the replacement of existing meters and necessary connections and improvements to well and booster station sites to allow the meter to tie directly to the City’s Supervisory Control and Data Acquisition System (SCADA) system. This effort will be carried out at each of the city’s 18 well sites and 5 booster stations. Thirteen of the 23 total sites have been completed.

FY20/21:
Meter replacements this fiscal year are planned for Wells #10, #11, #12, including the Coldwater and Garden Lakes Booster Stations.

FY21/22:
Meter replacements this fiscal year are planned for Wells #6, #7, #20, including the North Side and Gateway Booster Stations.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8520-Water Sys. Improve/Major Main.	\$250,000	\$314,000	\$564,000	\$250,000	\$0	\$0	\$0
Totals	\$250,000	\$314,000	\$564,000	\$250,000	\$0	\$0	\$0

Project Title: Rancho Santa Fe Reservoir & Booster Electrical and Control Upgrades **Project Number:** 1476

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

This project will replace the existing electrical and control systems at the Rancho Santa Fe Reservoir & Booster Station site.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
514 - 8520-Water Sys. Improve/Major Main.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000

Project Title: Northside Arsenic Treatment System Rehabilitation **Project Number:** 1477

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

This project is for the repair or replacement of the coatings, fittings, control valves, and the filter media contained in the three process vessels at the Northside Reservoir and Booster Station.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8520-Water Sys. Improve/Major Main.	\$1,000,000	\$0	\$1,000,000	\$0	\$0	\$0	\$0
Totals	\$1,000,000	\$0	\$1,000,000	\$0	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Water Reclamation Facility Operation Building Improvements **Project Number:** 1506

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

In FY18 the Water Reclamation Facility Operation Building roof was replaced, the old workshop area was upgraded into new office space for the staff, and a new room for IT network equipment was constructed. The current project will complete the remaining interior building improvements with a focus on aesthetic improvements which do not require a building permit.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
513 - 8620-Sewer Sys. Improve/Major Main.	\$0	\$750,000	\$750,000	\$0	\$0	\$0	\$0
Totals	\$0	\$750,000	\$750,000	\$0	\$0	\$0	\$0

Project Title: Crystal Gardens Treatment Cells Assessment **Project Number:** 1507

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

This project will fund an evaluation and assessment of the condition of the Crystal Gardens Wetlands. Depending on the recommendations from the assessment, future projects will be created to fund any required repairs or modifications.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8520-Water Sys. Improve/Major Main.	\$0	\$250,000	\$250,000	\$0	\$0	\$0	\$0
Totals	\$0	\$250,000	\$250,000	\$0	\$0	\$0	\$0

Project Title: 16-inch Waterline El Mirage, Elwood to Illini **Project Number:** 1508

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

This project will fund the cost to upsize approximately 700 linear feet of an existing 12-inch waterline to a 16-inch waterline in El Mirage Road, from Elwood Street to Illini Street. The project will also add waterline stubs to allow for future waterline replacements in the area. This project includes design and construction.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8520-Water Sys. Improve/Major Main.	\$0	\$500,000	\$500,000	\$0	\$0	\$0	\$0
Totals	\$0	\$500,000	\$500,000	\$0	\$0	\$0	\$0

Capital Improvement Plan - Fiscal Years 2020-2025

Project Title: Meter System Conversion Project Number: 1524

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

This project will fund the conversion of our existing water meters to a smart metering system.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8001- Design/Engineering Services	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
514 - 8520-Water Sys. Improve/Major Main.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000

Project Title: Rancho Santa Fe Reservoir Coating Repairs and Rehabilitation Project Number: 1539

Funding Source: Operating Funds **Project Type:** Utilities

Project Description:

This is the last of six operational steel reservoirs that have not been rehabilitated. This project includes initial tank inspections, identifying required improvements and repairs, design and rehabilitation as needed for the 1 million gallon (MG) Rancho Santa Fe west reservoir.

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
514 - 8001- Design/Engineering Services	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$0
514 - 8510-Water System Construction	\$650,000	\$0	\$650,000	\$0	\$0	\$0	\$0
Totals	\$750,000	\$0	\$750,000	\$0	\$0	\$0	\$0

Project Title: Water Reclamation Facility Grit System Project Number: 1540

Funding Source: Operating Funds **Project Type:** Utilities

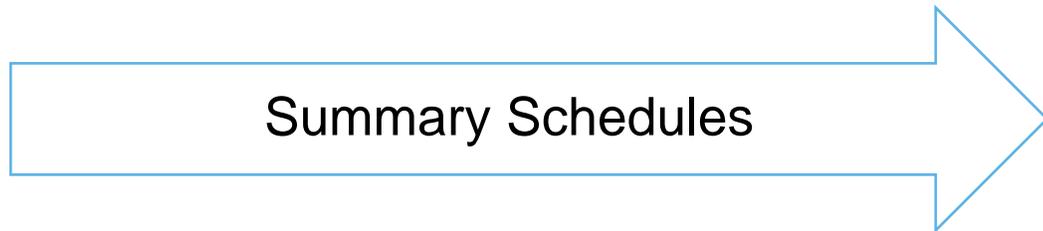
Project Description:

This project provides for the design and construction of a second grit removal system at the Water Reclamation Facility (WRF).

Capital Outlay

Fund - Object	2021	Carryover	2021 Total	2022	2023	2024	2025
513 - 8001- Design/Engineering Services	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$0
513 - 8610-Sewer System Construction	\$650,000	\$0	\$650,000	\$0	\$0	\$0	\$0
Totals	\$750,000	\$0	\$750,000	\$0	\$0	\$0	\$0

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Projection of Financial Condition

Fund	June 30, 2020 Estimated Fund Balance	FY2021 Estimated Revenue	FY2021 Estimated Expenditures	FY2021 Recommended Carryover	Net Transfers In/(Out)	Net Interfund Loans	FY2021 Contingency	Stabilization Amount	June 30, 2021 Estimated Fund Balance
General Fund	49,842,212	74,342,000	64,349,800	1,401,600	(15,899,200)	(6,789,000)	11,960,000	23,098,061	686,551
Economic Opportunities Fund	-	-	2,040,000	1,585,000	3,625,000	-	-	-	-
Total General Fund	49,842,212	74,342,000	66,389,800	2,986,600	(12,274,200)	(6,789,000)	11,960,000	23,098,061	686,551
Highway User Revenue Fund	3,491,114	6,137,000	4,151,700	-	(3,821,000)	-	-	-	1,655,414
Senior Nutrition	272,276	379,200	211,400	-	-	-	-	-	440,076
Community Action Program	73,791	198,300	198,300	-	-	-	-	-	73,791
Home Grants	322,863	1,157,800	881,400	210,900	-	-	-	-	388,363
State R.I.C.O. W/ Attorney General	1,701	-	-	-	-	-	-	-	1,701
Federal R.I.C.O. With A.G.	2,489	-	-	-	-	-	-	-	2,489
Other Grants	1,742,724	15,692,300	15,582,000	687,800	-	-	-	-	1,165,224
Employee Assistance Fund	77,410	-	-	-	-	-	-	-	77,410
Library Projects	14,129	-	-	8,800	-	-	-	-	5,329
Cemetery Maintenance Fund	247,643	-	15,700	-	-	-	-	-	231,943
Transit Fund	1,546,499	230,000	1,374,100	-	1,082,200	-	-	-	1,484,599
Co. RICO With Mar. Co. Atty	17,654	20,000	-	-	-	-	-	-	37,654
Voca Crime Victim Advocate	6,596	-	-	-	-	-	-	-	6,596
Abbott Community Center	90	-	-	-	-	-	-	-	90
Court Payments	523,087	89,700	162,500	-	-	-	-	-	450,287
Regional Family Advocacy	769,048	1,306,700	1,760,900	60,700	305,000	-	-	-	559,148
0.5% Dedicated Sales Tax	6,861,087	8,966,000	-	-	(5,944,000)	-	-	-	9,883,087
Donations	-	-	-	-	-	-	-	-	-
Public Safety Dedicated Sales Tax	10,242,205	9,046,000	9,462,600	568,700	(119,000)	-	495,000	-	8,642,905
CDBG	1,157,278	2,912,800	1,899,300	1,055,700	-	-	-	-	1,115,078
Environmental Programs Fund	1,054,433	260,000	205,200	-	(2,000)	-	50,000	-	1,057,233
Public Arts Fund	326,165	-	50,000	67,000	50,000	-	50,000	-	209,165
Wildland Fire Deployment Fund	-	172,200	172,200	-	-	-	-	-	-
Tow Impound Fee	-	97,000	97,000	-	-	-	-	-	-
Tourism Fund	-	43,000	43,000	-	-	-	-	-	-
Total Special Revenue	28,750,282	46,708,000	36,267,300	2,659,600	(8,448,800)	-	595,000	-	27,487,582
Street Construction	9,293,027	458,000	7,815,000	9,727,000	7,570,000	-	-	-	(220,973)
Police Development	6,265,038	5,000	430,000	4,631,900	430,000	(226,000)	-	-	1,412,138
Parkland	(2,461,000)	18,000	650,000	2,786,000	5,950,000	-	-	-	71,000
Library Development	(13,201)	-	-	-	150,000	-	-	-	136,799
Landscaping Landfill Remediation	1,211,529	-	-	-	-	-	-	-	1,211,529
General Government Development	-	-	-	-	-	-	-	-	-
Fire Dept. Development	2,170,849	10,000	-	519,000	-	(1,066,000)	-	-	595,849
Improvement Districts	-	-	-	-	-	-	-	-	-
One Time Capital	9,294,225	-	5,566,000	3,889,000	700,000	-	-	-	539,225
Transit Capital Projects	425,000	-	-	-	-	-	-	-	425,000
HURF Funded Capital	-	-	-	-	-	-	-	-	-
Grant Funded Capital	-	-	-	-	-	-	-	-	-
Streets Development Impact Fee Fund	-	1,333,000	6,010,000	-	-	5,454,000	-	-	777,000

Fund	June 30, 2020 Estimated Fund Balance	FY2021 Estimated Revenue	FY2021 Estimated Expenditures	FY2021 Recommended Carryover	Net Transfers In/(Out)	Net Interfund Loans	FY2021 Contingency	Stabilization Amount	June 30, 2021 Estimated Fund Balance
Police Development Impact Fee Fund	-	329,000	-	-	-	226,000	-	-	555,000
Fire Development Impact Fee Fund	(1,400,000)	329,000	-	-	-	1,066,000	-	-	(5,000)
Park Development Impact Fee Fund	2,000,000	594,000	4,000,000	-	-	1,335,000	-	-	(71,000)
Library Development Impact Fee Fund	-	72,000	-	-	(208,000)	-	-	-	(136,000)
General Government Development Impact Fee	-	-	-	-	-	-	-	-	-
General Obligation 2020	12,745,672	-	-	12,746,100	-	-	-	-	(428)
General Obligation 2021	-	13,500,000	9,417,000	-	-	-	-	-	4,083,000
PRO Bond Construction 2020	9,515,223	-	1,325,000	5,666,000	-	-	-	-	2,524,223
Transit	500,000	-	-	500,000	-	-	-	-	-
Vehicle Replacement	7,126,424	162,000	488,000	962,000	855,000	-	-	-	6,693,424
Technology Replacement Fund	2,166,793	6,000	2,075,000	21,000	684,000	-	-	-	760,793
Total Capital Projects	58,839,579	16,816,000	37,776,000	41,448,000	16,131,000	6,789,000	-	-	19,351,579
General Obligation Bonds	2,563,733	3,435,100	3,867,000	-	-	-	-	-	2,131,833
Hwy User's Bonds '85/91/98	-	-	-	-	-	-	-	-	-
Park Issue	105,294	-	-	-	-	-	-	-	105,294
Dysart Road M.D.C.	1,430,667	-	211,000	-	-	-	-	-	1,219,667
0.5% Dedicated Sales Tax Debt Service	3,973,658	32,000	4,680,000	-	4,883,000	-	-	-	4,208,658
PRO Debt Service	-	-	769,000	-	769,000	-	-	-	-
Total Debt Service	8,073,352	3,467,100	9,527,000	-	5,652,000	-	-	-	7,665,452
Water Operations	40,476,257	15,615,000	12,840,400	63,000	(5,520,000)	-	1,000,000	6,420,200	30,247,657
Sewer Operations	19,158,315	9,876,000	8,072,700	67,900	(3,301,000)	-	1,000,000	4,036,350	12,556,365
Avondale Sewer Construction	9,979,656	-	2,495,000	10,066,000	2,600,000	-	-	-	18,656
Avondale Water Construction	8,957,623	100,000	7,423,000	10,594,000	4,500,000	(6,690,000)	-	-	(11,149,377)
Sanitation	8,140,377	5,261,700	5,225,200	30,000	(1,266,000)	-	500,000	1,741,733	4,639,144
Sanitation Development	175,936	1,000	-	-	50,000	-	-	-	226,936
Water Development Impact Fee	-	1,835,000	1,000,000	-	-	6,690,000	-	-	7,525,000
Sewer Development Impact Fee	-	2,459,000	-	-	-	-	-	-	2,459,000
Water Equipment Replacement	886,218	28,000	151,000	34,000	419,000	-	-	-	1,148,218
Sewer Equipment Replacement	544,753	6,000	25,000	-	245,000	-	-	-	770,753
Sanitation Equipment Replacement	2,781,764	70,000	1,085,000	966,000	1,216,000	-	-	-	2,016,764
Total Enterprise	91,100,899	35,251,700	38,317,300	21,820,900	(1,057,000)	-	2,500,000	12,198,283	50,459,116
Risk Management Fund	5,281,103	965,300	2,135,800	-	(3,000)	-	500,000	-	3,607,603
Fleet Services Fund	-	2,822,800	2,804,100	-	-	-	31,800	-	(13,100)
Worker's Compensation Fund	2,596,383	529,200	1,135,200	-	-	-	500,000	-	1,490,383
Total Internal Service	7,877,486	4,317,300	6,075,100	-	(3,000)	-	1,031,800	-	5,084,886
Volunteer Fireman's Pension	223,363	3,000	5,000	-	-	-	-	-	221,363
125 Plan	77,286	-	-	-	-	-	-	-	77,286
Total Trust & Agency	300,649	3,000	5,000	-	-	-	-	-	298,649
Total All Funds	244,784,459	180,905,100	194,357,500	68,915,100	-	-	16,086,800	35,296,344	111,033,815

Revenue Schedule

Source of Revenue	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Preliminary Actuals	FY 2020-21 Budget
General Fund					
Taxes					
Current Year Real Prop. Tax	2,645,005	2,740,354	2,898,856	2,965,064	3,145,875
Prior Year Real Prop. Tax	33,096	21,704	32,664	28,027	-
Personal Property Tax	64	30	-	-	-
City Sales Tax	31,428,084	33,419,998	35,066,734	34,154,347	36,692,000
Government Property Lease Excise Tax	5,252	7,800	8,031	7,218	10,000
Salt River Proj. In-Lieu-Tax	48,560	47,234	44,713	42,372	-
Utility Franchise Tax	694,730	744,165	721,406	513,379	773,000
Cable Television Franchise Tax	440,620	512,283	501,978	357,851	500,000
Sales Tax Audit Assessments	159,059	61,097	-	-	-
Sales Tax Interest	5,060	1,024	-	-	-
Sales Tax Penalty	21,171	25,689	-	-	-
Total Taxes	35,480,701	37,581,378	39,274,383	38,068,257	41,120,875
Intergovernmental Revenues					
City's Share of St. Sales Tax	7,402,225	7,970,742	8,467,056	8,884,163	9,206,000
State Urban Revenue Sharing	9,871,106	10,265,600	10,175,417	11,099,709	12,465,000
Other State Sources	5,659	-	-	-	-
Auto Lieu Tax	3,177,920	3,430,082	3,627,219	3,644,348	3,869,000
Other Cities & Towns	17,710	182,544	100,127	75,095	110,300
Other Governments	257,056	255,436	258,857	133,903	85,600
Total Intergovernmental Revenues	20,731,676	22,104,404	22,628,676	23,837,217	25,735,900
Licenses and Permits					
CFD Application Submittal Fee	-	-	15,000	-	-
Occupational License Fees	122,785	236,928	185,772	168,766	240,000
Building Permits	1,375,810	1,456,669	777,110	1,116,448	617,000
Electrical Permits	61,615	73,181	53,562	45,898	42,000
Plumbing Permits	32,274	61,592	33,353	22,050	16,000
Liquor License Fees	31,850	69,650	34,430	70,915	40,000
Engineering Plan Review	213,850	487,075	620,500	373,100	522,000
Occ. & Tax License App. Fees	200	9,615	-	2,275	7,000
Engineering Permit Fees	194,795	188,007	649,075	890,015	199,000
Mechanical Fees	38,850	33,630	31,770	19,340	35,000
Sign Permits	-	7,040	4,965	3,565	5,000
Fire Permits	25,600	23,900	25,750	25,550	15,000
Fire Alarm Permits	14,150	19,050	19,164	16,050	15,000

Revenue Schedule

Source of Revenue	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Preliminary Actuals	FY 2020-21 Budget
General Fund					
Licenses and Permits					
Fire Sprinkler Permits	12,300	12,200	10,800	10,700	8,000
Certificate of Occupancy Fee	17,050	18,150	7,690	15,379	5,000
Total Licenses and Permits	2,141,130	2,696,686	2,468,942	2,780,052	1,766,000
Charges for Services / Development Fees					
Plan Check Fees	528,483	557,685	362,085	552,504	274,000
Annexation Fee	-	-	4,000	-	-
Security Alarm Registration	50,833	38,305	32,088	31,377	27,000
Passport Processing Fee	277,132	272,254	284,554	196,934	345,000
False Alarm Fees	33,800	86,079	79,645	91,113	90,000
Fingerprinting Fees	8,825	7,470	6,360	3,670	7,500
Report Copy Fees	13,786	12,499	16,104	17,017	16,000
Planning Application Fees	128,481	315,143	239,627	353,073	174,000
Wildland Fire Services	250,311	356,643	278,446	-	-
Fire Plan Review	16,300	20,050	17,251	47,234	11,000
Plan Re-Check Revision Fee	700	700	2,060	3,750	1,000
Commercial Plan Review Fees	4,690	-	-	750	-
Sports Programs	34,601	56,620	61,122	51,473	45,000
Special Events	76,005	81,912	94,260	86,110	166,000
Leisure Activities	24,575	7,534	10,431	6,718	2,000
Facility Rentals	197,910	204,773	224,989	192,877	360,000
Library Item Sales	-	-	-	-	15,000
Copying/Printing Fees	3,485	3,238	3,387	250	33,000
Fire ALS Fees	205,949	40,853	-	-	-
Total Charges for Services / Development Fees	1,855,867	2,061,757	1,716,408	1,634,850	1,566,500
Fines, Forfeitures and Penalties					
Court Fines	845,116	1,019,892	1,025,707	930,795	800,000
Library Fines	48,344	39,920	31,668	23,615	20,000
Other Penalty Collections	3,421	2,241	2,982	1,476	3,000
ZJCLF Filing Fees	-	-	108	17	-
Suspended Plates--City and Sheriff	40,936	33,016	42,146	37,640	33,000
Impound Fees	107,702	115,525	83,850	51,155	-
NSF Fees	1,625	11,244	200	2,657	1,000
ZOS3 CITY POLICE OFFICER SAFETY EQUIP	11,848	14,511	13,700	12,124	11,000

Revenue Schedule

Source of Revenue	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Preliminary Actuals	FY 2020-21 Budget
General Fund					
Fines, Forfeitures and Penalties					
ZCAA2-LOCAL TREASURER	66	61	61	68	-
ZOS13 CITY CODE ENFORCEMENT SAFETY E	4	-	-	-	-
Police Unclaimed Property Proceeds	17	36,949	51,800	31,529	-
Other Fines, Forfeitures & Penalties	548	2,240	5,609	3,738	-
Total Fines, Forfeitures and Penalties	1,059,626	1,275,598	1,257,831	1,094,814	868,000
Sale of Assets					
Land Sales	-	-	1,174,112	-	1,050,000
Other Asset Sales	9,618	7,974	8,441	2,368	4,000
Total Sale of Assets	9,618	7,974	1,182,553	2,368	1,054,000
Other Financing Sources					
Lease-Purchase Proceeds	304,326	2,677,308	-	-	-
Total Other Financing Sources	304,326	2,677,308	-	-	-
Miscellaneous / Reimbursement Revenue / Investment Income					
Jury Duty Fees Rec'd by Employees	576	205	21	21	-
Operating Lease	665,679	731,913	784,763	571,303	537,000
ASC-Avondale Sports Center	452,463	274,000	414,118	449,666	500,000
CAD Reimbursement	94,100	103,015	72,743	54,956	120,000
Water Credits	216,132	224,857	234,455	227,278	150,000
Phoenix International Raceway	-	113,274	107,414	102,905	145,000
Interest Earned	256,839	464,003	819,031	901,017	520,000
Private Donations / Contributions	23,619	20,822	14,890	23,017	57,800
Fire Insurance Premium Tax	-	-	-	160,637	-
Rebates (Insurance and Other)	-	-	91,398	-	-
Cash Over or (Short)	(2,376)	(64)	(9,371)	113	-
Unrealized Gain on Investments Held	(93,350)	(206,532)	548,085	772,038	-
Rural-Metro Rescue Response	-	1,935	2,097	3,673	-
Other Miscellaneous Revenue	150,809	138,974	141,346	87,925	200,900
Total Miscellaneous / Reimbursement Revenue / Investment Income	1,764,492	1,866,402	3,220,992	3,354,550	2,230,700
Total General Fund	63,347,434	70,271,507	71,749,785	70,772,108	74,341,975

Revenue Schedule

Source of Revenue	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Preliminary Actuals	FY 2020-21 Budget
Special Revenue					
Highway User Revenue Fund	5,217,125	5,431,684	5,977,305	6,015,470	6,137,000
Senior Nutrition	340,607	380,475	372,091	344,262	379,200
Community Action Program	101,013	98,935	92,828	153,725	198,300
Home Grant	592,725	829,578	854,659	42,096	1,157,800
State R.I.C.O. W/ Attorney General	1	5	20	13	-
Federal R.I.C.O. With A.G.	2	7	30	20	-
Other Grants	815,515	632,534	1,091,527	890,129	15,692,300
Employee Assistance Fund	41	4,593	3,763	3,935	-
Library Projects	6,030	13,787	54,328	13,112	-
Cemetery Maintenance Fund	181	2,728	3,880	3,184	-
Transit Fund	377,845	288,461	344,831	40,878	230,000
Co. R.I.C.O. w/Maricopa Atty	105,130	13,316	29,774	41,339	20,000
Court Payments	73,428	92,332	83,553	60,913	89,700
Regional Family Advocacy	945,248	976,937	1,128,412	682,217	1,306,700
0.5% Dedicated Sales Tax	7,431,699	7,969,995	8,558,486	8,436,000	8,966,000
Donations	-	-	-	10,000	-
Public Safety Dedicated Sales Tax	7,451,783	7,996,389	8,696,032	8,592,850	9,046,000
CDBG	435,688	700,949	729,748	307,153	2,912,800
Environmental Programs Fund	277,054	281,926	293,871	275,843	260,000
Public Arts Fund	32,767	53,866	4,128	2,773	-
Wildland Fire Deployment Fund	-	-	-	-	172,200
Tow Impound Fund	-	-	-	-	97,000
Tourism Fund	-	-	-	-	43,000
125 Plan	70,000	-	-	-	-
Total Special Revenue	24,273,883	25,768,497	28,319,266	25,915,911	46,708,000

Revenue Schedule

Source of Revenue	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Preliminary Actuals	FY 2020-21 Budget
Capital Projects					
304-Street Construction					
Other State Sources	-	-	-	-	-
Other Federal Sources	-	39,589	-	-	383,000
Other Governments	-	87,260	-	-	-
Recycling	-	19,464	-	-	-
Development Fees	1,764,070	2,307,596	1,175,302	1,227,685	-
Developer Contributions	19,300	-	-	-	-
Land Sales	-	348,097	-	-	-
Lease-Purchase Proceeds	-	1,864,946	-	-	-
Interest Earned	31,610	81,024	148,977	115,527	75,000
Reimbursement/Projs by City	277,472	97,442	-	-	-
Total 304-Street Construction	2,092,451	4,845,419	1,324,278	1,343,213	458,000
308-Police Construction					
Development Fees	223,759	379,981	105,678	305,993	-
Bond Premium Net	-	-	908,206	-	-
Bond Proceeds	-	-	6,629,132	-	-
Interest Earned	1,236	5,176	31,986	75,610	5,000
Total 308-Police Construction	224,995	385,158	7,675,003	381,603	5,000
310-Park Construction					
Other Federal Sources	-	-	-	-	-
Development Fees	-	-	-	-	-
Parks Development Fee	358,564	608,605	168,557	481,913	-
Bond Premium Net	-	-	871,878	-	-
Bond Proceeds	-	-	6,363,967	-	-
Interest Earned	6,155	18,959	40,878	42,685	18,000
Total 310-Park Construction	364,720	627,564	7,445,280	524,598	18,000
311-Library Construction					
Development Fees	80,310	135,223	37,075	48,174	-
Interest Earned	15	129	114	505	-
Total 311-Library Construction	80,325	135,352	37,188	48,679	-
317-Landscaping Landfill Remediation					
Landscaping Landfill Contributions	48,029	49,968	52,101	50,506	-
Interest Earned	3,412	9,238	20,539	13,624	-
Total 317-Landscaping Landfill Remediation	51,441	59,207	72,640	64,130	-

Revenue Schedule

Source of Revenue	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Preliminary Actuals	FY 2020-21 Budget
Capital Projects					
318-General Government Develop.					
Development Fees	160,811	272,176	75,853	3,033	-
Interest Earned	3,507	8,991	16,531	6,731	-
Total 318-General Government Develop.	164,318	281,167	92,384	9,764	-
319-Fire Construction					
Development Fees	273,154	462,687	127,530	264,376	-
Interest Earned	4,443	12,604	21,825	13,600	10,000
Total 319-Fire Construction	277,597	475,291	149,355	277,976	10,000
322-One Time Capital					
Bond Premium Net	-	-	1,150,395	-	-
Bond Proceeds	-	-	8,396,901	-	-
Interest Earned	742	18,235	208,838	216,656	-
Other Miscellaneous Revenue	-	253,774	441	-	-
Total 322-One Time Capital	742	272,008	9,756,575	216,656	-
325-Transit					
Other Federal Sources	-	-	-	-	-
Total 325-Transit	-	-	-	-	-
333-City Center					
Interest Earned	274	1,127	6,479	5,341	-
Other Miscellaneous Revenue	-	-	6,352	-	-
Total 333-City Center	274	1,127	12,831	5,341	-
340-Streets Development Impact Fee Fund					
Development Fees	-	-	-	-	1,333,000
Total 340-Streets Development Impact Fee Fund	-	-	-	-	1,333,000
341-Police Development Impact Fee Fund					
Development Fees	-	-	-	-	329,000
Total 341-Police Development Impact Fee Fund	-	-	-	-	329,000
342-Fire Development Impact Fee Fund					
Development Fees	-	-	-	-	329,000
Total 342-Fire Development Impact Fee Fund	-	-	-	-	329,000
343-Parks Development Impact Fee Fund					
Development Fees	-	-	-	-	594,000
Total 343-Parks Development Impact Fee Fund	-	-	-	-	594,000
344-Library Development Impact Fee Fund					
Development Fees	-	-	-	-	72,000
Total 344-Library Development Impact Fee Fund	-	-	-	-	72,000

Revenue Schedule

Source of Revenue	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Preliminary Actuals	FY 2020-21 Budget
Capital Projects					
351-General Obligation Bond Construction 2021					
Bond Proceeds	-	-	-	-	13,500,000
Total 351-General Obligation Bond Construction 2021	-	-	-	-	13,500,000
360-PRO Bond Construction 2019					
Bond Proceeds	-	-	-	10,096,000	-
Total 360-PRO Bond Construction 2019	-	-	-	10,096,000	-
601-Vehicle Replacement					
Other Asset Sales	273,967	112,958	150,798	133,400	62,000
Interest Earned	61,984	110,621	181,308	201,044	100,000
Unrealized Gain on Investments Held	(20,765)	(36,788)	100,386	141,404	-
Total 601-Vehicle Replacement	315,187	186,790	432,492	475,848	162,000
603-Equipment Replacement Fund					
Other Asset Sales	-	18,182	-	-	-
Interest Earned	2,089	6,603	22,829	30,679	6,000
Total 603-Equipment Replacement Fund	2,089	24,785	22,829	30,679	6,000
Total Capital Projects	3,574,139	7,293,867	27,020,854	13,474,487	16,816,000
Debt Service					
401-General Obligation Bonds					
Current Year Real Prop. Tax	3,280,706	3,138,635	4,174,643	4,142,589	3,435,086
Bond Premium Net	-	2,464,479	-	-	-
Bond Proceeds	-	21,350,000	-	-	-
Interest Earned	8,281	21,345	40,485	26,017	-
Other Miscellaneous Revenue	470,631	215,569	110	-	-
Total 401-General Obligation Bonds	3,759,618	27,190,027	4,215,238	4,168,606	3,435,086
408-Hwy User's Bonds '85/91/98					
Interest Earned	657	574	-	-	-
Total 408-Hwy User's Bonds '85/91/98	657	574	-	-	-
410-Park Issue					
Interest Earned	71	291	1,266	825	-
Total 410-Park Issue	71	291	1,266	825	-
417-Dysart Road M.D.C.					
Bond Premium Net	164,178	-	-	-	-
Bond Proceeds	1,278,552	-	-	-	-
Interest Earned	4,890	3,000	16,735	9,287	-
Total 417-Dysart Road M.D.C.	1,447,620	3,000	16,735	9,287	-

Revenue Schedule

Source of Revenue	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Preliminary Actuals	FY 2020-21 Budget
Debt Service					
430-0.5% Dedicated Sales Tax Debt					
Bond Premium Net	2,847,932	-	-	-	-
Bond Proceeds	22,178,518	-	-	-	-
Interest Earned	68,926	29,619	70,916	42,160	32,000
Total 430-0.5% Dedicated Sales Tax Debt	25,095,376	29,619	70,916	42,160	32,000
Total Debt Service	30,303,343	27,223,511	4,304,154	4,220,879	3,467,086
Enterprise Funds					
501-Water Operations					
Water Storage Fee - City of Phoenix	-	-	71,420	54,776	-
ADWR Fee	-	-	-	-	-
Penalties on Utilities	9,374	9,627	10,319	8,981	-
Water Sales	14,059,751	14,895,249	14,493,142	13,876,584	15,000,000
Water Meter Installation	135,593	132,060	58,040	140,239	-
Turn-on Fees	451,228	414,507	391,277	325,033	-
NSF Fees	4,865	2,275	3,375	2,175	-
Other Asset Sales	(2,606)	-	-	-	-
Operating Lease	34,442	30,239	40,766	40,553	33,000
Capital Contributions--Infrastructure	120,367	259,035	25,430	-	-
Interest Earned	234,674	411,330	713,599	831,730	512,000
Cash Over or (Short)	(3,614)	(185)	120	153	-
Unrealized Gain on Investments Held	(87,925)	(196,922)	521,862	735,100	-
Other Miscellaneous Revenue	9,304	55,271	64,553	90,501	70,000
Total 501-Water Operations	14,965,454	16,012,486	16,393,902	16,105,825	15,615,000
503-Sewer Operations					
Penalties on Utilities	6,396	6,656	7,469	6,146	-
Sewer Taps	81,143	80,400	30,000	66,900	-
Sewer Fees	9,046,299	9,644,607	10,478,512	9,450,568	9,700,000
Capital Contributions--Infrastructure	124,409	-	-	-	-
Interest Earned	70,919	129,569	273,280	320,834	176,000
Unrealized Gain on Investments Held	(25,590)	(78,257)	201,150	283,342	-
Other Miscellaneous Revenue	3,724	406	14,784	555	-
Total 503-Sewer Operations	9,307,298	9,783,380	11,005,196	10,128,346	9,876,000

Revenue Schedule

Source of Revenue	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Preliminary Actuals	FY 2020-21 Budget
Enterprise Funds					
513-Sewer Construction					
Development Fees	-	-	-	-	-
Sewer Development Fee	2,332,657	2,428,044	1,104,696	1,756,677	-
Interest Earned	29,276	82,192	174,947	162,558	-
Unrealized Gain on Investments Held	-	(24,690)	58,076	81,807	-
Total 513-Sewer Construction	2,361,933	2,485,546	1,337,720	2,001,042	-
514-Water Construction					
Development Fees	-	-	-	-	-
Water Development Fee	1,530,565	1,555,842	854,065	1,518,553	-
Bond Proceeds	-	-	-	-	-
Interest Earned	37,230	107,296	231,999	199,063	100,000
Private Donations / Contributions	-	317,600	1,177,599	-	-
Unrealized Gain on Investments Held	-	(24,690)	58,076	81,807	-
Other Miscellaneous Revenue	-	-	1	540	-
Total 514-Water Construction	1,567,795	1,956,048	2,321,740	1,799,963	100,000
520-Sanitation					
Other Cities & Towns	-	-	-	-	57,700
Recycling	87,780	46,975	(17,774)	-	-
Commercial Sanitation Hauler Permits	7,000	38,000	44,000	1,000	-
Penalties on Utilities	3,843	3,988	3,728	3,189	-
Refuse Collection	5,128,800	5,205,132	5,278,543	5,007,395	5,100,000
Interest Earned	42,375	76,743	161,768	201,193	104,000
Unrealized Gain on Investments Held	(16,579)	(49,947)	128,545	181,070	-
Other Miscellaneous Revenue	13,084	4,136	26,333	2,407	-
Total 520-Sanitation	5,266,304	5,325,026	5,625,144	5,396,254	5,261,700
524-Sanitation Construction					
Other Asset Sales	-	(2,134)	-	-	-
Interest Earned	521	2,138	12,574	9,685	1,000
Total 524-Sanitation Construction	521	4	12,574	9,685	1,000
530-Water Equipment Replacement					
Other Asset Sales	42,822	77,042	9,156	5,135	-
Interest Earned	6,256	16,136	35,894	26,941	28,000
Total 530-Water Equipment Replacement	49,078	93,178	45,050	32,076	28,000

Revenue Schedule

Source of Revenue	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Preliminary Actuals	FY 2020-21 Budget
Enterprise Funds					
531-Sewer Equipment Replacement					
Other Asset Sales	16,960	3,800	-	13,710	-
Interest Earned	1,623	4,615	15,363	12,260	6,000
Total 531-Sewer Equipment Replacement	18,583	8,415	15,363	25,970	6,000
532-Sanitation Eqt. Replacement					
Other Asset Sales	46,826	45,717	29,012	-	-
Interest Earned	17,590	45,110	90,692	64,044	70,000
Total 532-Sanitation Eqt. Replacement	64,416	90,827	119,704	64,044	70,000
540-Water Development Impact Fees					
Development Fees	-	-	-	-	1,835,000
Total 540-Water Development Impact Fees	-	-	-	-	1,835,000
541-Sewer Development Impact Fees					
Development Fees	-	-	-	-	2,384,000
Interest Earned	-	-	-	-	75,000
Total 541-Sewer Development Impact Fees	-	-	-	-	2,459,000
Total Enterprise Funds	33,601,381	35,754,910	36,876,393	35,563,205	35,251,700
Internal Service Funds					
604-Printer - Copier Service Fund					
Copying/Printing Fees	291,045	312,998	328,819	-	-
Interest Earned	1,800	5,299	17,281	-	-
Total 604-Printer - Copier Service Fund	292,845	318,296	346,100	-	-
605-Risk Management Fund					
Risk Management Charges	1,881,340	1,874,890	1,934,540	1,731,380	918,800
Interest Earned	25,788	50,378	120,902	118,845	7,700
Unrealized Gain on Investments Held	(8,289)	(22,916)	59,433	83,718	25,300
Other Miscellaneous Revenue	-	13,533	117,198	79,721	13,500
Total 605-Risk Management Fund	1,898,839	1,915,886	2,232,074	2,013,664	965,300
606-Fleet Services Fund					
Fleet Management Charges	2,192,135	2,265,565	2,357,035	2,430,085	2,822,800
Other Miscellaneous Revenue	1,893	1,685	2,098	1,759	-
Total 606-Fleet Services Fund	2,194,028	2,267,250	2,359,133	2,431,844	2,822,800
607-Worker's Compensation Fund					
Workers Compensation Charges	-	-	1,021,143	735,929	-
Workers' Comp Rec'd by Employees	-	-	-	-	529,200
Total 607-Worker's Compensation Fund	-	-	1,021,143	735,929	529,200
Total Internal Service Funds	4,385,712	4,501,432	5,958,450	5,181,437	4,317,300

Revenue Schedule

Source of Revenue	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Preliminary Actuals	FY 2020-21 Budget
Trust & Agency Fund					
701-Volunteer Fire Fighter's Pension					
Interest Earned	1,100	2,558	4,965	3,170	3,000
Total 701-Volunteer Fire Fighter's Pension	1,100	2,558	4,965	3,170	3,000
Total Trust & Agency Fund	1,100	2,558	4,965	3,170	3,000
Misc					
911-Lakin Community Facility District Operating					
Current Year Real Prop. Tax	-	-	-	618	-
Total 911-Lakin Community Facility District Operating	-	-	-	618	-
Total Misc	-	-	-	618	-
Grand Total	159,486,992	170,816,281	174,233,868	155,131,815	180,905,061

Expenditure Schedule

Fund/Department	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Preliminary Actuals	FY 2020-21 Budget
General Fund					
City Administration	2,662,747	2,820,416	2,894,460	3,465,545	4,189,700
City Attorney	672,270	727,588	898,498	1,294,895	1,585,600
City Clerk	652,007	643,566	718,913	632,599	983,000
City Council	200,630	197,668	251,321	242,462	328,200
City Court	943,612	1,066,885	1,128,466	1,139,814	1,221,000
Development & Engineering Services	3,299,136	3,392,985	3,799,295	3,703,059	4,670,200
Economic Development	1,660,104	1,521,924	3,880,396	4,717,328	1,924,100
Finance & Budget	3,425,127	3,830,268	4,282,340	4,144,050	4,582,600
Fire and Medical	8,683,840	9,675,586	10,433,374	7,782,341	10,284,300
Human Resources	1,437,182	1,287,457	1,328,484	1,197,510	1,469,000
Indirect Costs	(2,956,160)	(3,104,210)	(3,104,210)	(3,104,210)	(4,702,100)
Information Technology	2,684,352	2,742,882	2,775,760	4,595,357	8,352,500
Marketing & Public Relations	672,461	690,937	721,151	616,248	916,200
Neighborhood and Family Services	2,222,836	2,252,368	2,278,530	2,436,109	3,897,900
Non-Departmental	1,678,388	4,956,895	365,978	521,178	12,872,100
Parks & Recreation Dept.	2,437,527	2,809,619	3,224,120	3,326,003	4,373,700
Police	16,126,594	17,255,364	17,860,401	14,145,714	20,742,000
Public Works	106,262	32,548	19,230	22,633	21,400
Economic Opportunities Fund	-	-	-	-	3,625,000
Total General Fund	46,608,914	52,800,745	53,756,506	50,878,634	81,336,400
Special Revenue					
Highway User Revenue Fund	3,266,784	3,572,530	4,251,469	3,929,097	4,151,700
Senior Nutrition	598,013	585,565	591,623	619,239	211,400
Community Action Program	138,074	155,429	151,143	236,147	198,300
Home Grant	373,073	729,465	878,661	152,002	1,092,300
Other Grants	601,341	601,988	847,204	962,558	16,269,800
Library Projects	30,088	11,000	43,830	25,145	8,800
Cemetery Maintenance Fund	12,274	12,032	7,655	2,416	15,700
Transit Fund	825,147	1,029,151	1,248,002	1,095,863	1,374,100
Co. R.I.C.O. w/Maricopa Atty	68,706	44,308	32,895	31,631	-
Court Payments	95,603	137,181	91,324	82,265	162,500
Regional Family Advocacy	1,159,623	1,276,605	1,286,550	1,179,104	1,821,600
0.5% Dedicated Sales Tax	4,550	-	885	12,705	-
Public Safety Dedicated Sales Tax	6,387,539	6,809,499	7,218,481	7,566,136	10,526,300
CDBG	292,509	256,735	376,960	377,389	2,955,000
Environmental Programs Fund	203,893	150,191	187,734	158,737	255,200
Public Arts Fund	44,016	14,400	28,134	56,082	167,000
Wildland Fire Deployment Fund	-	-	-	809	172,200
Tow Impound Fund	-	-	-	-	97,000
Tourism Fund	-	-	-	-	43,000
125 Plan	-	50	-	-	-
Total Special Revenue	14,101,233	15,386,130	17,242,550	16,487,324	39,521,900
Capital Projects					
Street Construction	7,452,069	7,350,529	6,677,482	5,708,244	17,542,000
Police Construction	-	156,818	238,526	3,543,936	5,061,900
Park Construction	3,071,821	1,382,875	14,799,642	10,496,403	3,436,000

Expenditure Schedule

Fund/Department	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Preliminary Actuals	FY 2020-21 Budget
Capital Projects					
Library Construction	38,545	20,475	-	-	-
Fire Construction	45,918	578,068	871,735	191,867	519,000
One Time Capital	413,168	1,130,883	869,579	6,658,800	9,455,000
Transit	-	-	-	-	500,000
Streets Development Impact Fee Fund	-	-	-	-	6,010,000
Parks Development Impact Fee Fund	-	-	-	-	4,000,000
General Obligation Bond Construction 2019	-	-	-	-	12,746,100
General Obligation Bond Construction 2021	-	-	-	-	9,417,000
PRO Bond Construction 2019	-	-	-	95,400	6,991,000
Vehicle Replacement	1,959,387	479,806	1,306,153	472,553	2,200,000
Equipment Replacement Fund	854,820	625,699	810,551	(220,918)	2,096,000
Total Capital Projects	13,835,728	11,725,154	25,573,667	26,946,285	79,974,000
Debt Service					
General Obligation Bonds	4,095,943	25,250,533	4,027,544	2,340,359	3,867,000
Hwy User's Bonds '85/91/98	402,788	330,000	-	-	-
Dysart Road M.D.C.	2,064,429	273,955	257,864	100	211,000
0.5% Dedicated Sales Tax Debt	33,573,208	5,790,593	5,535,112	3,830	4,680,000
2019 PRO Debt Service	-	-	-	119,133	769,000
Total Debt Service	40,136,366	31,645,081	9,820,520	2,463,423	9,527,000
Enterprise Funds					
Water Operations	14,882,269	15,083,532	14,372,101	9,693,426	13,903,400
Sewer Operations	11,259,927	10,455,276	9,604,558	5,408,868	9,140,600
Sewer Construction	1,135,671	1,171,728	1,446,375	846,237	12,561,000
Water Construction	1,373,005	1,486,591	1,441,964	1,701,972	18,017,000
Sanitation	4,647,258	4,854,092	5,068,815	4,610,845	5,755,200
Sanitation Construction	-	-	-	309,790	-
Water Equipment Replacement	10,330	22,806	58,924	833,473	185,000
Sewer Equipment Replacement	-	3,219	18,792	341,385	25,000
Sanitation Eq. Replacement	-	-	-	1,551,789	2,051,000
Water Development Impact Fees	-	-	-	-	1,000,000
Total Enterprise Funds	33,308,460	33,077,245	32,011,529	25,297,785	62,638,200
Internal Service Funds					
Printer - Copier Service Fund	148,699	213,458	205,344	-	-
Risk Management Fund	1,879,235	2,327,053	1,900,444	1,232,081	2,635,800
Fleet Services Fund	2,025,457	2,288,450	2,339,795	2,465,425	2,835,900
Worker's Compensation Fund	-	-	744,410	531,014	1,635,200
Total Internal Service Funds	4,053,391	4,828,961	5,189,993	4,228,520	7,106,900
Trust & Agency Fund					
Volunteer Fire Fighter's Pension	4,800	4,800	4,800	4,800	5,000
Total Trust & Agency Fund	4,800	4,800	4,800	4,800	5,000
General Fixed Asset					
General Fixed Asset	(17,046)	17,046	-	-	-

Expenditure Schedule

Fund/Department		FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Preliminary Actuals	FY 2020-21 Budget
General Fixed Asset						
Total	General Fixed Asset	(17,046)	17,046	-	-	-
Grand Total		152,031,847	149,485,162	143,599,565	126,306,770	280,109,400

Schedule of Interfund Transfers

Transfer From:	101 General Fund 101	201 Highway Users 201	229 Advocacy Center 229	230 Dedicated Sales Tax 230	235 Public Safety Sales Tax 235	245 Environmental 245	344 Library Development 344	501 Water Operations 501	503 Sewer Operations 503	520 Sanitation 520	605 Risk Management 605	Total
Transfer to Operating Funds												
101 General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 601,000	\$ 456,000	\$ -	\$ -	\$ 1,057,000
102 Economic Opportunities	\$ 3,625,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,625,000
202 Senior Nutrition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
203 Community Action Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
205 HOME Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
215 Transit Fund	\$ 1,082,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,082,200
229 Regional Family Advocacy	\$ 349,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 349,000
246 Public Arts	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Total Transfers to Operating	\$ 5,106,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 601,000	\$ 456,000	\$ -	\$ -	\$ 6,163,200
Transfer to Debt Funds												
430 Dedicated Sales Tax Debt	\$ -	\$ -	\$ -	\$ 4,675,000	\$ -	\$ -	\$ 208,000	\$ -	\$ -	\$ -	\$ -	\$ 4,883,000
431 2019 PRO Debt	\$ -	\$ -	\$ -	\$ 769,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 769,000
Total Transfer to Debt Service	\$ -	\$ -	\$ -	\$ 5,444,000	\$ -	\$ -	\$ 208,000	\$ -	\$ -	\$ -	\$ -	\$ 5,652,000
Transfer to Capital Funds												
304 Street Construction	\$ 3,950,000	\$ 3,550,000	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000,000
310 Park Construction	\$ 5,950,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,950,000
311 Library Development	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
322 One Time Capital	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700,000
513 Sewer Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,600,000	\$ -	\$ -	\$ 2,600,000
514 Water Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,500,000	\$ -	\$ -	\$ -	\$ 4,500,000
524 Sanitation Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000
530 Water Equipment Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 419,000	\$ -	\$ -	\$ -	\$ 419,000
531 Sewer Equipment Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 245,000	\$ -	\$ -	\$ 245,000
532 Sanitation Equip. Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,216,000	\$ -	\$ 1,216,000
601 Vehicle Replacement	\$ 600,000	\$ 252,000	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 855,000
603 Equipment Replacement	\$ 500,000	\$ 19,000	\$ 41,000	\$ -	\$ 119,000	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 684,000
Total Transfers to Capital Funds	\$ 11,850,000	\$ 3,821,000	\$ 44,000	\$ 500,000	\$ 119,000	\$ 2,000	\$ -	\$ 4,919,000	\$ 2,845,000	\$ 1,266,000	\$ 3,000	\$ 25,369,000
Total Transfers	\$ 16,956,200	\$ 3,821,000	\$ 44,000	\$ 5,944,000	\$ 119,000	\$ 2,000	\$ 208,000	\$ 5,520,000	\$ 3,301,000	\$ 1,266,000	\$ 3,000	\$ 37,184,200

*Schedule sets projected maximum amount. Actual transfer may be less

Schedule of Interfund Loans

Loan From:	General Fund 101	Police Development 308	Fire Development 319	Water Development 514	Total
Loan to Funds					
340 Street Development Impact Fee	\$ 5,454,000	\$ -	\$ -	\$ -	\$ 5,454,000
341 Police Development Impact Fee	\$ -	\$ 226,000	\$ -	\$ -	\$ 226,000
343 Parks Impact Fee	\$ 1,335,000	\$ -	\$ -	\$ -	\$ 1,335,000
342 Fire Impact Fee	\$ -	\$ -	\$ 1,066,000	\$ -	\$ 1,066,000
540 Water Impact Fee	\$ -	\$ -	\$ -	\$ 6,690,000	\$ 6,690,000
Total Transfers	\$ 6,789,000	\$ 226,000	\$ 1,066,000	\$ 6,690,000	\$ 14,771,000

*Schedule sets projected maximum amount. Actual loan may be less

Summary of Tax Levy, Net Assessed Values and Tax Rates

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Net Assessed Valuation				
Primary Assessed Value (Limited)	370,922,156	398,288,948	434,094,952	462,085,095
Secondary Assessed Value (Full Cash)	510,270,136	569,188,401	633,585,560	708,657,126
Maximum allowable primary property tax levy	2,782,287	2,914,679	3,039,967	3,145,875
Property Tax Levies				
Primary Property Taxes	2,782,287	2,914,679	3,039,967	3,145,875
Prior Year's Levies	37,500	36,490	0	0
Secondary Property Taxes	3,152,467	4,102,600	4,141,443	3,435,086
Total Property Tax Levy Amounts	5,972,254	7,053,769	7,181,410	6,580,961
Property Tax Collections*				
Primary Property Taxes	2,740,354	2,898,856	2,965,064	
Prior Years' Levies	21,704	32,664	28,027	
Total Primary Property Taxes Collected	2,762,058	2,931,520	2,993,091	
Secondary Property Taxes	3,138,635	4,174,643	4,142,589	
Prior Years' Levies	0	0	0	
Total Secondary Property Taxes Collected	3,138,635	4,174,643	4,142,589	
Secondary Property Taxes	0	0	618	
Total Secondary Property Taxes Collected	0	0	618	
Total Property Taxes Collected	5,900,693	7,106,163	7,136,298	
Property Tax Rates				
Primary Property Tax Rate	0.7501	0.7318	0.7003	0.6808
Secondary Property Tax Rate	0.8499	1.0300	0.9540	0.7434
Total City Property Tax Rate	1.6000	1.7618	1.6543	1.4242

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
101 General Fund					
City Administration					
City Administrative Office					
Assistant City Manager	2.00	2.00	2.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00	1.00
Council Assistant	-	-	-	-	0.50
Deputy City Manager	-	-	-	1.00	1.00
Executive Administrative Assistant	-	-	1.00	1.00	1.00
Executive Management Assistant	-	-	-	-	1.00
Management Analyst	-	-	-	1.00	1.00
Senior Executive Assistant	1.00	1.00	-	-	-
Total City Administrative Office	4.00	4.00	4.00	5.00	6.50
Intergovernmental Affairs					
Executive Management Assistant	-	-	1.00	1.00	-
Intergovernmental Affairs Administrator	-	-	1.00	1.00	1.00
Total Intergovernmental Affairs	-	-	2.00	2.00	1.00
Total City Administration	4.00	4.00	6.00	7.00	7.50
City Attorney					
City Attorney					
Assistant City Attorney	-	-	1.00	1.00	1.00
City Attorney	-	-	1.00	1.00	1.00
Deputy City Attorney	-	-	1.00	1.00	1.00
Legal Assistant	-	-	-	1.00	1.00
Legal Services Supervisor	-	-	1.00	1.00	-
Senior Paralegal	-	-	-	-	1.00
Total City Attorney	-	-	4.00	5.00	5.00
Information Technology					
Technology Administration					
Assistant Chief Information Officer	-	-	-	1.00	1.00
Chief Information Officer	1.00	1.00	1.00	1.00	1.00
IT Assistant	-	-	-	-	1.00
IT Systems Analyst	-	-	-	1.00	-
Senior Management Analyst	-	-	-	-	1.00
Total Technology Administration	1.00	1.00	1.00	3.00	4.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
101 General Fund					
Information Technology					
IT Infrastructure & Communications					
Assistant Chief Information Officer	-	-	1.00	-	-
IT Administrator Unix/Windows	1.00	1.00	-	-	-
IT Assistant Director	1.00	1.00	-	-	-
IT Systems Administrator	2.00	2.00	-	-	-
Network Engineer	1.00	1.00	-	-	-
Senior IT Network Engineer	-	-	1.00	1.00	2.00
Senior IT Systems Administrator	-	-	3.00	3.00	3.00
Total IT Infrastructure & Communications	5.00	5.00	5.00	4.00	5.00
IT Business Systems					
IT Application & Business Analyst	1.00	1.00	-	-	-
IT Application Developer	2.00	2.00	-	-	-
IT Applications Architect	-	-	1.00	1.00	1.00
IT Systems Analyst	1.00	1.00	2.00	1.00	1.00
Lead Developer/IT Architect	1.00	1.00	-	-	-
Senior IT Application Administrator	-	-	1.00	1.00	1.00
Senior IT Applications Developer	-	-	2.00	2.00	2.00
Total IT Business Systems	5.00	5.00	6.00	5.00	5.00
IT Customer Support					
IT Desktop Technician	-	-	1.00	1.00	1.00
IT Desktop Technician I	1.00	1.00	-	-	-
IT Desktop Technician II	2.00	2.00	-	-	-
Senior IT Desktop Technician	-	-	2.00	2.00	2.00
Total IT Customer Support	3.00	3.00	3.00	3.00	3.00
GIS					
GIS Analyst	-	-	2.00	2.00	2.00
GIS Manager	1.00	1.00	-	-	-
GIS Technician	-	-	-	1.00	1.00
GIS/GPS Technician II	1.00	1.00	-	-	-
Total GIS	2.00	2.00	2.00	3.00	3.00
Total Information Technology	16.00	16.00	17.00	18.00	20.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
101 General Fund					
Marketing & Public Relations					
Grants Administration					
Grants Administrator	1.00	1.00	-	-	-
Total Grants Administration	1.00	1.00	-	-	-
Public Information Office					
Communications and Marketing Program Manager	-	-	1.00	1.00	1.00
Community Relations Director	1.00	1.00	1.00	1.00	-
Digital and Communications Specialist	-	-	-	-	1.00
Digital Media Program Manager	-	-	1.00	1.00	1.00
Executive Management Assistant	1.00	1.00	-	-	-
Graphic Designer	-	-	-	1.00	1.00
Marketing & Public Relations Director	-	-	-	-	1.00
Public Information Officer	1.00	1.00	-	-	-
Web Services and Media Coordinator	1.00	1.00	-	-	-
Total Public Information Office	4.00	4.00	3.00	4.00	5.00
Intergovernmental Affairs					
Asst Director/Intergov Affairs	1.00	1.00	-	-	-
Total Intergovernmental Affairs	1.00	1.00	-	-	-
Total Marketing & Public Relations	6.00	6.00	3.00	4.00	5.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
101 General Fund					
Finance & Budget					
Accounting					
Accountant	1.00	1.00	2.50	1.50	2.00
Accounting Manager	-	-	-	1.00	1.00
Accounting Specialist	-	-	-	1.00	2.00
Accounts Payable Clerk	-	-	2.00	2.00	1.00
Administrative Assistant	1.00	1.00	-	-	-
AP and Payroll Supervisor	-	-	1.00	1.00	1.00
Finance & Budget Assistant Director	1.00	1.00	1.00	-	-
Finance & Budget Director	1.00	1.00	-	-	-
Payroll Specialist	1.00	1.00	2.00	-	-
Privilege Tax Audit Supervisor	1.00	1.00	-	-	-
Privilege Tax Auditor	1.00	1.00	-	-	-
Revenue Collector	1.00	1.00	-	-	-
Senior Account Clerk	5.50	4.50	-	-	-
Senior Accountant	2.00	2.00	2.00	2.00	2.00
Senior Management Analyst	-	-	-	1.00	1.00
Total Accounting	15.50	14.50	10.50	9.50	10.00
Finance Administration					
Administrative Assistant	-	-	1.00	1.00	1.00
Finance & Budget Assistant Director	-	-	1.00	1.00	1.00
Finance & Budget Director	-	-	1.00	1.00	1.00
Senior Internal Auditor	-	-	-	1.00	1.00
Total Finance Administration	-	-	3.00	4.00	4.00
Revenue					
Accountant/Privilege Tax Auditor	-	-	1.00	1.00	1.00
Accounting Clerk	-	-	2.00	2.00	2.00
Revenue Manager	-	-	1.00	1.00	1.00
Total Revenue	-	-	4.00	4.00	4.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
101 General Fund					
Finance & Budget					
Customer Service & Utility Billing					
Customer Service Field Representative	-	-	1.00	1.00	1.00
Customer Service Manager	1.00	1.00	1.00	1.00	1.00
Customer Service Representative	-	-	2.00	2.00	2.00
Customer Service Supervisor	1.00	1.00	-	-	-
Lead Customer Service Representative	-	1.00	1.00	1.00	1.00
Senior Account Clerk	8.00	7.00	-	-	-
Senior Customer Service Representative	-	-	3.00	3.00	3.00
Total Customer Service & Utility Billing	10.00	10.00	8.00	8.00	8.00
Procurement					
Contract Administrator	-	-	-	-	-
Contracts Administrator	-	-	-	1.00	1.00
Procurement Manager	-	-	1.00	1.00	1.00
Senior Buyer	-	-	2.00	2.00	3.00
Total Procurement	-	-	3.00	4.00	5.00
Budget and Research					
Budget Manager	1.00	1.00	1.00	1.00	1.00
Procurement Officer	1.00	2.00	-	-	-
Senior Budget Analyst	2.00	2.00	2.00	2.00	2.00
Total Budget and Research	4.00	5.00	3.00	3.00	3.00
Total Finance & Budget	29.50	29.50	31.50	32.50	34.00
Human Resources					
Human Resources					
Benefits Administrator	1.00	1.00	-	-	-
Benefits Program Manager	-	-	1.00	1.00	1.00
HR Assistant Director	1.00	1.00	-	-	-
Human Resources Assistant Director	-	-	1.00	1.00	1.00
Human Resources Director	1.00	1.00	1.00	1.00	1.00
Human Resources Specialist	-	-	2.00	2.00	2.00
Human Resources Technician	2.00	2.00	-	-	-
Senior HR Analyst	3.00	3.00	-	-	-
Senior Human Resources Analyst	-	-	3.00	3.00	4.00
Total Human Resources	8.00	8.00	8.00	8.00	9.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
101 General Fund					
Development & Engineering Services					
Planning					
Development Services Representative	1.00	1.00	-	-	-
Division Lead Planner	-	-	1.00	1.00	1.00
Planner	-	-	1.00	1.00	1.00
Planner II	2.00	2.00	-	-	-
Planning and Zoning Specialist	1.00	1.00	-	-	-
Planning Manager	1.00	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	2.00	2.00	2.00
Total Planning	6.00	6.00	5.00	5.00	5.00
Building Services					
Building Permit Technician	-	-	1.00	1.00	1.00
Building/Fire Inspector	2.00	2.00	-	-	-
Chief Building Official	1.00	1.00	1.00	1.00	1.00
Development Services Representative	-	-	1.00	1.00	1.00
Senior Building Inspector	-	-	-	-	3.00
Senior Building/Fire Inspector	-	-	2.00	2.00	-
Senior Plans Examiner	1.00	1.00	1.00	1.00	1.00
Total Building Services	4.00	4.00	6.00	6.00	7.00
Development Svcs Administration					
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Assistant Director	-	-	-	-	-
Development & Engineering Services Assistant Director	-	-	-	1.00	1.00
Development & Engineering Services Director	-	-	1.00	1.00	1.00
Development Services and Engineering Director	1.00	1.00	-	-	-
Management Analyst	-	-	1.00	1.00	1.00
Management Assistant	1.00	1.00	-	-	-
Senior Management Analyst	-	-	1.00	1.00	1.00
Total Development Svcs Administration	3.00	3.00	4.00	5.00	5.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
101 General Fund					
Development & Engineering Services					
Engineering					
CIP Manager	-	-	-	1.00	1.00
City Engineer	1.00	1.00	1.00	1.00	1.00
Construction Manager	-	-	1.00	1.00	1.00
Construction Project Manager	1.00	1.00	-	-	-
Engineering Inspector	2.00	2.00	2.00	2.00	3.00
Engineering Permit Technician	-	-	-	-	1.00
Engineering Plan Review Manager	1.00	1.00	-	-	-
Engineering Project Manager	2.00	2.00	3.00	2.00	2.00
Engineering Technician II	1.00	1.00	-	-	-
Senior Engineering Technician	-	-	1.00	1.00	1.00
Total Engineering	8.00	8.00	8.00	8.00	10.00
Code Enforcement					
Code Compliance Manager	-	-	-	-	1.00
Code Compliance Officer	-	-	-	-	4.00
Senior Code Compliance Officer	-	-	-	-	1.00
Total Code Enforcement	-	-	-	-	6.00
Total Development & Engineering Services	21.00	21.00	23.00	24.00	33.00
City Clerk					
City Clerk					
Administrative Clerk	-	-	-	-	1.00
Administrative Clerk - Passports	-	-	-	-	-
Administrative Clerk	-	-	-	0.50	-
City Clerk	1.00	1.00	1.00	1.00	1.00
City Clerk Assistant II	2.00	2.00	-	-	-
City Clerk Specialist	-	-	4.00	4.00	4.00
Deputy City Clerk	-	-	1.00	1.00	1.00
Records Administrator	1.00	1.00	-	-	-
Senior Administrative Clerk	2.00	2.00	-	-	-
Total City Clerk	6.00	6.00	6.00	6.50	7.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
101 General Fund					
Police					
Police - Administration					
Administrative Assistant	-	-	1.00	1.00	1.00
Administrative Assistant to the Police Chief	1.00	1.00	-	-	-
Assistant Police Chief	2.00	2.00	1.00	2.00	2.00
Police Administration Manager	-	-	1.00	1.00	1.00
Police Chief	1.00	1.00	1.00	1.00	1.00
Police Crime Analyst	1.00	1.00	-	-	-
Police Officer	1.00	1.00	1.00	1.00	1.00
Police Sergeant	2.00	2.00	-	-	-
Policy and Procedures Analyst	1.00	1.00	-	-	-
Senior Management Assistant	1.00	1.00	-	-	-
Volunteer Coordinator	-	-	1.00	1.00	1.00
Total Police - Administration	10.00	10.00	6.00	7.00	7.00
Police - Community Services					
Community Service Advocate	1.00	1.00	-	-	-
Community Service Supervisor	1.00	1.00	-	-	-
Community Services Advocate	-	-	1.00	1.00	1.00
Police Community Services Supervisor	-	-	1.00	1.00	1.00
Police Officer	-	-	1.00	1.00	2.00
Senior Administrative Clerk	1.00	1.00	-	-	-
Total Police - Community Services	3.00	3.00	3.00	3.00	4.00
Police - Patrol Support					
Animal Control Officer	2.00	2.00	2.00	2.00	2.00
Municipal Security Guard	-	-	-	-	3.00
Park Ranger	1.00	2.00	1.00	3.00	3.00
Police Support Services Supervisor	1.00	1.00	1.00	1.00	1.00
Property & Evidence Custodian	2.00	2.00	2.00	2.00	2.00
Total Police - Patrol Support	6.00	7.00	6.00	8.00	11.00
Police - Professional Standards Bureau					
Police Officer	-	-	2.00	2.00	2.00
Police Sergeant	-	-	2.00	2.00	2.00
Policy and Procedures Analyst	-	-	1.00	1.00	1.00
Total Police - Professional Standards Bureau	-	-	5.00	5.00	5.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
101 General Fund					
Police					
Police - Communications					
911 Call Taker	2.00	2.00	-	-	-
CAD-RMS Applications Administrator	1.00	1.00	-	-	-
Communications Manager	1.00	1.00	-	-	-
Communications Supervisor	4.00	4.00	-	-	-
Police Communications Dispatcher	-	-	16.00	16.00	16.00
Police Communications Manager	-	-	1.00	1.00	1.00
Police Communications Supervisor	-	-	4.00	4.00	4.00
Public Safety Dispatcher	13.00	13.00	-	-	-
Total Police - Communications	21.00	21.00	21.00	21.00	21.00
Police - Records					
CAD-RMS Systems Analyst	-	-	1.00	1.00	1.00
Police Records Clerk	4.00	4.00	4.00	4.00	4.00
UCR and Alarm Coordinator	-	-	1.00	1.00	1.00
Total Police - Records	4.00	4.00	6.00	6.00	6.00
Police - Traffic					
Police Records/30 Day Tow Supervisor	1.00	1.00	-	-	-
Police Traffic Program Coordinator	1.00	1.00	-	-	-
Records and Vehicle Impound Supervisor	-	-	1.00	1.00	1.00
Vehicle Impound Coordinator	-	-	1.00	1.00	-
Total Police - Traffic	2.00	2.00	2.00	2.00	1.00
Police - COPS Hiring ARRA					
Police Officer	5.00	-	-	-	-
Total Police - COPS Hiring ARRA	5.00	-	-	-	-
Police - Detention Services					
Detention Officer	4.00	4.00	5.00	5.00	5.00
Detention Supervisor	2.00	2.00	2.00	2.00	2.00
Total Police - Detention Services	6.00	6.00	7.00	7.00	7.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
101 General Fund					
Police					
Police - Patrol					
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Detention Support Services Manager	-	-	1.00	1.00	1.00
Police Lieutenant	3.00	3.00	3.00	3.00	3.00
Police Officer	38.00	43.00	41.00	41.00	45.00
Police Officer - Over Hire	-	-	-	3.00	3.00
Police Sergeant	9.00	9.00	9.00	9.00	10.00
Volunteer Coordinator	1.00	1.00	-	-	-
Total Police - Patrol	52.00	57.00	55.00	58.00	63.00
Police - Investigations					
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Identification Technician	1.00	1.00	1.00	1.00	1.00
Police Crime Analyst	-	-	1.00	1.00	1.00
Police Lieutenant	1.00	1.00	1.00	1.00	1.00
Police Officer	12.00	12.00	13.00	14.00	14.00
Police Sergeant	4.00	4.00	4.00	4.00	5.00
School Resource Officer	-	-	-	-	-
Total Police - Investigations	19.00	19.00	21.00	22.00	23.00
Police - Community Action Team (CAT)					
Police Officer	6.00	6.00	5.00	5.00	9.00
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Total Police - Community Action Team (CAT)	7.00	7.00	6.00	6.00	10.00
Police - Agua Fria SRO					
Police Officer	1.00	1.00	1.00	1.00	2.00
Total Police - Agua Fria SRO	1.00	1.00	1.00	1.00	2.00
Police - Tolleson Union SRO					
Police Officer	2.00	2.00	2.00	3.00	3.00
Total Police - Tolleson Union SRO	2.00	2.00	2.00	3.00	3.00
Police - GIITEM					
Police Officer	1.00	1.00	1.00	-	-
Total Police - GIITEM	1.00	1.00	1.00	-	-
Total Police	139.00	140.00	142.00	149.00	163.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
101 General Fund					
City Court					
Court					
Court Clerk I	4.00	4.00	4.00	4.00	4.00
Court Clerk II	1.00	1.00	1.00	1.00	1.00
Court Clerk III	2.00	3.00	3.00	3.00	3.00
Court Supervisor	1.00	1.00	1.00	1.00	1.00
Municipal Judge	1.00	1.00	1.00	1.00	1.00
Senior Court Clerk	1.00	1.00	1.00	1.00	1.00
Total Court	10.00	11.00	11.00	11.00	11.00
Court Security					
Court Security Officer	0.20	0.20	0.20	0.20	-
Lead Court Security Officer	-	-	-	-	0.20
Total Court Security	0.20	0.20	0.20	0.20	0.20
Total City Court	10.20	11.20	11.20	11.20	11.20
Fire and Medical					
Community Risk Reduction					
Community Outreach Coordinator	-	-	1.00	1.00	1.00
Community Risk Reduction/Fire Investigator	-	-	2.00	2.00	2.00
Fire Inspector I	1.00	-	-	-	-
Fire Inspector II	1.00	2.00	-	-	-
Fire Marshal	-	-	1.00	1.00	1.00
Fire Marshall	1.00	1.00	-	-	-
Public Education Specialist	1.00	1.00	-	-	-
Total Community Risk Reduction	4.00	4.00	4.00	4.00	4.00
Fire - Administration					
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Assistant Fire Chief	-	1.00	1.00	1.00	1.00
Deputy Fire Chief	1.00	-	1.00	1.00	1.00
Fire Chief	1.00	1.00	1.00	1.00	1.00
Fire Division Chief	1.00	2.00	-	-	-
Logistics & Physical Resources Coordinator	-	-	-	1.00	1.00
Senior Management Analyst	-	-	-	1.00	1.00
Support Services Technician	-	-	-	-	-
Total Fire - Administration	4.00	5.00	4.00	6.00	6.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
101 General Fund					
Fire and Medical					
Emergency Management					
Senior Advisor for Emergency Preparedness	-	-	1.00	-	-
Sr Advisor for Emergency Preparedness and Community Medical Service Initiatives	1.00	1.00	-	-	-
Total Emergency Management	1.00	1.00	1.00	-	-
Fire - Professional Development					
Fire Captain	2.00	2.00	2.00	2.00	2.00
Fire Division Chief	-	-	1.00	1.00	1.00
Total Fire - Professional Development	2.00	2.00	3.00	3.00	3.00
Fire - Intervention Services					
Battalion Chief	3.00	2.00	-	-	-
Fire Battalion Chief	-	-	3.00	3.00	3.00
Fire Captain	12.00	12.00	11.00	11.00	11.00
Fire Engineer	11.00	11.00	11.00	11.00	11.00
Firefighter	23.00	23.00	23.00	23.00	23.00
Total Fire - Intervention Services	49.00	48.00	48.00	48.00	48.00
Emergency Medical Services					
Deputy Fire Chief	-	-	-	-	1.00
Total Emergency Medical Services	-	-	-	-	1.00
Total Fire and Medical	60.00	60.00	60.00	61.00	62.00
Economic Development					
Economic Development					
Business Development Manager	-	-	-	2.00	3.00
Economic Development Analyst	1.00	1.00	1.00	1.00	1.00
Economic Development Assistant Director	-	-	-	1.00	1.00
Economic Development Director	1.00	1.00	1.00	1.00	1.00
Employment & Business Development Professional	-	-	2.00	1.00	-
Employment and Business Development Specialist	2.00	2.00	-	-	-
Total Economic Development	4.00	4.00	4.00	6.00	6.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
101 General Fund					
Parks & Recreation Dept.					
Building Maintenance					
Building Maintenance Worker	-	-	-	-	-
Park Assistant	1.00	1.00	-	-	-
Park Specialist	-	-	-	-	-
Parks & Recreation Facilities Lead	-	-	1.00	1.00	-
Parks & Recreation Facilities Specialist	1.00	1.00	-	-	-
Parks Maintenance Lead	-	-	-	-	1.00
Parks Maintenance Supervisor	-	-	1.00	1.00	1.00
Parks Maintenance Worker	-	-	5.00	6.00	6.00
Parks Specialist	-	-	-	1.50	3.00
Parks Technician	-	-	2.00	2.00	2.00
Total Building Maintenance	2.00	2.00	9.00	11.50	13.00
Building Maintenance					
Building Maintenance Worker	2.00	2.00	-	1.00	1.00
Craftsperson	1.00	1.00	-	-	-
Facilities Manager	1.00	1.00	1.00	1.00	1.00
Lead Building Maintenance Worker	-	-	1.00	1.00	1.00
Senior Building Maintenance Worker	-	-	2.00	2.00	2.00
Total Building Maintenance	4.00	4.00	4.00	5.00	5.00
PRL Administration					
Administrative Assistant	1.00	1.00	1.00	-	-
Management Analyst	-	-	-	1.00	1.00
Parks, Recreation & Libraries Assistant Director	-	-	1.00	1.00	1.00
Parks, Recreation & Libraries Director	-	-	1.00	1.00	-
Parks, Recreation & Libraries Services Director	1.00	1.00	-	-	-
Parks, Recreation Director	-	-	-	-	1.00
PRLD Assistant Director	1.00	1.00	-	-	-
Total PRL Administration	3.00	3.00	3.00	3.00	3.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
101 General Fund					
Parks & Recreation Dept.					
Library - Sam Garcia					
Librarian	1.00	1.00	-	-	-
Library Assistant	2.25	2.25	-	-	-
Library Branch Manager	1.00	1.00	-	-	-
Library Page	0.50	0.50	-	-	-
Library Paraprofessional	1.50	1.50	-	-	-
Total Library - Sam Garcia	6.25	6.25	-	-	-
Library - Civic Center					
Librarian	1.00	1.00	-	-	-
Library Assistant	2.00	2.00	-	-	-
Library Branch Manager	1.00	1.00	-	-	-
Library Page	1.00	1.00	-	-	-
Library Paraprofessional	1.50	1.50	-	-	-
Total Library - Civic Center	6.50	6.50	-	-	-
Library Administration					
IT Systems Analyst - Library	1.00	1.00	-	-	-
Library Manager	1.00	1.00	-	-	-
Total Library Administration	2.00	2.00	-	-	-
Recreation					
Administrative Assistant	1.00	-	-	-	-
Customer Service Specialist	-	-	-	1.00	1.00
Recreation Assistant	0.50	-	-	8.00	7.50
Recreation Coordinator	1.00	1.00	2.00	2.00	2.00
Recreation Programmer	-	-	-	-	2.00
Recreation Specialist	1.00	2.00	-	2.00	0.50
Recreation Supervisor	-	-	1.00	1.00	1.00
Sports Specialist	0.50	-	-	-	-
Total Recreation	4.00	3.00	3.00	14.00	14.00
Total Parks & Recreation Dept.	27.75	26.75	19.00	33.50	35.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
101 General Fund					
Neighborhood and Family Services					
Neighborhood & Family Services Admin					
Administrative Assistant	2.00	2.00	1.00	1.00	1.00
Assistant Director	-	-	-	-	-
Community Engagement Coordinator	1.00	-	-	-	-
Neighborhood & Family Services Assistant Director	-	-	-	1.00	1.00
Neighborhood & Family Services Director	1.00	1.00	1.00	1.00	1.00
Neighborhood Specialist	-	1.00	-	-	-
Revitalization Project Manager	1.00	1.00	-	-	-
Total Neighborhood & Family Services Admin	5.00	5.00	2.00	3.00	3.00
Family Services					
Administrative Assistant	-	-	-	-	2.00
Family Services Manager	1.00	1.00	1.00	1.00	1.00
Youth Services and Community Engagement Supervisor	1.00	-	-	-	-
Total Family Services	2.00	1.00	1.00	1.00	3.00
Youth Services Division					
Community Engagement Coordinator	-	1.00	1.00	1.00	-
Community Engagement Manager	-	-	1.00	1.00	-
Youth and Community Engagement Coordinator	-	-	-	-	1.00
Youth and Community Engagement Manager	-	-	-	-	1.00
Youth Services and Community Engagement Supervisor	-	1.00	-	-	-
Total Youth Services Division	-	2.00	2.00	2.00	2.00
Code Enforcement					
Administrative Assistant	-	-	1.00	1.00	-
Code Compliance Manager	1.00	1.00	1.00	1.00	-
Code Compliance Officer	-	-	4.00	4.00	-
Code Compliance Specialist	1.00	1.00	-	-	-
Code Enforcement Officer	4.00	4.00	-	-	-
Neighborhood Preservation Tech	1.00	-	-	-	-
Senior Code Compliance Officer	-	-	1.00	1.00	-
Total Code Enforcement	7.00	6.00	7.00	7.00	-

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
101 General Fund					
Neighborhood and Family Services					
Revitalization					
Neighborhood Revitalization Manager	-	-	1.00	1.00	1.00
Neighborhood Specialist	-	-	1.00	1.00	1.00
Total Revitalization	-	-	2.00	2.00	2.00
Community Action Program					
Human Services Specialist	-	-	-	1.00	1.00
Total Community Action Program	-	-	-	1.00	1.00
Library - Sam Garcia					
Librarian	-	-	1.00	-	-
Library Assistant	-	-	2.00	2.25	2.25
Library Branch Supervisor	-	-	-	1.00	1.00
Library Operations Manager	-	-	1.00	1.00	1.00
Library Page	-	-	0.50	0.50	0.50
Library Programs Specialist	-	-	1.50	1.50	1.50
Total Library - Sam Garcia	-	-	6.00	6.25	6.25
Library - Civic Center					
Community Outreach Manager	-	-	1.00	1.00	1.00
Librarian	-	-	1.00	-	-
Library Assistant	-	-	2.25	2.00	3.00
Library Branch Supervisor	-	-	-	1.00	1.00
Library Page	-	-	1.00	1.00	1.00
Library Programs Specialist	-	-	1.50	1.50	1.50
Total Library - Civic Center	-	-	6.75	6.50	7.50
Library Administration					
IT Systems Analyst - Library	-	-	1.00	1.00	1.00
Library Manager	-	-	1.00	1.00	1.00
Total Library Administration	-	-	2.00	2.00	2.00
Total Neighborhood and Family Services	14.00	14.00	28.75	30.75	26.75
101 General Fund Total	345.45	346.45	363.45	396.45	424.45
201 Highway User Revenue Fund					
Development & Engineering Services					
Engineering					
Pavement Management Coordinator	1.00	1.00	1.00	1.00	1.00
Total Engineering	1.00	1.00	1.00	1.00	1.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
201 Highway User Revenue Fund					
Development & Engineering Services					
Traffic Engineering					
Assistant Traffic Engineer	-	1.00	1.00	1.00	1.00
Lead Traffic Signal Technician	-	-	1.00	1.00	1.00
Senior Traffic Signal Technician	-	-	1.00	1.00	1.00
Signal Technician	1.00	1.00	-	-	-
Streetlight Technician	2.00	2.00	-	-	-
Traffic Engineer	1.00	1.00	1.00	1.00	1.00
Traffic Operations Supervisor	1.00	1.00	1.00	1.00	1.00
Traffic Operations Technician	2.00	2.00	2.00	2.00	2.00
Traffic Signal Technician	-	-	1.00	1.00	1.00
Total Traffic Engineering	7.00	8.00	8.00	8.00	8.00
Total Development & Engineering Services	8.00	9.00	9.00	9.00	9.00
Public Works					
Streets					
Administrative Assistant	0.05	0.15	0.15	0.15	0.10
Customer Service Representative	-	-	-	-	0.05
Equipment Operator	7.00	7.00	8.00	8.00	8.00
Executive Assistant	0.05	-	-	-	-
Field Operations Assistant Director	0.05	0.05	-	-	-
Field Operations Crew Leader	1.00	-	-	-	-
Lead Equipment Operator	-	1.00	1.00	1.00	1.00
Public Works Assistant Director	-	-	0.05	0.05	0.05
Public Works Director	-	-	0.05	0.05	0.05
Public Works Superintendent	-	-	-	-	0.50
Senior Equipment Operator	-	-	1.00	1.00	1.00
Senior Management Analyst	-	-	0.05	0.05	0.05
Senior Management Assistant	0.05	0.05	-	-	-
Street Maintenance Supervisor	1.00	1.00	-	-	-
Streets Supervisor	-	-	1.00	1.00	1.00
Water Resources Director	0.05	0.05	-	-	-
Total Streets	9.25	9.30	11.30	11.30	11.80
Total Public Works	9.25	9.30	11.30	11.30	11.80
201 Highway User Revenue Fund Total	17.25	18.30	20.30	20.30	20.80

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
202 Senior Nutrition					
Neighborhood and Family Services					
Congregate Meals					
Cook	0.80	0.80	0.80	0.80	0.80
Recreation Assistant	0.50	0.50	-	-	-
Recreation Coordinator	0.25	0.25	-	-	-
Recreation Specialist	0.25	0.25	-	-	-
Senior Programs Assistant	-	-	0.50	0.25	0.25
Senior Programs Coordinator	-	-	0.25	0.25	0.25
Senior Programs Specialist	-	-	0.25	0.25	0.25
Total Congregate Meals	1.80	1.80	1.80	1.55	1.55
Home Delivered Meals					
Cook	1.20	1.20	1.20	1.20	1.20
HDM Driver	0.25	0.25	-	-	-
Recreation Coordinator	0.25	0.25	-	-	-
Recreation Specialist	0.50	0.50	-	-	-
Senior Programs Coordinator	-	-	0.25	0.25	0.25
Senior Programs Driver	-	-	0.25	1.25	1.25
Senior Programs Specialist	-	-	0.50	0.50	0.50
Total Home Delivered Meals	2.20	2.20	2.20	3.20	3.20
MCSO					
Recreation Assistant	0.50	0.50	-	-	-
Recreation Coordinator	0.25	0.25	-	-	-
Recreation Specialist	1.15	1.15	-	-	-
Senior Programs Assistant	-	-	0.50	0.25	0.25
Senior Programs Coordinator	-	-	0.25	0.25	0.25
Senior Programs Specialist	-	-	1.15	1.15	1.15
Total MCSO	1.90	1.90	1.90	1.65	1.65

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
202 Senior Nutrition					
Neighborhood and Family Services					
Soc. Svcs - Senior Transportation					
HDM Driver	0.25	0.25	-	-	-
Recreation Coordinator	0.25	0.25	-	-	-
Recreation Specialist	0.10	0.10	-	-	-
Senior Programs Assistant	-	-	-	0.50	0.50
Senior Programs Coordinator	-	-	0.25	0.25	0.25
Senior Programs Driver	-	-	0.25	1.25	1.25
Senior Programs Specialist	-	-	0.10	0.10	0.10
Total Soc. Svcs - Senior Transportation	0.60	0.60	0.60	2.10	2.10
Total Neighborhood and Family Services	6.50	6.50	6.50	8.50	8.50
202 Senior Nutrition Total	6.50	6.50	6.50	8.50	8.50
203 Community Action Program					
Neighborhood and Family Services					
Community Action Program					
Human Services Specialist	-	-	2.00	1.00	1.00
Social Services Coordinator	2.00	2.00	-	-	-
Total Community Action Program	2.00	2.00	2.00	1.00	1.00
Maricopa County Shelter & Homeless Svcs					
Homeless Services Specialist	-	-	-	1.00	1.00
Total Maricopa County Shelter & Homeless Svcs	-	-	-	1.00	1.00
Total Neighborhood and Family Services	2.00	2.00	2.00	2.00	2.00
203 Community Action Program Total	2.00	2.00	2.00	2.00	2.00
209 Other Grants					
Fire and Medical					
Technical Rescue Response					
AZCFSE Program Coordinator	2.00	2.00	-	-	-
Total Technical Rescue Response	2.00	2.00	-	-	-
State Fire Training					
AZCFSE Program Coordinator	-	-	2.00	2.00	2.00
Total State Fire Training	-	-	2.00	2.00	2.00
Total Fire and Medical	2.00	2.00	2.00	2.00	2.00
Neighborhood and Family Services					
Care 1st Resource Center					
Resource Center Coordinator	-	-	-	1.00	1.00
Total Care 1st Resource Center	-	-	-	1.00	1.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
209 Other Grants					
Neighborhood and Family Services					
First Things First					
Family Education Assistant	-	-	-	1.00	1.00
Family Education Specialist	-	-	-	1.00	1.00
Total First Things First	-	-	-	2.00	2.00
Total Neighborhood and Family Services	-	-	-	3.00	3.00
209 Other Grants Total	2.00	2.00	2.00	5.00	5.00
215 Transit Fund					
Marketing & Public Relations					
Transit Operations					
Management Assistant	1.00	1.00	-	-	-
Total Transit Operations	1.00	1.00	-	-	-
215 Transit Fund Total	1.00	1.00	-	-	-
227 Court Payments					
City Court					
Court Security					
Court Security Officer	0.80	0.80	0.80	0.80	-
Lead Court Security Officer	-	-	-	-	0.80
Total Court Security	0.80	0.80	0.80	0.80	0.80
Total City Court	0.80	0.80	0.80	0.80	0.80
227 Court Payments Total	0.80	0.80	0.80	0.80	0.80
229 Regional Family Advocacy					
Police					
Police - Family Advocacy Center					
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
FAC Manager	1.00	1.00	-	-	-
Family Advocacy Center Manager	-	-	1.00	1.00	1.00
Family Advocacy Center Prevention Specialist	-	-	1.00	1.00	1.00
Family Advocacy Center Victim Advocate	1.00	1.00	1.00	1.00	1.00
Mental Health Therapist	-	-	-	2.00	2.00
Police Forensic Interviewer	1.00	1.00	1.00	1.00	1.00
Prevention Specialist	1.00	1.00	-	-	-
Total Police - Family Advocacy Center	5.00	5.00	5.00	7.00	7.00
Total Police	5.00	5.00	5.00	7.00	7.00
229 Regional Family Advocacy Total	5.00	5.00	5.00	7.00	7.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
235 Public Safety Dedicated Sales Tax					
Police					
Police - Traffic					
Police Officer	5.00	5.00	5.00	6.00	6.00
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Traffic Officer	-	-	-	-	-
Total Police - Traffic	6.00	6.00	6.00	7.00	7.00
Police - Detention Services					
Detention Officer	3.00	3.00	3.00	3.00	3.00
Total Police - Detention Services	3.00	3.00	3.00	3.00	3.00
Police - Patrol					
Community Service Officer	1.00	1.00	1.00	1.00	1.00
Criminal Investigations Detective	-	-	-	-	-
Patrol Officer	-	-	-	-	-
Police Lieutenant	2.00	2.00	2.00	2.00	2.00
Police Officer	23.00	23.00	23.00	29.00	29.00
Total Police - Patrol	26.00	26.00	26.00	32.00	32.00
Police - Investigations					
Identification Technician	-	1.00	1.00	1.00	1.00
Police Officer	2.00	2.00	2.00	2.00	2.00
Property & Evidence Supervisor	1.00	1.00	1.00	1.00	1.00
Total Police - Investigations	3.00	4.00	4.00	4.00	4.00
Total Police	38.00	39.00	39.00	46.00	46.00
City Court					
Court					
Court Administrator	1.00	1.00	1.00	1.00	1.00
Court Clerk II	1.00	1.00	1.00	1.00	1.00
Total Court	2.00	2.00	2.00	2.00	2.00
Total City Court	2.00	2.00	2.00	2.00	2.00
Fire and Medical					
Fire - Intervention Services					
Battalion Chief	1.00	1.00	-	-	-
Fire Captain	3.00	3.00	4.00	4.00	4.00
Fire Engineer	4.00	4.00	4.00	4.00	4.00
Firefighter	7.00	7.00	7.00	7.00	7.00
Total Fire - Intervention Services	15.00	15.00	15.00	15.00	15.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
235 Public Safety Dedicated Sales Tax					
Fire and Medical					
Total Fire and Medical	15.00	15.00	15.00	15.00	15.00
235 Public Safety Dedicated Sales Tax Total	55.00	56.00	56.00	63.00	63.00
240 CDBG					
Neighborhood and Family Services					
Neighborhood & Family Services Admin					
CDBG Program Manager	1.00	1.00	-	-	-
Community Development Coordinator	-	-	-	-	-
Housing and Community Development Manager	-	-	1.00	1.00	1.00
Housing Rehabilitation Coordinator	-	-	-	1.00	1.00
Total Neighborhood & Family Services Admin	1.00	1.00	1.00	2.00	2.00
Total Neighborhood and Family Services	1.00	1.00	1.00	2.00	2.00
240 CDBG Total	1.00	1.00	1.00	2.00	2.00
245 Environmental Programs Fund					
Development & Engineering Services					
Environmental Programs					
Environmental & Sustainability Program Manager	-	-	1.00	-	-
Environmental Program Manager	1.00	1.00	-	-	-
Sustainability Officer	-	-	-	1.00	1.00
Total Environmental Programs	1.00	1.00	1.00	1.00	1.00
Total Development & Engineering Services	1.00	1.00	1.00	1.00	1.00
245 Environmental Programs Fund Total	1.00	1.00	1.00	1.00	1.00
255 Tow Impound Fund					
Police					
Police - Traffic					
Vehicle Impound Coordinator	-	-	-	-	1.00
Total Police - Traffic	-	-	-	-	1.00
255 Tow Impound Fund Total	-	-	-	-	1.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
501 Water Operations					
Public Works					
Water Distribution					
Customer Service Technician	2.00	2.00	-	-	-
Lead Water Distribution Operator	-	-	1.00	1.00	1.00
Lead Water Resources Operator	1.00	1.00	-	-	-
Public Works Superintendent	0.25	0.25	0.25	0.25	0.25
Senior Water Distribution Operator	-	-	2.00	2.00	2.00
Senior Water Resources Operator	2.00	2.00	-	-	-
Utility Location Specialist	1.00	1.00	1.00	1.00	1.00
Water Distribution Operator	-	-	7.00	7.00	7.00
Water Distribution Supervisor	1.00	1.00	1.00	1.00	1.00
Water Meter Technician	-	-	2.00	2.00	2.00
Water Resources Mechanic	1.00	-	-	-	-
Water Resources Operator	6.00	7.00	-	-	-
Total Water Distribution	14.25	14.25	14.25	14.25	14.25
Water Administration					
Administrative Assistant	1.30	0.90	0.90	0.90	0.60
Customer Service Representative	-	-	-	-	0.30
Engineering Project Manager	-	-	1.00	1.00	1.00
Executive Assistant	0.30	-	-	-	-
Field Operations Assistant Director	0.30	0.30	-	-	-
GIS Technician	-	-	1.00	-	-
Public Works Assistant Director	-	-	0.30	0.30	0.30
Public Works Director	-	-	0.30	0.30	0.30
Public Works Program Coordinator	1.00	1.00	-	-	-
Public Works Project Inspector	-	-	1.00	1.00	1.00
PW GIS Technician	1.00	1.00	-	-	-
SCADA Instrumentation Control Analyst	-	-	1.00	-	-
SCADA Specialist	1.00	1.00	-	-	-
Senior Management Analyst	-	-	0.30	0.30	0.30
Senior Management Assistant	0.30	0.30	-	-	-
Water Resources Director	0.30	0.30	-	-	-
Water Resources Project Manager	1.00	1.00	-	-	-
Total Water Administration	6.50	5.80	5.80	3.80	3.80

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
501 Water Operations					
Public Works					
Water Resources					
Water Resources Manager	1.00	1.00	1.00	1.00	1.00
Total Water Resources	1.00	1.00	1.00	1.00	1.00
Water Quality					
Environmental Coordinator	-	-	1.00	1.00	1.00
Environmental Technician	-	1.00	1.00	1.00	2.00
Regulatory Compliance Coordinator-Cross Connection	1.00	1.00	-	-	-
Regulatory Compliance Inspector	1.00	-	-	-	-
Water Conservation and Education Specialist	1.00	1.00	-	-	-
Water Conservation Coordinator	-	-	1.00	1.00	1.00
Water Quality & Compliance Supervisor	-	-	1.00	1.00	1.00
Water Resources Analyst	1.00	1.00	-	-	-
Total Water Quality	4.00	4.00	4.00	4.00	5.00
Wetlands Treatment					
Environmental and Public Programs Supervisor	-	-	1.00	1.00	1.00
Senior Water Recharge & Wetlands Operator	1.00	-	1.00	1.00	1.00
Water Recharge & Wetlands Operator	1.00	1.00	-	-	-
Total Wetlands Treatment	2.00	1.00	2.00	2.00	2.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
501 Water Operations					
Public Works					
Water Production					
Public Works Superintendent	0.25	0.25	0.25	0.25	0.25
SCADA Technician	0.50	0.50	0.50	-	-
Senior Water Production & Treatment Operator	-	-	2.00	2.00	2.00
Senior Water Production Mechanic	-	-	1.00	1.00	1.00
Senior Water Production Operator	1.00	1.00	-	-	-
Senior Water Resources Mechanic	1.00	1.00	-	-	-
Treatment Operator/Mechanic	1.00	-	-	-	-
Water Production & Treatment Operator	-	-	2.00	2.00	3.00
Water Production & Treatment Supervisor	-	-	1.00	1.00	1.00
Water Production and Treatment Lead	-	-	1.00	1.00	1.00
Water Production Supervisor	1.00	1.00	-	-	-
Water Treatment Operator	1.00	-	-	-	-
Water Treatment Operator I	1.00	2.00	-	-	-
Water Treatment Operator III	-	2.00	-	-	-
Total Water Production	6.75	7.75	7.75	7.25	8.25
SCADA - Water					
SCADA Instrumentation Control Analyst	-	-	-	0.50	0.50
SCADA Technician	-	-	-	0.50	0.50
Total SCADA - Water	-	-	-	1.00	1.00
Total Public Works	34.50	33.80	34.80	33.30	35.30
501 Water Operations Total	34.50	33.80	34.80	33.30	35.30

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
503 Sewer Operations					
Public Works					
Wastewater Collection					
Lead Wastewater Collections Operator	-	-	1.00	1.00	1.00
Lead Water Resources Operator	1.00	1.00	-	-	-
Mechanic	-	-	1.00	1.00	1.00
Operations and Service Manager - Collections	1.00	1.00	-	-	-
Public Works Superintendent	0.25	0.25	0.25	0.25	0.25
Senior Wastewater Collections Operator	-	-	2.00	2.00	2.00
Senior Water Resources Operator	2.00	2.00	-	-	-
Wastewater Collections Operator	-	-	2.00	2.00	2.00
Wastewater Collections Supervisor	-	-	1.00	1.00	1.00
Water Resources Mechanic	1.00	1.00	-	-	-
Water Resources Operator	2.00	2.00	-	-	-
Total Wastewater Collection	7.25	7.25	7.25	7.25	7.25
Wastewater Administration					
Administrative Assistant	0.30	0.90	0.90	0.90	0.60
Customer Service Representative	-	-	-	-	0.30
Executive Assistant	0.30	-	-	-	-
Field Operations Assistant Director	0.30	0.30	-	-	-
Public Works Assistant Director	-	-	0.30	0.30	0.30
Public Works Director	-	-	0.30	0.30	0.30
Senior Management Analyst	-	-	0.30	0.30	0.30
Senior Management Assistant	0.30	0.30	-	-	-
Water Resources Director	0.30	0.30	-	-	-
Total Wastewater Administration	1.50	1.80	1.80	1.80	1.80
SCADA - Sewer					
SCADA Instrumentation Control Analyst	-	-	-	0.25	0.25
SCADA Technician	-	-	-	0.25	0.25
Total SCADA - Sewer	-	-	-	0.50	0.50

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
503 Sewer Operations					
Public Works					
Water Reclamation Facility					
Electrician	-	-	1.00	1.00	1.00
Environmental Coordinator	-	1.00	1.00	1.00	1.00
Lead Water Reclamation Operator	-	-	1.00	1.00	1.00
Public Works Electrician	1.00	1.00	-	-	-
Public Works Superintendent	0.25	0.25	0.25	0.25	0.25
Regulatory Compliance Coordinator-Pretreatment	1.00	-	-	-	-
SCADA Technician	0.50	0.50	0.50	-	-
Senior Water Reclamation Facility Operator	1.00	1.00	-	-	-
Senior Water Reclamation Mechanic	-	-	1.00	1.00	1.00
Senior Water Reclamation Operator	-	-	3.00	3.00	3.00
Senior Water Resources Mechanic	1.00	1.00	-	-	-
Utility Maintenance Mechanic	1.00	1.00	-	-	-
Water Reclamation Facility Operator	3.00	3.00	-	-	-
Water Reclamation Facility Operator III	3.00	3.00	-	-	-
Water Reclamation Facility Supervisor	1.00	1.00	1.00	1.00	1.00
Water Reclamation Mechanic	-	-	1.00	1.00	1.00
Water Reclamation Operator	-	-	3.00	3.00	3.00
Total Water Reclamation Facility	12.75	12.75	12.75	12.25	12.25
SCADA - WWTP					
SCADA Instrumentation Control Analyst	-	-	-	0.25	0.25
SCADA Technician	-	-	-	0.25	0.25
Total SCADA - WWTP	-	-	-	0.50	0.50
Total Public Works	21.50	21.80	21.80	22.30	22.30
503 Sewer Operations Total	21.50	21.80	21.80	22.30	22.30

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
520 Sanitation					
Public Works					
Solid Waste					
Administrative Assistant	0.25	0.75	0.75	0.75	0.50
Customer Service Representative	-	-	-	-	0.25
Equipment Operator	10.00	6.00	7.00	8.00	8.00
Executive Assistant	0.25	-	-	-	-
Field Operations Assistant Director	0.25	0.25	-	-	-
Lead Equipment Operator	-	1.00	1.00	1.00	1.00
Public Works Assistant Director	-	-	0.25	0.25	0.25
Public Works Director	-	-	0.25	0.25	0.25
Public Works Superintendent	-	-	-	-	0.50
Sanitation Supervisor	-	-	1.00	1.00	1.00
Senior Equipment Operator	2.00	3.00	3.00	2.00	2.00
Senior Management Analyst	-	-	0.25	0.25	0.25
Senior Management Assistant	0.25	0.25	-	-	-
Solid Waste Supervisor	1.00	1.00	-	-	-
Water Resources Director	0.25	0.25	-	-	-
Total Solid Waste	14.25	12.50	13.50	13.50	14.00
Sanitation-Uncontained					
Equipment Operator	1.00	4.00	4.00	4.00	4.00
Field Operations Crew Leader	1.00	-	-	-	-
Senior Equipment Operator	1.00	-	-	-	-
Total Sanitation-Uncontained	3.00	4.00	4.00	4.00	4.00
Recycling, Education and Enforcement					
Recycling Coordinator/Inspector	-	-	-	1.00	1.00
Sanitation Inspector	-	-	1.00	1.00	1.00
Solid Waste Inspector	1.00	1.00	-	-	-
Solid Waste Inspector/Coordinator	1.00	1.00	-	-	-
Total Recycling, Education and Enforcement	2.00	2.00	1.00	2.00	2.00
Green Waste					
Equipment Operator	1.00	2.00	2.00	2.00	2.00
Total Green Waste	1.00	2.00	2.00	2.00	2.00
Total Public Works	20.25	20.50	20.50	21.50	22.00
520 Sanitation Total	20.25	20.50	20.50	21.50	22.00

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
605 Risk Management Fund					
Human Resources					
Risk Management Operations					
Health and Safety Analyst	1.00	1.00	-	-	-
Risk Manager	1.00	1.00	0.60	0.60	0.60
Safety Officer	-	-	0.20	0.20	0.20
Total Risk Management Operations	2.00	2.00	0.80	0.80	0.80
Total Human Resources	2.00	2.00	0.80	0.80	0.80
605 Risk Management Fund Total	2.00	2.00	0.80	0.80	0.80
606 Fleet Services Fund					
Public Works					
Fleet Services					
Administrative Assistant	0.10	0.30	0.30	0.30	0.20
Automotive Equipment Mechanic	4.00	4.00	4.00	4.00	5.00
Customer Service Representative	-	-	-	-	0.10
Equipment Parts Specialist	1.00	1.00	1.00	1.00	1.00
Executive Assistant	0.10	-	-	-	-
Field Operations Assistant Director	0.10	0.10	-	-	-
Fleet Services Coordinator	1.00	1.00	1.00	1.00	1.00
Fleet Services Supervisor	1.00	1.00	1.00	1.00	1.00
Public Works Assistant Director	-	-	0.10	0.10	0.10
Public Works Director	-	-	0.10	0.10	0.10
Senior Management Analyst	-	-	0.10	0.10	0.10
Senior Management Assistant	0.10	0.10	-	-	-
Water Resources Director	0.10	0.10	-	-	-
Total Fleet Services	7.50	7.60	7.60	7.60	8.60
Total Public Works	7.50	7.60	7.60	7.60	8.60
606 Fleet Services Fund Total	7.50	7.60	7.60	7.60	8.60
607 Worker's Compensation Fund					
Human Resources					
Workers Compensation Administration					
Risk Manager	-	-	0.40	0.40	0.40
Safety Officer	-	-	0.80	0.80	0.80
Total Workers Compensation Administration	-	-	1.20	1.20	1.20
Total Human Resources	-	-	1.20	1.20	1.20
607 Worker's Compensation Fund Total	-	-	1.20	1.20	1.20

Schedule of Authorized Positions

Position-Title	Authorized FY 2017-17	Authorized FY 2018-18	Authorized FY 2019-19	Authorized FY 2019-20	Authorized FY 2020-21
Total Authorized Full-Time Equivalents	525.75	544.75	588.75	592.75	625.75

Debt Service Summary Schedules

General Obligation Bonds			
Fiscal Year	Principal	Interest	Total
2021	2,320,000.00	1,610,886.00	3,930,886.00
2022	2,235,000.00	1,536,700.00	3,771,700.00
2023	2,335,000.00	1,451,400.00	3,786,400.00
2024	2,460,000.00	1,351,000.00	3,811,000.00
2025	2,590,000.00	1,245,250.00	3,835,250.00
2026	2,725,000.00	1,133,900.00	3,858,900.00
2027	2,860,000.00	1,016,750.00	3,876,750.00
2028	3,020,000.00	873,750.00	3,893,750.00
2029	3,195,000.00	722,750.00	3,917,750.00
2030	1,370,000.00	563,000.00	1,933,000.00
2031	1,040,000.00	498,300.00	1,538,300.00
2032	1,090,000.00	446,300.00	1,536,300.00
2033	1,135,000.00	402,700.00	1,537,700.00
2034	1,180,000.00	357,300.00	1,537,300.00
2035	1,225,000.00	310,100.00	1,535,100.00
2036	1,275,000.00	261,100.00	1,536,100.00
2037	1,340,000.00	197,350.00	1,537,350.00
2038	1,390,000.00	143,750.00	1,533,750.00
2039	1,435,000.00	102,050.00	1,537,050.00
2040	1,475,000.00	59,000.00	1,534,000.00
Total	37,695,000.00	14,283,336.00	51,978,336.00

Excise Tax Revenue Obligations			
Fiscal Year	Principal	Interest	Total
2021	5,158,000.00	834,831.23	5,992,831.23
2022	3,021,000.00	617,600.80	3,638,600.80
2023	3,154,000.00	486,905.20	3,640,905.20
2024	3,288,000.00	350,034.80	3,638,034.80
2025	1,762,000.00	206,966.00	1,968,966.00
2026	846,000.00	150,048.80	996,048.80
2027	866,000.00	130,083.20	996,083.20
2028	886,000.00	109,645.60	995,645.60
2029	907,000.00	88,736.00	995,736.00
2030	929,000.00	67,330.80	996,330.80
2031	951,000.00	45,406.40	996,406.40
2032	973,000.00	22,962.80	995,962.80
Total	22,741,000.00	3,110,551.63	25,851,551.63

Debt Service Summary Schedules

Water & Sewer Revenue Obligations

Fiscal Year	Principal	Interest	Total
2021	715,000.00	297,000.00	1,012,000.00
2022	315,000.00	274,600.00	589,600.00
2023	325,000.00	262,000.00	587,000.00
2024	340,000.00	249,000.00	589,000.00
2025	355,000.00	235,400.00	590,400.00
2026	370,000.00	221,200.00	591,200.00
2027	380,000.00	206,400.00	586,400.00
2028	400,000.00	191,200.00	591,200.00
2029	415,000.00	175,200.00	590,200.00
2030	430,000.00	158,600.00	588,600.00
2031	445,000.00	141,400.00	586,400.00
2032	465,000.00	123,600.00	588,600.00
2033	485,000.00	105,000.00	590,000.00
2034	505,000.00	85,600.00	590,600.00
2035	525,000.00	65,400.00	590,400.00
2036	545,000.00	44,400.00	589,400.00
2037	565,000.00	22,600.00	587,600.00
Total	7,580,000.00	2,858,600.00	10,438,600.00

Total Debt

Fiscal Year	Principal	Interest	Total
2021	8,193,000.00	2,742,717.23	10,935,717.23
2022	5,571,000.00	2,428,900.80	7,999,900.80
2023	5,814,000.00	2,200,305.20	8,014,305.20
2024	6,088,000.00	1,950,034.80	8,038,034.80
2025	4,707,000.00	1,687,616.00	6,394,616.00
2026	3,941,000.00	1,505,148.80	5,446,148.80
2027	4,106,000.00	1,353,233.20	5,459,233.20
2028	4,306,000.00	1,174,595.60	5,480,595.60
2029	4,517,000.00	986,686.00	5,503,686.00
2030	2,729,000.00	788,930.80	3,517,930.80
2031	2,436,000.00	685,106.40	3,121,106.40
2032	2,528,000.00	592,862.80	3,120,862.80
2033	1,620,000.00	507,700.00	2,127,700.00
2034	1,685,000.00	442,900.00	2,127,900.00
2035	1,750,000.00	375,500.00	2,125,500.00
2036	1,820,000.00	305,500.00	2,125,500.00
2037	1,905,000.00	219,950.00	2,124,950.00
2038	1,390,000.00	143,750.00	1,533,750.00
2039	1,435,000.00	102,050.00	1,537,050.00
2040	1,475,000.00	59,000.00	1,534,000.00
Total	68,016,000.00	20,252,487.63	88,268,487.63

FY2021 Schedule of Operating Carryovers

Department / Division	Description	Carryover
101 - General Fund		
100 - City Council		
5090 - City Council - Weise	City Council Discretionary Funds	9,200
5030 - City Council - Kilgore	City Council Discretionary Funds	12,400
5035 - City Council - Dennis	City Council Discretionary Funds	4,500
5040 - City Council - Malone	City Council Discretionary Funds	4,200
5080 - City Council - Conde	City Council Discretionary Funds	1,800
5010 - City Council - Nielson	City Council Discretionary Funds	5,200
5085 - City Council - Pineda	City Council Discretionary Funds	12,000
Total City Council		49,300
150 - City Administration		
5100 - City Administrative Office	Census Funding	9,300
155 - Information Technology		
5122 - Technology Services	Access Key Security Technology Fire KnoxBox	34,900
	Citywide CRM	65,000
	City Attorney Document Management System	48,500
	WIFI / SmartCity Pilot	25,000
6700 - Economic Development	WIFI / SmartCity Pilot	75,000
5122 - Technology Services	ERP Implementation	500,000
Total Information Technology		748,400
550 - Police		
6115 - Police - Professional Standards Bureau	Multiple Interactive Learning Objectives (MILO) Range	75,000
650 - Fire and Medical		
6330 - Fire - Intervention Services	Fire Department Duty Uniforms	40,900
6305 - Community Risk Reduction	Fire Department Duty Uniforms	4,000
6325 - Fire - Professional Development	Fire Department Duty Uniforms	2,000
6330 - Fire - Intervention Services	Safety Apparel and Personal Protective Equipment	166,000
Total Fire and Medical		212,900
700 - Economic Development		
6700 - Economic Development	Memberships	8,000
	Marketing	2,400
Total Economic Development		10,400
825 - Neighborhood and Family Services		
7507 - Revitalization	Redevelopment	58,500
8110 - Library Administration	Library Materials	20,000
7502 - Youth Services Division	Other Professional Services - AmeriCorps VISTA Cost Share	35,000
	AmeriCorps VISTA- Mortgage and Rental Assistance	31,000
7550 - Youth Commission	Contributions/Private Donations-Youth Commission	2,000
7502 - Youth Services Division	Education Support Funding	33,000

FY2021 Schedule of Operating Carryovers

Department / Division	Description	Carryover
101 - General Fund		
825 - Neighborhood and Family Services		
7500 - Neighborhood & Family Services Admin	Contributions	1,000
8100 - Library - Sam Garcia	RFID Return Shelf	27,000
8105 - Library - Civic Center	Donation funds for programming, events, and outreach	9,800
Total Neighborhood and Family Services		217,300
830 - Public Works		
6113 - Police - Patrol Support	Vehicle Supplemental Carryover	40,000
6310 - Fire - Administration	Vehicle Supplemental Carryover	39,000
Total Public Works		79,000
Total Requests 101 - General Fund		1,401,600
102 - Economic Opportunities Fund		
700 - Economic Development		
6700 - Economic Development	Economic Opportunities	1,585,000
Total Requests 102 - Economic Opportunities Fund		1,585,000
205 - Home Grant		
825 - Neighborhood and Family Services		
7566 - Homebuyer Assistance	First Time Homebuyer Assistance	111,300
7575 - Home Local Match	First Time Homebuyer MATCH	99,600
Total Neighborhood and Family Services		210,900
Total Requests 205 - Home Grant		210,900
209 - Other Grants		
825 - Neighborhood and Family Services		
7551 - Gila River Indian Community Grant	Gila River India Community (GRIC) Grant	53,100
7508 - Shared Use Facility Requests	Maricopa County Shared Use Plogging Grant	3,000
7599 - NSP (Neighborhood Stabilization Program)	NSP Program Income	366,700
Total Neighborhood and Family Services		422,800
830 - Public Works		
9112 - Water Resources	209 - Grant Project	25,000
6601 - MAG-CMAQ PM-10 Street Sweeper Grant	Street Sweeper Grant	240,000
Total Public Works		265,000
Total Requests 209 - Other Grants		687,800
212 - Library Projects		
825 - Neighborhood and Family Services		
8164 - TSA - Arts for Everyone	Arts for Everyone Carryover	8,800
Total Requests 212 - Library Projects		8,800
229 - Regional Family Advocacy		
550 - Police		
6111 - Police - Family Advocacy Center	Donations	60,700
Total Requests 229 - Regional Family Advocacy		60,700

FY2021 Schedule of Operating Carryovers

Department / Division	Description	Carryover
235 - Public Safety Dedicated Sales Tax		
650 - Fire and Medical		
6330 - Fire - Intervention Services	Fire Department Duty Uniforms	22,700
830 - Public Works		
6175 - Police - Investigations	Vehicle Supplemental Carryover	26,000
6174 - Police - Patrol	Vehicle Supplemental Carryover	485,000
6119 - Police - Traffic	Vehicle Supplemental Carryover	35,000
Total Public Works		546,000
Total Requests 235 - Public Safety Dedicated Sales Tax		568,700
240 - CDBG		
825 - Neighborhood and Family Services		
7565 - Substantial Rehabilitation	Substantial Rehabilitation	225,000
7500 - Neighborhood & Family Services Admin	CDBG Program Income	50,000
7598 - Small Business Revitalization	Small Business Revitalization	252,100
7561 - Youth Jobs Public Service	Youth Services AvITEMP	25,400
7564 - Emergency Rehabilitation	Emergency Rehabilitation	447,300
7509 - Community Action Program	Homeless Emergency Rental	55,900
Total Neighborhood and Family Services		1,055,700
Total Requests 240 - CDBG		1,055,700
246 - Public Arts Fund		
160 - Marketing & Public Relations		
5105 - Municipal Arts Commission	Municipal Art Committee Funding Carryover	67,000
Total Requests 246 - Public Arts Fund		67,000
501 - Water Operations		
830 - Public Works		
9110 - Water Administration	Risk & Resiliency	38,000
	209 - Grant Project	25,000
Total Public Works		63,000
Total Requests 501 - Water Operations		63,000
503 - Sewer Operations		
830 - Public Works		
9230 - Water Reclamation Facility	Chemical Storage Tanks	67,900
Total Requests 503 - Sewer Operations		67,900
520 - Sanitation		
830 - Public Works		
6830 - Recycling, Education and Enforcement	Vehicle Supplemental Carryover	30,000
Total Requests 520 - Sanitation		30,000
Totals		5,807,100

FY2021 Schedule of Capital Improvement Plan Carryovers

Project Title	Carryover
304-Street Construction	
1007 - Street Drainage Issues	239,000
1012 - Bridge Repairs	183,000
1020 - Preventative street maintenance	595,000
1125 - Avondale Blvd - McDowell to Encanto	987,000
1164 - Streetlight Replacement Program	330,000
1220 - Pedestrian Ramp/Sidewalks Program	188,000
1224 - 107th Avenue/McDowell Widening	2,692,000
1294 - Communication Conduit and Fiber Backbone Program	173,000
1336 - Fairway Drive Improvements - Van Buren Street to Garfield Street	1,981,000
1365 - Dysart/Rancho Santa Fe Intersection Improvements	638,000
1371 - Gateway Program	100,000
1374 - Bike Retrofit Program	50,000
1381 - Traffic Signal at Maricopa St. and Avondale Blvd	269,000
1382 - McDowell Road & 107th Avenue - Dual Left-Turn Lanes	500,000
1465 - Dysart Road Median Improvements - I-10 to Indian School	379,000
1500 - Historic Avondale, Cashion and Las Ligas Improvements - Streets	65,000
1509 - Palm Lane Road Extension - 116th Avenue to 118th Avenue	74,000
1510 - Thomas Road Bridge design concept review	284,000
Total Requests 304-Street Construction	9,727,000
308-Police Construction	
1161 - Property Room and Police Department Expansion and Remodel	3,731,900
1561 - Detention Center and Police Substation Study	100,000
1999 - Command Vehicle	800,000
Total Requests 308-Police Construction	4,631,900
310-Park Construction	
1027 - Friendship Park Enhancements	595,000
1387 - Goodyear Farms Cemetery Gate	245,000
1462 - Crystal Gardens Trail Improvements	169,000
1464 - Sport Field Lighting	175,000
1504 - Courts and Finance Dept. Improvements	312,000
1512 - Neighborhood Park Enhancements	724,000
1553 - Agua Fria Trail Phase I	391,000
1559 - Fiber Optic Connectivity in Parks	175,000
Total Requests 310-Park Construction	2,786,000
319-Fire Construction	
1505 - Replace Training Facility Support Building	319,000
1998 - Command Vehicle	200,000
Total Requests 319-Fire Construction	519,000

FY2021 Schedule of Capital Improvement Plan Carryovers

Project Title	Carryover
322-One Time Capital	
1363 - Civic Center Library	100,000
1409 - Sustain Existing Building Infrastructure	107,000
1410 - Resource Center	2,401,000
1503 - Community Center Repurposing	75,000
1533 - Civic Center Annex Building	1,206,000
Total Requests 322-One Time Capital	3,889,000
325-Transit	
1466 - Bus Shelters	500,000
Total Requests 325-Transit	500,000
350-General Obligation Bond Constructi	
1161 - Property Room and Police Department Expansion and Remodel	4,677,100
1410 - Resource Center	8,069,000
Total Requests 350-General Obligation Bond Constructi	12,746,100
360-PRO Bond Construction 2019	
1469 - North Avondale Water Supply	5,516,000
1500 - Historic Avondale, Cashion and Las Ligas Improvements - Streets	150,000
Total Requests 360-PRO Bond Construction 2019	5,666,000
513-Sewer Construction	
1108 - 10th Street Lift Station - Force Main Improvements	300,000
1339 - Water Reclamation Facility Upgrades	486,000
1356 - Large Diameter Sewer Line Repair	2,495,000
1367 - Garden Lakes Sewer Improvement Project	1,708,000
1368 - Lift Station Security Upgrades	75,000
1369 - Secondary Clarifier at Water Reclamation Facility	584,000
1378 - Lift Station Rehabilitation Program	926,000
1389 - Dysart Road Sewer Replacement - Riley to Corral	2,166,000
1391 - Relocate Riley Lift Station	576,000
1506 - Water Reclamation Facility Operation Building Improvements	750,000
Total Requests 513-Sewer Construction	10,066,000

FY2021 Schedule of Capital Improvement Plan Carryovers

Project Title	Carryover
514-Water Construction	
1090 - Well #26 - South of I-10/East of Agua Fria	104,000
1169 - Rio Vista Waterline Replacement	12,000
1214 - Well at 107th Avenue & Encanto Boulevard - Shared Well	921,000
1285 - White Mountain Apache Tribe Water Settlement	2,303,000
1298 - Well 7 Site Development	575,000
1343 - Water System Line Replacements and Expansions	470,000
1372 - Reservoir Coating Repairs and Rehabilitation	1,078,000
1468 - McDowell Road 16-inch Waterline - Avondale to 99th	500,000
1469 - North Avondale Water Supply	2,907,000
1472 - Northside Booster Well Site - Land Purchase & DCR	75,000
1473 - Gateway Nitrate Treatment Equipment Replacement	500,000
1474 - McDowell Recharge Basin Improvements	85,000
1475 - Well and Booster Station Metering Upgrades	314,000
1507 - Crystal Gardens Treatment Cells Assessment	250,000
1508 - 16-inch Waterline El Mirage, Elwood to Illini	500,000
Total Requests 514-Water Construction	10,594,000
530-Water Equipment Replacement	
1538 - Vehicle Replacement	34,000
Total Requests 530-Water Equipment Replacement	34,000
532-Sanitation Eqt. Replacement	
1538 - Vehicle Replacement	966,000
Total Requests 532-Sanitation Eqt. Replacement	966,000
601-Vehicle Replacement	
1538 - Vehicle Replacement	750,000
	962,000
Total Requests 601-Vehicle Replacement	1,712,000
603-Equipment Replacement Fund	
1536 - Fire Equipment Replacement	21,000
Total Requests 603-Equipment Replacement Fund	21,000
Totals	63,858,000

FY2021 Funded Supplemental Requests

Department / Division	FTEs	Description	Ongoing	Onetime	Total
101 - General Fund					
100 - City Council					
5030 - City Council - Kilgore		City Council Travel Budget Increase	500	-	500
5035 - City Council - Dennis		City Council Travel Budget Increase	500	-	500
5040 - City Council - Malone		City Council Travel Budget Increase	500	-	500
5080 - City Council - Conde		City Council Travel Budget Increase	500	-	500
5085 - City Council - Pineda		City Council Travel Budget Increase	500	-	500
5090 - City Council - Weise		City Council Travel Budget Increase	500	-	500
5010 - City Council - Nielson		City Council Travel Budget Increase	500	-	500
		Total City Council	3,500	-	3,500
150 - City Administration					
5100 - City Administrative Office		Innovation Program	20,000	-	20,000
5420 - Building Maintenance		Building Maintenance - Contractual Increases for various services	167,100	-	167,100
5100 - City Administrative Office		Strategic Plan Update	15,000	30,000	45,000
	0.5	Part Time Council Assistant	51,800	1,000	52,800
		Veteran's Success project	-	20,000	20,000
5130 - Intergovernmental Affairs		Federal Representation	15,000	-	15,000
		Professional development, travel, and council sponsored events	2,000	-	2,000
5100 - City Administrative Office		Professional development, travel, and council sponsored events	8,500	-	8,500
		City Employee Recognition and other Events	8,000	-	8,000
		Total City Administration	287,400	51,000	338,400
151 - City Attorney					
5140 - City Attorney		Law Library	-	7,000	7,000
155 - Information Technology					
5122 - Technology Services		Legal Information Resources	6,500	11,000	17,500
5120 - Technology Administration	1.0	New FTE - IT Assistant	78,600	1,900	80,500
5122 - Technology Services		Regional Wireless Cooperative Cost Increase	45,000	-	45,000
5121 - IT Infrastructure & Communications	1.0	New FTE - Network Engineer	123,900	2,500	126,400
5122 - Technology Services		Cybersecurity Software and Services	90,000	-	90,000
		Security Cameras and Equipment	7,500	-	7,500
		FY21 Software & Services Annual Maintenance Increase	212,000	-	212,000
		Social Listening Software	27,000	-	27,000
		Enterprise Resource Planning (ERP) System	-	1,000,000	1,000,000
		Total Information Technology	590,500	1,015,400	1,605,900
160 - Marketing & Public Relations					
5110 - Public Information Office		Brand Content/News Placement	20,000	-	20,000
		RAVE Review Magazine - increase quantity	10,000	-	10,000
	1.0	Digital and Communications Specialist	89,700	-	89,700
5122 - Technology Services		Digital and Communications Specialist	1,000	3,600	4,600
		Total Marketing & Public Relations	120,700	3,600	124,300

FY2021 Funded Supplemental Requests

Department / Division	FTEs	Description	Ongoing	Onetime	Total
101 - General Fund					
350 - Finance & Budget					
5122 - Technology Services		Internal Auditor Ongoing Costs	400	-	400
5600 - Accounting		Internal Auditor Ongoing Costs	2,700	-	2,700
	0.5	Accountant Part Time to Full Time	58,200	-	58,200
Total Finance & Budget			61,300	-	61,300
400 - Human Resources					
5700 - Human Resources		City-Wide Training	-	50,000	50,000
5122 - Technology Services		Senior Human Resources Analyst - Additional FTE	400	3,300	3,700
5700 - Human Resources	1.0	Senior Human Resources Analyst - Additional FTE	103,300	-	103,300
Total Human Resources			103,700	53,300	157,000
450 - Development & Engineering Services					
5900 - Engineering		Engineering Other Professional Services	-	40,000	40,000
		Appraisal Services	20,000	-	20,000
		El Mirage Road from Calle Hermosa to Lower Buckeye Road Asphalt Sidewalk	-	50,000	50,000
5440 - Aesthetic Enhancement		Aesthetic Enhancements and Beautification	150,000	-	150,000
5900 - Engineering	1.0	Engineering Permit Technician	78,200	1,900	80,100
5410 - Building Services	1.0	Senior Building Inspector	76,900	30,000	106,900
5122 - Technology Services		Senior Building Inspector	600	1,900	2,500
5430 - Development Svcs Administration		Project Management Services	-	175,000	175,000
5900 - Engineering	1.0	Engineering Inspector	98,700	30,000	128,700
5122 - Technology Services		Engineering Inspector	400	3,500	3,900
5400 - Planning		Senior Building Inspector	22,700	-	22,700
Total Development & Engineering Services			447,500	332,300	779,800
500 - City Clerk					
5122 - Technology Services		Software for Obtaining Electronic Signatures	10,000	-	10,000
6002 - Elections		2020 Election	-	70,000	70,000
6000 - City Clerk	0.5	Administrative Clerk Part-Time to Full-Time	36,500	-	36,500
		Passport Postage	2,900	-	2,900
Total City Clerk			49,400	70,000	119,400
550 - Police					
6112 - Police - Community Services		Municipal Security Officer	1,200	-	1,200
6113 - Police - Patrol Support	2.0	Municipal Security Officer	156,500	-	156,500
6115 - Police - Professional Standards Bureau		Municipal Security Officer	4,000	-	4,000
6175 - Police - Investigations	1.0	Police Sergeant (School Resource)	171,700	-	171,700
6119 - Police - Traffic		Records and Vehicle Impound Supervisor	96,800	-	96,800
6112 - Police - Community Services	1.0	Neighborhood Resource Officer	129,100	-	129,100
6174 - Police - Patrol		Cell Phone Stipend for All Patrol Officers	28,800	-	28,800
6113 - Police - Patrol Support	1.0	Court Security Officer	70,100	-	70,100
6192 - Police - Agua Fria SRO	1.0	Estrella High School Resource Officer	114,400	-	114,400
6110 - Police - Administration		Bulletproof Vest Partnership Grant	-	8,000	8,000
6174 - Police - Patrol	5.0	Patrol Squad	665,600	-	665,600

FY2021 Funded Supplemental Requests

Department / Division	FTEs	Description	Ongoing	Onetime	Total
101 - General Fund					
550 - Police					
6176 - Police - Community Action Team (CAT)	4.0	Community Action Team (CAT) Squad	523,900	-	523,900
Total Police			1,962,100	8,000	1,970,100
600 - City Court					
6200 - Court		Increase Interpreter Fees	50,000	-	50,000
6205 - Court Security		Reclassify Court Security Officer Position	5,000	-	5,000
6200 - Court		New Postage Meter Lease	1,000	-	1,000
Total City Court			56,000	-	56,000
650 - Fire and Medical					
6331 - Emergency Medical Services	1.0	Fire Deputy Chief - Emergency Medical Services	173,400	34,000	207,400
6330 - Fire - Intervention Services		Computer Aided Dispatch Consortium CAD	28,600	-	28,600
5122 - Technology Services		Maintaining Service for EOC Radio Communications	20,000	-	20,000
		Fire Deputy Chief - Emergency Medical Services	400	2,100	2,500
Total Fire and Medical			222,400	36,100	258,500
700 - Economic Development					
6700 - Economic Development		Business Development and Lead Generation	-	150,000	150,000
5106 - Tourism		Tourism and Marketing Initiatives - Arizona Office of Tourism	135,000	-	135,000
6700 - Economic Development		Health-Tech Corridor Gap Analysis	-	25,000	25,000
		Small Business Support Program	24,000	-	24,000
		Real Estate and Value Proposition Collateral	50,000	-	50,000
		Customer Relationship Management System	11,000	-	11,000
		Software Licenses, Memberships and Training	13,000	-	13,000
5122 - Technology Services		Software Licenses, Memberships and Training	800	-	800
Total Economic Development			233,800	175,000	408,800
750 - Parks & Recreation Dept.					
5220 - Grounds Maintenance	1.5	Part Time Park Specialist (3)	81,600	-	81,600
		Park Equipment	-	75,000	75,000
8125 - Recreation		Special Events Programs	305,000	-	305,000
		Recreation Programmers (Full Time benefited - 2)	51,100	-	51,100
5122 - Technology Services		Park Equipment	3,000	1,700	4,700
Total Parks & Recreation Dept.			440,700	76,700	517,400
825 - Neighborhood and Family Services					
7501 - Family Services	1.0	Healthcare Partner Sponsored Full Time Resource Center Assistant Position	44,500 34,500	0 -	34,500
	1.0	Resource Center Assistant - 1 FTE	68,600	-	68,600
5122 - Technology Services		Resource Center Assistant - 1 FTE	400	1,900	2,300
7500 - Neighborhood & Family Services Admin		Public Safety Housing Incentive Program	-	120,000	120,000
5122 - Technology Services		Library Assistant	400	1,500	1,900

FY2021 Funded Supplemental Requests

Department / Division	FTEs	Description	Ongoing	Onetime	Total
101 - General Fund					
825 - Neighborhood and Family Services					
5122 - Technology Services		Healthcare Partner Sponsored Full-Time Resource Center Assistant Position	400	1,900	2,300
8110 - Library Administration		Library Materials for Collection Maintenance	-	75,000	75,000
7122 - MCSO		Resource Center Facility Equipment	-	16,000	16,000
8105 - Library - Civic Center	1.0	Library Assistant	53,200	-	53,200
Total Neighborhood and Family Services			157,500	216,300	373,800
830 - Public Works					
5122 - Technology Services	1.	Field Superintendent	600	2,000	2,600
		Mechanic	400	-	400
		Water Production & Treatment Operator	800	2,100	2,900
		Environmental Technician	800	2,100	2,900
Total Public Works			2,600	6,200	8,800
Total Requests 101 - General Fund			4,739,100	2,050,900	6,790,000
102 - Economic Opportunities Fund					
700 - Economic Development					
6110 - Police - Administration		Police Substation in McDowell Retail Corridor	-	40,000	40,000
6700 - Economic Development		Economic Opportunities Fund	-	2,000,000	2,000,000
Total Economic Development			-	2,040,000	2,040,000
Total Requests 102 - Economic Opportunities Fund			-	2,040,000	2,040,000
201 - Highway User Revenue Fund					
830 - Public Works					
6600 - Streets	0.5	Field Superintendent	71,100	21,500	92,600
Total Requests 201 - Highway User Revenue Fund			71,100	21,500	92,600
209 - Other Grants					
550 - Police					
6194 - Police--Bullet Proof Vests		Bulletproof Vest Partnership Grant	-	4,000	4,000
6122 - Police - Victims' Rights Program		Victims' Rights Program	11,000	-	11,000
6148 - Edward Byrne Memorial JAG		Edward Byrne Grant	12,500	-	12,500
Total Police			23,500	4,000	27,500
Total Requests 209 - Other Grants			23,500	4,000	27,500
229 - Regional Family Advocacy					
550 - Police					
6111 - Police - Family Advocacy Center		Victims of Crime Act (VOCA)	260,000	-	260,000
Total Requests 229 - Regional Family Advocacy			260,000	-	260,000

FY2021 Funded Supplemental Requests

Department / Division	FTEs	Description	Ongoing	Onetime	Total
235 - Public Safety Dedicated Sales Tax					
550 - Police					
6192 - Police - Agua Fria SRO		Estrella High School Resource Officer	-	27,500	27,500
6175 - Police - Investigations		Equipment for Identification Area	-	55,000	55,000
6113 - Police - Patrol Support		Municipal Security Officer	-	84,100	84,100
6175 - Police - Investigations		Police Sergeant (School Resource Officer)	-	78,000	78,000
6112 - Police - Community Services		Neighborhood Resource Officer	-	78,800	78,800
6174 - Police - Patrol		Patrol Squad	-	337,400	337,400
6113 - Police - Patrol Support		Court Security Officer	-	11,500	11,500
6174 - Police - Patrol		Cell Phone Stipend for All Patrol Officers	16,800	-	16,800
6116 - Police - Communications		Radio License/Console	-	60,000	60,000
6174 - Police - Patrol		Police Analytics Data Program	10,000	65,000	75,000
6176 - Police - Community Action Team (CAT)		Community Action Team (CAT) Squad	-	357,200	357,200
Total Police			26,800	1,154,500	1,181,300
650 - Fire and Medical					
6330 - Fire - Intervention Services		Memorandum of Understanding Requirements - Compensation	-	12,500	12,500
		Firefighter Equipment Replacement	-	175,000	175,000
		Firefighter Overtime	-	50,000	50,000
6331 - Emergency Medical Services		Fire Deputy Chief - Emergency Medical Services	-	15,500	15,500
Total Fire and Medical			-	253,000	253,000
Total Requests 235 - Public Safety Dedicated Sales Tax			26,800	1,407,500	1,434,300
260 - Tourism Fund					
700 - Economic Development					
5106 - Tourism		Tourism and Marketing Initiatives - Arizona Office of Tourism	43,000	-	43,000
Total Requests 260 - Tourism Fund			43,000	-	43,000
501 - Water Operations					
830 - Public Works					
9115 - Water Quality		Laboratory Fees	20,000	-	20,000
9112 - Water Resources		Salt River Project Water	115,000	-	115,000
9122 - Water Production		City of Phoenix Water Treatment and Delivery Fees	600,000	-	600,000
9125 - SCADA - Water		Supervisory Control and Data Acquisition (SCADA) System Upgrade	40,000	-	40,000
9115 - Water Quality	1.0	Environmental Technician	81,600	30,000	111,600
9100 - Water Distribution		Meter Purchases for New Customers	75,000	-	75,000
9122 - Water Production		Well & Booster Station Rehabilitation & Maintenance Condition Assessment	-	250,000	250,000
	1.0	Water Production & Treatment Operator	227,200	35,000	262,200
9112 - Water Resources		City of Phoenix Water Treatment and Delivery Fees	-	(300,000)	(300,000)
Total Public Works			1,158,800	15,000	1,173,800
Total Requests 501 - Water Operations			1,158,800	15,000	1,173,800

FY2021 Funded Supplemental Requests

Department / Division	FTEs	Description	Ongoing	Onetime	Total
503 - Sewer Operations					
830 - Public Works					
9235 - SCADA - WWTP		Upgrade Programmable Logic Controllers (PLC's) and Related Equipment	-	45,000	45,000
Total Requests 503 - Sewer Operations			-	45,000	45,000
520 - Sanitation					
830 - Public Works					
6800 - Solid Waste		Container Purchases for New Customers	30,000	-	30,000
	0.5	Field Superintendent	71,100	21,500	92,600
6820 - Sanitation-Uncontained		Sanitation Tipping Fees	23,000	-	23,000
6800 - Solid Waste		Sanitation Tipping Fees	35,000	-	35,000
6830 - Recycling, Education and Enforcement		Recycling Fees	150,000	-	150,000
Total Public Works			309,100	21,500	330,600
Total Requests 520 - Sanitation			309,100	21,500	330,600
605 - Risk Management Fund					
400 - Human Resources					
5165 - Premiums and Claims		Risk Management Ongoing Premium Expenses	200,000	-	200,000
5122 - Technology Services		Risk Management Software purchase and implementation	40,000	100,000	140,000
Total Human Resources			240,000	100,000	340,000
Total Requests 605 - Risk Management Fund			240,000	100,000	340,000
606 - Fleet Services Fund					
830 - Public Works					
5200 - Fleet Services	1.0	Mechanic	76,700	-	76,700
Total Requests 606 - Fleet Services Fund			76,700	-	76,700
Totals	33.0		6,948,100	5,705,400	12,653,500

FY2021 Vehicle Replacement Schedule

Department	Division	Veh No	Purchase Year	Description	Amount
530 - Water Equipment Replacement					
Public Works	9100 - Water Distribution	1881	2014	14 F-150 SC	32,000
		1776	2008	08 Elect Forklift	44,800
		1647		2020 Fleming Trailer - Carryover	33,900
Water Equipment Replacement					110,700
532 - Sanitation Equipment Replacement					
Public Works	6800 - Solid Waste	1852		2020 Peterbilt/ Amrep - Carryover	312,400
		1853		2020 Peterbilt/ Amrep - Carryover	312,400
		1878	2014	14 PETE S/L	358,400
		1877	2014	14 PETE S/L	358,400
		1876	2014	14 PETE S/L	358,400
		1854		2020 Peterbilt/ Amrep - Carryover	312,400
	6830 - Recycling, Education and Enforcement	1863		2020 Chevy Colorado - Carryover	28,400
Sanitation Equipment Replacement					2,040,800
601 - Vehicle Replacement					
Development & Engineering Services	5925 - Traffic Engineering	1882	2014	14 F-150 SC	32,000
Fire & Medical	6330 - Fire - Intervention	5172		Fire TRR Vehicle - Carryover	750,000
Parks & Recreation Dept.	8125 - Recreation	1920	2014	14 F-150 SC	32,000
Police	6113 - Police - Patrol Support	1931	2015	15 TAHOE K-9	69,500
	6119 - Police - Traffic	1953		BMW M/C - Carryover	34,400
		1940	2015	15 TAHOE DUI	58,400
		1950	2015	BMW M/C - Carryover	34,400
		1951		BMW M/C - Carryover	34,400
		1952		BMW M/C - Carryover	34,400
	6174 - Police - Patrol	1874		2020 Chevy Tahoe PPV - Carryover	56,600
		1893	2014	CHEVY TAHOE PPV - Carryover	56,000
		1891	2014	CHEVY TAHOE PPV - Carryover	56,600
		1869	2014	CHEVY TAHOE PPV - Carryover	56,600
		1935		2020 Chevy Tahoe PPV - Carryover	56,600
		1932	2015	15 TAHOE PPV	58,400
		1875		2020 Chevy Tahoe PPV - Carryover	56,600
		1936	2015	15 TAHOE PPV	58,400
		1870		2020 Chevy Tahoe PPV - Carryover	56,600
		1868		2020 Chevy Tahoe PPV - Carryover	56,600

FY2021 Vehicle Replacement Schedule

Department	Division	Veh No	Purchase Year	Description	Amount
601 - Vehicle Replacement					
Police	6174 - Police - Patrol	1939	2015	15 TAHOE PPV	58,400
		1938	2015	15 TAHOE PPV	58,400
		1937	2015	15 TAHOE PPV	58,400
		1892		2020 Chevy Tahoe PPV - Carryover	56,600
Public Works	6600 - Streets	1809		2020 Fleming Trailer - Carryover	55,600
		1581		2020 Frghtlnr Sweeper - Carryover	260,000
Vehicle Replacement					2,195,900
Total Replacement Funding					\$4,347,400

FY2021 Technology Equipment Replacement Schedule

Fund	Division	Description	Amount
530 - Water Equipment Replacement			
	1534	Technology Infrastructure & Communication Systems - Water Network Equipment Replacements	24,000
	1535	Technology Equipment Replacement - Water - Technology Replacements - Computers	48,000
Total - Fund 530			72,000
531 - Sewer Equipment Replacement			
	1535	Technology Equipment Replacement - Sewer - Technology Replacements - Computers	25,000
Total - Fund 531			25,000
532 - Sanitation Eqt. Replacement			
	1535	Technology Equipment Replacement - Sanitation - Technology Replacements - Computers	9,000
Total - Fund 532			9,000
603 - Equipment Replacement Fund			
	1534	Technology Infrastructure & Communication Systems - City Network Equipment Replacements	1,140,000
	1535	Technology Equipment Replacement - Audio Video	25,000
	1535	Technology Equipment Replacement - Computers	155,000
	1535	Technology Equipment Replacement - IP Phones	25,000
	1535	Technology Equipment Replacement - Reprographics	10,000
	1535	Technology Equipment Replacement - Security Cameras	25,000
Total - Fund 603			1,380,000
Totals		Total PCs and System Compone	\$ 1,486,000



Glossary

Accrual Basis: A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or paid out.

Adoption: Formal action by the City Council, which sets the total expenditure limit for the fiscal year.

Appropriation: Specific amount of monies authorized for one year by the City Council for the purpose of incurring obligations and acquiring goods and services. All appropriations lapse at the end of the fiscal year.

Assessed Valuation: A value set upon real and personal property, usually based on the estimated market value, by the County Assessor for the purpose of levying property taxes. The assessment ratio depends on the classification of the property, such as residential, commercial, utilities, etc.

Balanced Budget: A situation in the budgeting process where total authorized expenses are less than or equal to total resources available.

Base Budget: The ongoing costs for personnel, contractual services, commodities, and the replacement of equipment to maintain service levels previously established by the City Council.

Bond: A municipality will issue this debt instrument and agree to repay the face amount of the bond on the designated maturity date. Bonds are used to finance capital projects.

Budget: A financial plan of estimated expenditures and anticipated resources adopted for a specific period of time outlining a plan for achieving council goals and objectives.

Capital Budget: The appropriation of funds for improvements to city facilities which may include buildings, streets, water and sewer lines, parks, and equipment.

Capital Expenditures: Funds used by an entity to acquire or upgrade physical assets such as property, industrial buildings or equipment. This type of outlay is made by cities to maintain or increase the scope of their operations. These expenditures can include everything from repairing a roof to building a brand new facility.

Carryover: Encumbered or otherwise previously obligated expenditure authority moved from one fiscal year to another through the budget process to cover the timing of those obligated expenditures.

Contingency: An amount set aside, with Council approval, to cover unforeseen expenditures and emergency expenditures.

Coronavirus (COVID-19): any of a family (Coronaviridae) of large single-stranded RNA viruses that have a lipid envelope studded with club-shaped spike proteins, infect birds and many mammals including humans, and include the causative agents of MERS, SARS, and COVID-19.

Debt Ratio: Total debt divided by total assets.

Debt Service: Principal and interest payments on outstanding bonds.

Glossary

Encumbrance: Accounting concept that obligates a specified budget amount to be expended in the future.

Enterprise Fund: Accounts for expenses and revenues associated with certain programs or services, which are intended to be business-like and self-sustaining. User fees are charged for the direct provision of a service.

Estimated Revenue: The amount of revenue projected to be collected during the fiscal year.

Excise Tax Bonds: Bonds secured by a lien on excise taxes collected by the City, including sales tax, state-shared revenues, and franchise fees.

Expenditure: The use of governmental funds to acquire goods or services.

Expenditure Limitation: A constitutional limit to governmental agency expenditures. The Economic Estimates Commission sets the annual limit based on population growth and inflation. All municipalities have the option of proposing an alternative expenditure limitation to its voters. Avondale citizens approved the Home Rule Option in 2016.

Fiscal Year: Any period of twelve consecutive months establishing the beginning and the ending of financial transactions. For the City of Avondale this period begins July 1 and ends June 30.

Full-Time Equivalent Position (FTE): A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be equivalent to a 0.5 FTE.

Fund: A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources.

Fund Balance: The difference between a fund's total assets and liabilities. A positive fund balance is generally an accumulation of actual revenues which have exceeded actual expenditures. Fund balance in each fund may have up to five classifications as outlined in GASB Statement 54.

- **Nonspendable Fund Balance:** The nonspendable fund balance classification includes amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact. This would include items not expected to be converted to cash including inventories and prepaid amounts. It may also include the long-term amount of loans and receivables, as well as property acquired for resale and the corpus (principal) of a permanent fund.
- **Restricted Fund Balance:** The restricted fund balance classification should be reported when constraints placed on the use of resources are either (a) externally imposed by creditors, grantors, contributors, or laws or regulations of other governments or (b) imposed by law through constitutional provisions or enabling legislation.
- **Committed Fund Balance:** The committed fund balance classification reflects specific purposes pursuant to constraints imposed by formal action of City Council.
- **Assigned Fund Balance:** The assigned fund balance classification reflects amounts that are constrained by the government's intent to be used for specific purposes, but meet neither the restricted nor committed forms of constraint.

Glossary

- **Unassigned Fund Balance:** The unassigned fund balance classification is the residual classification for the general fund only. It is also where *negative residual amounts for all other* governmental funds would be reported.

General Fund: The fund used to record revenues and resources that are unrestricted in their use. Since the fund contains unrestricted revenues and resources, budgeted expenses in the fund are allocated to the services and functions considered the highest priority of the City.

General Obligation Bonds: Bonds backed by the full credit and taxing power of the City rather than any specific revenue source. General Obligation Bonds must be approved by the voters of the City and are usually paid using the Secondary Property Tax.

Generally Accepted Accounting Principles (GAAP): A set of rules that encompass the details, complexities, and legalities of business and corporate accounting.

Governmental Funds: Funds which account for functions reported as governmental activities in the government-wide financial statements.

Highway Users Revenue Bond: Proceeds used solely for street and highway purposes and require voter authorization. Bonds are payable from highway user revenue up to 50% of total received for the past twelve month period (stipulated by state law).

Highway Users Revenue Fund (HURF): This revenue source consists of state taxes collected on gasoline, vehicle licenses and a number of other additional transportation related fees. These funds must be used for street and highway purposes.

Home Rule Option: An alternative expenditure limitation that allows a municipality to expend up to the resources available to the City each fiscal year. This limitation must be approved by the voters and is effective for four fiscal years.

Infrastructure: Facilities that support the continuance and growth of a community. Examples include roads, water lines, sewers, public buildings and parks.

Inter-Fund Transfer: Movement of resources between two funds. Example: An inter-fund transfer would include the transfer of operating resources from the General Fund to a Construction Fund to provide the resources necessary to complete a construction project.

Intergovernmental Revenue: Revenues collected by other government organizations and distributed to the City. Examples include federal grants and the portion of state income tax collected by Arizona that is distributed to Avondale.

Internal Service Funds: Used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, on a cost-reimbursement basis.

Long Term Debt: Debt with a maturity of more than one year after date of issuance.

Management Indicators: A measurable means of evaluating impact of the budget on achieving stated objectives.

Glossary

Major Funds: Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds. Any other fund may be reported as a major fund if the government's officials believe that fund is particularly important to financial statement users.

Modified Accrual Basis: Variations from GASB/GAAP principles the City employs for the purposes of budgeting and reporting. Examples of these variations include the recording of principal payments on debt as an expense and not a reduction in liability and the exclusion of depreciation on budget documents. While the City budgets using modified accrual basis, the CAFR and other official financial statements do not use Modified Accrual Basis accounting.

Municipal Development Corporation (MDC) Bond: Bonds that are backed by a lien on excise taxes of the City including City Sales Tax, Franchise Tax, State Shared Sales Tax, and Auto Lieu Tax. The MDC is a non-profit corporation established for the purpose of issuing debt to purchase municipal facilities, which it leases to the City.

Objectives: A measurable output that an organization strives to achieve within a designated time frame. The achievement of the objective advances an organization toward a corresponding goal.

Operating Budget: Appropriations for the day-to-day costs of delivering city services.

Operating Impact: Costs of a capital project that will affect the day-to-day operating and maintenance costs of a municipality after it is completed. An example is a new completed park will require staff and landscaping in order to maintain the capital investment.

Pay-As-You-Go Funding: A term used to refer to financing for capital projects using available resources rather than debt financing.

Performance Indicators: Measurement of the quality of service to a specified target outcome level.

Property Tax: The total property tax levied by a municipality. Arizona's municipal property tax system is divided into a primary and secondary rate.

- **Primary Tax:** Arizona statute limits the primary property tax levy amount and municipalities may use this tax for any purpose.
- **Secondary Rate:** Arizona statute does not limit the secondary tax levy amount and municipalities may only use this levy to retire the principal and interest or redemption charges on bond debt.

Proprietary Funds: Funds which are used to account for business-type activities, including enterprise and internal service funds.

Resources: Total amounts available for appropriation including estimated revenues, bond/loan proceeds, fund transfers and fund balances.

Revenue: Financial resources derived from business like activities. Examples include taxes, user charges, and monies received from other levels of government.

Glossary

- **Recurring Revenue:** This is revenue that is predictable, stable and can be counted on in the future with a high degree of certainty. The portion of the City's revenue that is used to fund ongoing operations.
- **Non-Recurring Revenue:** Revenue that is not expected to be long-term in nature. A few examples are one-time grants and revenue sources that fluctuate in amount and frequency. This type of revenue should be used for one-time expenses, such as equipment, or on temporary programs.

Special Revenue Funds: Funds used to account for the proceeds of specific revenue sources that are legally restricted to be expended on specified purposes.

Stabilization Fund: A portion of the General Fund balance that has been committed by the City Council for the applicable fiscal year.

State-Shared Revenue: Includes the city's portion of state sales tax revenues, state income tax receipts, and Auto In-Lieu taxes.

Supplemental Request: This is a request for funding to provide additional personnel, equipment and related expenses which enhance the service level of a program. Supplemental increases are directed at attaining Council goals or meeting increased service needs.

Tax Levy: The total amount of the general property taxes assessed on property for purposes specified in the Tax Levy Resolution.

Tax Rate: The amount of tax levied for each \$100 of assessed valuation.

Transaction Privilege Tax: Tax levied for the privilege of conducting business on the sale of goods, where the seller, not the purchaser, is responsible for the tax.

Workload Indicators: Statistical information that indicates the demands for services within a given department or division. Workload indicators are a type of performance measure utilized by departments or divisions to assess its level of service.

Glossary

Acronyms

ACES: Avondale Collaboration and Enterprise Sharing system

ADA: Americans with Disabilities Act

ADEQ: Arizona Department of Environmental Quality

ADOT: Arizona Department of Transportation

ADWR: Arizona Department of Water Resources

ACJIS: Arizona Criminal Justice Information Systems

ARRA: American Recovery & Reinvestment Act

ARS: Arizona Revised Statutes

ASC: American Sports Center

ASRS: Arizona State Retirement System

AZBO: Arizona Building Officials

AZAFIS: Arizona Automated Fingerprint Identification System

BAB: Build America Bonds

BCC: Boards, Commissions and Committees

CAD: Computer Aided Dispatch

CAFR: Comprehensive Annual Financial Report

CARES Act: Coronavirus Aid, Relief, and Economic Security Act

CDBG: Community Development Block Grant

CERT: Computer Emergency Response Team

CESSWI: Certified Erosion, Sediment, and Storm Water Inspector

CIP: Capital Improvement Plan

CMAQ: Congestion Mitigation and Air Quality

COP: Certificate of Participation

COVID-19: coronavirus disease 2019

CPR: Cardiopulmonary resuscitation

CPTED: Crime Prevention through Environmental Design

CRM: Constituent/Customer Relationship Management

D.A.R.E.: Drug Awareness Resistance Education

DEA: Drug Enforcement Administration

DRMO: Defense Reutilization and Marketing Office

EAM: Enterprise Asset Management

EMS: Emergency Medical Services

EOC: Emergency Operations Center

EORP: Elected Officials Retirement Plan

EPA: Environmental Protection Agency

ERP: Enterprise Resource Planning

EVT: Emergency Vehicle Technician

FAC: Family Advocacy Center

FARE: Fines, Fees, Restitution, Enforcement Program

FCSP: Freeway Corridor Specific Plan

FTE: Full-time Equivalent (Position)

FTG: Fill the Gap

FY: Fiscal Year

GAAP: Generally Accepted Accounting Principles

Glossary

GAO: United States General Accounting Office

GAIN: Getting Arizona Involved in Neighborhoods.

GASB: Governmental Accounting Standards Board

GFOA: Government Finance Officers Association

GIS: Geographic Information System

GO: General Obligation

GOHS: Governor's Office of Highway Safety

HOA: Homeowner's Association

HSIP: Highway Safety Improvement Program

HURF: Highway User Revenue Fund

ICC: International Code Council

ICM: Institute for Court Management

IGA: Intergovernmental Agreement

JCEF: Judicial Collection Enhancement Fund

LEED: Leadership in Energy and Environmental Design

LID: Low Impact Development

LSTA: Library Services and Technology Act

LTAF: Local Transportation Assistance Fund

MAG: Maricopa Association of Governments

MDC: Municipal Development Corporation

MOSC: Municipal Operations Service Center

NASP: North Avondale Specific Plan

NCIS: National Instant Criminal-background Check System

NCIS: National

NIMS: National Incident Management System

NPDES: National Pollutant Discharge Elimination System

OASDI: Old Age Survivors and Disability Insurance

OSHA: Occupational Safety & Health Association

PCH: Phoenix Children's Hospital

PIO: Public Information Office

PIR: Phoenix International Raceway

PRLD: Parks, Recreation & Libraries Division

PSPRS: Public Safety Personnel Retirement System

QR: Quick Response

RICO: Racketeer Influenced and Corrupt Organizations Act

RMS: Radio Management System

RPTA: Regional Public Transit Authority

RWC: Regional Wireless Cooperative

SWAT: Special Weapons and Tactics

SWFAC: South West Family Advocacy Center

TOD: Transfer on Death

TRMSS: Tire Rubber Modified Surface Sealer

TPT: Transaction Privilege Tax

VIPS: Volunteers in Police Service

VISTA: Volunteers in Service to America

VOCA: Victims of Crime Act

Glossary

WIFA: Water Infrastructure Financing Authority

WWTP: Wastewater Treatment Plan

RESOLUTION NO. 1038-0620

A RESOLUTION OF THE COUNCIL OF THE CITY OF AVONDALE, ARIZONA, SETTING FORTH THE FINAL BUDGET FOR FISCAL YEAR 2020-2021.

WHEREAS, pursuant to the provisions of the laws of the State of Arizona and the City Charter, the Council of the City of Avondale (the “City Council”) is required to adopt an annual budget for the City of Avondale (the “City”); and

WHEREAS, in accordance with ARIZ. REV. STAT. § 42-17102, the City Manager prepared and filed with the City Council the City Manager’s Budget estimates for the fiscal year beginning July 1, 2020 and ending June 30, 2021; and

WHEREAS, on May 18, 2020, the City Council approved Resolution 1032-0520, adopting (i) an expenditure limitation and (ii) the estimates of expenditures for the fiscal year beginning July 1, 2020, and ending June 30, 2021, as the tentative budget for the City; and

WHEREAS, Resolution 1032-0520 also directed the City Manager or designee to: (i) publish in the official City newspaper once per week for two consecutive weeks, (a) the official tentative budget and (b) a notice of the public hearing of the City Council to hear taxpayers and make tax levies at designated times and places; and (ii) not later than seven business days following consideration of Resolution 1032-0520 by the City Council, (a) make available at the Avondale Civic Center Library, the Sam Garcia Western Avenue Library and the Avondale City Hall a complete copy of the tentative budget, and (b) post the tentative budget on the City’s website; and

WHEREAS, due notice has been given by the City Clerk as required by law that the City Council would meet on June 1, 2020, at the City Council Chambers for the purposes of adopting the tentative budget as final; and

WHEREAS, on June 1, 2020, the City Council held a public hearing on the final budget as required by law; and

WHEREAS, the City of Avondale Procurement Code 25-6 specifies that budgeted line items approved by the City Council in the review and adoption of the Annual Budget of City, and for which an award is within the allocated expenditure, may be approved by the procurement agent or authorized designee.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF AVONDALE as follows:

SECTION 1. The recitals above are hereby incorporated as if fully set forth herein.

SECTION 2. The statements and schedules hereto as Exhibit A and incorporated herein by reference, is hereby formally adopted as the official final budget for the City for the fiscal year beginning July 1, 2020 and ending June 30, 2021.

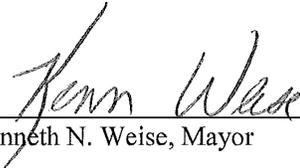
SECTION 3. If any section, subsection, sentence, clause, phrase or portion of this Resolution or any part of the statements and schedules or fee schedule incorporated herein by reference are for any reason to be held invalid or unconstitutional by the decision of any court of competent jurisdiction, such decision shall not affect the validity of the remaining portions thereof.

SECTION 4. The statements and schedules hereto as Exhibit B and incorporated herein by reference are hereby identified as specifically budgeted line items greater than \$50,000 for the City of Avondale, Arizona for the fiscal year July 1, 2020 through June 30, 2021.

SECTION 5. The statements and schedules hereto as Exhibit C and incorporated herein by reference are hereby identified as the scheduled Interfund Transfers and scheduled Interfund Loans for the City of Avondale, Arizona for the fiscal year July 1, 2020 through June 30, 2021.

SECTION 6. The Mayor, the City Manager, the City Clerk and the City Attorney are hereby authorized and directed to take all steps necessary to carry out the purpose and intent of this Resolution.

PASSED AND ADOPTED by the Council of the City of Avondale, Arizona, June 15, 2020.



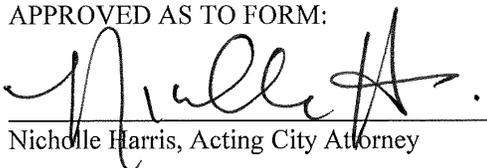
Kenneth N. Weise, Mayor

ATTEST:



Marcella Carrillo, City Clerk

APPROVED AS TO FORM:



Nicholle Harris, Acting City Attorney

EXHIBIT A
TO
RESOLUTION NO. 1038-0620

[Statements and Schedules]

See following pages.

City of Avondale
 Summary Schedule of Estimated Revenues and Expenditures/Expenses
 Fiscal Year 2021

Fiscal Year	S c h	FUNDS										Total All Funds
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Trust & Agency Fund	Enterprise Funds Available	Internal Service Funds				
2020	E	66,207,041	33,235,444	10,237,810	62,113,948	5,000	58,249,771	6,650,235			236,695,249	
2020	E	59,965,358	19,862,616	10,237,810	61,995,910	5,000	55,032,407	5,062,385			210,162,486	
2021	B	49,842,212	28,750,282	8,073,352	59,589,579	300,649	91,100,899	7,877,486			245,534,459	
2021	B	3,145,875									3,145,875	
2021	B		3,435,086								3,435,086	
2021	C	71,196,100	46,708,000	32,000	3,316,000	3,000	35,251,700	4,317,300			160,824,100	
2021	D	0	0	0	21,581,000	0	6,690,000	0			28,271,000	
2021	D	(6,789,000)	0	0	(1,292,000)	0	(6,690,000)	0			(14,771,000)	
2021	D	4,682,000	1,481,200	5,652,000	16,339,000	0	9,030,000	0			37,184,200	
2021	D	(16,956,200)	(9,930,000)	0	(208,000)	0	(10,087,000)	(3,000)			(37,184,200)	
2021												
LESS: Amounts for Future Debt Retirement:											0	
Future Capital Projects											0	
Maintained Fund Balance for Financial Stability											0	
											0	
2021 Total Financial Resources Available	E	105,120,987	67,009,482	17,192,438	99,325,579	303,649	125,295,599	12,191,786			426,439,520	
2021 Budgeted Expenditures/Expenses	E	81,336,400	39,521,900	9,527,000	79,974,000	5,000	62,638,200	7,106,900			280,109,400	

EXPENDITURE LIMITATION COMPARISON

	2020	2021
1 Budgeted expenditures/expenses	\$ 236,695,249	\$ 280,109,400
2 Add/subtract: estimated net reconciling items		
3 Budgeted expenditures/expenses adjusted for reconciling items	236,695,249	280,109,400
4 Less: estimated exclusions		
5 Amount subject to the expenditure limitation	\$ 236,695,249	\$ 280,109,400
6 EEC expenditure limitation or voter-approved alternative expenditure limitation	\$ 236,695,249	\$ 280,109,400

* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.
 ** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.
 *** Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

**City of Avondale
Tax Levy and Tax Rate Information
Fiscal Year 2021**

	2020	2021
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>3,039,967</u>	\$ <u>3,145,875</u>
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>3,039,967</u>	\$ <u>3,145,875</u>
B. Secondary property taxes	<u>4,141,443</u>	<u>3,435,086</u>
C. Total property tax levy amounts	\$ <u><u>7,181,410</u></u>	\$ <u><u>6,580,961</u></u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ <u>3,039,967</u>	
(2) Prior years' levies	<u>0</u>	
(3) Total primary property taxes	\$ <u>3,039,967</u>	
B. Secondary property taxes		
(1) Current year's levy	\$ <u>4,141,443</u>	
(2) Prior years' levies		
(3) Total secondary property taxes	\$ <u>4,141,443</u>	
C. Total property taxes collected	\$ <u><u>7,181,410</u></u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.7003</u>	<u>0.6808</u>
(2) Secondary property tax rate	<u>0.9540</u>	<u>0.7434</u>
(3) Total city/town tax rate	<u><u>1.6543</u></u>	<u><u>1.4242</u></u>
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating <u>0</u> special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**City of Avondale
Revenues Other Than Property Taxes
Fiscal Year 2021**

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
GENERAL FUND			
Local taxes			
Local Sales Tax	\$ 35,408,000	\$ 36,418,000	\$ 36,692,000
Other Taxes			10,000
Licenses and permits			
Franchise Fees	1,273,000	1,273,000	1,273,000
Building & Development Permits	1,436,000	2,063,000	879,000
Licenses	287,000	287,000	247,000
Other Permits	38,000	38,000	73,000
Development Charges for Service	5,000	10,000	0
Intergovernmental			
State Urban Revenue Sharing	11,121,000	11,100,000	12,465,000
City's Share of St. Sales Tax	8,830,000	8,938,000	9,206,000
Auto Lieu Tax	3,900,000	3,757,000	3,869,000
Other Cities & Towns	75,620	75,000	195,900
Charges for services			
Development Charges for Service	449,000	450,000	976,000
Other Charges for Service	337,000	430,000	536,500
Recreation Charges for Service	287,000	277,000	573,000
Internal Service Charges	3,000	3,000	33,000
Fines and forfeits			
Court Fines	947,000	951,000	847,000
Other Fines	11,000	10,000	21,000
Interest on investments			
Interest	520,000	500,000	520,000
Miscellaneous			
Sale of Assets	1,054,000	2,430,000	1,054,000
Other Revenue	1,532,000	1,217,000	630,900
Donations	10,000	10,000	57,800
Operating Lease			1,037,000
Total General Fund	\$ 67,523,620	\$ 70,237,000	\$ 71,196,100

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

SPECIAL REVENUE FUNDS

Highway User Revenue Fund			
Highway User Revenue Fees	\$ 6,076,000	\$ 5,880,656	\$ 6,057,000
Interest	80,000	80,000	80,000
	6,156,000	5,960,656	6,137,000
Senior Nutrition			
Federal Sources	320,000	320,000	324,700
Other Cities & Towns	25,000	25,000	18,300
Other Revenue			1,300
Donations	16,000	16,000	34,900
	361,000	361,000	379,200
Community Action Program			
Donations	102,000		0
Federal Sources		240,000	173,300
Other Cities and Towns		53,000	25,000
	102,000	293,000	198,300

**City of Avondale
Revenues Other Than Property Taxes
Fiscal Year 2021**

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
HOME Grant			
Federal Sources	860,100	860,000	1,157,800
	<u>860,100</u>	<u>860,000</u>	<u>1,157,800</u>
Other Grants			
Other State Sources	293,110	544,000	211,000
Other Federal Sources			16,500
Donations	85,735		98,100
Other Revenue	5,000,000		15,366,700
	<u>5,378,845</u>	<u>544,000</u>	<u>15,692,300</u>
Cemetery Maintenance Fund			
Interest		10,000	0
	<u>0</u>	<u>10,000</u>	<u>0</u>
Library Projects			
Donations	7,395	13,000	0
	<u>7,395</u>	<u>13,000</u>	<u>0</u>
Transit Fund			
Arizona Lottery Fund	230,000	230,000	230,000
	<u>230,000</u>	<u>230,000</u>	<u>230,000</u>
County R.I.C.O.			
Seizure of Property	20,000	15,000	20,000
	<u>20,000</u>	<u>15,000</u>	<u>20,000</u>
Court Payments			
Other State Sources			7,700
Court Fines			71,000
Interest			6,000
Fill the Gap	70,000	70,000	5,000
	<u>70,000</u>	<u>70,000</u>	<u>89,700</u>
Regional Family Advocacy			
Federal Sources	173,750	173,750	260,000
Other Cities and Towns	1,046,730	1,046,730	1,046,700
	<u>1,220,480</u>	<u>1,220,480</u>	<u>1,306,700</u>
0.5% Dedicated Sales Tax			
City Sales Tax	8,522,000	8,883,000	8,966,000
	<u>8,522,000</u>	<u>8,883,000</u>	<u>8,966,000</u>
Public Safety Dedicated Sales Tax			
City Sales Tax	8,522,000	8,883,000	8,966,000
Interest Earned	80,000	80,000	80,000
	<u>8,602,000</u>	<u>8,963,000</u>	<u>9,046,000</u>
Community Development Block Grant			
Other Federal Sources	1,763,670	1,763,000	2,912,800
	<u>1,763,670</u>	<u>1,763,000</u>	<u>2,912,800</u>
Environmental Programs Fund			
Environmental Fee	260,000	260,000	260,000
	<u>260,000</u>	<u>260,000</u>	<u>260,000</u>
Wildland Fire Deployment			
Other State Sources	251,760	251,000	172,200
	<u>251,760</u>	<u>251,000</u>	<u>172,200</u>
Tow Impound Fund			
Other Fines	0	0	97,000
	<u>0</u>	<u>0</u>	<u>97,000</u>
Tourism Fund			
Other State Sources	0	0	43,000
	<u>0</u>	<u>0</u>	<u>43,000</u>
Total Special Revenue Funds	\$ 33,805,250	\$ 29,697,136	\$ 46,708,000

**City of Avondale
Revenues Other Than Property Taxes
Fiscal Year 2021**

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.			
DEBT SERVICE FUNDS			
General Obligation			
Interest	\$ 30,000	\$ 30,000	\$ 0
	\$ 30,000	\$ 30,000	\$ 0
0.5% Dedicated Sales Tax Debt			
Interest	\$ 32,000	\$ 32,000	\$ 32,000
	\$ 32,000	\$ 32,000	\$ 32,000
Total Debt Service Funds	\$ 62,000	\$ 62,000	\$ 32,000
CAPITAL PROJECTS FUNDS			
Street Construction			
Federal Sources	\$ 102,000	\$	\$ 383,000
Development Impact Fees	547,000	1,251,344	0
Interest	75,000	100,000	75,000
	\$ 724,000	\$ 1,351,344	\$ 458,000
Police Construction			
Development Impact Fees	\$ 146,000	\$ 301,360	\$ 0
Interest	5,000	30,000	5,000
	\$ 151,000	\$ 331,360	\$ 5,000
Park Construction			
Federal Sources	\$ 2,100,000	\$ 0	\$ 0
Development Impact Fees	258,000	432,756	0
Interest	60,000	30,000	18,000
	\$ 2,418,000	\$ 462,756	\$ 18,000
Library Construction			
Development Impact Fees	\$ 18,000	\$ 49,595	\$ 0
Interest	100	0	0
	\$ 18,100	\$ 49,595	\$ 0
Landscaping Landfill Remediation			
Interest	0	45,000	0
	0	45,000	0
Fire Construction			
Development Impact Fees	137,000	246,000	0
Interest	10,000	10,000	10,000
	147,000	\$ 256,000	\$ 10,000
One Time Capital			
Interest	0	100,000	0
	0	100,000	0
Transit Capital			
Federal Sources	400,000	400,000	0
	400,000	400,000	0
Streets Development Impact Fee Fund			
Development Impact Fees	0	0	1,333,000
	0	0	1,333,000
Police Development Impact Fee Fund			
Development Impact Fees	0	0	329,000
	0	0	329,000

**City of Avondale
Revenues Other Than Property Taxes
Fiscal Year 2021**

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
Fire Development Impact Fee Fund			
Development Impact Fees	0	0	329,000
	<u>0</u>	<u>0</u>	<u>329,000</u>
Parks Development Impact Fee Fund			
Development Impact Fees	0	0	594,000
	<u>0</u>	<u>0</u>	<u>594,000</u>
Library Development Impact Fee Fund			
Development Impact Fees	0	0	72,000
	<u>0</u>	<u>0</u>	<u>72,000</u>
Vehicle Replacement			
Sale of Assets	62,320	62,320	62,000
Interest	100,000	100,000	100,000
	<u>162,320</u>	<u>\$ 162,320</u>	<u>\$ 162,000</u>
Equipment Replacement			
Interest	6,000	6,000	6,000
	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>
Total Capital Projects Funds	<u>\$ 4,026,420</u>	<u>\$ 3,164,375</u>	<u>\$ 3,316,000</u>

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

Trust and Agency

Volunteer Fireman's Pension

Interest	\$ 3,000	\$ 3,000	\$ 3,000
	<u>\$ 3,000</u>	<u>\$ 3,000</u>	<u>\$ 3,000</u>

Total Permanent Funds \$ 3,000 \$ 3,000 \$ 3,000

ENTERPRISE FUNDS

Water Fund

Water Sales	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000
Interest	512,000	512,000	512,000
Operating Lease	33,000	33,000	33,000
Other Revenue	70,000	70,000	70,000
	<u>\$ 15,615,000</u>	<u>\$ 15,615,000</u>	<u>\$ 15,615,000</u>

Sewer Operations

Sewer Fees	\$ 9,700,000	\$ 9,990,000	\$ 9,700,000
Interest	176,000	176,000	176,000
	<u>\$ 9,876,000</u>	<u>\$ 10,166,000</u>	<u>\$ 9,876,000</u>

Sewer Construction

Development Fees	\$ 1,118,000	\$ 1,459,000	\$ 0
Interest	75,000	60,000	0
	<u>\$ 1,193,000</u>	<u>\$ 1,519,000</u>	<u>\$ 0</u>

Water Construction

Development Fees	\$ 821,000	\$ 1,383,000	\$ 0
Interest	125,000	47,000	100,000
	<u>\$ 946,000</u>	<u>\$ 1,430,000</u>	<u>\$ 100,000</u>

Sanitation

Sanitation Fees	5,100,000	5,282,000	5,100,000
Interest	104,000	104,000	104,000
Other Cities and Towns	57,680	17,000	57,700

**City of Avondale
Revenues Other Than Property Taxes
Fiscal Year 2021**

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
Sanitation Construction	5,261,680	5,403,000	5,261,700
Interest	500	5,000	1,000
	500	5,000	1,000
Water Equipment Replacement			
Interest	27,600	27,600	28,000
	27,600	27,600	28,000
Sewer Equipment Replacement			
Interest	6,000	6,000	6,000
	6,000	6,000	6,000
Sanitation Equipment Replacement			
Sale of Assets	184,870		0
Interest	70,000	70,000	70,000
	254,870	70,000	70,000
Water Development Impact Fees			
Development Fees			1,835,000
	0	0	1,835,000
Sewer Development Impact Fees			
Development Fees			2,384,000
Interest			75,000
	0	0	2,459,000
Total Enterprise Funds	\$ 33,180,650	\$ 34,241,600	\$ 35,251,700

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

INTERNAL SERVICE FUNDS

Risk Management

Internal Service Charges	\$ 1,731,380	\$ 1,731,380	\$ 918,800
Other Revenue	38,800	0	13,500
Interest	10,280	10,000	33,000
	\$ 1,780,460	\$ 1,741,380	\$ 965,300

Fleet Services Management

Internal Service Charges	\$ 3,106,195	\$ 2,401,530	\$ 2,822,800
	\$ 3,106,195	\$ 2,401,530	\$ 2,822,800

Worker's Compensation

Internal Service Charges	\$ 659,740	\$ 663,000	\$ 529,200
	\$ 659,740	\$ 663,000	\$ 529,200

Total Internal Service Funds \$ 5,546,395 \$ 4,805,910 \$ 4,317,300

TOTAL ALL FUNDS \$ 144,147,335 \$ 142,211,021 \$ 160,824,100

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**City of Avondale
Other Financing Sources/(Uses) and Interfund Transfers
Fiscal Year 2021**

FUND	OTHER FINANCING 2021		INTERFUND TRANSFERS 2021	
	SOURCES	(USES)	IN	(OUT)
GENERAL FUND				
Operating Transfers	\$	\$	\$ 1,057,000	\$ (5,106,200)
Capital Transfers			0	(11,850,000)
Interfund Loans	0	(6,789,000)		
Economic Opportunities - from General Fund			3,625,000	0
Total General Fund	\$ 0	\$ (6,789,000)	\$ 4,682,000	\$ (16,956,200)
SPECIAL REVENUE FUNDS				
Transit Fund - Operating Transfers	\$	\$	\$ 1,082,200	\$ 0
Regional Family Advocacy - Operating Transfers			349,000	0
Regional Family Advocacy - Capital Transfers			0	(44,000)
Public Arts Fund - Operating Transfers			50,000	0
Highway User Revenue Fund - Capital Transfers			0	(3,821,000)
0.5% Dedicated Sales Tax - Capital Transfer				(500,000)
0.5% Dedicated Sales Tax - Debt Transfer			0	(5,444,000)
Public Safety Dedicated Tax - Capital Transfer			0	(119,000)
Environmental Programs Fund			0	(2,000)
Total Special Revenue Funds	\$ 0	\$ 0	\$ 1,481,200	\$ (9,930,000)
DEBT SERVICE FUNDS				
0.5% Dedicated Sales Tax Debt- Debt Transfer	\$	\$	\$ 4,883,000	\$ 0
2019 PRO Debt Service - Debt Transfer			769,000	0
Total Debt Service Funds	\$ 0	\$ 0	\$ 5,652,000	\$ 0
CAPITAL PROJECTS FUNDS				
Library Development Impact Fee Fund - Debt	\$	\$	\$ 0	\$ (208,000)
Street Construction - Capital Transfer			7,570,000	0
General Obligation - Bond Proceeds	13,500,000			
Police Construction - Capital Transfer			430,000	0
Police Construction - Interfund Loan	0	(226,000)		
Park Construction - Capital Transfer			5,950,000	0
Library Construction - Capital Transfer			150,000	0
Fire Construction - Interfund Loan	0	(1,066,000)		
One Time Capital			700,000	0
Street Development Impact Fee - Interfund Loan	5,454,000	0		
Police Development Impact Fee - Interfund Loan	226,000	0		
Fire Development Impact Fee - Interfund Loan	1,066,000	0		
Parks Development Impact Fee - Interfund Loan	1,335,000	0		
Vehicle Replacement - Capital			855,000	0
Equipment Replacement - Capital			684,000	0
Total Capital Projects Funds	\$ 21,581,000	\$ (1,292,000)	\$ 16,339,000	\$ (208,000)
ENTERPRISE FUNDS				
Water Fund - Operating Transfers	\$	\$	\$ 0	\$ (601,000)
Sewer Fund - Operating Transfers			0	(456,000)
Water Fund - Capital Transfers			0	(4,919,000)
Sewer Fund - Capital Transfers			0	(2,845,000)
Water Construction - Capital Transfers			4,500,000	0
Water Construction - Interfund Loan	0	(6,690,000)		
Sewer Construction - Capital Transfers			2,600,000	0
Sanitation Construction Capital Transfers			50,000	0
Water Equipment Replacement - Capital			419,000	0
Sewer Equipment Replacement - Capital			245,000	0
Sanitation Equipment Replacement - Capital			1,216,000	0
Water Development Impact Fee	6,690,000	0		
Sanitation Fund - Capital Transfers			0	(1,266,000)
Total Enterprise Funds	\$ 6,690,000	\$ (6,690,000)	\$ 9,030,000	\$ (10,087,000)
INTERNAL SERVICE FUNDS				
Risk Management Fund	\$	\$	\$ 0	\$ (3,000)
Total Internal Service Funds	\$ 0	\$ 0	\$ 0	\$ (3,000)
TOTAL ALL FUNDS	\$ 28,271,000	\$ (14,771,000)	\$ 37,184,200	\$ (37,184,200)

City of Avondale
Expenditures/Expenses by Fund
Fiscal Year 2021

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
GENERAL FUND				
City Administration	\$ 3,628,676	\$ 74,100	\$ 3,601,276	\$ 4,189,700
City Attorney	1,269,990	0	1,162,340	1,585,600
City Clerk	675,580	0	672,355	983,000
City Council	300,910	(7,475)	296,660	328,200
City Court	1,180,150	0	1,172,150	1,221,000
Contingency	3,000,000	(2,301,034)	0	11,960,000
Development & Engineering Services	4,464,645	0	4,233,370	4,670,200
Economic Development	4,233,404	2,480,400	4,247,244	1,924,100
Finance & Budget	2,774,415	(1,100)	2,600,910	4,582,600
Fire and Medical	10,131,005	49,000	9,965,905	10,284,300
Human Resources	891,330	(22,760)	841,011	1,469,000
Indirect Costs		0		(4,702,100)
Information Technology	5,197,695	36,221	4,912,910	8,352,500
Marketing & Public Relations	658,215	0	958,135	916,200
Neighborhood and Family Services	3,028,732	22,887	2,753,650	3,897,900
Non-Departmental	1,367,280	0	160,000	912,100
Parks & Recreation Dept.	4,407,505	(109,839)	3,825,162	4,373,700
Police	18,762,017	(7,818)	18,539,370	20,742,000
Public Works	22,910	0	22,910	21,400
Economic Opportunities Fund				
Economic Development		0		3,585,000
Police				40,000
Total General Fund	\$ 65,994,459	\$ 212,582	\$ 59,965,358	\$ 81,336,400
SPECIAL REVENUE FUNDS				
Highway User Revenue Fund				
Contingency	\$ 250,000	\$	\$ 0	\$ 0
Development & Engineering Services	2,933,960	0	2,742,845	2,262,800
Information Technology	27,900	0	27,900	0
Non-Departmental	195,370	0	5,690	221,300
Public Works	1,898,175	0	1,870,985	1,667,600
Senior Nutrition				
Neighborhood and Family Services	660,530	(21,592)	638,938	211,400
Community Action Program				
Neighborhood and Family Services	133,240	139,184	135,800	198,300
Home Grants				
Neighborhood and Family Services	951,490	(501,920)	210,438	1,092,300
Other Grants				
Finance & Budget	25,000	0		0
City Court		17,421	17,421	0
Fire and Medical	155,690	302,930	48,000	162,900
Neighborhood and Family Services	512,755	256,529	521,497	814,400
Police		118,552	5,300	27,500
Public Works		96,464	96,464	265,000
Non-Departmental	5,000,000	5,367,639		15,000,000
Library Projects				
Neighborhood and Family Services	48,595	(19,330)	20,595	8,800
Cemetery Maintenance Fund				
Non-Departmental	15,740	0	15,740	15,700
Transit Fund				
City Administration	38,000	0		0
Development & Engineering Services	1,475,320	(25,000)	1,401,200	1,374,100
Co. RICO With Mar. Co. Atty				
Police		41,233	41,233	
Court Payments				
City Court	156,930	0	74,930	162,500

City of Avondale
Expenditures/Expenses by Fund
Fiscal Year 2021

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
Regional Family Advocacy				
Indirect Costs				162,100
Information Technology	15,380	0	15,380	0
Non-Departmental		0		5,400
Police	1,491,360	316,432	1,239,060	1,654,100
0.5% Dedicated Sales Tax				
Non-Departmental	4,000	0	0	0
Donations				
Police		10,000		
Public Safety Dedicated Sales Tax				
City Court	294,380	0	292,780	305,500
Contingency	495,000			495,000
Fire and Medical	1,980,410	0	1,957,710	2,297,500
Information Technology	33,990	0	34,040	0
Non-Departmental	4,000	0		62,600
Police	6,224,530	0	5,776,260	7,365,700
Community Development Block Grant				
Information Technology	1,000	(1,000)		0
Neighborhood and Family Services	1,346,310	106,696	2,126,595	2,955,000
Environmental Programs Fund				
Development & Engineering Services	199,910	0	199,250	205,200
Information Technology	14,000	0		0
Contingency	50,000			50,000
Public Arts Fund				
Contingency				50,000
Marketing & Public Relations	166,530	(20,049)	94,805	117,000
Wildland Fire Deployment Fund				
Fire and Medical	251,760	0	251,760	172,200
Tow Impound Fund				
Police		0		97,000
Tourism Fund				
Economic Development		0		43,000
Total Special Revenue Funds	\$ 27,051,255	\$ 6,184,189	\$ 19,862,616	\$ 39,521,900
DEBT SERVICE FUNDS				
General Obligation				
Non-Departmental	\$ 3,968,985	\$ 0	\$ 3,968,985	\$ 3,867,000
Dysart Road				
Non-Departmental	270,950	0	270,950	211,000
0.5% Dedicated Sales Tax Debt Service				
Non-Departmental	5,232,450	0	5,232,450	4,680,000
PRO Debt Service				
Non-Departmental	765,425	0	765,425	769,000
Total Debt Service Funds	\$ 10,237,810	\$ 0	\$ 10,237,810	\$ 9,527,000
CAPITAL PROJECTS FUNDS				
Streets Construction				
Development & Engineering Services	\$ 14,539,500	\$ (598,200)	\$ 13,841,300	\$ 16,642,000
Non-Departmental		0		0
Parks & Recreation Dept.		0		900,000
Police Construction				
Police	10,416,881	(120,800)	10,296,081	5,061,900
Park Construction				
Parks & Recreation Dept.	23,020,000	(5,688,810)	17,277,490	2,974,000
City Administration	755,000	0	755,000	462,000
Neighborhood and Family Services	75,000	0		0

City of Avondale
Expenditures/Expenses by Fund
Fiscal Year 2021

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
Fire Construction				
Fire and Medical	759,477	(94,300)	655,177	519,000
One-Time Construction				
City Administration		0		507,000
Economic Development		590,000	590,000	
Development & Engineering Services		1,325,438		5,822,000
Information Technology		0		400,000
Neighborhood and Family Services	11,820,707	(253,200)	14,513,007	2,726,000
Non-Departmental	1,150,000	0		0
Transit Capital Fund				
Development & Engineering Services	475,000	25,000	500,000	500,000
Streets Development Impact Fee				
Development & Engineering Services		0		6,010,000
Parks Development Impact Fee				
Parks & Recreation Dept.		0		4,000,000
General Obligation Bond Construction 2019				
Neighborhood and Family Services		0		8,069,000
Police		0		4,677,100
General Obligation Bond Construction 2021				
Development & Engineering Services		0		9,257,000
Non-Departmental				160,000
PRO Bond Construction 2019				
Development & Engineering Services		0		1,475,000
Public Works		0		5,516,000
Vehicle Replacement				
Public Works	2,564,005	0	2,564,005	2,200,000
Equipment Replacement				
Fire and Medical	20,850	0	20,850	716,000
Information Technology	984,000	348,400	984,000	1,380,000
Total Capital Projects Funds	\$ 66,580,420	\$ (4,466,472)	\$ 61,996,910	\$ 79,974,000
TRUST AND AGENCY FUND				
Volunteer Fireman's Pension	\$	\$	\$	\$
Fire and Medical	5,000	0	5,000	5,000
Total Permanent Funds	\$ 5,000	\$ 0	\$ 5,000	\$ 5,000
ENTERPRISE FUNDS				
Water Operations				
Information Technology	\$ 124,182	\$ 0	\$ 120,802	\$ 0
Non-Departmental	27,150	1	420	129,700
Public Works	11,179,254	(78,392)	10,194,071	11,076,600
Indirect Costs		0		1,697,100
Contingency	1,000,000			1,000,000
Sewer Operations				
Information Technology	191,200	0	81,200	0
Non-Departmental	1,130,380	0	1,124,000	1,179,800
Public Works	6,228,161	(23,900)	5,494,031	5,396,200
Indirect Costs		0		1,564,600
Contingency	1,000,000			1,000,000
Sewer Capital				
Development & Engineering Services		0		100,000
Public Works	11,295,983	(172,100)	10,779,883	12,461,000
Water Capital				
Development & Engineering Services	77,453	(77,400)	77,453	0
Public Works	18,943,041	(1,639,209)	16,800,000	18,017,000
Sanitation Operations				
Information Technology	14,000	0	14,000	0
Non-Departmental	220	0		34,000

City of Avondale
Expenditures/Expenses by Fund
Fiscal Year 2021

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
Public Works	4,910,182	(11,600)	4,788,347	4,304,800
Indirect Costs		0		916,400
Contingency	500,000			500,000
Sanitation Capital				
Public Works	342,000	0	342,000	0
Water Equipment Replacement				
Information Technology	337,200	36,800	337,200	72,000
Public Works	544,900	0	544,900	113,000
Sewer Equipment Replacement				
Information Technology	257,300	23,900	257,300	25,000
Public Works	171,800	0	171,800	0
Sanitation Equipment Replacement				
Information Technology		11,600		9,000
Public Works	1,905,665	0	1,905,000	2,042,000
Water Development Impact Fee				
Public Works				1,000,000
Total Enterprise Funds	\$ 60,180,071	\$ (1,930,300)	\$ 53,032,407	\$ 62,638,200
INTERNAL SERVICE FUNDS				
Risk Management Fund				
Human Resources	1,694,410	0	1,694,410	1,921,800
Information Technology				140,000
Indirect Costs				74,000
Contingency	500,000			500,000
Fleet Services Fund				
Information Technology	7,500	0	7,000	0
Non-Departmental	150	0		15,300
Public Works	2,736,725	0	2,484,525	2,500,900
Indirect Costs		0		287,900
Contingency	50,000			31,800
Workers' Compensation Fund				
Human Resources	1,161,450	0	876,450	1,134,300
Non-Departmental		0		900
Contingency	500,000			500,000
Total Internal Service Funds	\$ 6,650,235	\$ 0	\$ 5,062,385	\$ 7,106,900
TOTAL ALL FUNDS	\$ 236,699,250	\$ (1)	\$ 210,162,486	\$ 280,109,400

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**City of Avondale
Expenditures/Expenses by Department
Fiscal Year 2021**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
City Administration				
City Administration				
General Fund	\$ 3,628,676	\$ 74,100	\$ 3,601,276	\$ 4,189,700
Transit Fund	38,000	0	0	0
Park Construction	755,000	0	755,000	462,000
One Time Construction	0	0	0	507,000
Department Total	\$ 4,421,676	\$ 74,100	\$ 4,356,276	\$ 5,158,700
List Department:				
City Attorney				
General Fund	\$ 1,269,990	\$ 0	\$ 1,162,340	\$ 1,585,600
Department Total	\$ 1,269,990	\$ 0	\$ 1,162,340	\$ 1,585,600
List Department:				
City Clerk				
General Fund	\$ 675,580	\$ 0	\$ 672,355	\$ 983,000
Department Total	\$ 675,580	\$ 0	\$ 672,355	\$ 983,000
List Department:				
City Council				
General Fund	\$ 300,910	\$ (7,475)	\$ 296,660	\$ 328,200
Department Total	\$ 300,910	\$ (7,475)	\$ 296,660	\$ 328,200
List Department:				
City Court				
General Fund	\$ 1,180,150	\$ 0	\$ 1,172,150	\$ 1,221,000
Court Payments	156,930	0	74,930	162,500
Public Safety Dedicated Sales Tax	294,380	0	292,780	305,500
Other Grants	0	17,421	17,421	0
Department Total	\$ 1,631,460	\$ 17,421	\$ 1,557,281	\$ 1,689,000
List Department:				
Development and Engineering				
General Fund	\$ 4,464,645	\$ 0	\$ 4,233,370	\$ 4,670,200
Highway User Revenue Fund	2,933,960	0	2,742,845	2,262,800
Transit Fund	1,475,320	(25,000)	1,401,200	1,374,100
Environmental Programs Fund	199,910	0	199,250	205,200
Streets Construction	14,539,500	(598,200)	13,841,300	16,642,000
One Time Construction	0	1,325,438	0	5,822,000
Streets Development Impact Fee	0	0	0	6,010,000
Transit Capital Fund	475,000	25,000	500,000	500,000
General Obligation Bond Construction 2021	0	0	0	9,257,000
PRO Bond Construction 2019	0	0	0	1,475,000
Water Capital	77,453	(77,400)	77,453	0
Sewer Capital	0	0	0	100,000
Department Total	\$ 24,165,788	\$ 649,838	\$ 22,995,418	\$ 48,318,300
List Department:				
Economic Development				
General Fund	\$ 4,233,404	\$ 2,480,400	\$ 4,247,244	\$ 1,924,100
Economic Opportunities Fund	0	0	0	3,585,000
Tourism Fund	0	0	0	43,000
One Time Construction	0	590,000	590,000	0
Department Total	\$ 4,233,404	\$ 3,070,400	\$ 4,837,244	\$ 5,552,100
List Department:				
Finance & Budget				
General Fund	\$ 2,774,415	\$ (1,100)	\$ 2,600,910	\$ 4,582,600
Other Grants	25,000	0	0	0
Department Total	\$ 2,799,415	\$ (1,100)	\$ 2,600,910	\$ 4,582,600
List Department:				
Fire and Medical				
General Fund	\$ 10,131,005	\$ 49,000	\$ 9,965,905	\$ 10,284,300
Other Grants	155,690	302,930	48,000	162,900
Public Safety Dedicated Sales Tax	1,980,410	0	1,957,710	2,297,500
Wildland Fire Deployment Fund	251,760	0	251,760	172,200

**City of Avondale
Expenditures/Expenses by Department
Fiscal Year 2021**

DEPARTMENT/FUND	ADOPTED	EXPENDITURE/	ACTUAL	BUDGETED
	BUDGETED	EXPENSE	EXPENDITURES/	EXPENDITURES/
	EXPENDITURES/	ADJUSTMENTS	EXPENSES*	EXPENSES
	EXPENSES	APPROVED	EXPENSES*	EXPENSES
	2020	2020	2020	2021
Fire Construction	759,477	(94,300)	655,177	519,000
Equipment Replacement	20,850	0	20,850	716,000
Volunteer Fireman's Pension	5,000	0	5,000	5,000
Department Total	\$ 13,304,192	\$ 257,630	\$ 12,904,402	\$ 14,156,900
List Department:				
Human Resources				
General Fund	\$ 891,330	\$ (22,760)	\$ 841,011	\$ 1,469,000
Risk Management Fund	1,694,410	0	1,694,410	1,921,800
Workers' Compensation Fund	1,161,450	0	876,450	1,134,300
Department Total	\$ 3,747,190	\$ (22,760)	\$ 3,411,871	\$ 4,525,100
List Department:				
Indirect Costs				
General Fund	0	0	0	(4,702,100)
Regional Family Advocacy	0	0	0	162,100
Water Operations	0	0	0	1,697,100
Sewer Operations	0	0	0	1,564,600
Sanitation Operations	0	0	0	916,400
Risk Management Fund	0	0	0	74,000
Fleet Services Fund	0	0	0	287,900
Department Total	0	0	0	0
List Department:				
Information Technology				
General Fund	\$ 5,197,695	\$ 36,221	\$ 4,912,910	\$ 8,352,500
Highway User Revenue Fund	27,900	0	27,900	0
Regional Family Advocacy	15,380	0	15,380	0
Public Safety Dedicated Sales Tax	33,990	0	34,040	0
Community Development Block Grant	1,000	(1,000)	0	0
Environmental Programs Fund	14,000	0	0	0
One Time Construction	0	0	0	400,000
Equipment Replacement	984,000	348,400	984,000	1,380,000
Water Operations	124,182	0	120,802	0
Sewer Operations	191,200	0	81,200	0
Sanitation Operations	14,000	0	14,000	0
Water Equipment Replacement	337,200	36,800	337,200	72,000
Sewer Equipment Replacement	257,300	23,900	257,300	25,000
Sanitation Equipment Replacement	0	11,600	0	9,000
Fleet Services Fund	7,500	0	7,000	0
Risk Management Fund	0	0	0	140,000
Department Total	\$ 7,205,347	\$ 455,921	\$ 6,791,732	\$ 10,378,500
List Department:				
Marketing & Public Relations				
General Fund	\$ 658,215	\$ 0	\$ 958,135	\$ 916,200
Public Arts Fund	166,530	(20,049)	94,805	117,000
Department Total	\$ 824,745	\$ (20,049)	\$ 1,052,940	\$ 1,033,200
List Department:				
Neighborhood and Family Services				
General Fund	\$ 3,028,732	\$ 22,887	\$ 2,753,650	\$ 3,897,900
Senior Nutrition	660,530	(21,592)	638,938	211,400
Community Action Program	133,240	139,184	135,800	198,300
Home Grants	951,490	(501,920)	210,438	1,092,300
Other Grants	512,755	256,529	521,497	814,400
Library Projects	48,595	(19,330)	20,595	8,800
Community Development Block Grant	1,346,310	106,696	2,126,595	2,955,000
Park Construction	75,000	0	0	0
One-Time Construction	11,820,707	(253,200)	14,513,007	2,726,000
General Obligation Bond Construction 2019	0	0	0	8,069,000
Department Total	\$ 18,577,359	\$ (270,746)	\$ 20,920,520	\$ 19,973,100
List Department:				
Non-Departmental				
General Fund	\$ 1,367,280	\$ 0	\$ 160,000	\$ 912,100

City of Avondale
Expenditures/Expenses by Department
Fiscal Year 2021

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
Highway User Revenue Fund	195,370	0	5,690	221,300
Cemetery Maintenance Fund	15,740	0	15,740	15,700
0.5% Dedicated Sales Tax	4,000	0	0	0
Regional Family Advocacy	0	0	0	5,400
Public Safety Dedicated Sales Tax	4,000	0	0	62,600
General Obligation	3,968,985	0	3,968,985	3,867,000
General Obligation Bond Construction 2021	0	0	0	160,000
Dysart Road	270,950	0	270,950	211,000
0.5% Dedicated Sales Tax Debt Service	5,232,450	0	5,232,450	4,680,000
PRO Debt Service	765,425	0	765,425	769,000
Streets Construction	0	0	0	0
One-Time Construction	1,150,000	0	0	0
Water Operations	27,150	1	420	129,700
Sewer Operations	1,130,380	0	1,124,000	1,179,800
Sanitation Operations	220	0	0	34,000
Fleet Services Fund	150	0	0	15,300
Workers' Compensation Fund	0	0	0	900
Department Total	\$ 14,132,100	\$ 1	\$ 11,543,660	\$ 12,263,800

List Department:

Parks & Recreation				
General Fund	\$ 4,407,505	\$ (109,839)	\$ 3,825,162	\$ 4,373,700
Park Construction	23,020,000	(5,688,810)	17,277,490	2,974,000
Streets Construction	0	0	0	900,000
Parks Development Impact Fee	0	0	0	4,000,000
Department Total	\$ 27,427,505	\$ (5,798,649)	\$ 21,102,652	\$ 12,247,700

List Department:

Police				
General Fund	\$ 18,762,017	\$ (7,818)	\$ 18,539,370	\$ 20,742,000
Economic Opportunities Fund	0	0	0	40,000
Regional Family Advocacy	1,491,360	316,432	1,239,060	1,654,100
Public Safety Dedicated Sales Tax	6,224,530	0	5,776,260	7,365,700
Police Construction	10,416,881	(120,800)	10,296,081	5,061,900
Other Grants	0	118,552	5,300	27,500
Tow Impound Fund	0	0	0	97,000
General Obligation Bond Construction 2019	0	0	0	4,677,100
Donations	0	10,000	0	0
Co. RICO With Mar. Co. Atty	0	41,233	41,233	0
Department Total	\$ 36,894,788	\$ 357,599	\$ 35,897,304	\$ 39,665,300

List Department:

Public Works				
General Fund	\$ 22,910	\$ 0	\$ 22,910	\$ 21,400
Highway User Revenue Fund	1,898,175	0	1,870,985	1,667,600
Other Grants	0	96,464	96,464	265,000
PRO Bond Construction 2019	0	0	0	5,516,000
Vehicle Replacement	2,564,005	0	2,564,005	2,200,000
Water Operations	11,179,254	(78,392)	10,194,071	11,076,600
Sewer Operations	6,228,161	(23,900)	5,494,031	5,396,200
Sewer Capital	11,295,983	(172,100)	10,779,883	12,461,000
Water Capital	18,943,041	(1,639,209)	16,800,000	18,017,000
Sanitation Operations	4,910,182	(11,600)	4,788,347	4,304,800
Sanitation Capital	342,000	0	342,000	0
Water Equipment Replacement	544,900	0	544,900	113,000
Sewer Equipment Replacement	171,800	0	171,800	0
Water Development Impact Fee	0	0	0	1,000,000
Sanitation Equipment Replacement	1,905,665	0	1,905,000	2,042,000
Fleet Services Fund	2,736,725	0	2,484,525	2,500,900
Department Total	\$ 62,742,801	\$ (1,828,737)	\$ 58,058,921	\$ 66,581,500

List Department:

Contingency				
General Fund	\$ 3,000,000	\$ (2,301,034)	\$ 0	\$ 11,960,000
Highway User Revenue Fund	250,000	0	0	0

**City of Avondale
Expenditures/Expenses by Department
Fiscal Year 2021**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
Other Grants	5,000,000	5,367,639	0	15,000,000
Public Safety Dedicated Sales Tax	495,000	0	0	495,000
Environmental Programs Fund	50,000	0	0	50,000
Public Arts Fund	0	0	0	50,000
Water Operations	1,000,000	0	0	1,000,000
Sewer Operations	1,000,000	0	0	1,000,000
Sanitation Operations	500,000	0	0	500,000
Risk Management Fund	500,000	0	0	500,000
Fleet Services Fund	50,000	0	0	31,800
Workers' Compensation Fund	500,000	0	0	500,000
Department Total	\$ 12,345,000	\$ 3,066,605	\$ 0	\$ 31,086,800
TOTAL ALL DEPARTMENTS	\$ 236,699,250	\$ 0	\$ 210,162,486	\$ 280,109,400

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

City of Avondale
Full-Time Employees and Personnel Compensation
Fiscal Year 2021

FUND	Full-Time Equivalent (FTE) 2021	Employee Salaries and Hourly Costs 2021	Retirement Costs 2021	Healthcare Costs 2021	Other Benefit Costs 2021	Total Estimated Personnel Compensation 2021
GENERAL FUND	425.45	\$ 35,234,400	\$ 6,744,300	\$ 4,099,400	\$ 2,826,300	\$ 48,904,400
SPECIAL REVENUE FUNDS						
Highway User Revenue Fund	20.80	\$ 1,496,900	\$ 175,100	\$ 174,500	\$ 139,800	\$ 1,986,300
Senior Nutrition	8.50	360,400	33,400	30,000	35,500	459,300
Community Action Program	2.00	94,800	11,600	22,200	7,300	135,900
Other Grants	5.00	312,500	37,000	36,300	25,200	411,000
Court Payments	0.80	43,500	5,300	11,100	4,100	64,000
Regional Family Advocacy	7.00	802,900	66,800	46,700	46,000	962,100
Public Safety Dedicated Sales Tax	62.00	5,137,900	1,375,700	573,900	382,500	7,470,000
Community Development Block Grant	2.00	172,000	18,400	21,900	14,000	226,300
Environmental Programs Fund	1.00	103,500	12,600	11,200	8,000	135,300
Wildland Fire Deployment	0.00	128,000	0	0	0	128,000
Tow Impound Fund	1.00	67,800	8,400	5,800	7,500	89,500
Total Special Revenue Funds	110.10	\$ 8,719,900	\$ 1,744,300	\$ 933,600	\$ 669,300	\$ 12,067,700
ENTERPRISE FUNDS						
Water Operations	35.30	\$ 2,569,100	\$ 300,300	\$ 281,300	\$ 251,900	\$ 3,402,600
Sewer Operations	22.30	1,581,200	192,100	205,400	154,900	2,133,600
Sanitation	22.00	1,391,200	164,700	184,800	140,200	1,880,900
Total Enterprise Funds	79.60	\$ 5,541,500	\$ 657,100	\$ 671,500	\$ 547,000	\$ 7,417,100
TRUST & AGENCY FUND						
Volunteer Fireman's Pension	0.00	\$ 0	\$ 5,000	\$ 0	\$ 0	\$ 5,000
	0.00	\$ 0	\$ 5,000	\$ 0	\$ 0	\$ 5,000
INTERNAL SERVICE FUND						
Fleet Services Fund	8.60	\$ 593,600	\$ 66,800	\$ 78,800	\$ 57,300	\$ 796,500
Worker's Compensation Fund	1.20	108,800	13,500	9,800	10,100	142,200
Risk Management Fund	0.80	80,400	10,000	8,900	7,200	106,500
Total Internal Service Fund	10.60	\$ 782,800	\$ 90,300	\$ 97,500	\$ 74,600	\$ 1,045,200
TOTAL ALL FUNDS	625.75	\$ 50,278,600	\$ 9,241,000	\$ 5,802,000	\$ 4,117,800	\$ 69,439,400