



# 2004-2005 Annual Budget



**City of Goodyear, Arizona**



**Government Finance Officers Association**

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January 7, 2004

Mr. Joseph C. Pizzillo  
Budget and Research Manager  
City of Goodyear  
190 N. Litchfield Rd., Box 5100  
Goodyear, AZ 85338

Dear Mr. Pizzillo:

A Panel of independent reviewers has completed its examination of your budget document. We are pleased to inform you that the panel has voted to award your budget document the Distinguished Budget Presentation Award for the current fiscal period. This award is the highest form of recognition in governmental budgeting. Its attainment represents a significant achievement by your organization.

The Distinguished Budget Presentation Award is valid for one year. To continue your participation in the program, it will be necessary to submit your next annual budget document to GFOA within 90 days of the proposed budget's submission to the legislature or within 90 days of the budget's final adoption. Enclosed is an application form to facilitate a timely submission. This form should be submitted with four copies of your budget accompanied by the appropriate fee.

Each program participant is provided with confidential comments and suggestions for possible improvements to the budget document. Your comments are enclosed. We urge you to carefully consider the suggestions offered by our reviewers as you prepare your next budget.

When a Distinguished Budget Presentation Award is granted to an entity, a Certificate of Recognition for Budget presentation is also presented to the individual or department designated as being primarily responsible for its having achieved the award. Enclosed is a Certificate of Recognition for Budget Preparation for:

**Finance Department/Budget and Research Office**

Your award plaque will be mailed separately and should arrive within six weeks. Enclosed is a camera-ready reproduction of the award for inclusion in your next budget. If you reproduce the camera-ready in your next budget, it should be accompanied by a statement indicating continued compliance with program criteria.

The following standardized text should be used:

Mr. Joseph C. Pizzillo

January 7, 2004

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Goodyear, Arizona** for its annual budget for the fiscal year beginning **July 1, 2003**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

Also enclosed is a press release.

The Government Finance Officers Association encourages you to make arrangements for a formal presentation of the award. If you would like the award presented by a member of your state or provincial finance officers association, we can provide the name of a contact person for that group.

We appreciate your participation in this program and we sincerely hope that your example will encourage others in their efforts to achieve and maintain excellence in governmental budgeting. If we can be of further assistance, please contact the Technical Services Center.

Sincerely,

A handwritten signature in black ink that reads "Stephen J. Gauthier". The signature is written in a cursive style with a large, stylized initial 'S'.

Stephen J. Gauthier, Director  
Technical Services Center

Enclosure



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Goodyear  
Arizona**

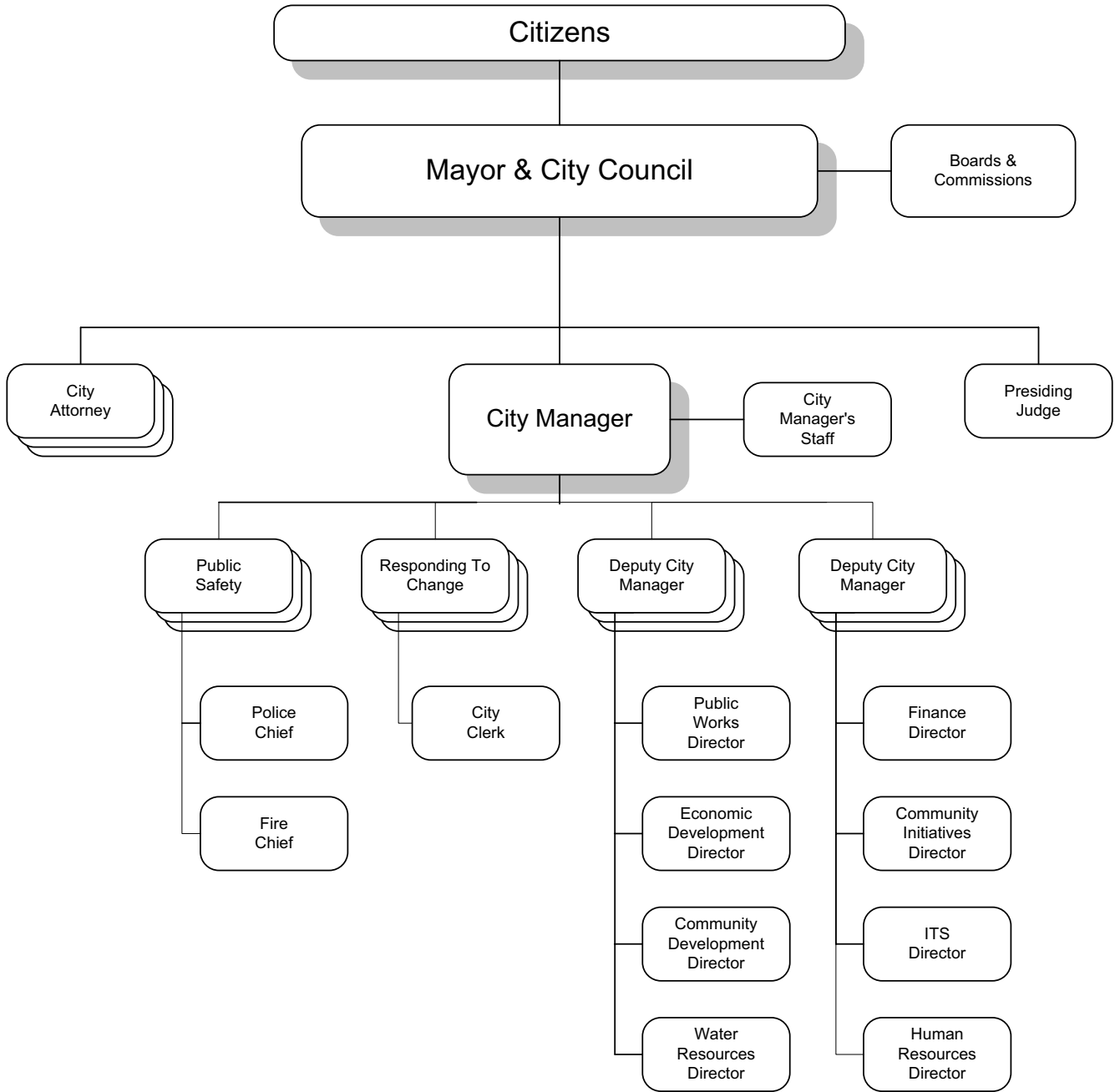
For the Fiscal Year Beginning

**July 1, 2003**

President

Executive Director

# CITY OF GOODYEAR ORGANIZATION CHART



## **City Of Goodyear Core Business Areas**

Keeping People  
And Property  
Safe

Building A  
Sustainable  
Community

Ensuring  
Public  
Health

Adapting  
To Change

**FY 04-05  
City Of Goodyear Local Government \$153,339,963**

**\$562,391**

**Mayor & Council**

**\$605,746**

**City Manager**

**\$1,140,000**

**Non Utility Development  
Fee Projects**

**\$1,004,611**

**Community Outreach  
& Inter-Gov Programs**

Community Initiatives  
Community Service Support

**\$36,567,599**

**Direct Service Delivery Programs**

Building Safety, Parks & Recreation  
Streets, Water  
Sewer, Sanitation, Police  
Fire & Emergency Services

**\$96,499,437**

**Goodyear Investment INC.**

Economic Development, CIP,  
Community Development, CFDs  
Debt Service

**\$5,000,654**

**Departmental Support Programs**

City Court, Interim Office Building  
Deputy City Manager  
Public Works Admin, Engineering  
Engineering, GIS, Prosecutor

**\$11,959,525**

**Organizational Support Programs**

City Clerk, Contingency  
Administrative Support Systems  
Risk Management, Finance  
City Attorney, Building Safety  
Fleet Services, Human Resources  
Information & Technology Services

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# Introduction

# INTRODUCTION

## BUDGET MESSAGE

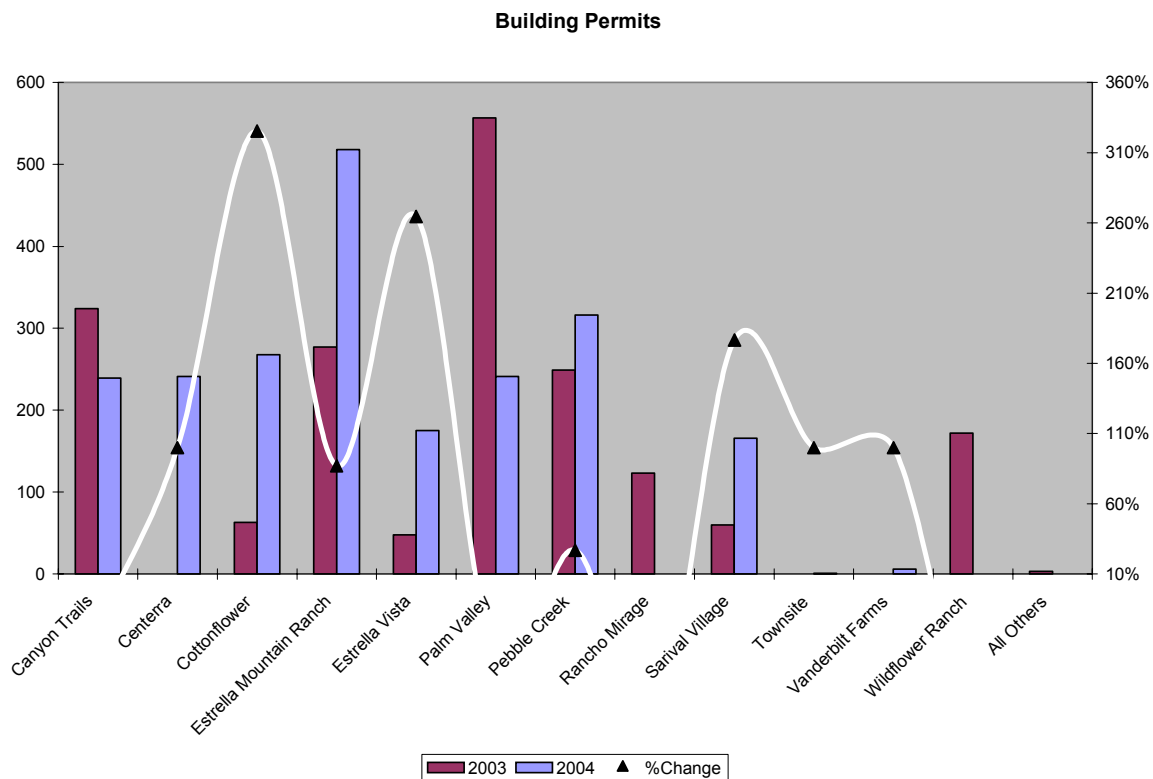
June 28, 2004

The Honorable Mayor and City Council:

Transmitted herewith is the proposed budget providing a work program and fiscal plan for fiscal year 2004-05. We have continued to adopt conservative budgeting guidelines and spending practices for the resources entrusted to us by our citizens for needed customer services.

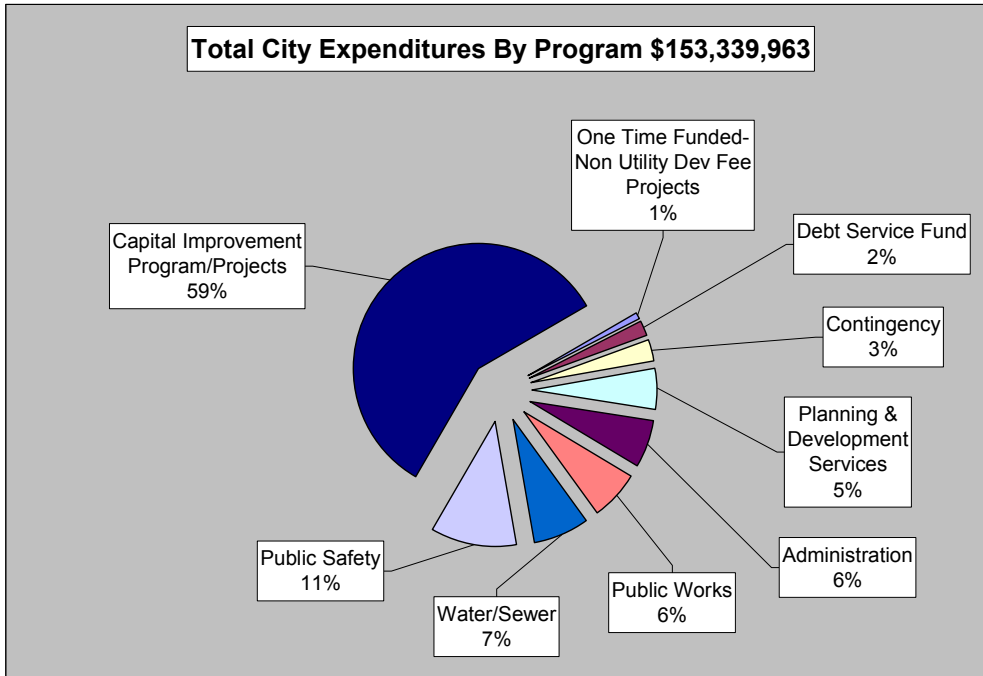
The City of Goodyear's local economy is projected to expand above the previous fiscal year 2003-04 levels by nearly 21%. One indicator of this growth is that our community issued a total of 2,171 single-family residential housing permits in fiscal year 2003-04, which was up from the 1,800 permits the previous fiscal year. Canyon Trails permitted 239; Centerra permitted 241; Cottonflower permitted 268; Estrella Mountain Ranch permitted 518; Estrella Vista permitted 175; Palm Valley permitted 241; Pebble Creek permitted 316; Sarival Village permitted 166; and Townsite and Vanderbilt Farms permitted 8.

New retail establishments are scheduled to open in FY 04-05 including Sportsman's Warehouse, JC Penny, El Paso BBQ, Marriott's Residence Inn, McGraths Fish House, Play it Again Sports, Ulta, H&R Block, Native New Yorker, Blockbuster Video, and there are many more coming soon. Industrial parks and commercial business sites are being developed as well.

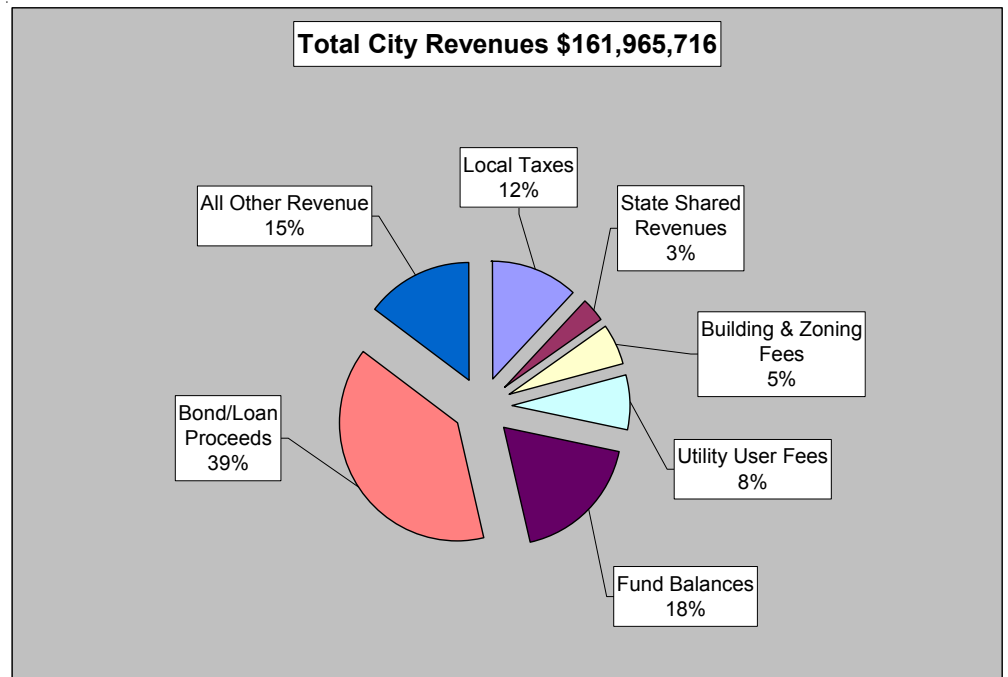


## OVERVIEW

The total proposed budget for FY 04-05 is \$153,339,963. Of this total budget, Capital Improvement Programs represent the largest expenditure of \$89,239,374 or 58.20%. Public Safety programs amount to \$17,129,871 or 11.17%. Water and Sewer expenditures represent \$11,397,163 or 7% of the total budget. \$9,524,513, or 6.21% supports the Public Works programs. Administration programs totals \$9,390,921 or 6.12%. Our Planning & Development Services amount to \$8,223,344 or 5.36%. The Contingency Fund equals \$4,225,710 or 2.76% and our Debt Service Fund is supported by \$3,069,067 or 2.00%. One-time funded projects incorporated \$1,140,000 or just under 1% of the total budget.



The City continues a conservative approach to revenues and expenditures for next year. Budgeted expenditures generally are limited to the amount of revenues received the previous fiscal year. This is consistent with the adopted City strategic financial plan and the City financial policies established in FY 94-95. The City anticipates a growth pattern similar to FY 03-04 in construction activity. The operating revenue estimate of \$46,854,474 is an 18% increase above the FY 03-04 adopted budget. The City's State Shared revenues are estimated to be 7.3% more in FY 04-05 (\$5,449,356) than the amount estimated to be collected for FY 03-04. The combined primary and secondary property tax rate was reduced from \$2.04 to \$1.97 per \$100 of assessed value.



Staff is continuing to maintain a high customer service standard that our residents expect. We continue to invest a great deal of staff time in living the philosophy and culture of the City that focuses on “continuous customer service quality improvement process”.

**Where the Money Comes From:**

Local Taxes	\$ 19,446,675
State Shared Revenues	5,449,356
Building & Zoning Fees	8,881,213
Water, Sewer, & Sanitation	12,183,229
Fund Balances	29,043,645
Bond/Loan Proceeds	63,050,000
All Other Revenue	<u>23,911,598</u>
	<b><u>\$161,965,716</u></b>

We have developed an updated 5 year Capital Improvement Program with projects intended to provide needed water delivery improvements, roadway and draining enhancements, a 37 acre community park, a Dog/BMX Park, and studies for future public safety and public works facilities. This includes the construction of a new fire station at Wildflower Drive and Yuma and planning for joint training facilities for police and fire. Additionally, the Mayor and Council budget continues to support recreational, cultural, and social programs that benefit Goodyear citizens.

The requested operating expenditures are \$46.3 million. The capital expenditures being requested is \$107 million. The total proposed budget is \$153,339,963 with an estimated beginning fund balance of \$29 million.

	<b>FY 03-04</b>	<b>FY 04-05</b>	<b>Change</b>
Total Operating Revenues	\$ 39,675,029	\$ 46,854,474	\$ 7,179,445
Operating Expenditures	37,981,439	46,287,881	8,306,442
Net from Operations	1,693,590	566,593	(1,126,997)
Beginning Fund Balance	23,954,716	29,043,045	5,088,329
Capital Revenues	80,911,506	86,068,197	5,156,691
Capital Expenditures	89,561,122	107,052,082	17,490,960
Net from Capital	15,305,100	8,059,160	(7,245,940)
Total City Expenditures	<u>127,542,561</u>	<u>153,339,963</u>	<u>25,797,402</u>
<b>Ending Fund Balances</b>			
Total Restricted	11,121,797	7,935,920	(3,185,877)
Total Unrestricted	5,876,893	689,833	(5,187,060)
Total	<u>16,998,690</u>	<u>8,625,753</u>	<u>(8,372,937)</u>

Replacement funds are once again included in department budgets. These provide the needed resources for recurring expenditures, such as replacement of vehicles, facilities, and equipment in future budgets.

The budget format is similar to that used in prior years. As previously reported in last year's budget, voters approved a five-year Expenditure Limitation increase that allows us to continue to operate our budget in line with our growth. The current budget complies with the voter approved Alternative Local Expenditure Limitation (ALEL).

## **GENERAL FUND**

Total resources available for FY 04-05 expenditures include an estimated beginning fund balance of \$11,645,458, and revenues of \$36,215,485 (operating \$33,215,485 and capital \$3,000,000). Total available resources, for FY 04-05, are \$47,860,973.

<b>Budgeted New Positions for FY 04/05:</b>	
General Administration	13
Public Safety	20
Community Development	8
Water Management	7
Public Works	<u>9</u>
<b>Total New Postions</b>	<b>57</b>

The contingency fund of \$4,225,710 is budgeted to satisfy the fiscal policies for reserve requirements of sales tax projections and the Cash Basis Fund. The Contingency fund was increased \$645,758 for FY 04-05.

There are a total of 57 new positions in the FY 04-05 budget. There are increases in our Community Development Department for additional planners, engineers, inspectors and support staff. Additional employees will provide support for the Mayor and Council, City Manager's Office, Finance Department, City Clerk's Office, Human Resources. Our Police and Fire Departments will see an increase in the number of police officers, fire fighters and support staff. Public Works will have additional operation and support personnel. These new staff members will provide current and new services to both our existing and new residents.

## **UTILITY FUND**

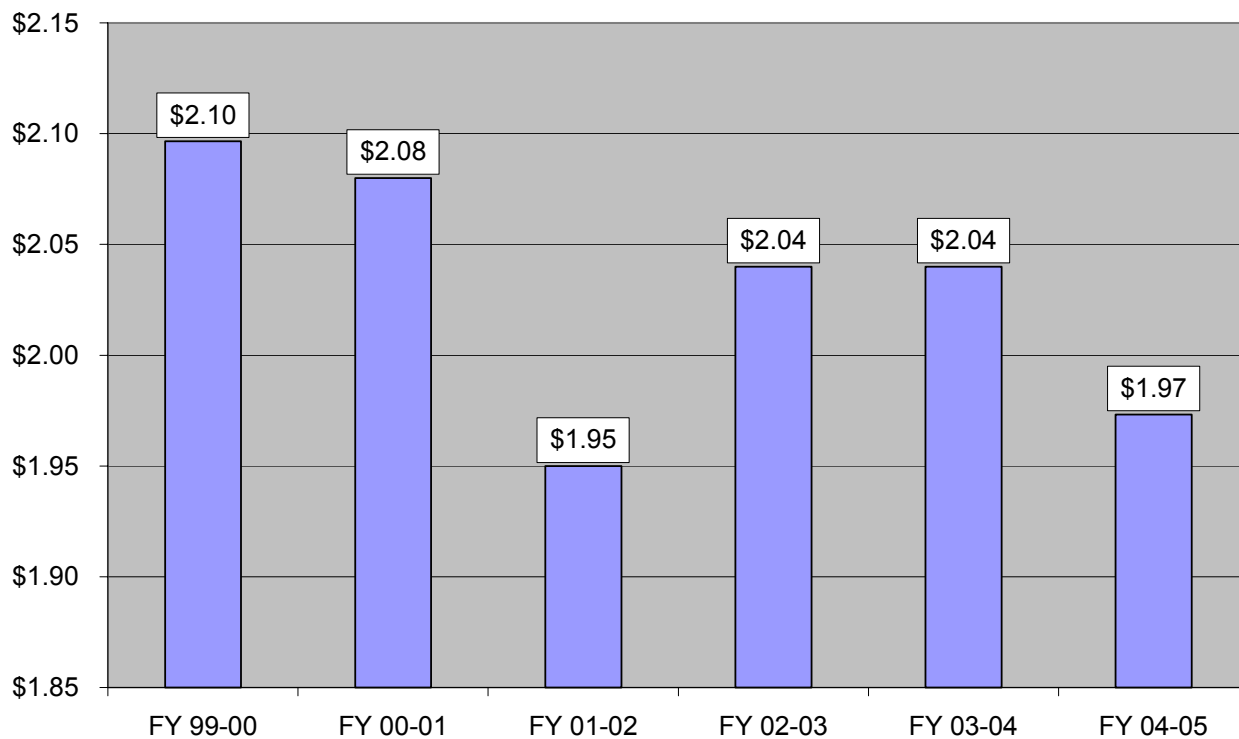
Sewer and water rates are anticipated to increase in FY 04-05 and will be subject to a rate study being completed in October, 2004. Residential garbage collection rates will remain the same as previously approved by Council.

Total resources available for FY 04-05 expenditures include Operating Revenues of \$12,183,229, Capital Revenue of \$16,594,000. Total available resources are \$33,460,221 with a beginning fund balance of \$4,682,992. Additional utilities and support personnel are authorized in the FY 04-05 budget.

## PROPERTY TAXES

The City has a policy that the combined property tax rate should not exceed \$2.10. This is a combined rate that includes a primary rate and a secondary rate. The primary rate supports the operating budget and the secondary rate can only be used for debt service. As the secondary rate increases, the primary rate decreases, along with the property tax revenue for operations to achieve Council policy. Primary and secondary property tax levies for FY 04-05 are proposed at \$3,601,850 and \$2,451,787 respectively. The combined rate is estimated to be \$1.97. The primary is proposed at \$1.224 per \$100 of assessed valuation (A.V.) for operational expenses. The secondary is proposed at \$0.7493 per \$100 A.V. for bond debt payments for capital projects. The City will pay all General Obligation bond indebtedness with secondary taxes with the exception of \$961,157 that will be paid from water and sewer operating revenues. The City's secondary assessed valuation is projected at \$327,191,619 for FY 04-05, which is a 23.64% increase from the previous fiscal year.

**Combined Property Tax Rate**



In 1996, the Arizona Legislature passed House Bill 2006 (A.R.S. §42-17107) in the seventh special session. The measure requires a county, city, town or community college district to hold a "Truth in Taxation" public hearing if the entity intends to increase primary property taxes over the previous year's level. The proposed financial plan for FY 04-05 includes an estimated \$500,000 increase in primary property taxes from \$3,029,977 to \$3,601,850 and that included a special public hearing to adopt the property tax levy.

## **CAPITAL IMPROVEMENT PROJECTS**

The CIP fund includes all proposed city projects. The City's capital improvement program has direct effect on the operating budget. All newly completed projects must be maintained, and when bonds were sold to finance the construction, then annual debt service payments are also required. In addition to operating, maintenance and debt service, the capital improvement program include pay-as-you-go projects and grant matches that come directly from the operating budget. Improvement District funds are available for potential developer capital projects.

Total resources available for the proposed FY 04-05 CIP expenditures include an estimated beginning fund balance of \$6,868,348. Total available resources are \$67,295,409.

### **Budgeted Capital Improvements:**

	<b>Budget FY 04-05</b>	<b>Percent of Total</b>
Parks & Recreation	\$ 17,417,000	19.52%
Public Works Admin.	800,000	0.90%
Streets	5,627,174	6.31%
Public Safety	3,160,200	3.54%
General Administration	990,000	1.11%
CDBG	200,000	0.22%
Improvement Districts	40,000,000	44.82%
Water	12,245,000	13.72%
Sewer	8,450,000	9.47%
Miscellaneous Projects	350,000	0.39%
<b>Total</b>	<b>\$ 89,239,374</b>	<b>100.00%</b>

## THANKS

There has been a great deal of time and effort put into providing responsible financial policies to our residents. Your leadership in developing our Financial Policies and Strategic Plan are significant tools that have guided us in our process. The Strategic Plan adopted April 9, 2001, and amended from time to time, included the following five Goals:

- Goal 1 – We will achieve and maintain the City’s financial wellness and stability.
- Goal 2 – We will create and maintain a culture and environment where dedicated employees and community members work together to facilitate the delivery of outstanding services.
- Goal 3 – We will manage growth to ensure that it has a positive impact on our community and our quality of life, sustaining desired public and private services and infrastructure.
- Goal 4 – We will improve the efficiency and effectiveness of City services to fulfill internal and external customer needs.
- Goal 5 – We will seek intergovernmental and public/private partnerships for our solutions.

These goals have helped guide us in our endeavors to provide the training, customer service, and continued improvement methods needed in a thriving community. Our budget provides the method to maximize resources and provide the best customer services for less. We will continue to improve our budget process through our Integrated Planning and Budget program, and will work diligently to provide you with a Resource Plan that outlines the projects that will be implemented this fiscal year.

The Mayor and Council recently adopted the “Experience the Connection”, a slogan to represent our diverse community. Our community groups, Mayor and Council, and our dedicated staff continue to work together in a concerted effort to meet the City’s mission and goals. The continued efforts of these groups helps make Goodyear the best place in Arizona to be.

Respectfully,



Stephen S. Cleveland  
City Manager

## **CITY OFFICIALS**

### **Mayor**

Jim Cavanaugh

### **Vice Mayor**

Dick Sousa

### **Councilmembers**

Rob Antoniak

Frank Cavalier

Sue Linney

Kenneth Porter

Fred Scott

### **Senior Management Staff**

Stephen S. Cleveland  
*City Manager*

Michael Simonson  
Presiding Judge

James H. Oeser  
*City Attorney*

Grant Anderson  
Deputy City Manager

Briank Dalke  
Deputy City Manager

Dee Cockrum  
*City Clerk*

Harvey Krauss  
*Community Development Director*

Jerene Watson  
Community Initiatives Director

Vacant  
*Economic Development Director*

Larry D. Price  
*Finance Director*

Mark Gaillard  
*Fire Chief*

Kay Wilkinson  
*Human Resources Director*

Jack Blonski  
*Information and Technology Services Director*

Mark Brown  
*Police Chief*

Cato Esquivel  
Public Works Director

Charles McDowell  
*Water Management Director*

## CITY COUNCIL MISSION STATEMENT

The City Council represents and serves our community as responsible stewards of the public trust. We envision and shape our future by engaging citizen involvement and fostering City staff innovation.

### COUNCIL VALUES CHARTER

#### **We Value:**

- our proud heritage,
- integrity,
- civility,
- an open, trusting and responsive environment,
- our citizens and staff,
- innovation, creativity and the pioneering spirit, and those attributes that enhance our Quality of Life
  - agricultural preservation
  - open space
  - clean air
  - public safety
  - recreation
    - bike lanes
    - connective parks
    - green belts

# **ORGANIZATIONAL MISSION, VALUES, VISIONS**

## **MISSION**

The City of Goodyear will provide the finest municipal services and promote a quality environment to enhance our community's prosperity through citizen and employee participation. We are committed to the stewardship of resources and the fulfillment of the public trust.

## **VALUES**

### **In our culture we value:**

- The individual.
- The team.
- The customer.

We express this by setting ethical standards and the display of integrity in the performance of our duties.

### **We expect:**

- Each task to have a purpose.
- The individual to step up and lead.
- Positive examples to be set by leadership.

Our exceptions are fulfilled by consistency between our words and our actions.

### **We believe:**

- Our first responsibility is to our internal and external customers.
- In the mission and vision of our organization.

Our beliefs are demonstrated by actions rather than empty promises.

## **OUR ORGANIZATIONAL CULTURE FOSTERS MUTUAL RESPECT, TRUST AND EMPOWERMENT**

## VISIONS

- **QUALITY:** Quality is meeting or exceeding customer expectations.
- **FIVE YEAR ORGANIZATIONAL VISION:** The City of Goodyear is respected and recognized as the premier provider of public services. We are the employer of choice attracting and retaining people of integrity who are committed to excellence.
- **CUSTOMER SERVICE:** We know and respect our customers, earning confidence by meeting or exceeding their expectations. We succeed through customer participation, communication, and cooperation.
- **LEADERSHIP:** We are team-oriented, respecting and valuing others. Leadership is by example. We are leaders of leaders, sharing vision, fate and the rewards of our efforts.
- **PARTNERSHIPS:** We base our relationships upon trust, open and honest communication and keeping our commitments. We give full value and deal fairly; we accept no less in return.
- **BUSINESS PROCESSES:** We insist on adding value to the products and services we deliver to our customers. Our fully documented processes are simple, effective, efficient, and easily understood. We continually apply, review and improve them.
- **MEASUREMENTS and DOCUMENTATION:** We continually measure and evaluate our efforts and results. We analyze, document and share our findings with our customers. We use what we learn to improve our processes, maximize our resources, and enhance customer service.
- **TRAINING:** We value people in our customer service culture and invest in continuous, timely, and consistent education and training. We develop and implement training plans to promote individual, team and organizational growth.

## HOW TO MAKE THE MOST OF THIS DOCUMENT

The budget document serves two distinct purposes. One purpose is to present the city council and public with a clear picture of the services that the city provides, and of the policy alternatives that are available. The other purpose is to provide city management with a financial and operating plan that conforms to the city's accounting system.

**City Council Goals** - This section presents the major areas of emphasis for the City in FY 2004-05 which in turn drive many of the budgetary decisions.

**Financial Policies and Guidelines** - The Goodyear Strategic Financial Plan includes some sample graphs which are updated annually. The purpose of the strategic financial plan is to offset revenue fluctuations through financial mechanisms, rather than through constant changes in city programs and service levels. The Financial Policies establish the framework for overall fiscal planning and management. The policies set forth guidelines for current activities and long range planning.

**Budget Message and Budget Summary** - These sections provide an overview of the key policy issues and programs.

**Mission, Vision, Values** - The City has adopted Missions, Visions, and Values statements focused on delivery of the finest municipal services to meet the community needs through the use of best practices and wise stewardship of the public resources and trust. "Customer Services" are central to this endeavor.

**Operating Budget** - This section includes the departmental budget information on goals, objectives, performance indicators, and staffing.

**Capital Improvement Program (CIP)** - This section presents the projects budgeted for FY 2004-05, and scheduled Operational Costs through FY 2008-09.

**Supporting Schedules** - This section provides the heart of the document as an operating and financial plan; some of these schedules also serve to meet state reporting requirements.

**Glossary** - The glossary helps translate some of the budget jargon into plain English.

## FY 2004-05 BUDGET CALENDAR

Date	Action
July 26, 2003	Develop Budget Survey Forms for FY03/04 (Staff & City Council)
August 1, 2003 August 15, 2003	Process Budget Survey
August 27, 2003	Debrief FY03/04 Survey Results with Staff
October 3, 2003	Citizen Focus Group
November 14, 2003 November 15, 2003	Council Advance - FY03/04 Goals & Objectives
November 20, 2003 November 21, 2003	Strategic Staff Advance - Pre-Budget , Review City Council Goals & Objectives for upcoming budget year.
December 5, 2003	City's Strategic Plan Updated - (Outcome of the Strategic Staff Advance is used to update the City's Strategic Plan)
December 6, 2003 to January 23, 2004	1. FY 04-05 CIP Input from Department (CIP Manager coordinates effort). Input includes an estimate of all staff reosurces required to complete the requested projects within FY 04/05 2. CIP Committee reviews departmental input and develops an updated recomended 5 year capital improvement plan and identifies funding sources for the projects. Recommended CIP to be submitted to the City Manager prior to the budget kickoff meeting. 3. Departments updates its strategic plan to be submitted to City Manager for review.
January 24, 2004 February 3, 2004	Integrated Planning and Budget (IPB) Committee reviews and updates data
February 9, 2004 February 10, 2004	Budget Kickoff Meeting - Instructions & Training Session
February 11, 2004 February 13, 2004	City Manager reviews submittals and provides feedback to (IP&B) Committee as to projects to be included in budget data base.
February 14, 2004 February 17, 2004	Budget Office prepares budget data base with City Manager & IP&B recommendations
February 19, 2004 February 20, 2004	Database distributed to departments for submitting FY 04/05 budget requests
March 8, 2004	Deadline for any additional base enhancement requests, database closes end of business on 3/5/04.
March 9, 2004 March 12, 2004	Budget Office prepares reports to be reviewed by the IP&B team and City Manager
March 15, 2004	1st - Council presentation regarding budget methodology
March 15, 2004 March 19, 2004	IP&B team reviews budget submittals, prepares books and materials for department one on ones with City Manager and
March 22, 2004 March 26, 2004	City Manager & Deputy City Manager review departmental requests and recommendations

March 29, 2004 April 16, 2004	Department budget meetings with City Manager
April 19, 2004	Prepare 1st Draft Budget Report
April 19, 2004 April 30, 2004	City Manager Provides Feedback and Proposed Balance Budget
May 1, 2004 May 5, 2004	Departmental Review of Draft Document
May 10, 2004	Draft Budget Document forwarded to City Council
May 17, 2004	1st - Budget work session with City Council - Receive Direction on Balanced Budget
May 19, 2004	Community Budget Meetings - Designed to Receive Feedback
June 1, 2004	2nd - Council Work session - Update City Council regarding Public Meeting and to receive additional feedback from City Council (if needed)
June 2, 2004	Publish first "TNT" Notice in the newspaper (if necessary)
June 9, 2004	Publish second "TNT" Notice in the newspaper.
June 14, 2004	Adopt Tentative Budget
June 16, 2004 June 23, 2004	Tentative Budget advertised in the newspaper.
June 28, 2004	Hold TNT public hearing on proposed primary tax increase (if necessary).
June 28, 2004	Hold public hearing on budget. Adopt Final Budget for FY 04/05
July 6, 2004	Adopt property tax levy
July 12, 2004	Forward copy of property tax levy ordinance to County
August 16, 2004	County Board of Supervisors adopts tax levy on or before the third Monday in August.

## **BUDGET AMENDMENTS**

Under the city's expenditure limitation, total expenditures cannot exceed the final appropriation, \$153,339,963 million in FY 2004-05, once the budget is adopted. The City Council can amend the total appropriations for an individual fund. To guarantee compliance with the expenditure limitation, however, when one fund's total appropriation is increased, another fund's appropriation must be reduced by an equal amount. Amendments to fund total appropriations are by Council Ordinance.

The Mayor is authorized to transfer budgeted amounts between departments within funds. However, any budget revision requiring a transfer from the contingency reserve must be approved by the City Council.

## **BUDGET BASIS**

All government funds (for example, the general fund) are budgeted using the modified accrual basis of accounting. Revenues are recognized when they become measurable and available as net current assets. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. An exception to this general rule includes principal and interest on general long-term debt, which is recognized when due.

Proprietary (for example, the utility enterprise fund) and Pension Trust Funds are accounted for using the accrual basis of accounting. Their revenues are recognized when they are earned, and their expenses are recognized when they are incurred.

The City's Comprehensive Annual Financial Report (CAFR) presents the status of the city's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases this conforms to the way the city prepares its budget. Two exceptions are the treatment of depreciation expenses (these are not shown in the budget, although the full purchase price of equipment and capital improvements is, while purchases of capital improvements are depreciated in the CAFR for enterprise funds) and compensated absences (accrued but unused sick leave) which are treated slightly differently in the budget and in the CAFR.

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

# CITY COUNCIL GOALS

## NEIGHBORHOOD LIVABILITY

**GOAL: Improve the quality level of City services to its citizens.**

### **Strategies:**

- Continue code enforcement program activities to reduce graffiti, ensure property maintenance, and maintain property values.
- Improve the City's existing housing stock and neighborhoods by offering Community Development Block Grant (CDBG) funds for a housing rehabilitation program to qualified low and moderate income homeowners.
- Continue improvement of the environment through programs that encourage safe household hazardous waste disposal, recycling, and water conservation.
- All enterprise funds (Water, Sewer, and Sanitation Services) will be self supporting wherein user charges will cover all costs of providing services, including capitalization recovery costs.
- Offer Goodyear residents of all ages a variety of affordable recreational and leisure activities during the summer months.
- Provide professional, well-trained staff to operate the Goodyear Swim Center with an emphasis on customer safety and facility cleanliness.
- Continued funding levels, in the future, for those social and community services that are needed in the community and provide direct and indirect benefit to Goodyear residents.
- Upgrade computer hardware and software to increase staff efficiency and productivity.
- Through community participation, update and implement the City's General Land use Plan and Zoning Ordinance.
- Continue to strengthen City's financial foundation.
- Promote the City-School-Developer Partnership Compact.
- Encourage and mobilize neighborhoods to form Neighborhood Associations and support HOAs through education and collaboration.
- Develop partnerships in identified neighborhood target areas and assist each group to create a neighborhood plan.
- Develop partnerships and collaborations among schools, neighborhoods and the City to encourage projects beneficial to the community.
- Encourage and assist all neighborhoods, Neighborhood Associations and HOAs to host a G.A.I.N. (Getting Arizona Involved in Neighborhoods) event in their community.

## **PUBLIC SAFETY**

### **GOAL: Reduce Crime in the City**

#### **Strategies:**

- Continue Law Related Education (LRE) courses in the schools. Update lesson plans as needed.
- Develop and implement the COMPSTAT program.
- Increase patrol availability time.
- Continue to develop the Neighborhood Response Unit (NRU) program. Participate in HOA, block watch or other meetings.
- Participate in warrant, DUI, gang task forces when available.

### **GOAL: Improve the quality and level of public safety services to citizens**

- Continue the Citizen Police Academy. Hold two sessions per year.
- Implement New World system computer aided dispatch and records management systems.
- Implement in house training blocks for officers.
- Add fifth patrol squad with newly hired officers.
- Utilize Compstat program to provide better information to citizens upon request.
- Hire an Emergency Management Coordinator to coordinate and oversee all emergency management activities for the City.
- Complete design and begin construction of Fire Station #4 at Wildflower Drive and Yuma Road.
- Place 100' aerial platform ladder truck into service.
- Replace and upgrade communications tools, include Mobile Computer Terminals (MCTs) and 800 mhz radio equipment.
- Construct a burn building for use by firefighters for live burn training.
- Continue Fire Department Urban Survival Program in the schools (grades kindergarten through 8th grade).

## **ECONOMIC DEVELOPMENT**

**Goal: The Economic Development Department of the City of Goodyear improves the City's economic, social and environmental well being through the attraction and enhancement of commercial and industrial projects that create and sustain employment base, tax revenues, financial security and environmental stability for the community.**

### **Strategies:**

- Focus on the recruitment of the following business sectors:
  1. High Technology
    - a. Aerospace
    - b. Plastics and Advanced Composites
    - c. Communications
  2. Retail and Hospitality
  3. Advanced Business Services
  4. Biotechnology and Medical Services
- Participate in Greater Phoenix Economic Council activities that focus on the attraction of high-wage industries to the region.
- Establish and implement redevelopment policies and funding in the City for qualifying zones that will:
  1. Improve building aesthetics\
  2. Create economic vitality
  3. Enhance the area image
  4. Increase sales tax revenues
  5. Increase assessed valuation (property tax)
- Build and maintain relationships with local businesses that will:
  1. Promote the value and impact of business and industry on the community
  2. Maintain and expand jobs and capital investment in Goodyear
  3. Strengthen the City's efforts for recruitment of new business through the collaborative support of local business leadership
  4. Improve communications between business and the City
- Assist in the building of foundations in the Goodyear region that will:
  1. Improve training and education services for local employers
  2. Increase public infrastructure investment
  3. Develop strategic relationships that leverage resources
  4. Ensure a competitive and vibrant business environment
  5. Enhance the community image
- Continue efforts to assist developers in planning and constructing speculative office and industrial buildings that will result in attracting more business to the community.

- Support activities for the regional mall and major power centers that will result in expanded shopping opportunities for Southwest Valley residents and an expanded sales tax base for the City.
- Actively participate on the Phoenix-Goodyear Airport Master Plan update committee and related activities that will provide a 15-year vision and strategy for the airport.
- Develop and implement creative marketing strategies that promote Goodyear as a place to live, work and play.

## **PHYSICAL DEVELOPMENT**

**GOAL: Continue, within financial constraints, the physical development of the City.**

### **Strategies:**

- Construct four lane pavement project on McDowell to serve interchanges at Pebble Creek Parkway and Bullard Road.
- Initiate the design and construction of Van Buren road improvements from Litchfield Road to Bullard Road.
- Initiate the design of Van Buren road improvements from Bullard Road to Estrella Parkway.
- Construct the Bullard Wash Interceptor Sewer main from Lower Buckeye Road to Estrella Parkway.
- Initiate Bullard Interchange partnerships to develop and construct.
- In partnership with Maricopa County Department of Transportation: Construct 5 lanes on MC85 from Litchfield road to Bullard Wash as a six lane roadway. Continue to plan MC85 from Litchfield Road to Cotton Lane as a 6-lane roadway.
- In partnership with Maricopa County Flood Control District:
  - a) Construct a Bullard Wash lineal park and flood control structure between Lower Buckeye Road and the I-10. Improvements will serve pedestrian, bike and horse traffic.
  - b) Plan and design Loop 303/Cotton lane Flood Control project between Northern Avenue and the Gila River.



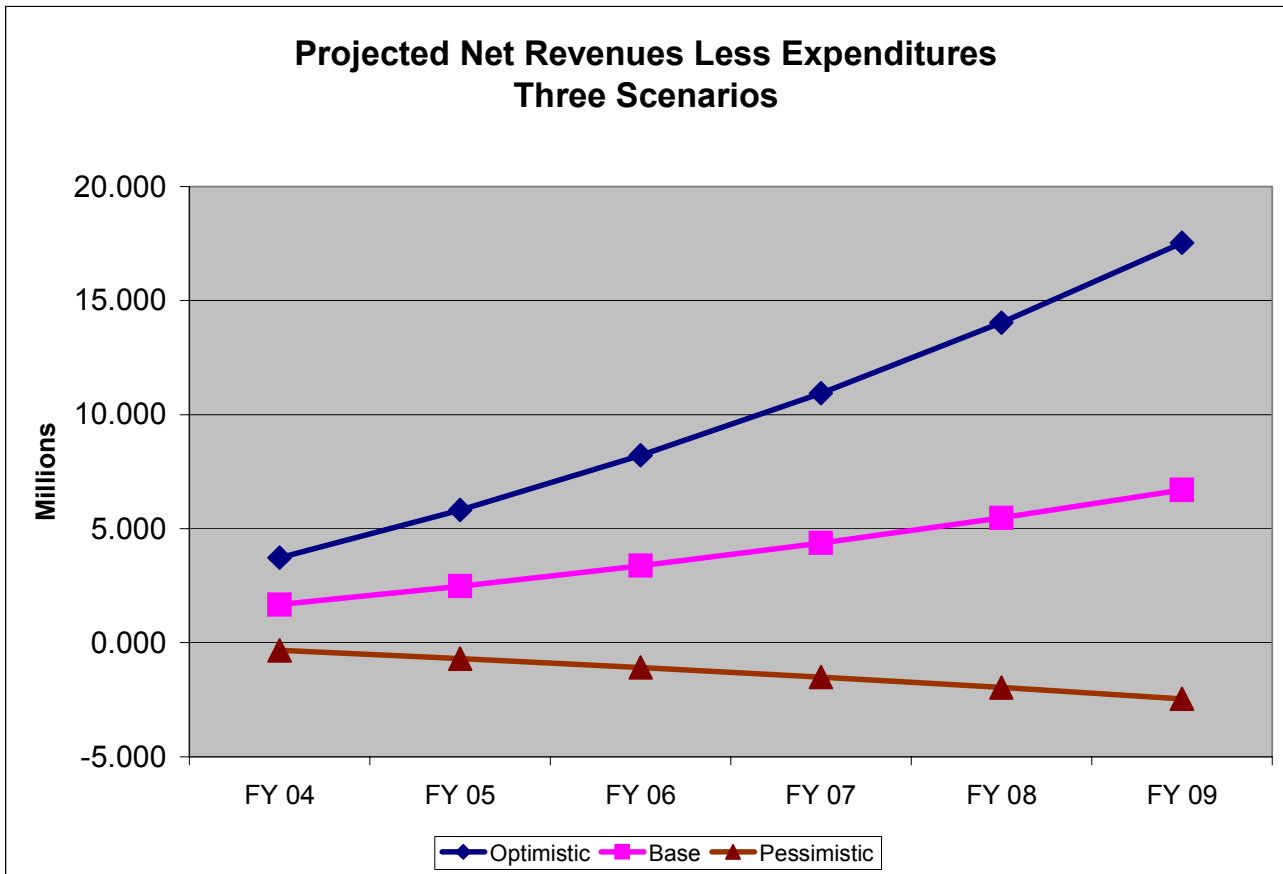
# **Financial Policies and Guidelines**

# FINANCIAL POLICIES & GUIDELINES

## STRATEGIC FINANCIAL PLAN

### I. Observations

The City's budget is sensitive to unpredictable shifts in the local economy. The chart below shows the variation in future general fund revenues less expenditures based purely on differences in economic conditions. "Optimistic" assumes 10% annual increase in revenues,



"Base" assumes 7% annual increase in revenues and "Pessimistic" assumes 4% increase in revenues. Expenditures increase an average of 5% annually.

Sales tax is a large component of general fund revenues, and many components of the sales tax fluctuate widely. Under virtually any population growth scenario, traditional bond financing for capital projects will be hard pressed to keep up with the demand for streets, storm sewers, fire stations, and other facilities. The historical property tax rate limit (\$2.10/ \$100 assessed valuation) is about as high as politically acceptable under current circumstances. The absolute level of the tax rate is equally as important as is the "stability" of the rate. User fees, especially

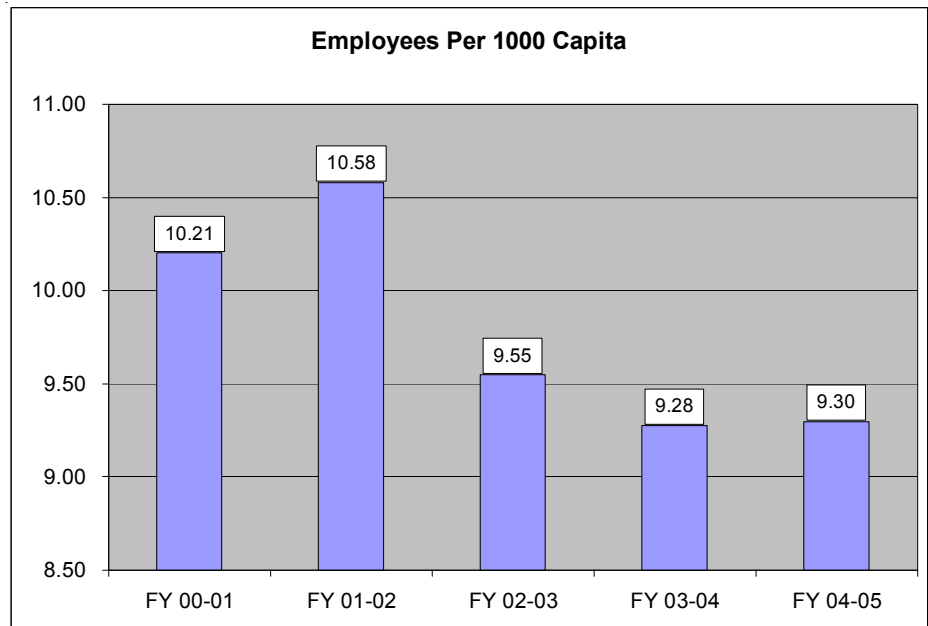
water, sewer, and garbage collection fees face the same community pressures and resistance as do taxes.

## II. Long Term Strategies for Goodyear

There are several long and short-term strategies that can be followed in responding to different financial conditions; some actions can be taken now and in future budgets to make these strategies easier to implement.

### A. Staff Levels

In the past, employee costs have been thought to be fixed. It is difficult for any organization to make quick changes in staffing levels. Even if layoffs are made, they must be made early in the fiscal year to have any impact on that year's annual budget. However, layoffs should be avoided and used only as a last resort due to the terrible impact on employee morale and productivity!



In the long run, City staff levels are flexible, especially in the case for staff additions. If necessary, decreases can also be made without tearing apart the organization, as long as there is enough lead-time to let regular attrition help out.

Current staff levels will increase slightly to respond to community and Council requests for new programs including water distribution, public safety, community development, and recreational programs. This will keep the City in a good position to respond to future population growth.

<b>Budgeted New Positions for FY 04/05:</b>	
General Administration	13
Public Safety	20
Community Development	8
Water Management	7
Public Works	9
<b>Total New Postions</b>	<b>57</b>

Positions per capita have declined over the past five years. Long term forecasting can help in determining the City's ability to sustain higher levels if new programs and services increases are considered in the future.

<b>Budgeted Capital Improvements:</b>		
	<b>Budget</b>	<b>Percent of</b>
	<b>FY 04-05</b>	<b>Total</b>
Parks & Recreation	\$ 17,417,000	19.52%
Public Works Admin.	800,000	0.90%
Streets	5,627,174	6.31%
Public Safety	3,160,200	3.54%
General Administration	990,000	1.11%
CDBG	200,000	0.22%
Improvement Districts	40,000,000	44.82%
Water	12,245,000	13.72%
Sewer	8,450,000	9.47%
Miscellaneous Projects	350,000	0.39%
<b>Total</b>	<b>\$ 89,239,374</b>	<b>100.00%</b>

Fiscal year 04-05 employees per 1,000 capita ratio increased from 9.28 in fiscal year 03-04 to 9.30.

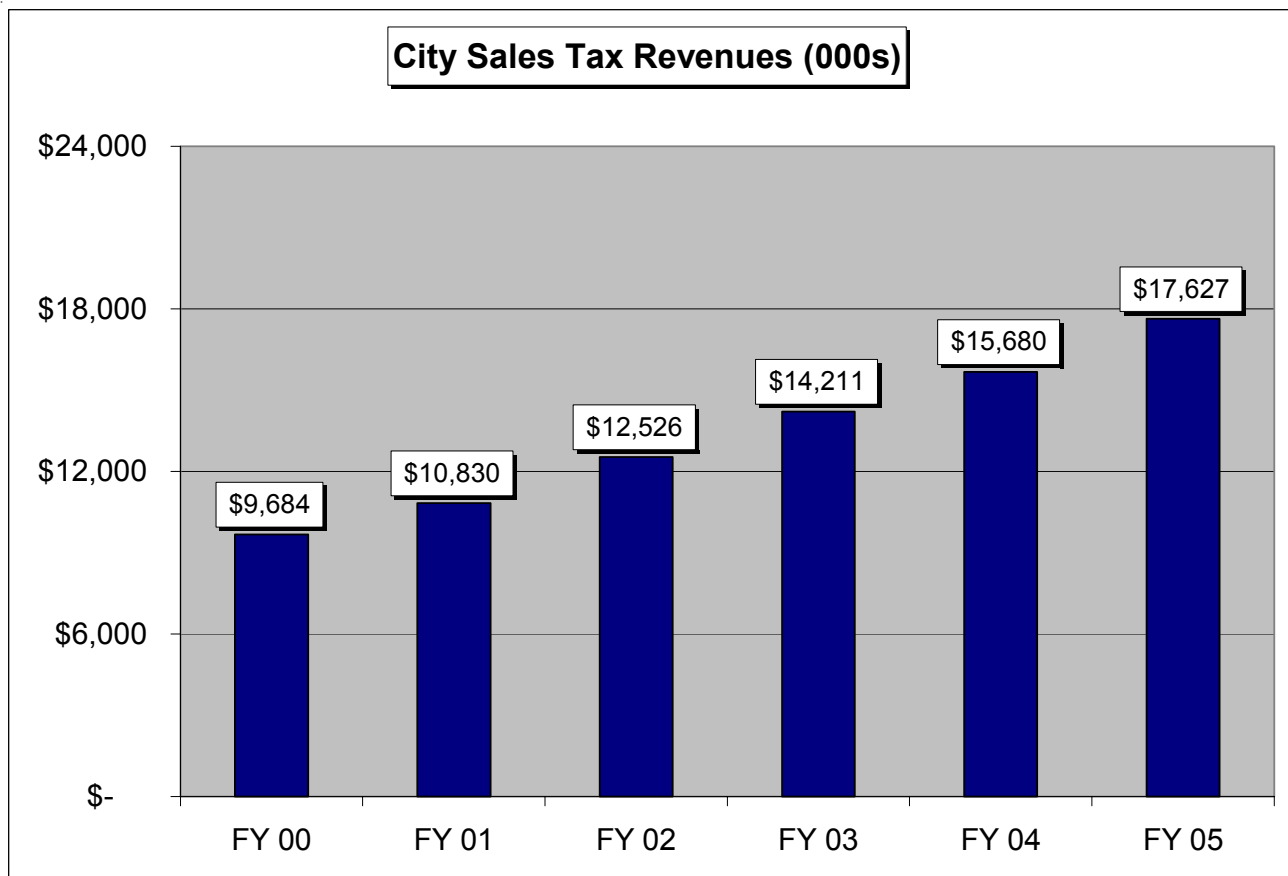
**B. Capital Improvements Program - CIP**

The City Council, since FY 93-94, directed that the long-range capital improvements program explore the impact of operating and maintenance costs. The result will be the identification of some major operating budget challenges if the capital plan is implemented as scheduled and year to year.

Each year a review of long term financial projections should be made before new bonds for water, sewer, street and other capital projects. The City Council adopted a citizen recommended CIP 2000-2020 on June 12, 2000. The new CIP included 380 projects with an estimated cost of \$1.0 billion dollars. The new CIP called for a Special Bond election that was held on September 12, 2000, seeking an additional bonding authority of \$138.8 million dollars. The additional bonding authority is to support the first five to six years of projects. The election passed, authorizing the City to use \$184.3 million dollars of voter approved bonding authorization for capital projects in the following categories. There will be a General Obligation Bond Election in 2004 to ask voter approval in funding \$134 million to help finance capital projects for the 5 year CIP program. This recommendation was the result of the Citizens 2004 Bond Committee that met this year.

**C. Taxes**

Some cities use the property tax rate to make short term adjustments in the operating budget. In Goodyear, however, the state tax limitation and the relatively minor role of this tax source on the operating budget combine to make the property tax fairly ineffective for short-term adjustments. No other local tax sources serve this purpose either.



Therefore, changes in the City's tax structure or tax rates should be viewed in the context of long term finances. A sales tax rate increase, for example, should be made to solve a long-term structural imbalance between revenues and service costs, not to balance a single year's budget. City Sales Tax (CST) revenues are presented below.

### III. Short Term Strategies

#### A. Fund Balance

Cities operate under a balanced budget requirement, but this doesn't mean that revenues must equal expenditures. The beginning fund balance can be added to revenues to cover expenses, or revenues can cover expenses plus fund balance. As a sound financial management practice, however, Goodyear City Council has established a goal of not budgeting fund balance to support long term, ongoing expenses.

A more important role of fund balance is to cover unanticipated drops in revenue or increases in costs. It can act like a spring to absorb short-term fluctuations in the local economy.

The General Fund balance played this role in FY 1987-88. The housing market began its decline in the spring of 1987. Although we tracked the leading indicators, the magnitude of the decline couldn't be known until well after the close of the fiscal year. Close to \$0.5 million in revenue for the prior year is accrued each June 30, and it takes up to two months (through August 31) for all of it to hit the cash register.

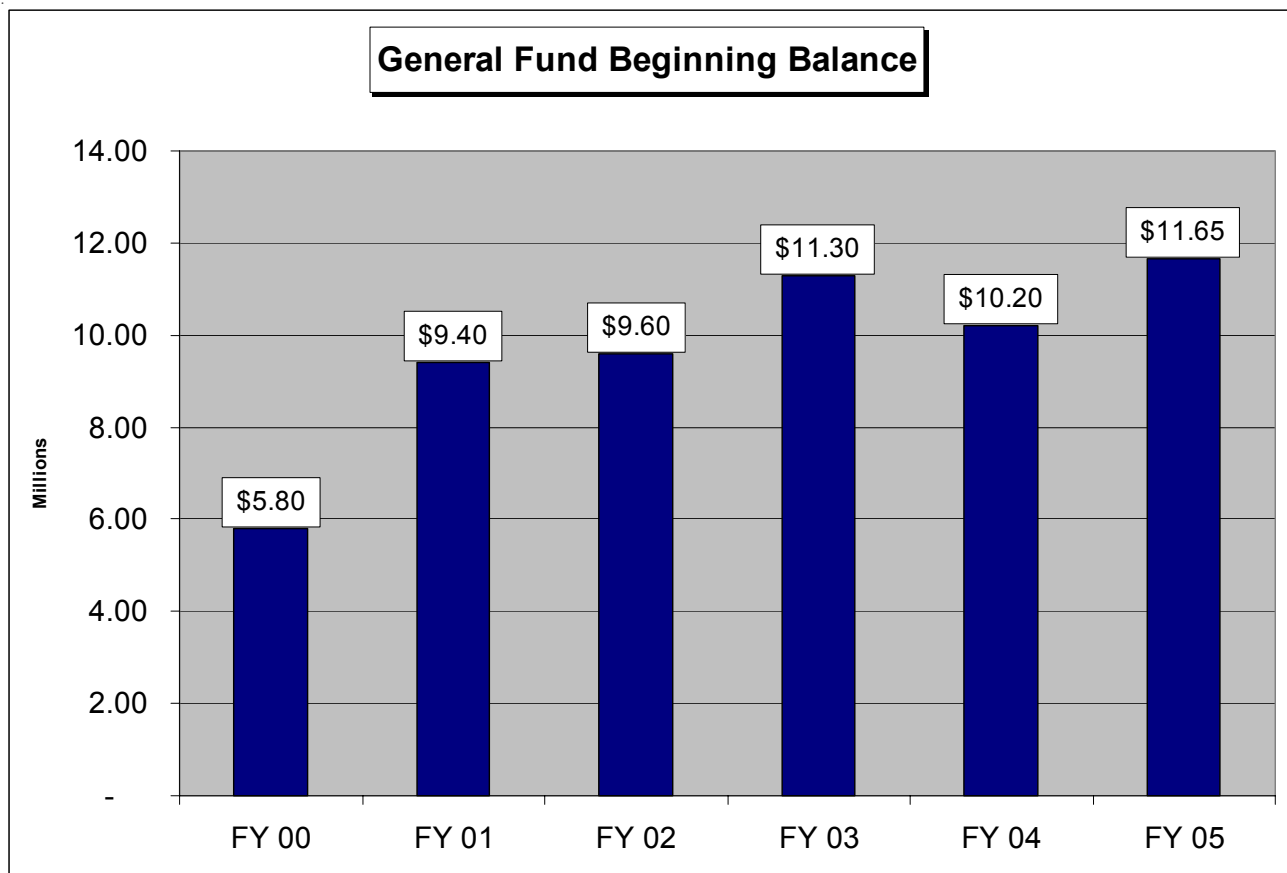
As a result the General Fund balance absorbed the revenue drop since the magnitude of the decline wasn't seen in revenue collections until long after the new budget was adopted and long after the related expenses had been made. During this time in FY 86-87, the fund dropped from approximately \$400,000 to a negative \$29,000 in FY 87-88. Since then, the fund balanced grew to \$5.0 million in FY 95-96 and has reached \$11.6 million in FY 04-05.

The housing markets and retail sales tax income continued to remain flat and/or negative until FY 93-94. Conscientious budget management monitored this decline. New programs and staff increases were deferred in preference of achieving charter requirements in FY 93-94 for an amount equal to all legal demands against the treasury for the first four months of the succeeding fiscal year. This requirement is included in each year's budgeting process.

## B. Operating Capital

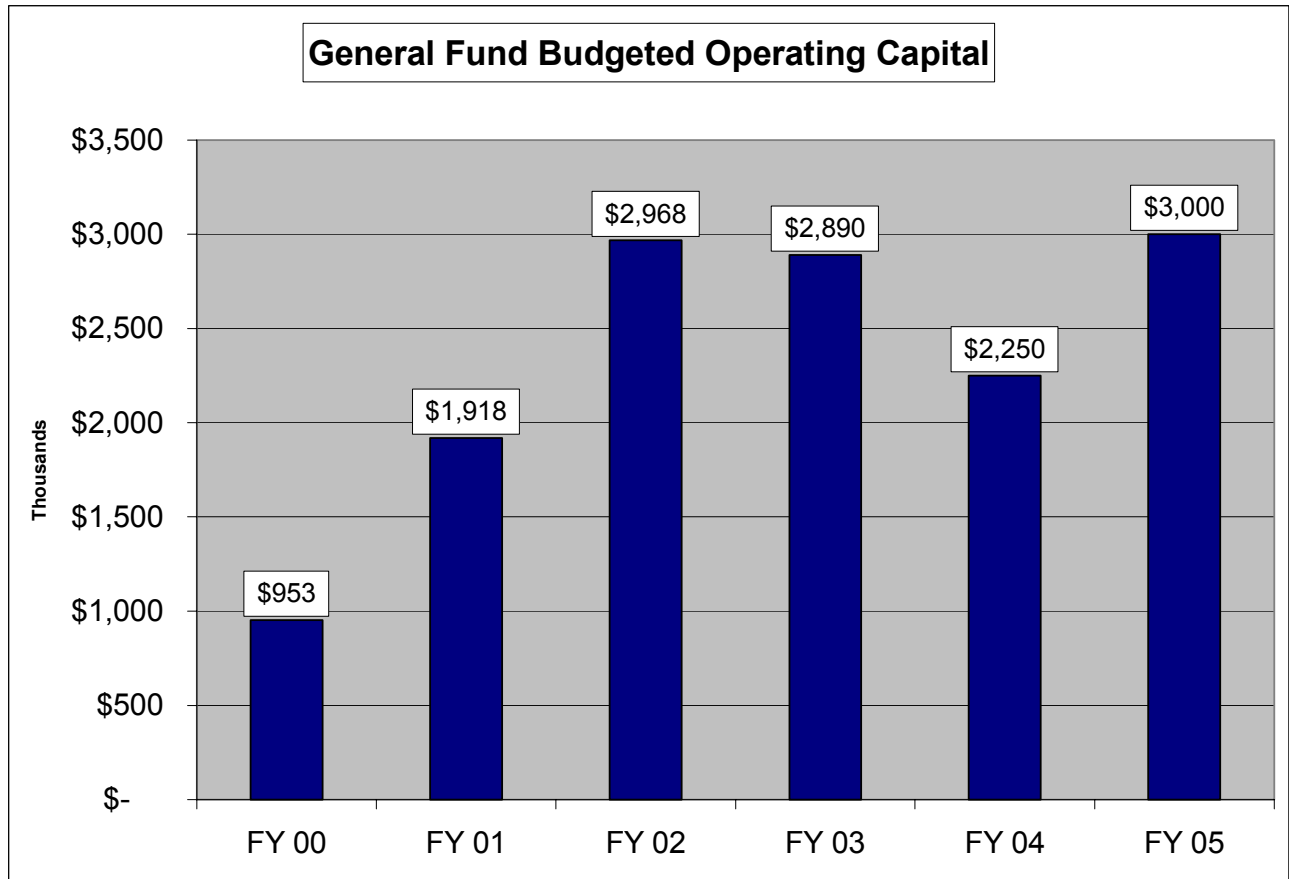
Operating capital is often called "pay as you go" capital since projects (street repair) and equipment (cars, desks, pickups) in this category are funded directly from operating revenue, rather than through borrowing against future revenue.

Unlike personnel costs, it is relatively easy to make short term changes to operating equipment and improvements budgets. Services to citizens aren't affected much if vehicle replacements are delayed or sped up in any given budget year, if long term replacement



programs are kept. Eliminating the road chip seal program in one year doesn't have major consequences if it is accelerated in the next year.

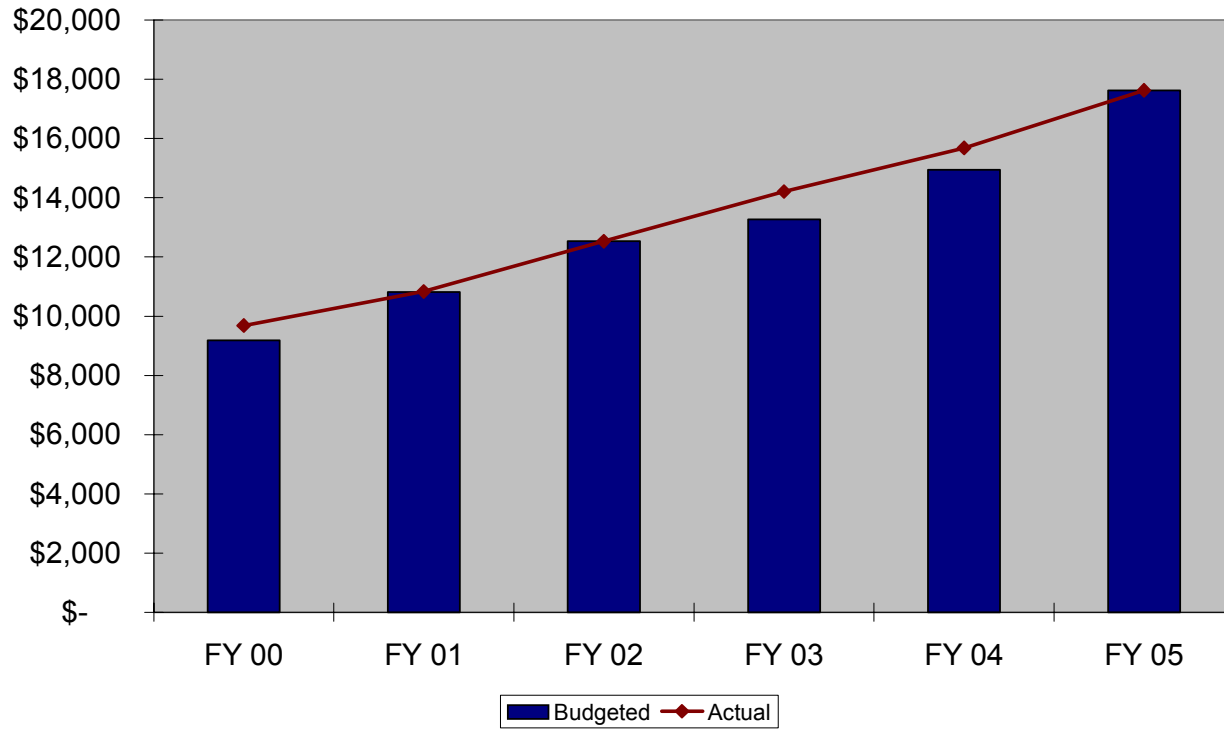
Like a fund balance, the operating capital can be used as a spring in absorbing economic fluctuations. Construction sales tax is the main source of the City's General Fund money used for one-time expenditures. The City currently utilizes approximately 50% of its local construction sales tax revenue for one-time projects or capital expenditures.



### C. Service Contracts

Contracting for services may provide a less expensive alternative in providing city services. A further advantage is that it is easier to vary contract amounts on a year to year basis than it is to vary city staffing levels and overhead costs such as equipment and building space. For these reasons, Goodyear has placed increased emphasis on service contracts in areas such as waste management, water resources, engineering, and specialized legal services.

**City Sales Taxes Budgeted/Actual (000's)**



#### **IV. Implementing the Strategy**

There are five steps that can be taken immediately (or in the near future) to prepare for future financial challenges. These are 1) Sales Tax Stabilization; 2) Increasing Operating Capital; 3) Building Fund Balance; 4) Property Tax Stabilization; and 5) Municipal Service Cost Center.

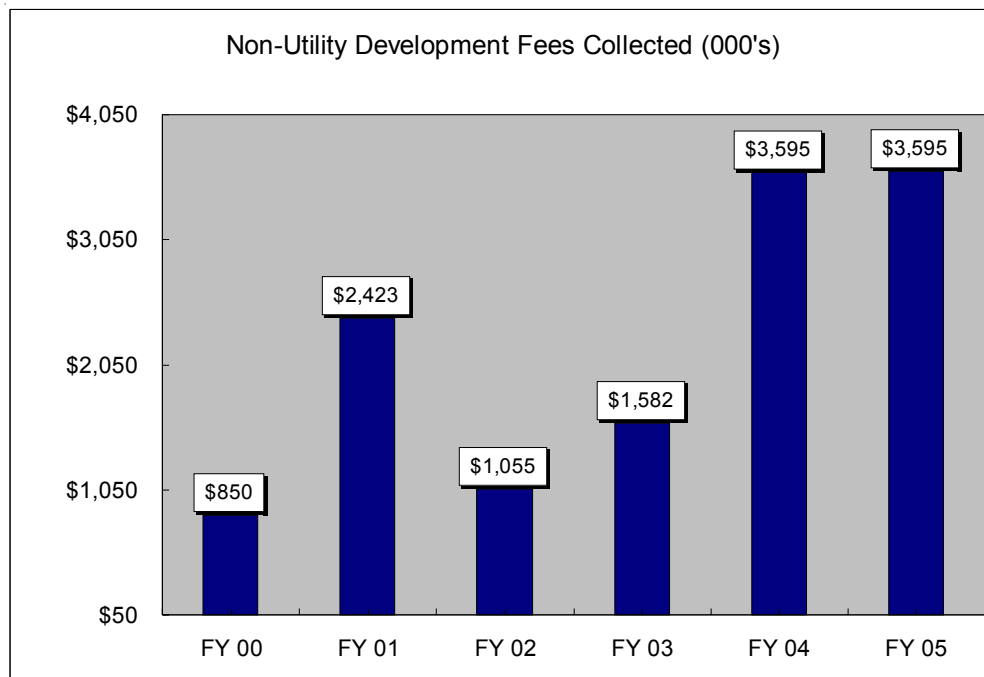
Each is described below.

##### **1. Stabilize Sales Tax**

Sales tax, for any government, is an unstable revenue source. Many components of the tax respond quickly and unpredictably to changes in economic conditions. Legislative actions can reduce State Shared Revenues. Unfortunately, City service costs don't vary in the same way.

The best way to stabilize the influence of Goodyear's sales tax on the operating budget is probably the simplest: base the next year's operating revenue estimate on actual collections for the past twelve months. This amount would be adjusted only for changes in the tax rate, not for presumed growth in the tax base.

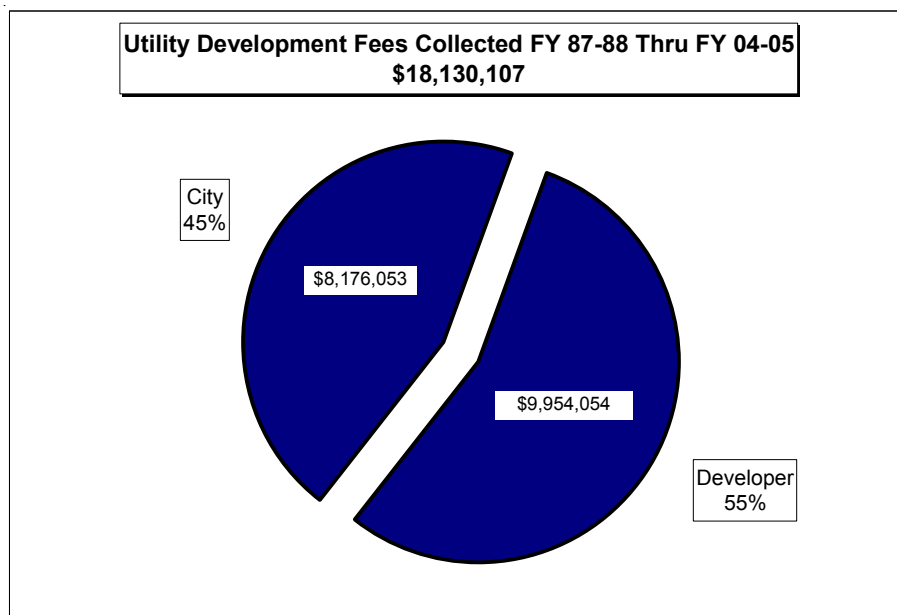
A Council Budget Worksession held on June 10, 1999 discussed this issue. The Council later approved a change from the current policy for FY 99-00. The Retail and Other City Sales Tax revenue categories were projected on a \$218 per capita deflated (GDP Deflator) basis for FY 99-00. The Construction category will be budgeted based on the previous year's actual revenues. Further, 50% of the Construction sales tax revenues were used for Capital purposes only. This change was also used in FY 00-01. Construction sales tax revenue used for capital purposes only totaled 75% for FY 01-02. For FY 04-05, 50% of construction sales tax revenues will be used for capital purposes only.



## 2. Increase Operating Capital

Where possible, pay-as-you-go capital budgets should be restored before adding ongoing budgetary commitments such as staff.

A related policy for the water/sewer utility is to allocate system development (capacity) fees to pay as you go capital, rather than to debt service or operations. Development fees are unstable, and boosting the operating capital budget will in the long run reduce the utility's interest costs. Further, significant portions of present development fees collected are obligated to development agreement reimbursements and are not available for debt service, etc.



Non-Utility Development Fees collected from FY 97-98 to FY 03-04 totaled \$15,260,750. It is estimated that FY 04-05 non-utility development fees will total \$3,594,749. The City does not collect development fees in land areas served by private water and/or sewer companies, or where Community Facilities Districts are established to finance water and sewer infrastructure.

Utility Development Fees collected from FY 87-88 through FY 03-04 totaled \$18,130,107. Of this amount, \$8,176,053 is obligated to reimbursement of developers while \$9,954,054 could be used for water and sewer development costs. The City does not collect development fees in land areas served by private water and/or sewer companies, or where Community Facilities Districts are established to finance water and sewer infrastructure.

### **3. Build Fund Balance**

#### Article VI, Section 5, City Charter. Cash Basis Fund

“The Council may create and maintain a permanent revolving fund to be known as the Cash Basis Fund, for the purpose of putting the payment of the running expenses of the City on a cash basis. For this purpose, the Council may provide that from the money collected from the annual property tax levy, and from the money received from other sources, a sum equal to but not less than two and one-half cents on each one hundred dollars of the assessed value of said property may be placed in such fund until the accumulated amount of such fund shall be sufficient to meet all legal demands against the treasury for the first four months or other necessary period of the succeeding fiscal year.” Four months of estimated operating expenses for the General Fund in FY 04-05 is \$8,117,405. The Cash Basis Fund of \$81,798 and the Contingency Fund of \$4,225,710 (total \$4,307,508) is being used to meet the four-month requirement. The Cash Basis Fund is currently under funded by \$3.8 million dollars.

**Cash Basis Fund:**

<b>Fiscal Year</b>	<b>Secondary Assessed Valuation</b>	<b>\$0.025 Per \$100 AV</b>	<b>Annual Cash Basis Fund Deposit</b>
		Prior Years	\$ 19,753
1989	31,519,826	0.00025	7,880
1990	48,549,825	0.00025	12,137
1991	58,885,710	0.00025	14,721
1992	55,210,695	0.00025	13,803
1993	51,512,800	0.00025	12,878
1994	47,423,182	0.00025	11,856
1995	46,525,120	0.00025	11,631
1996	53,323,611	0.00025	13,331
1997	57,976,454	0.00025	14,494
1998	72,745,384	0.00025	18,186
1999	88,767,663	0.00025	22,192
2000	102,406,859	0.00025	25,602
2001	136,557,331	0.00025	34,139
2002	174,404,952	0.00025	43,601
2003	222,388,265	0.00025	55,597
2003	Additional for FY 02-03		1,608,872
2004	264,638,241	0.00025	66,160
2005	327,191,619	0.00025	81,798
<b>Total</b>			<b>\$ 2,088,632</b>

Operating Budget, Section 4, City Financial Policies. General Fund Appropriations

“General Fund appropriations should also include a reserved contingency account amounting to at least 10% of annual sales tax revenues. This will accrue annually and basically serve as a “revenue stabilization” account, and protect the City against swings in sales tax revenues (which is the revenue source most sensitive to changes in the economy).”

The FY 04-05 contingency account is \$4,225,710.

**Contingency:**

	<b>Budget FY 02-03</b>	<b>Budget FY 03-04</b>	<b>Budget FY 04-05</b>
Beginning Balance	\$ 5,290,300	\$ 4,380,433	\$ 3,579,952
10% City Sales Tax	1,038,543	1,494,409	1,762,782
Cash Basis Fund	1,663,300	66,160	81,798
Less expend./appropriations	(3,611,710)	(2,361,050)	(1,198,822)
Balance	4,380,433	3,579,952	4,225,710
<b>Budget</b>	<b>\$ 4,380,433</b>	<b>\$ 3,579,952</b>	<b>\$ 4,225,710</b>

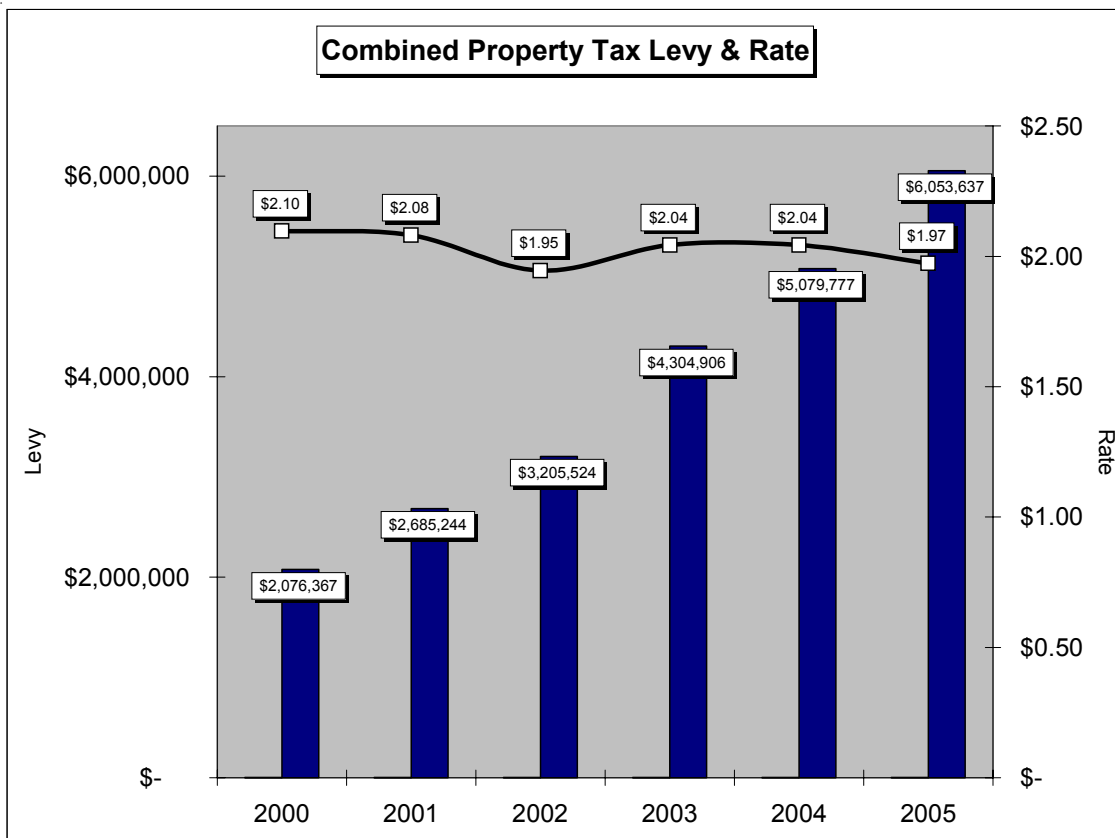
#### 4. Stabilize Property Tax

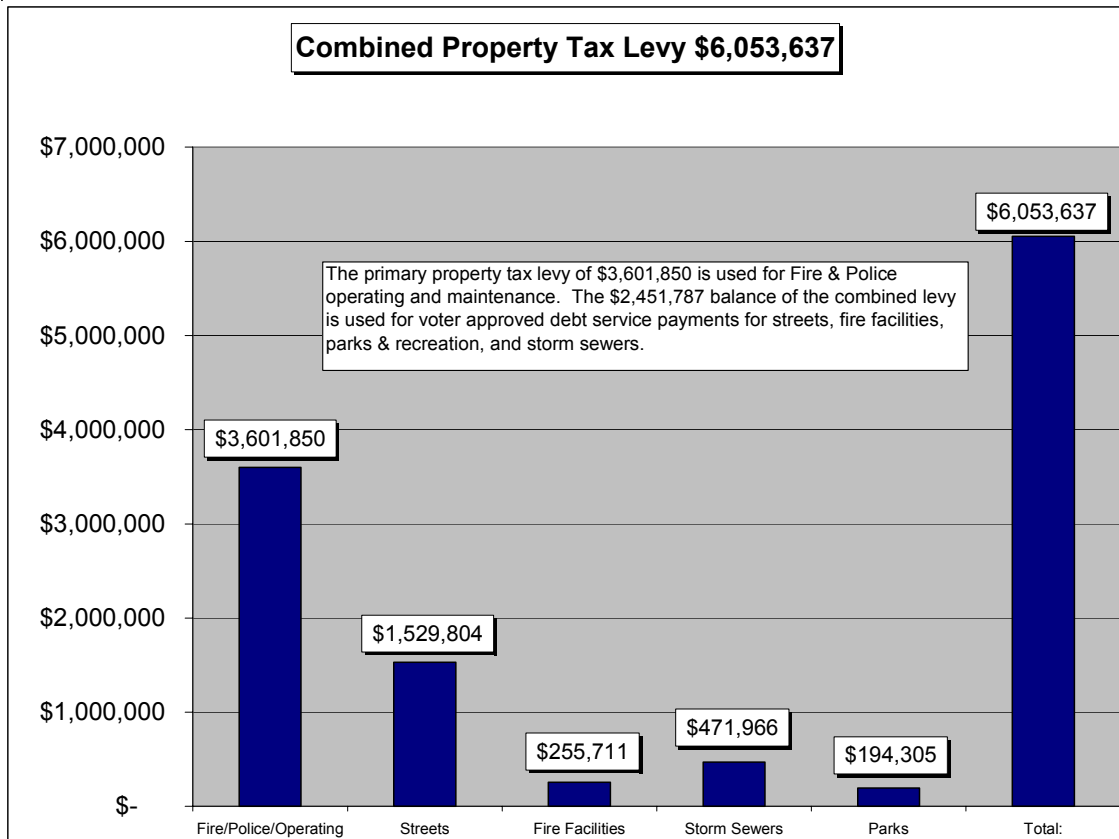
The Capital Improvement Plan is designed to keep the property tax rate level through the appropriate scheduling of bond sales.

Within this long-term plan, there may be short-term fluctuations in the tax rate depending on construction schedules, interest rates, and other variables. These fluctuations can be countered in the annual budget by varying the primary tax rate and by directing the flow of interest earnings on bond proceeds between the construction and debt service funds. Growth in assessed valuation of property will have the greatest impact on revenues for bond debt services.

Primary Property Tax is intended to cover city-operating costs. Secondary Property Tax is limited by State Constitution to cover bonded debt service.

The Primary Property Tax was approved in a Special Election held on May 17, 1988. In FY 94-95, the Primary Property Tax rate was \$1.10 per \$100 of assessed value (AV). The Secondary Property Tax rate was \$1.00 per \$100 of AV. The combined Property Tax rate was \$2.10. It appears that the current tolerance level for the City property tax rate is in the range of \$2.00 to \$2.10 per \$100 of A.V. To stabilize property tax rates also requires stable property assessed valuations. This has not been the case even though the City has experienced significant growth. Legislative changes to the tax rates, successful taxpayer protests on property valuations and County Assessor Office delays all contribute to unstable assessed valuations. The Secondary Assessed valuation table outlined under the Budget Schedules show the volatility of a \$58.9 million dollar AV in 1991 decline to a \$46.5 million dollar AV in 1994 before rebounding. The City has increased its use of the property tax levy to pay for general operating and maintenance costs.





## 5. Municipal Service Cost Centers

Significant steps were taken in the fall of 1994 to address water and sewer operating and capital costs. A citizen cost study committee presented the City Council with a five-year Business Plan to make the water, sewer and sanitation enterprise funds self-supporting by year 2001. The first rate adjustments were implemented in October 1995. The citizen cost study committee annually reviews the Business Plan and makes recommendations to the City Council on the adequacy of user fees to cover the costs of the enterprise fund services. In FY 99-00 the committee recommended to the City Council that the Council engage a consulting firm to review and recommend a restructuring of the water and sewer rates and review and recommend adjustments to the water and sewer development fees. The City of Goodyear hired Raftelis Financial Consulting (RFC) to perform a water/sewer user fee rate study that conformed with the Utility Rate Study Committee's recommendations. City adopted the consultant's recommended water and sewer rate structure effective December 2001. The major change was moving sewer user fees from a fixed amount to a fee structure that included both a base amount and a volume charge (using a customer's winter quarter water usage average). Water and sewer user fees are being reviewed in FY 04-05.

# FINANCIAL POLICIES

## Introduction

The financial policies establish the framework for overall fiscal planning and management. The policies set forth guidelines for both current activities and long range planning. The policies will be reviewed annually to assure the highest standards of fiscal management. The City Manager and staff have the primary role of reviewing and providing guidance in the financial area to the City Council.

## Overall Goals

The overall financial goals underlying these policies are:

1. *Fiscal Conservatism*: To ensure that the City is at all times in a solid financial condition. This can be defined as:
  - A. Cash Solvency - the ability to pay bills.
  - B. Budgetary Solvency - the ability to balance the budget.
  - C. Long Run Solvency - the ability to pay future costs.
  - D. Service Level Solvency - the ability to provide needed and desired services.
2. *Flexibility*: To ensure that the City is in a position to respond to changes in the economy or new service challenges without an undue amount of financial stress.
3. *Adherence to the Highest Accounting and Management Practices*: As set by the Government Finance Officers' Association standards for financial reporting and budgeting, by the Governmental Accounting Standards Board and other professional standards.

## Operating Budget

1. Ongoing operating costs should be supported by ongoing, stable revenue sources. This protects the City from fluctuating service levels, and avoids crises when one-time revenues are reduced or removed. Some corollaries to this policy:
  - A. Cash Balance should be used only for one-time expenditures such as, CIP projects, capital outlay, increasing reserves or contingency funds, and/or paying off outstanding debt.
  - B. Ongoing maintenance costs, such as street resurfacing or swimming pool replastering, should be financed through operating revenues, rather than through bonds.
  - C. Fluctuating federal grants should not be used to finance ongoing programs.

2. Revenues from growth or development should be targeted toward costs related to development, or invested in improvements that will benefit future residents or make future service provision efficient. While it is tempting to use growth-related revenue to support current operations, doing so can lead to a crisis when the growth rate decreases. This policy implies a commitment to identifying the portions of the City's revenue stream that result from growth.
3. General Fund appropriations should include a reserved contingency account equal to the first four (4) months operating expenses from the prior fiscal year.
4. General Fund appropriations should also include a reserved contingency account amounting to at least 10% of annual sales tax revenues. This will accrue annually and basically serve as a "revenue stabilization" account, and protect the city against swings in sales tax revenues, (which is a revenue source sensitive to changes in the economy).
5. Enterprise Funds should be self-sufficient. They should include a sufficient unappropriated fund balance to absorb fluctuations in annual revenue. Wherever possible, enterprise funds should be charged directly for "overhead" services, rather than using an indirect service transfer. These services include such things as employee fringe benefits, insurance costs, and telephone charges. Provision should also be made for interdepartmental charges for services such as solid waste disposal (landfill) and vehicle repair, when this is practical. Operational revenue should be great enough to cover capital costs and replacement.
6. Replacement of vehicles, equipment, and office space will be funded through the
7. Depreciation/Replacement Reserves. A rate structure will be established annually to provide sufficient funds for replacement of each item.
8. A financial forecasting model should be developed to annually test the ability of the City to absorb operating costs due to capital improvements, and to react to changes in the economy or service demands. This annual forecast should cover at least five years.
9. Laws and policies on limitations on revenue sources should be explicitly addressed in the budget process. These include:
  - A. Annual Local Transportation Assistance Funds (LTAF) must be devoted to street maintenance and potentially for parks and the arts.
  - B. No more than one half of the prior year's Highway User Revenue Fund (HURF) can be used for debt service (A.R.S. 48-689).
  - C. When the City's population reaches 30,000, it must maintain its level of general fund support in street maintenance and operations, as provided by state law (A.R.S. 28-1598)

## **Debt Management**

1. Short term borrowing or lease-purchase contracts should be considered for financing major operating capital equipment when the Finance Director along with the City's financial advisor determines and recommends that this is in the City's best interest. Lease/purchase decisions should have the concurrence of the appropriate operating manager.
2. Annual short-term debt payments should not exceed 5% of annual revenue or 20% of total annual debt.
3. Annual debt service on long term general obligation debt should not exceed 10% of annual general fund revenues.
4. City of Goodyear Public Improvement Corporation - lease payments are funded by an excise tax pledge. Requires a "coverage ratio" 1.50 to 1.00 of pledged excise tax revenue to debt payment.
5. Maintain and sell new General Obligation bonds only when the combined Property Tax Rate range of \$2.00 to \$2.10 can be achieved.
6. Maintain Bond rating of at least Baa1 from Moody's or Standard and Poore's.
7. Enterprise Funds should finance water and sewer bonds sales where appropriate.
8. Bonds should not be financed by General Funds unless necessary. If General Funds finance bonds, the combined annual debt service shall not exceed five percent (5%) of the current three years average operating revenues of the General Funds. City Construction Sales Tax revenues will not be included in the computing the average.

## **Budget Amendment Policies**

1. Total Fund Appropriation Changes must be approved through City Council Resolution. These amendments must also comply with the City's Alternative Expenditure Limitation. In order to provide flexibility to respond to unanticipated increases in revenues, 10% of the total operating budget should be set aside as a contingency appropriation (as long as this contingency is backed by available fund reserves).
2. Uses of contingency appropriations must be specifically approved by the City Council. This may be by Council motion rather than resolution.
3. Shifts in appropriations within fund totals may be made only upon approval of the Mayor. Procedures for appropriations transfers and delegation of budget responsibility will be set by the City Manager.

## **Budgetary Control System**

1. Monthly budget status reports will be reviewed by the City Manager and then presented to the full City Council.
2. Annually update Strategic Financial Plan in order to validate and adjust the Plan and assumptions to remain viable and in compliance with State Statutes.
3. Community Relations annual budget will be limited in its growth. Increase will be no greater than the percentage of growth in retail sales tax from prior two calendar years.

## **Revenue Policies**

1. A diversified and stable revenue system will be maintained to ensure fiscal health and absorb short run fluctuations in any one revenue source.
2. User fees for all operations will be examined annually to ensure that fees cover direct and indirect cost of service. Rate adjustments for enterprises will be based on five-year enterprise fund plans.
3. Development fees for one time capital expenses attributable to new development will be reviewed annually to ensure that fees match development related expenses.
4. Cost analysis should be performed for all services in order to determine if fees collected are covering cost of service.

## **Capital Budget**

1. A long-range capital improvement plan should be prepared and updated each year. This plan may include (in years other than the first year of the plan) “unfunded” projects that carry out the City’s strategic and general plans, but it should also include a capital-spending plan that identifies projects that can be completed with known funding sources.
2. Each department must, when planning capital projects, estimate the impact on the City’s operating budget over the next three to five years.
3. Amendments to capital appropriations fall under the same guidelines as changes to the operating budget noted above, with one exception—any project change exceeding \$30,000 should receive specific City Council approval. This approval can be by motion rather than resolution, and may accompany a recommendation for award of bid, change order, or other Council action. While this approval is not a strict legal requirement, it serves both to keep the Council informed on capital project activity and funding, and ensures that revisions of project priorities are in line with Council expectations. Monthly status reports will be reviewed by the City Manager and then presented City Council.

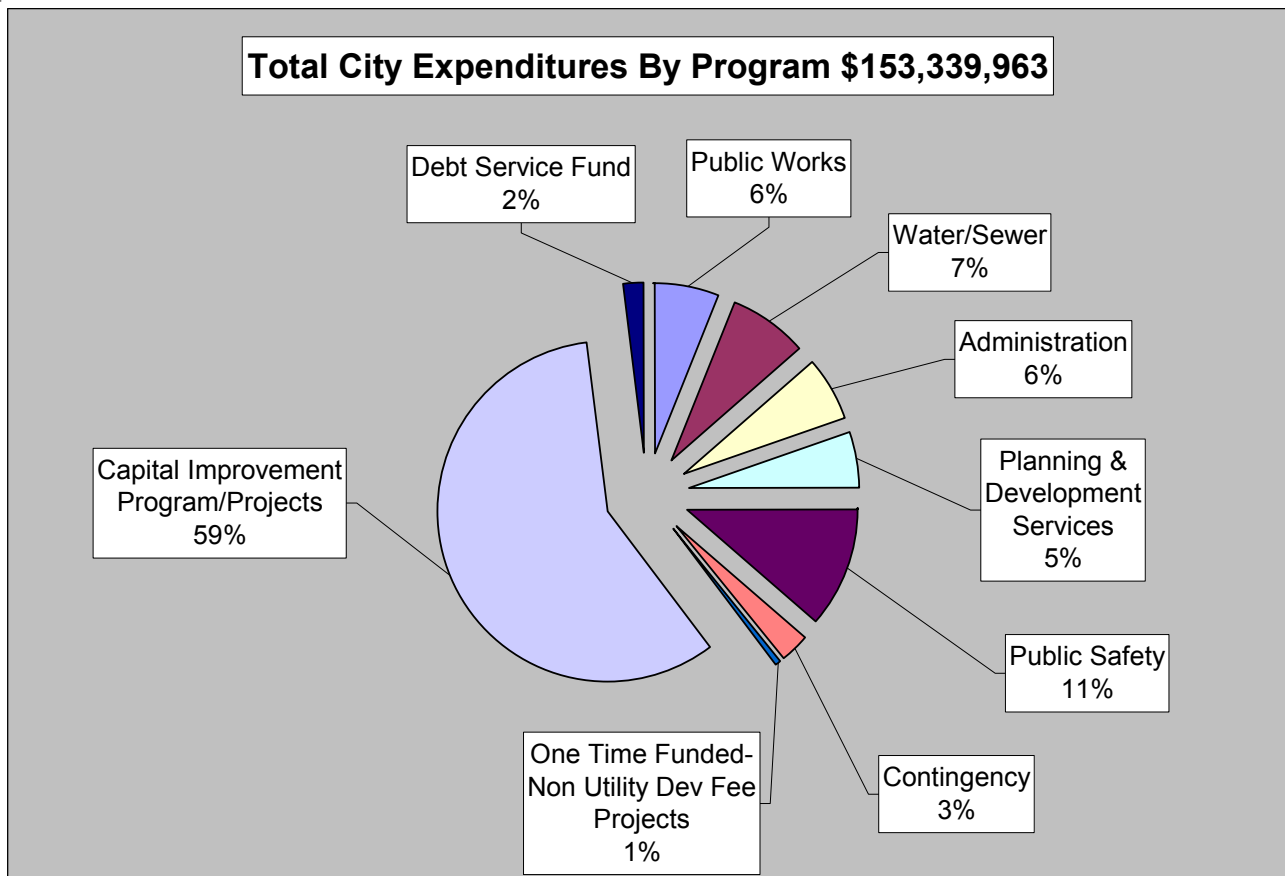


# Budget Summary

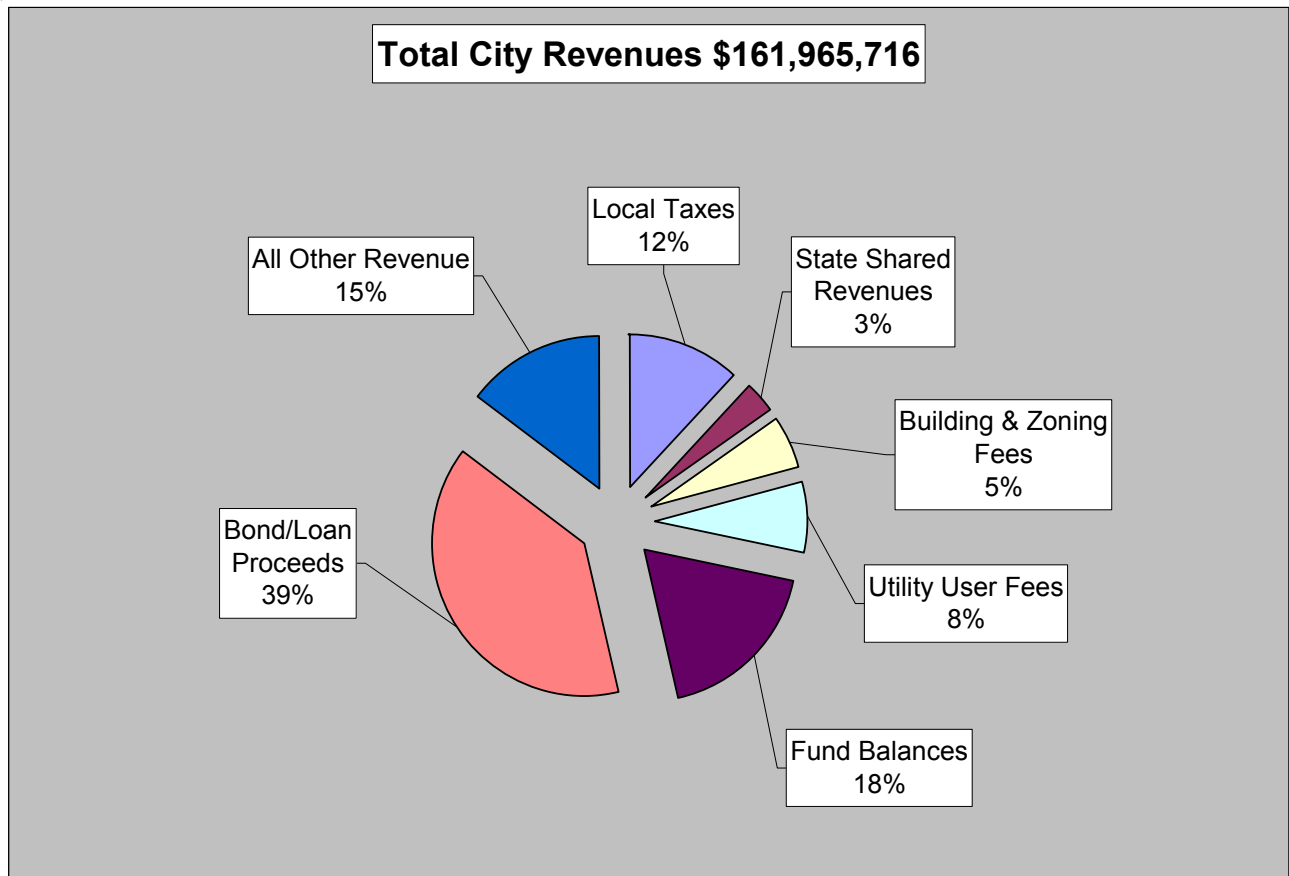
# BUDGET SUMMARY

## CITY OF GOODYEAR'S FY 04-05 BUDGET SUMMARY

The total proposed budget for FY 04-05 is \$153,339,963 including transfers. Of this total budget, \$9,524,513 or 6.21% supports the Public Works programs. \$9,390,921 or 6.12% supports the Administration programs. Planning & Development Services amount to \$8,223,344 or 5.36%. Debt Service is supported by \$3,069,067 or 2.00%. Public Safety programs amount to \$17,129,871 or 11.17%. The Contingency Fund equals \$4,225,710 or 2.76%. The Capital Improvements Program represents the largest expenditure in the budget amounting to \$89,239,374 or 58.20%. Additional expenses include \$11,397,163 or 7.43% for our Water and Wastewater division, One-Time Non-Utility Development Fee projects at \$1,140,000 or 0.74%.



The funding sources for the FY 04-05 budget total \$161,965,716. Of this total, \$29,043,645 or 17.93% are the beginning fund balances. Revenues are projected to be \$132,922,071 or 82.07% of total sources.



**Where the Money Comes From:**

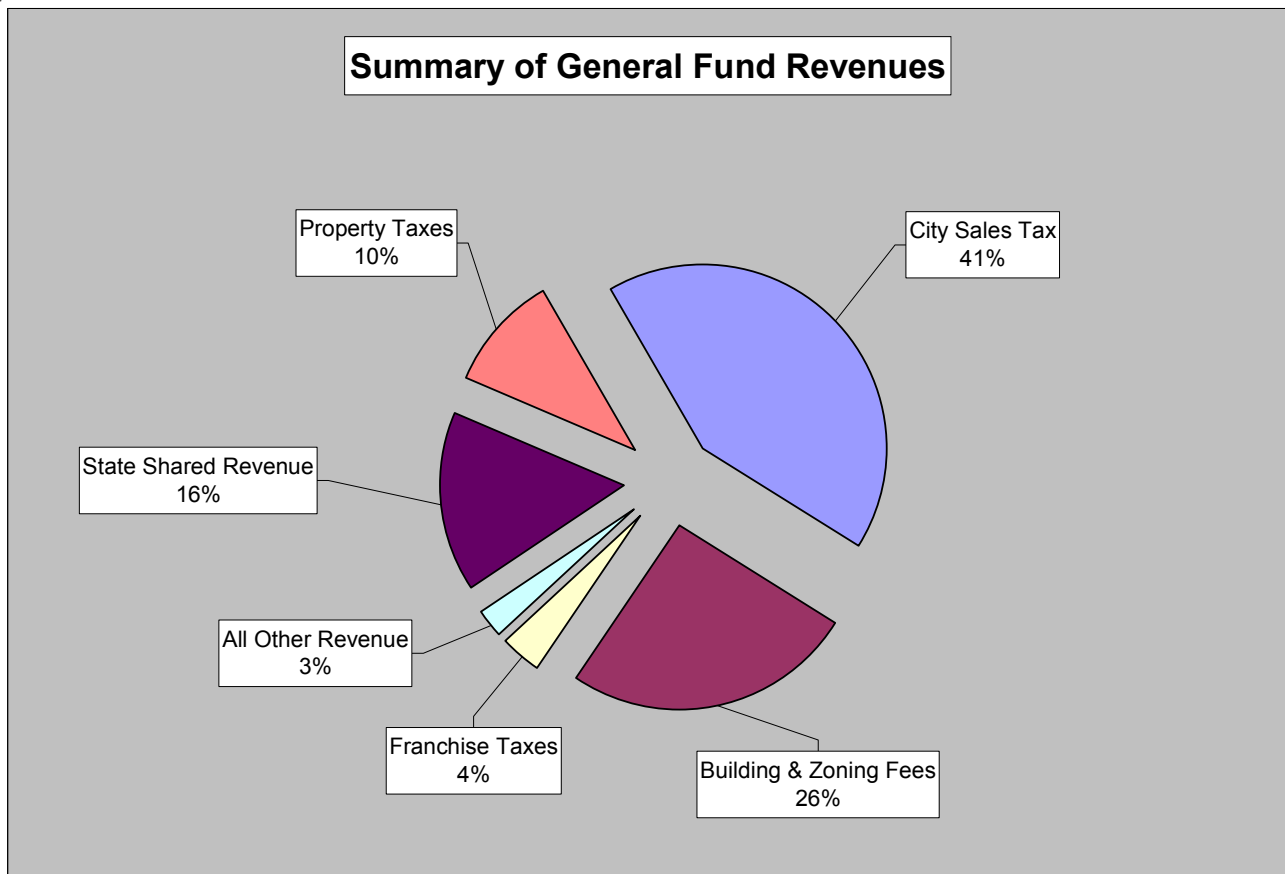
Local Taxes	\$ 19,446,675	12.01%
State Shared Revenues	5,449,356	3.36%
Building & Zoning Fees	8,881,213	5.48%
Utility User Fees	12,183,229	7.52%
Fund Balances	29,043,645	17.93%
Bond/Loan Proceeds	63,050,000	38.93%
All Other Revenue	23,911,598	14.76%
<b>Total</b>	<b>\$161,965,716</b>	<b>100.00%</b>

## GENERAL FUND SUMMARY

The General Fund includes all city departments with the exception of the utility enterprise departments, streets, debt service, capital improvements, and programs directly funded from grants and trusts.

### General Fund Revenues

Total resources available for FY 04-05 expenditures include an estimated beginning fund balance of \$11,645,458, and revenues of \$36,215,485 (operating \$33,215,485 and capital \$3,000,000). Total available resources, for FY 04-05, are \$47,860,943.

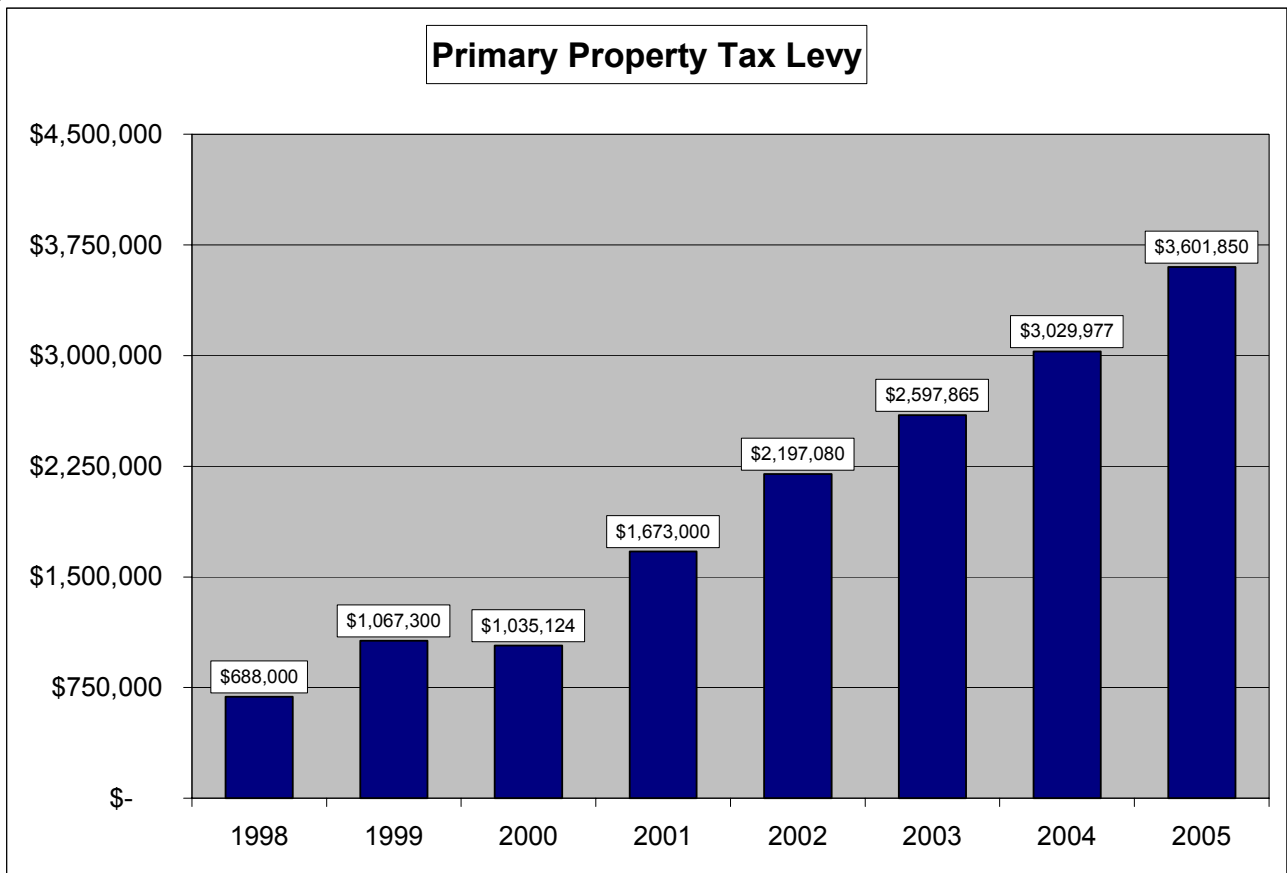


The City continues a conservative approach to revenues and expenditures for next year. This is consistent with the adopted City strategic financial plan and the City financial policies established in FY 94-95. The City is anticipating the continued level of growth in FY 04-05 as was experienced in the last fiscal year. Construction activity is estimated to be above FY 03-04 activity.

**General Fund Revenues:**

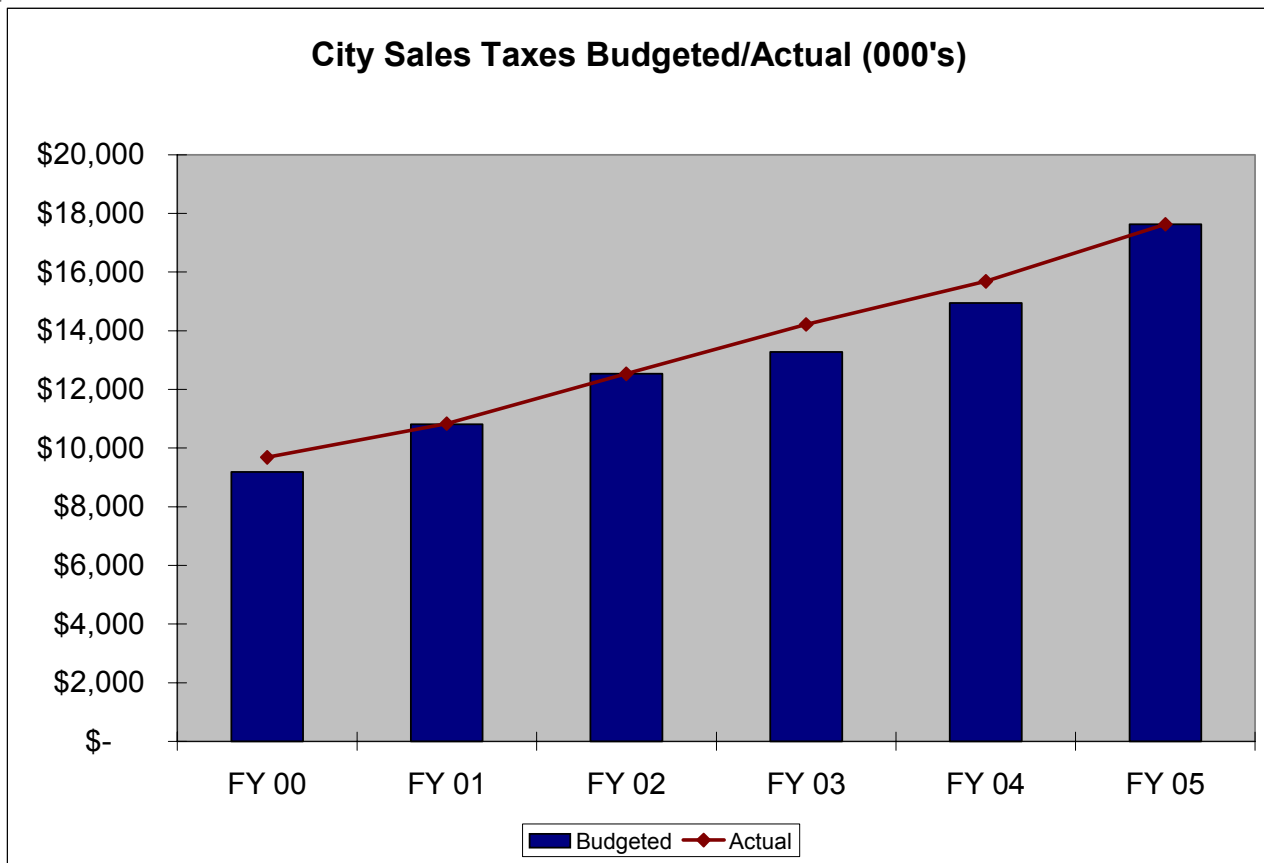
	<b>Budgeted FY 03-04</b>	<b>Estimated FY 03-04</b>	<b>Projected FY 04-05</b>
City Sales Tax	\$ 12,694,093	\$ 12,680,000	\$ 14,627,820
Building & Zoning Fees	5,429,842	6,800,000	8,881,213
Franchise Taxes	962,320	1,058,552	1,217,005
All Other Revenue	2,086,520	1,573,285	894,000
State Shared Revenue	3,628,322	5,274,422	5,449,356
Property Taxes	3,029,977	3,029,977	3,601,850
<b>Total</b>	<b>\$ 27,831,074</b>	<b>\$ 30,416,236</b>	<b>\$ 34,671,244</b>

**Property Tax** - Given estimates of 19% increases in the City's assessed valuations, a primary property tax rate of \$1.22 per \$100 assessed value will result in revenues of \$3,601,850. The assessed value for secondary tax purposes will generate \$2,451,787 at a rate of \$0.75 per \$100 assessed value for payment of principal and interest (the secondary levy is applied directly to the Debt Service Fund). The total tax rate is estimated to be \$1.97 per \$100 assessed value. The City has reduced the combined property tax levy from the previous fiscal year.

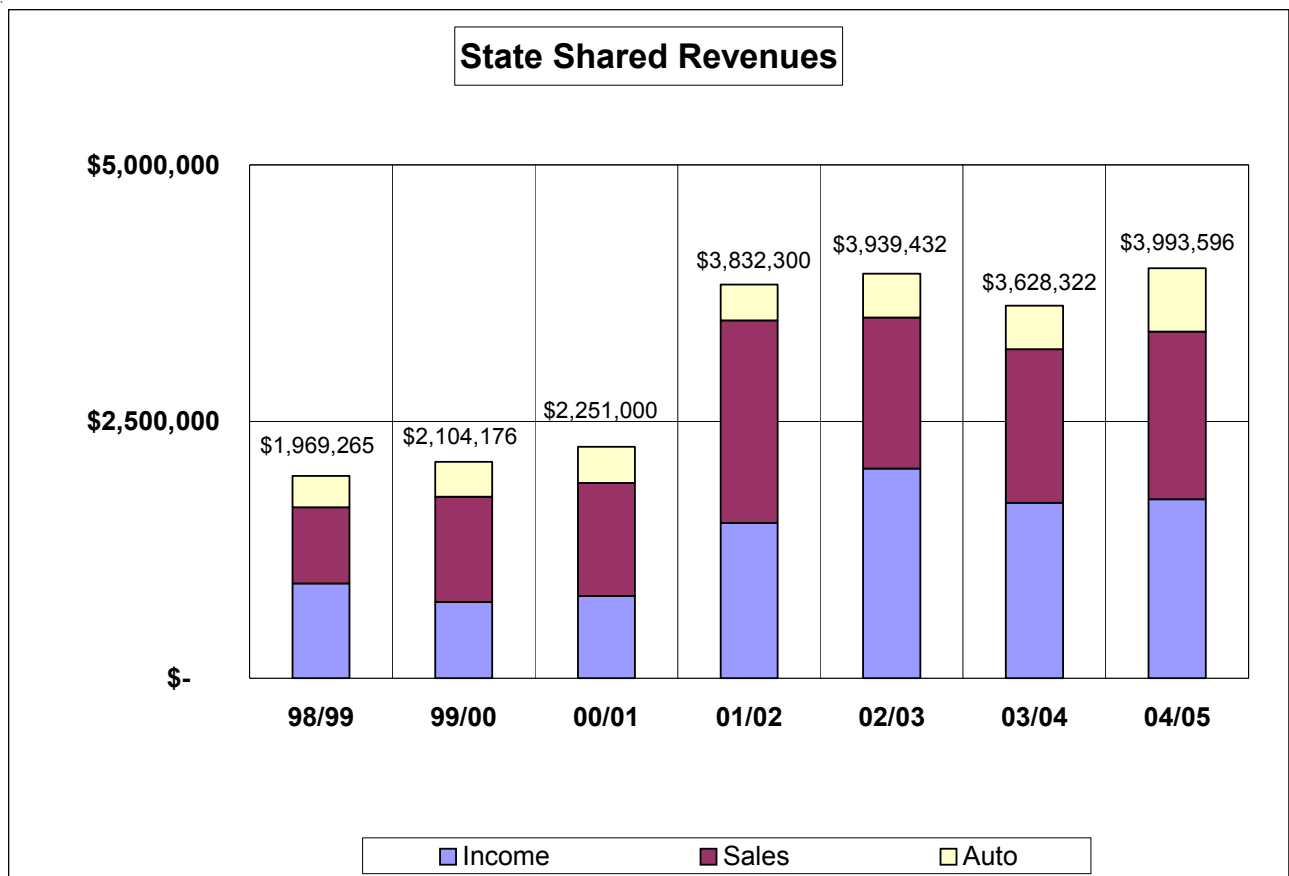


**Franchise Fees** - The franchise fees of \$1,217,005 are projected to increase 26% over the prior twelve-month period. The fees are based on the gross receipts of the applicable utility franchises (cable, electric, and gas). The increases in the revenues are due to residential development continuing as in FY 04-05.

**City Sales Tax** - Revenue estimates are \$14,627,820 for City Sales Tax collections for FY 04-05. City Sales Taxes account for approximately 44% of the General Fund revenues and are estimated to increase 15% above last year's collections to \$14,627,820. The City is estimated to collect \$3,000,000 in Construction Sales Tax for FY 04-05. Financial policy calls for 50% of the Constructions Sales Tax revenues to be used for one-time expenditures and the remaining 50% for the operating budget.



**State Shared Revenues** - The State of Arizona shares a portion of its sales, income, and motor vehicle taxes with cities, based on a formula set by state law. The Arizona State Department of Revenue (ADOR) provides estimates for these revenues. The formula for sharing state revenues is based on census population figures. The City's share of revenues increased \$1.6 million annually in FY 01-02 as a direct result of the 2000 Census. The state shared revenues for FY 04-05 are estimated as follows: sales tax \$1,632,974, income tax \$1,740,622, vehicle tax \$620,000, gasoline tax \$1,299,931, and Lottery revenue of \$155,829 for a total of \$5,449,356.



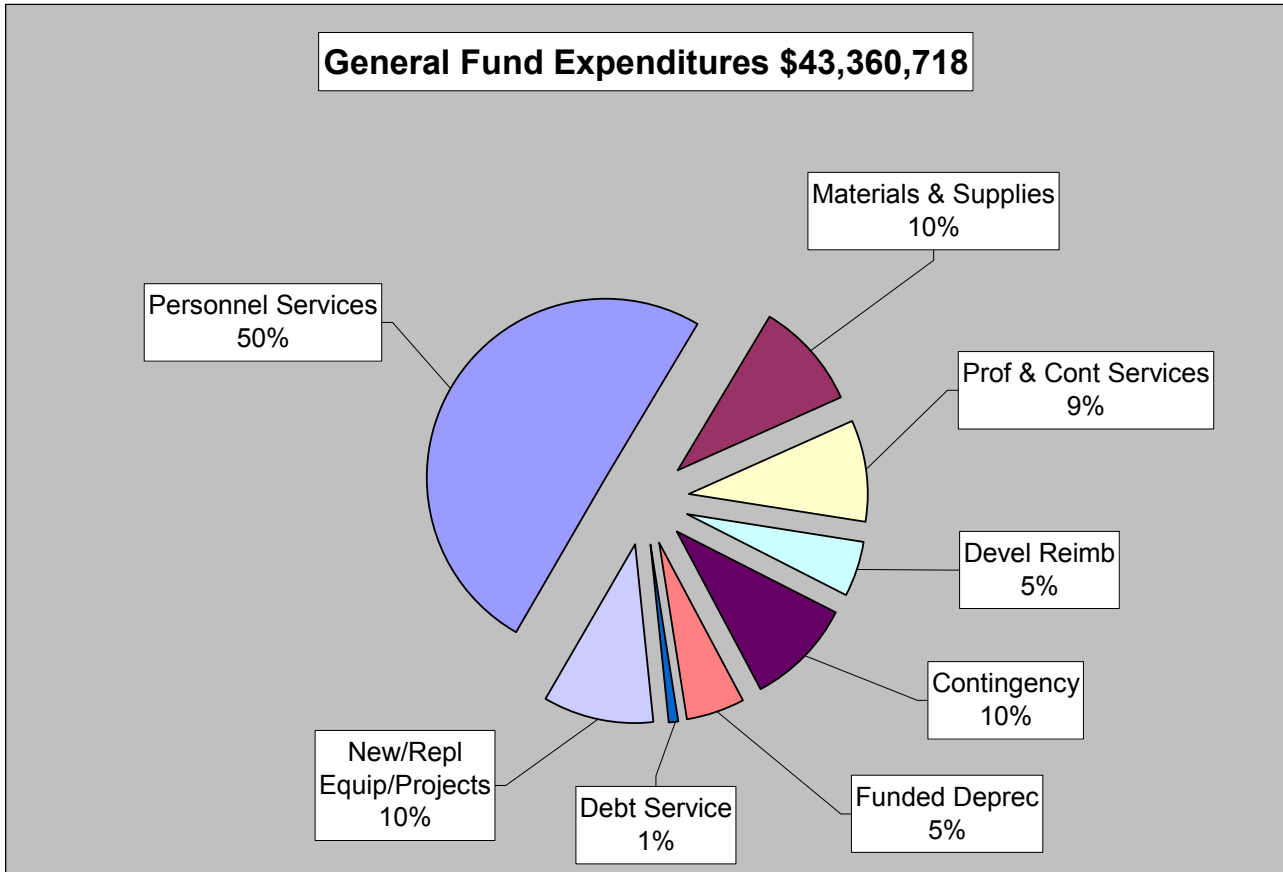
**State Shared Revenues:**

	FY 99/00	FY 00/01	FY 01/02	FY 02/03	FY 03/04	FY 04/05
Income	\$ 741,167	\$ 800,000	\$ 1,511,300	\$ 2,040,589	\$ 1,706,817	\$ 1,740,622
Sales	\$ 1,025,053	\$ 1,102,000	\$ 1,972,000	\$ 1,473,458	\$ 1,496,120	\$ 1,632,974
Auto	\$ 337,956	\$ 349,000	\$ 349,000	\$ 425,385	\$ 425,385	\$ 620,000
<b>Total</b>	<b>\$ 2,104,176</b>	<b>\$ 2,251,000</b>	<b>\$ 3,832,300</b>	<b>\$ 3,939,432</b>	<b>\$ 3,628,322</b>	<b>\$ 3,993,596</b>

**Building & Zoning Fees** - License and permit fees include building permits, right-of-way permits, and plan check fees and rezoning fees. The FY 03-04 revenues for building and zoning fees reflect an increase in construction activity as the prior twelve-month period. The estimated revenues for FY 03-04 are \$6,800,000 compared to \$5,429,842 budgeted for FY 03-04. Building and Zoning Fees are estimated at \$8,881,213 for FY 04-05. Our estimates anticipate additional growth in this area for the next fiscal year. Additionally, the city adopted a 20% increase in building and zoning fees beginning on July 1, 2004.

## General Fund Appropriations

Total General Fund expenditures for FY 04-05 are \$43,360,718 including transfers. The expenditures consist of personnel services, materials and supplies, professional and contract services, debt service, funded depreciation, contingency, new and replacement equipment, projects and transfers.



### General Fund Expenditures:

General Fund	FY 02/03	FY 03/04	FY 04/05
Personnel Services	\$ 15,969,071	\$ 18,740,884	\$ 21,836,651
Materials & Supplies	2,437,284	2,756,219	4,135,291
Prof & Cont Services	4,175,597	4,821,823	4,008,665
Devel Reimb	720,000	1,091,350	2,167,230
Contingency	4,380,433	3,579,952	4,225,710
Funded Deprec	1,561,308	1,795,502	2,269,126
Debt Service	340,000	321,785	321,785
New/Repl Equip/Projects	3,836,856	4,420,740	4,396,260
<b>Total</b>	<b>\$ 33,420,549</b>	<b>\$ 37,528,255</b>	<b>\$ 43,360,718</b>

**Transfers to Other Funds - \$(962,006)**

There are four transfers from the General Fund to other funds. The first is \$(617,280) to cover debt service. The second is \$(1,169,542) to the Highway User Fund to support street operations and maintenance. There was one transfer to the General Fund of \$1,060,572 from the Water, Sewer and Sanitation Enterprise Funds to cover operational costs associated with those funds and a transfer of \$(235,756) to cover Highway Fund capital shortfalls.

**Personnel Services - \$21,836,651**

Personnel expenditures consist of the current staffing of 338 positions plus additional 57 positions.

The personnel services expenditures consist of salaries and wages, employee retirement, part-time salaries, health insurance, overtime, Workman's Compensation insurance, FICA/Medicare, uniform allowance, employee awards.

Also included is a 5% provision for employee advancement opportunity.

**Materials and Supplies - \$4,135,291**

Materials and Supplies consist of all utility costs, maintenance costs, office & operating supplies.

**Professional and Contract Services - \$4,008,665**

All professional service agreements and contracts, travel, training, conferences, special events, etc. are included in this element of the budget. Contracting for services may provide a less expensive alternative in providing city services. A major advantage is that it is easier to vary contract amounts on a year-to-year basis than it is to vary city staffing levels and overhead costs such as equipment and building space.

**Contingency - \$4,225,710**

The contingency fund is budgeted to satisfy the requirements of the Cash Basis Fund (four months of operating expenditures), 10% of the City sales tax projection and unspent balance from prior years.

**Debt Service - \$321,785**

The debt service consists of the principal and interest payments for the new Interim Office Building.

**Funded Depreciation - \$2,269,126**

The funded depreciation element is an amount of funds placed in a reserve each year for future capital outlay purchases.

**New and Replacement Equipment and One Time Projects - \$4,396,260****Developer Reimbursements - \$2,167,230**

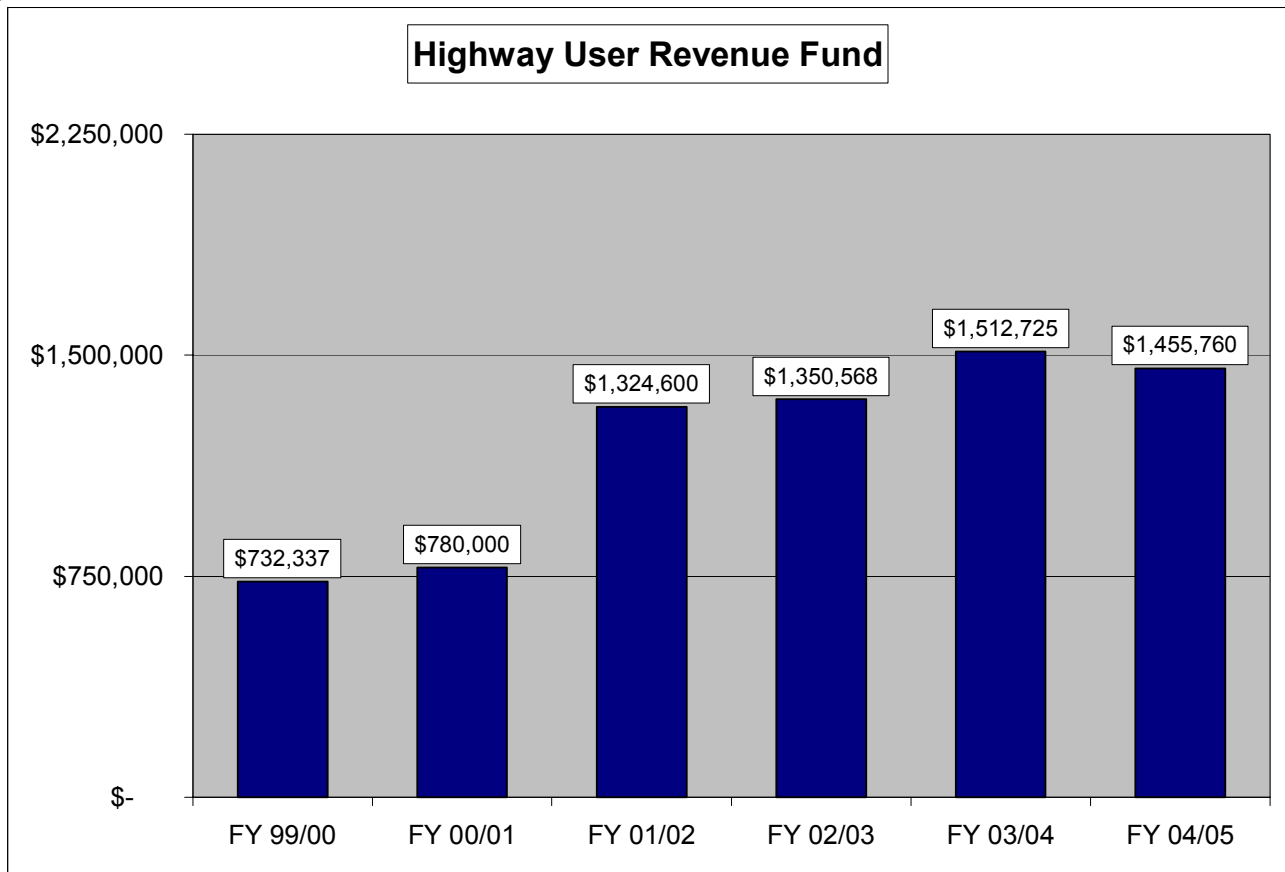
This element includes reimbursements to sales tax generators that have added 'net new' sales tax dollars to the City's general fund in accordance with specific development agreements.

## HIGHWAY USER FUND SUMMARY

The Highway User fund includes all direct expenditures of the street department.

### Highway User Fund Revenues

Total resources available for FY 04-05 expenditures include transfers from the General Fund of \$1,169,542, transfers from the capital fund of \$235,756 and revenues of \$1,455,760. Total available resources for FY 04-05 are \$2,861,058.



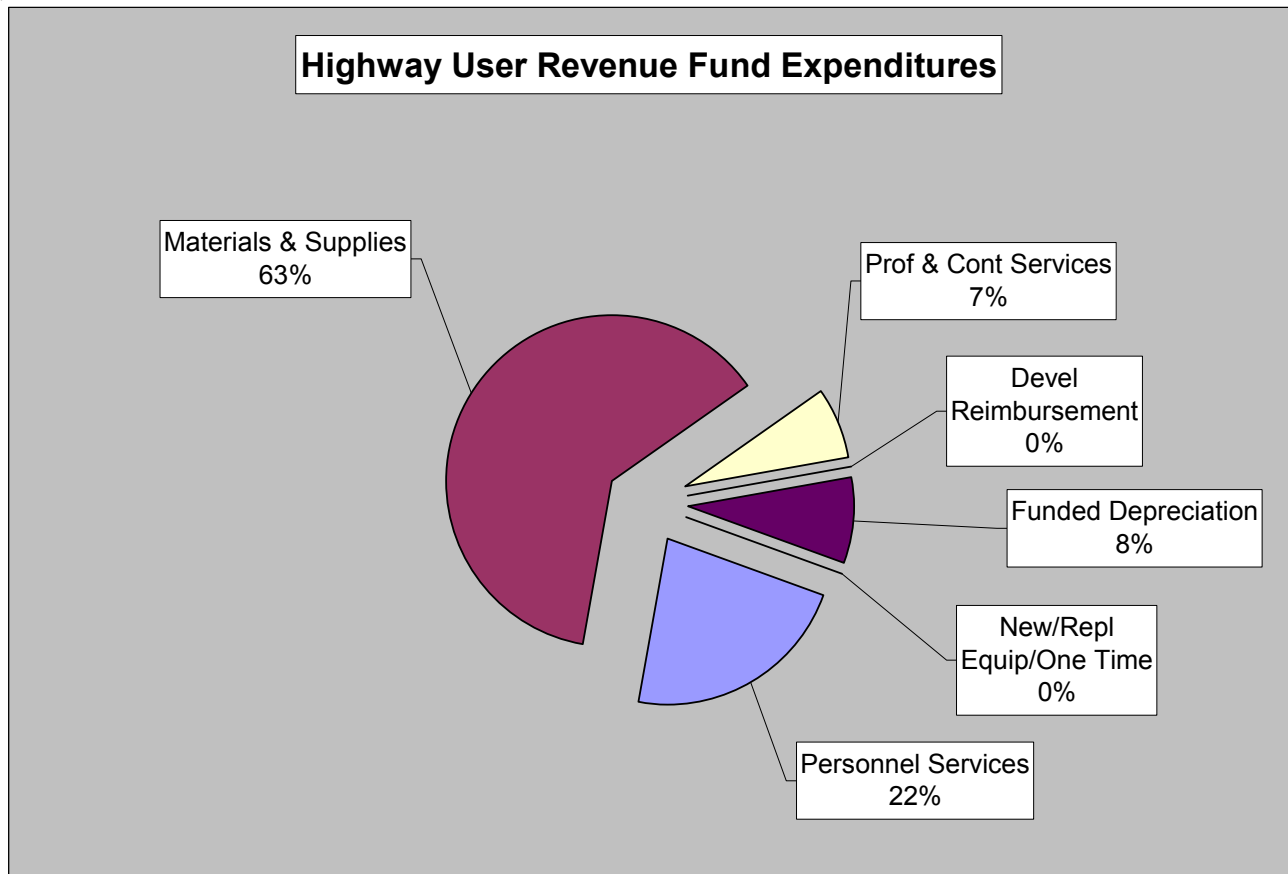
Summary of projected revenue sources:

**Gas Tax** - The gas tax revenues are received from the State based on a complex formula set by State law. The Arizona Department of Transportation (ADOT) provides estimates for the gas tax. Revenue estimates are \$1,299,931.

**Lottery** - The lottery revenues are received from the State based on a formula set by State law. The Arizona Department of Revenue provides estimates for the lottery revenues. Revenue estimates are \$155,829.

## Highway User Fund Appropriations

FY 04-05 Highway User Fund expenditures are proposed to be \$2,861,058. The proposed expenditures consist of personnel services, materials and supplies, professional and contract services, debt service, funded depreciation, new/replacement equipment and developer reimbursements.



## Highway User Fund Summary of Expenditures

	Actual FY 02-03	Budgeted FY 03-04	Estimated FY 03-04	Budget FY 04-05
Personnel Services	\$ 584,360	\$ 668,856	\$ 655,000	\$ 638,370
Materials & Supplies	1,171,784	1,516,482	1,407,258	1,783,782
Prof & Cont Services	142,815	137,200	125,000	203,150
Funded Depreciation	568,000	285,010	-	235,756
New/Repl Equip/One Time	29,922	151,800	151,800	-
<b>Total</b>	<b>\$ 2,496,881</b>	<b>\$ 2,759,348</b>	<b>\$ 2,339,058</b>	<b>\$ 2,861,058</b>

**Personnel Services - \$638,370**

Personnel expenditures consist of the current staffing of 10 positions.

The personnel services expenditures consist of salaries and wages, employee retirement, part-time salaries, health insurance, overtime, workman's comp. Insurance, FICA/Medicare, uniform allowance, employee awards.

Also included is a 5% provision for employee advancement opportunity.

**Materials and Supplies - \$1,783,782**

Materials and Supplies consist of all utility costs, maintenance costs, office & operating supplies.

**Professional and Contract Services - \$203,150**

All professional service agreements and contracts, travel, training, conferences, special events, etc. are included in this element of the budget. Contracting for services may provide a less expensive alternative in providing city services. A major advantage is that it is easier to vary contract amounts on a year-to-year basis than it is to vary city staffing levels and overhead costs such as equipment and building space.

**Funded Depreciation - \$235,756**

The funded depreciation element is an amount of funds placed in a reserve each year for future capital outlay purchases.

**Transfers - \$1,405,298**

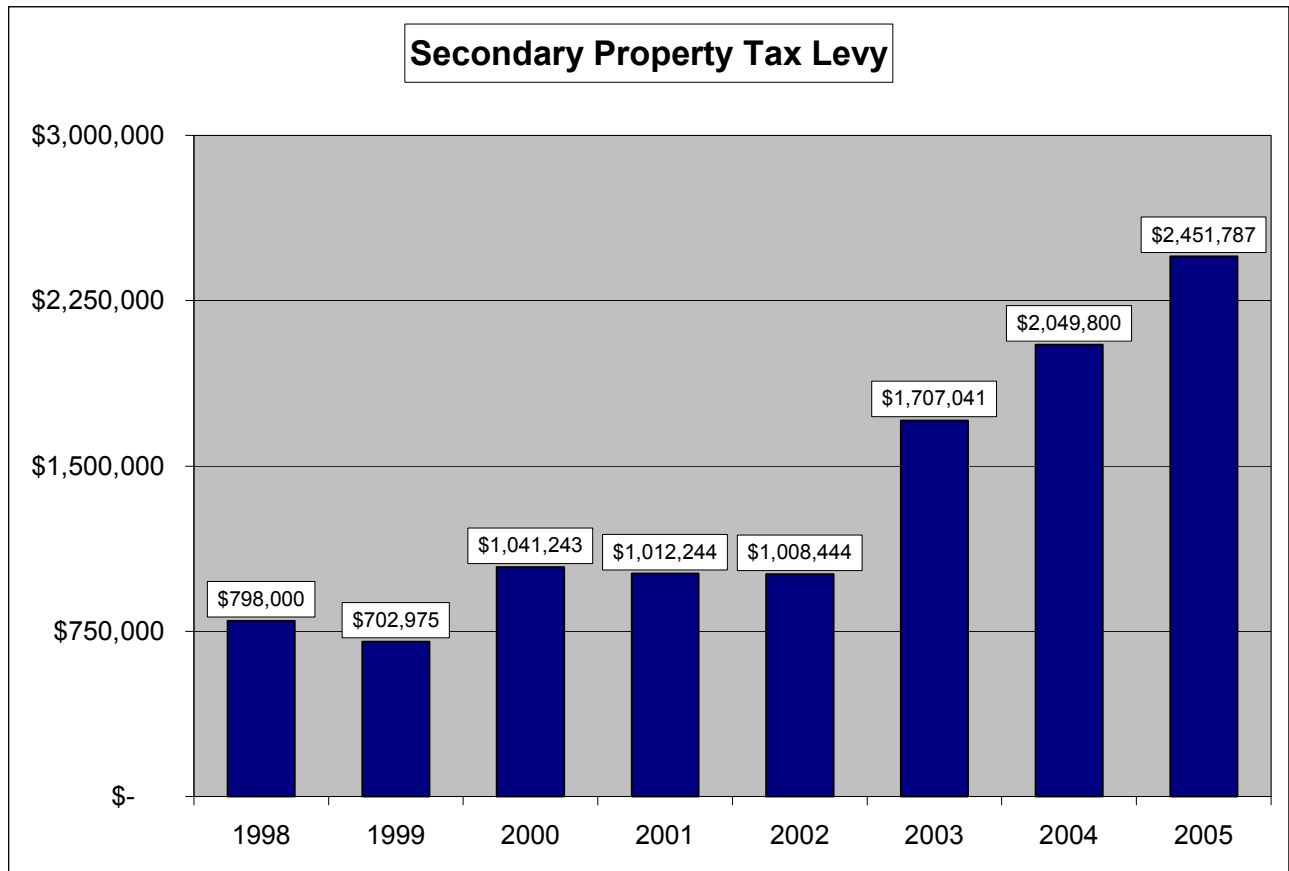
Includes general fund transfers to cover general operating costs in Highway User Revenue Fund

## DEBT SERVICE FUND SUMMARY

The Debt Service fund includes the principal and interest expenditures of the City's General Obligation bond issues, and Revenue bond issues. The Debt Service fund does not include the Enterprise fund debt service payments.

### Debt Service Fund Revenues

**Secondary Property Tax** - Given estimates of a 19% increase in the City's assessed valuation, the assessed value for secondary tax purposes will generate \$2,451,787 at a rate of \$0.7493 per \$100 assessed value for payment of General Obligation Bond principal and interest payments. The secondary rate has increased from \$0.5782 in FY 01/02 to \$0.7493 in FY 04/05.



## Debt Service Fund Expenditures

Total Debt Service Fund expenditures for FY 04-05 are proposed to be \$3,069,067. The debt service payments are for the following types of issues:

### Debt Service

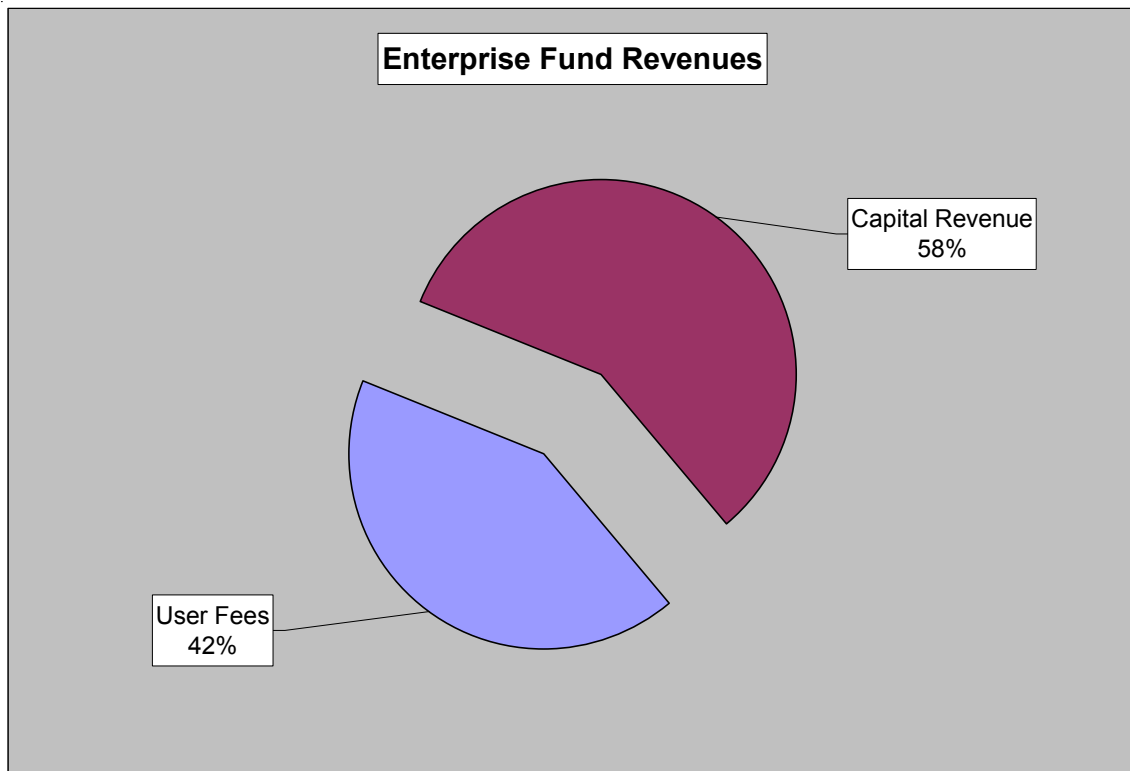
	<b>Actual FY 01-02</b>	<b>Budget FY 02-03</b>	<b>Estimated FY 02-03</b>	<b>Budget FY 03-04</b>	<b>Budget FY 04-05</b>
General Obligation	\$ 1,008,444	\$ 1,678,864	\$ 1,678,864	\$ 2,049,800	\$ 2,451,787
Revenue	1,018,243	618,842	618,842	617,280	617,280
<b>Total</b>	<b>\$ 2,026,687</b>	<b>\$ 2,297,706</b>	<b>\$ 2,297,706</b>	<b>\$ 2,667,080</b>	<b>\$ 3,069,067</b>

## ENTERPRISE FUND SUMMARY

The Enterprise Fund includes the Water, Sewer and Sanitation departments.

### Enterprise Fund Revenues

Total resources available for FY 04-05 expenditures include an estimated beginning fund balance of \$4,682,992, revenues of \$12,183,229 and Capital revenues of \$16,594,000 for total anticipated revenues at \$33,460,221.

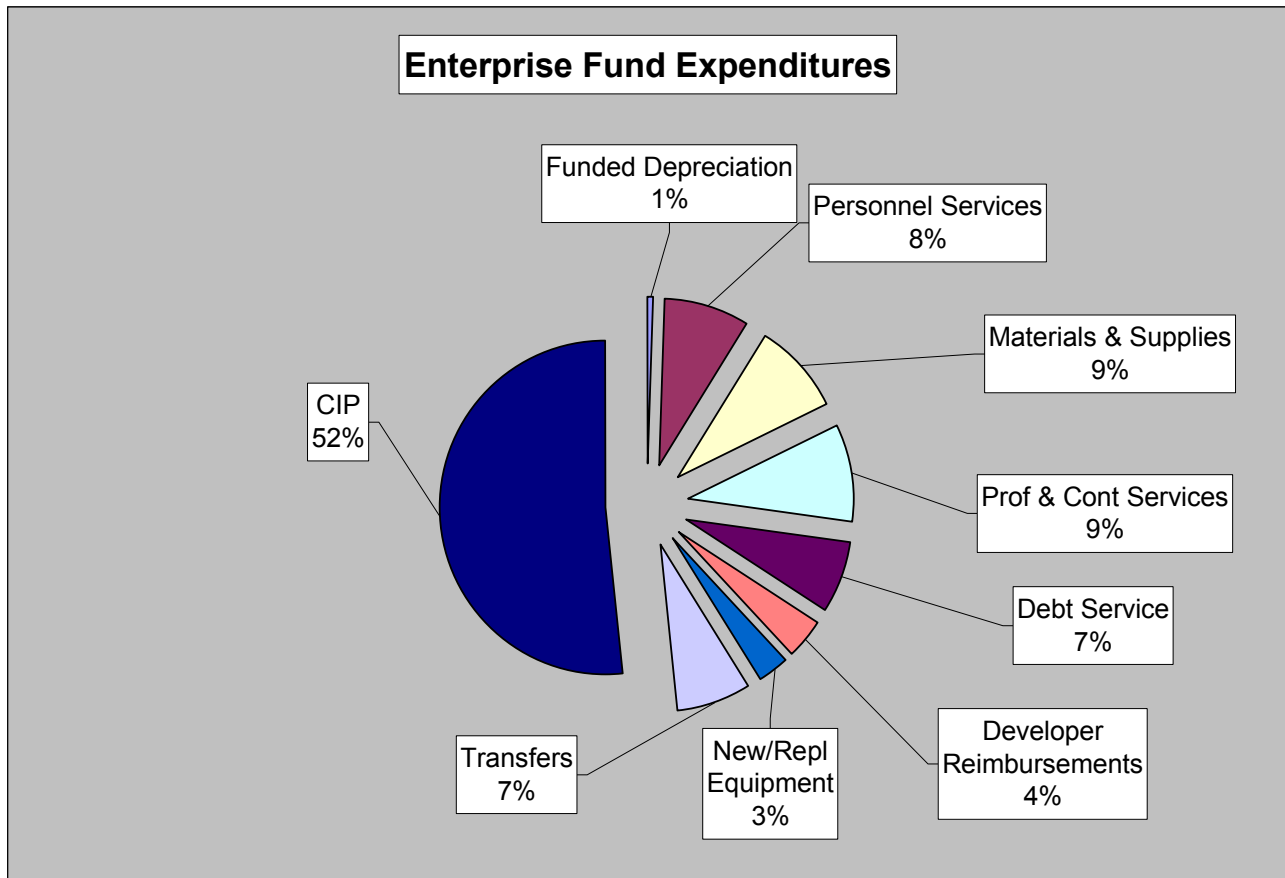


### Enterprise Fund Summary of Revenues

	Actual FY 02-03	Budget FY 03-04	Estimated FY 03-04	Budget FY 04-05
Water Operating Rev	3,436,918	3,952,456	4,350,000	5,377,687
Sewer Operating Rev	2,874,271	4,090,412	3,550,000	4,184,563
Sanitation Operating Rev	2,043,130	2,349,600	2,279,112	2,620,979
Water Capital Rev	3,121,406	7,398,073	7,448,483	10,950,000
Sewer Capital Rev	1,000,286	15,522,884	15,862,884	5,644,000
<b>Total</b>	<b>12,476,011</b>	<b>33,313,425</b>	<b>33,490,479</b>	<b>28,777,229</b>

## Enterprise Fund Appropriations

Total Enterprise Fund expenditures for FY 04-05 are proposed to be \$30,364,746 with expenditures for water (\$16,277,327), sewer (\$11,814,839), and sanitation (\$2,272,580). The proposed expenditures consist of personnel services, materials and supplies, professional and contract services, debt service, funded depreciation, new & replacement equipment, developer reimbursement, and CIP projects.



## Enterprise Expenses

		<b>Actuals</b>	<b>Budget</b>	<b>Estimated</b>	<b>Budget</b>
		<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Funded Depreciation	\$	442,500	\$ 153,271	\$ -	176,262
Personnel Services		1,472,210	1,965,450	1,696,250	2,504,802
Materials & Supplies		2,012,389	2,109,521	1,698,050	4,398,082
Prof & Cont Services		5,375,925	2,273,432	4,250,871	2,711,636
Debt Service		1,151,538	1,667,157	1,451,584	1,667,157
Developer Reimbursements		1,230,373	962,000	962,000	1,200,000
New/Repl Equipment		355,244	693,600	517,994	1,011,807
CIP		2,861,592	12,360,095	3,921,362	16,695,000
<b>Total</b>	<b>\$</b>	<b>14,901,771</b>	<b>\$ 22,184,526</b>	<b>\$ 14,498,111</b>	<b>\$ 30,364,746</b>

**Personnel Services - \$2,504,802**

Personnel expenditures consist of the current staffing of 30 positions plus 3 additional positions in the water department.

The personnel services expenditures consist of salaries and wages, employee retirement, part-time salaries, health insurance, overtime, workman’s comp. insurance, FICA/Medicare, uniform allowance, employee awards.

Also included is a 5% provision for employee advancement opportunity.

**Materials and Supplies - \$4,398,082**

Materials and Supplies consist of all utility costs, maintenance costs, office & operating supplies.

**Professional and Contract Services - \$2,711,636**

All professional service agreements and contracts, travel, training, conferences, special events, etc. are included in this element of the budget. Contracting for services may provide a less expensive alternative in providing city services. A major advantage is that it is easier to vary contract amounts on a year-to-year basis than it is to vary city staffing levels and overhead costs such as equipment and building space.

**Debt Service - \$961,157**

The debt service consists of the principal and interest payments for the water & sewer projects that have been constructed.

**Funded Depreciation - \$176,262**

The funded depreciation element is an amount of funds placed in a reserve each year for future capital outlay purchases.

**New and Replacement Equipment - \$924,067**

**Developer Reimbursements - \$1,200,000**

This element includes reimbursements to sales tax generators that have added “net new” sales tax dollars to the City’s general fund in accordance with specific development agreements.

**Capital Improvements Program (CIP) - \$16,695,000**

Water projects	\$9,535,000
Sewer projects	\$7,160,000

## CAPITAL IMPROVEMENTS PROGRAM FUND SUMMARY

The CIP fund includes all proposed city projects with the exception of the Enterprise Fund projects. The City's capital improvement program has an effect on the operating budget. All newly completed projects must be maintained and if bonds were sold to finance the construction, then annual debt service payments are required. Goodyear has a policy that the City combined property tax rate should not exceed \$2.10. This is a combined rate that includes a primary rate and a secondary rate. The primary rate supports the operating budget and the secondary rate can only be used for debt service. As the secondary rate increases the primary rate decreases along with the property tax revenue for operations. In addition to operating, maintenance and debt service, the capital improvement program includes pay-as-you-go projects and grant matches that come directly from the operating budget.

### CIP Fund Revenues

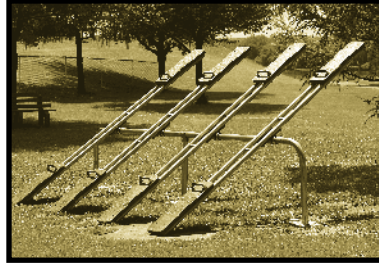
Total resources available for the proposed FY 04-05 expenditures include an estimated beginning fund balance of \$6,868,348 and revenues of \$60,427,061. Total available resources are \$67,295,409.

The major revenue sources of the CIP fund consist of the following: development fees of \$3,594,749 grants of \$200,000, bond proceeds of \$20,050,000, and Improvement District revenue of \$40,000,000. Total budgeted Capital Improvement by category, including enterprise fund projects, total \$89,239,374.

### Budgeted Capital Improvements:

	<b>Budget</b>	<b>Percent of</b>
	<b>FY 04-05</b>	<b>Total</b>
Parks & Recreation	\$ 17,417,000	19.52%
Public Works Admin.	800,000	0.90%
Streets	5,627,174	6.31%
Public Safety	3,160,200	3.54%
General Administration	990,000	1.11%
CDBG	200,000	0.22%
Improvement Districts	40,000,000	44.82%
Water	12,245,000	13.72%
Sewer	8,450,000	9.47%
Miscellaneous Projects	350,000	0.39%
<b>Total</b>	<b>\$ 89,239,374</b>	<b>100.00%</b>

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# Operating Budget

# OPERATING BUDGETS

## MAYOR & COUNCIL

The Mayor and Council serve as the elected legislative and policy-making body for the City. The Mayor and Council adopt ordinances and resolutions governing City operations, and establish the organizational departments to carry out the functions and operations of the City. The Council provides a forum for active public participation and input to develop, establish and communicate the City's vision and policy.

### **2003-04 ACCOMPLISHMENTS:**

- Worked with other municipalities on regional issues including the El Rio Project, the West Valley Recreation Corridor, air quality and transportation
- Partnered with regional municipalities, state and federal government to support Luke Air Force Base resulting in federal funding, land exchanges and acquisitions to protect the southern takeoff and landing corridor within Goodyear from incompatible uses
- Continued the Neighborhood Enhancement Programs resulting in formation of Neighborhood Partnerships, revitalizing Homeowner Associations and Mayor presentations under the direction of the newly created position-Neighborhood Manager
- Appointed citizen and council committees to address Image, City Center, Bond and Charter topics
- Adopted Bond and Charter Committees' recommendations for a September 2004 Election
- Established a Tax Policy Task Force upon the recommendation of the Bond Committee to provide recommended amendments to the City Tax Code
- Created new City department, Water Management
- Participated and sponsored several community events in conjunction with other agencies; i.e. Taste 'N Tunes with West Valley Fine Arts; Goodyear Rodeo Days with the Southwest Chamber of Commerce
- Participated and sponsored the YMCA and Boys and Girls Club to promote youth participation
- Provided contributions for Social Services supplied to the Community by other agencies that offer services that the City does not provide
- Honored Brig. Gen. Philip Breedlove as 2003 Person of the Year for his effective partnerships with the City to secure the future of Luke Air Force Base

### **2004-05 OBJECTIVES:**

- Continue to support the Neighborhood Enhancement Programs
- Support a Mayor and Council Election for March 2005
- Continue to study and improve existing City policies
- Prioritize Capital Improvement Projects based on available resources
- Continue to provide funding and support for Community projects.

## BUDGET SUMMARY BY DEPARTMENT:

<b>MAYOR &amp; COUNCIL</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$107,282	\$118,088	\$115,500	\$ 183,513
Materials & Supplies	63,597	22,700	20,200	26,334
Contract Services	11,561	64,119	64,119	85,876
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
Funded Depreciation	-	31,089	-	19,782
Capital Outlay	-	3,600	3,600	6,000
One-Time Projects*	-	150,000	22,723	-
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$ 182,440</b>	<b>\$ 389,596</b>	<b>\$ 226,142</b>	<b>\$ 321,505</b>

## AUTHORIZED PERSONNEL:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Mayor	1	1	1
Vice Mayor	1	1	1
Councilmembers	5	5	5
Administrative Assistant	1	1	1
Management Assistant	0	0	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>9</b>

## PERFORMANCE INDICATORS:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Council Meetings	25	22	24
Work Sessions	25	24	24
Community Meetings	5	11	11
Special Meetings	7	8	8
Taste 'N Tunes Attendance	1,500	1,800	2,000
Goodyear Rodeo Days Attend:	2,500	3,000	3,200
Mayor Business Meetings	24	15	20
Community Funding Support	218,000	265,298	-

## **MUNICIPAL COURT**

The Municipal Court has jurisdiction over all civil traffic, criminal traffic, criminal misdemeanor, liquor violations, and Municipal Code violations (including parking notices) that occur within the Goodyear City limits. The court also receives case filings from the Goodyear Police Department, Maricopa County Rabies Animal Control Authority, Arizona Register of Contractors, as well as felony cases turned down by the Maricopa County Attorney's Office. The court has concurrent jurisdiction with the justice court on orders of protection, injunctions against harassment, and search warrants.

### **2003-04 ACCOMPLISHMENTS:**

- Continued participation in a multi-jurisdictional effort to develop a tool that courts can utilize to evaluate compliance with operational requirements. First draft to be published Fall 2003.
- Developed of a brochure for use by law enforcement to educate customers on issues related to protective order services provided by the Goodyear Municipal Court.
- Host to a statewide conference and strategic planning session for judges and court management personnel. Results of the planning session to be used in the continued development of a strategic plan for courts of limited jurisdiction. Training to be accredited.
- Continued internal effort to publish all court forms in an electronic format for internal and customer use.
- Intensified enforcement operations through integration with the Arizona Supreme Court Centralized Collection Bureau.
- Developed and implemented performance measures that break down case statistics by type to further promote accuracy when determining and anticipating workload.

### **2004-05 OBJECTIVES:**

- Enhance case file tracking and archiving operations through the implementation of bar coding of case files.
- Complete the development of master task lists for all positions and functions within the Court.
- Accelerate efforts to document Court processes and procedures. Complete a draft policy and procedure manual by the end of FY 05-05.
- Participate in a multi-jurisdictional effort to enhance the Court's automated system. To be accomplished via IGA. Cooperative effort of Glendale, Goodyear, Avondale, Peoria, El Mirage, Surprise, and Scottsdale.
- Complete archival of case files that are contained off-site and eliminate or greatly reduce dependency on off-site storage.
- Develop and implement procedures that will ensure that ALL criminal cases are adjudicated in 180 days or less.
- Implement the mandated One Day / One Trial program.

## BUDGET SUMMARY BY DEPARTMENT:

<b>COURTS</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$380,714	\$416,889	\$430,000	\$481,953
Materials & Supplies	70,289	47,154	73,200	97,188
Contract Services	42,463	52,005	63,464	41,203
Debt Service	-	-	-	-
Developer	-	-	-	-
Reimbursement				
One-Time Projects*	-	6,313	-	16,945
Funded Depreciation	-	55,800	55,800	14,500
Capital Outlay	71,033	-	-	12,580
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$564,499</b>	<b>\$578,161</b>	<b>\$ 622,464</b>	<b>\$664,369</b>

## AUTHORIZED PERSONNEL:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Clerk Interpreter	1	1	1
Court Clerk Supervisor	0	0	1
Court Administrator	1	1	1
Court Clerk II	3	3	3
<b>Total</b>	<b>5</b>	<b>5</b>	<b>6</b>

## PERFORMANCE INDICATORS:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Total Cases	6,168	7,281	9,000

## **CITY ATTORNEY**

The City Attorney is directly responsible for all legal matters except the handling of cases pending in the Municipal Court. Municipal Court matters are handled by the City Prosecutor. Those matters include traffic and misdemeanor cases. An Assistant City Attorney assists the City Attorney in the discharge of the City Attorney's duties.

The City Attorney represents the City in litigation matters and also provides legal advice to the Mayor, City Council and Staff. The City Attorney drafts ordinances, resolutions, and contracts, and prepares written legal opinions and correspondence. The City Attorney is responsible for interpreting and providing advice concerning the City Charter and Code, and Arizona and Federal law.

### **2003-04 ACCOMPLISHMENTS:**

- Provided dependable legal advice to the Council and staff on a daily basis.
- Represented the City in two referendum law suits on the Wal-Mart matter.
- Negotiated development agreements and contracts.
- Coordinated and assisted in various personnel investigations and disciplinary matters.
- Defended the City on the Stop the Car Wash Law Suit.
- Continued negotiations for various Franchise Agreements.
- Drafted numerous Contracts, Ordinances and Resolutions
- Coordinated and supervised the handling of claims, suits and public records requests.
- Reviewed all contracts for the City's new P&I process.
- Continue to review all new contracts for form and content.
- Prepared Annual Report.
- Drafted revised procurement policies and procedures.
- Participated in the City Code codification process.
- Participated in Charter Committee Meetings charged with re-drafting the City Charter.
- Assisted the City Clerk in concluding the General Plan Amendment.

### **2004-05 OBJECTIVES:**

- Provide dependable legal advice to the Council and staff on a daily basis.
- Supervising and providing growth opportunity for the Assistant City Attorney, Legal Assistant and City Prosecutor.
- Prepare Annual Report.
- Continue implementing efficiencies to improve performance and to document completed tasks.
- Preparation of periodic reviews and status report of activities.

### **PERFORMANCE INDICATORS:**

- Ensure the availability of timely legal advice and other legal work to the city.
- Minimizing exposure to the city for the consequence of actions taken or not taken.
- Continue preparation and/or revisions of Operational Plan and Annual Reports indicating attainment of goals.
- Full implementation of new Procurement Policies and Procedures.
- Preparation of periodic reports.
- Conduct periodic departmental meetings for review of status of pending matters.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>CITY ATTORNEY</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$224,765	\$245,536	\$246,500	\$ 310,979
Materials & Supplies	6,748	10,733	20,000	8,603
Contract Services	15,893	14,925	21,670	16,323
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	-	-	-	-
Funded Depreciation	-	-	-	3,000
Capital Outlay	-	-	-	2,650
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>247,406</b>	<b>271,194</b>	<b>\$288,170</b>	<b>\$341,555</b>

**AUTHORIZED PERSONNEL:**

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Assistant City Attorney	1	1	1
Legal services Coordinator	0	0	1
City Attorney	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>3</b>

## CITY PROSECUTOR

The Goodyear City Prosecutor's Office represents the City of Goodyear in the prosecution of criminal misdemeanor, Goodyear City Code, and civil traffic cases filed in the Goodyear Municipal Court. In addition, we represent the City of Goodyear in all city misdemeanor criminal appeals, special actions, petition for reviews, and competence hearings filed in the Maricopa Superior Court, Arizona Court of Appeals, and the Arizona Supreme Court.

### MISSION STATEMENT

We evaluate, manage, and prosecute cases with the goal of administering justice in an equitable, efficient, and expeditious manner while advocating for victim rights and crime prevention.

### VISION & VALUES

The Goodyear City Prosecutor's Office:

Provides quality, professional, and ethical prosecutorial services to the citizens and visitors of Goodyear while advancing the integrity of the criminal justice system and the perception of the legal profession.

Seeks to ensure the legal and emotional needs of victims, witnesses, and other participants in the criminal justice system are met.

Promotes and participates in programs and organizations dedicated to protecting victims, reducing crime and enhancing the quality of life in the community.

### BUDGET SUMMARY BY DEPARTMENT:

<b>CITY PROSECUTOR</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$159,276	\$177,000	\$177,000	\$ 183,812
Materials & Supplies	7,454	12,835	11,250	10,295
Contract Services	3,462	18,510	7,546	30,808
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	-	-	-	-
Funded Depreciation	-	4,100	4,100	-
Capital Outlay	-	-	-	-
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$170,192</b>	<b>\$212,445</b>	<b>\$199,896</b>	<b>\$224,915</b>

## AUTHORIZED PERSONNEL:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
City Prosecutor	1	1	1
Legal Assistant	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>

## PERFORMANCE INDICATORS:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Criminal Complaints reviewed	250	114	120
Criminal Complaints filed by Prosecutor*	200	55	50
Pretrial Conferences	1500	1386	1400
Bench Trials	24	13	15
Jury Trials	2	2	2
Victim Cases	300	197	225
Domestic Violence		129	140
Non-Domestic Violence		68	85

\*To expedite matters and to prevent failure to appear, In FY 03-04 the City Prosecutor's Office with the cooperation of the Police Department, modified existing protocol in DUI cases. In the new FY 03-04 approach, in lieu of sending DUI related cases to the Prosecutor's Office for review and charging, police officers are given greater discretion to directly charge suspects in DUI cases.

## **HUMAN RESOURCES**

The Human Resources Department provides or facilitates: fair and impartial employment services; legislative compliance; counseling and employee problem facilitation; personnel policy development, guidance and administration; pay for performance administration, and management of the compensation and classification program. The Department also maintains the master employee records; reporting and analyzes of applicant and employee information; updates and maintains records in payroll/personnel system; benefits management; and recruitment services.

### **2003-04 ACCOMPLISHMENTS:**

#### **Scheduled Projects:**

- Facilitated the hiring of 26 newly authorized staff positions.
- Entered into a contract agreement with Arizona Republic which saved the City over \$20,000.
- Monitored the cost of the Council Military Leave Policy for activated reserves (\$19,732).
- Coordinated the Council's evaluation and contract negotiations with the City Attorney and City Manager.
- Implemented the 2003 classification/compensation findings.
- Updated the Personnel Policy and Guideline Manual and distributed to all employees.
- Managed the highest number of Family Medical Leave Requests, Short Term Disability Claims, and recruitments in the history of our City.
- Assumed responsibility for the City ID Badge Program.
- Worked with departments to successfully implement the new maximum 2-step evaluation process.

#### **Unscheduled Projects:**

- Researched Meet and Confer and Collective Bargaining arrangements, coordinated staff trips to Peoria and Surprise, and facilitated a State-wide training session for Human Resource Directors, City Attorneys, and City Managers on collective bargaining.
- Served as Vice President of the Arizona Human Resources Director's Association.
- Conducted our own comprehensive salary and benefit survey instead of participating in the West Valley Survey Consortium or hiring a consultant to do the work which would have cost the City over \$20,000.
- Formed three (3) Council Member Sub-Committee teams to review the details of the comprehensive survey and make recommendations to the Council on their committee's area of expertise.
- Implemented an additional 457 Deferred Compensation Plan at the request of the Fire Association Members (17 employees joined).
- Implemented a 401A Plan (at the request of Chief Nick) which allows employees to contribute sick and vacation leave payout into the 401A plan as pre-tax earnings when they leave the City (up to \$40,000).
- Began allowing payroll deductions for the 100 Club at the request of Public Safety employees.

- Expanded the Bi-lingual Pay Policy from a Police Department program to all departments.
- Met the challenges created by the highest number of employees who have ever left our city in a year and the subsequent recruitment of replacements.
- Developed an applicant Preference Program in accordance with the law so that all applicants are scored on a matrix and veteran applicants and applicants with disabilities are given appropriate preference points in the recruitment process.
- Began a NEO 90 Day Reunion for new employees.
- Facilitated a supervisor's meeting to brainstorm how we can successfully maintain the culture.
- Coordinated an employees' breakfast meeting for employees with 5 to 10 years of service to brainstorm how to maintain the culture and improve morale.
- Completed major Compensation Studies – Finance, Water Resource Plan, Water Department, and Fire/Police Compression Issues.
- Facilitated the resolution that Social Security does not have to be paid in the Fire Department and the return of funds to the Fire Department employees and the City.
- Coordinated multiple financial presentations for our employees at no cost to the City.
- Conducted a contest asking "Why do I like working for the City of Goodyear?" 22 responses were received. The top responses were placed on the WEB, all responses were circulated to Council Review, and printed in each City Manager's Newsletter to Council.
- Revamped the Website (over 106 hours involved) and added the ability to apply for a position over the Internet.
- Developed a flow chart of the recruitment process.
- Began verification of the colleges applicants attended.
- Created a Forced Ranking Interview form and instructions on how to use the tool.
- Contributed immediately when Community Initiatives began the Same Page publication in January in addition to educating employees through e-mails throughout the year.
- Arranged to have our updated Goodyear Policy and Administrative Guideline Manual printed by our Mail/Copy Division of the City Clerk's Office which saved the City (and directly HR's budget) \$3,100.

## **2004-05 OBJECTIVES:**

- Coordinate recruitment for newly authorized positions approved in the budget.
- Assist the Fire Department to develop Performance Competency Manuals as a trial group.
- Develop statistical records concerning applications received.
- Coordinate staff evaluations and contract negotiations for the City Judge and the City Manager.
- Assume responsibility for the DCE Student Program.
- Review Pat Sherman's Cultural Assessment Report and determine what HR can do to educate employees about our policies and guidelines.
- Implement an ordinance that deals with changes to the Charter concerning collective bargaining.
- Conduct a customer service survey.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>HUMAN RESOURCES</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$252,584	\$339,021	\$355,200	\$ 402,236
Materials & Supplies	22,011	27,726	25,200	28,461
Contract Services	67,980	104,260	64,410	107,100
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	-	4,954	-	2,876
Funded Depreciation	-	13,030	13,030	-
Capital Outlay	2,232	-	-	2,620
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$ 344,807</b>	<b>\$ 488,991</b>	<b>\$ 457,840</b>	<b>\$ 543,293</b>

**AUTHORIZED PERSONNEL:**

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
HR Program Manager	1	1	1
HR Technician	1	1	1
Administrative Assistant	0	0	1
Director	1	1	1
Benefits and Payroll Specialist	0	1	1
<b>Total</b>	<b>3</b>	<b>4</b>	<b>5</b>

## PERFORMANCE INDICATORS:

	FY 02-03	FY 03-04	FY 04-05
Authorized FTE's	255	281	337
Newly Authorized Positions*	26	56	
Regular, Full Time New Hires	43	60	
Reg., FT Personnel Changes	24	20	
Reserve/Temp to Reg. Status	8	5	
Regular, FT to Temp Status	0	0	
Temporary Hires	2	4	10
Reserve Hires	7	10	
Pool Hires	6	6	
DCE Hires	4	2	
Council Hires	0	1	
Ttl. New Hires/Changes	96	113	
Total Applicants	2,400	3,000	
Reg. FT Turnover Rate (Excludes Retirements)	8.00%	7.00%	
Reg. FT Turnover Rate (Includes Retirements)	6.50%	6.00%	

## **RISK MANAGEMENT**

The Risk Management Department is responsible for the development, implementation and administration of the City's safety, health, liability and related insurance programs. These include, but are not limited to, medical, dental, vision, life, short-term disability, Workers' Compensation, safety, auto, property, general liability, and other federally mandated compliance programs. The identification and preparation for exposures is also the responsibility of the Department, as is the reduction of controllable losses and protection of the City's personnel and financial assets.

### **2003-04 ACCOMPLISHMENTS:**

#### **Benefits**

- Negotiated excellent health insurance renewal rates and were able to retain the same insurance providers for the first time in 3 years plus we enhanced benefits by increasing the maximum dental from \$1,000 per year if an out of network provider is used to \$1,500 per year, at no cost to the City or employees. This resulted in a savings of \$200,000 from the original quotation from the carrier.
- Enhanced the Flexible Benefits Plan by allowing over the counter medicine. Sixty-seven employees took advantage of the medical out of pocket plan and six signed up for the dependent care plan.
- Instituted a wellness initiative for early detection of health concerns for our City's employees.
- Established a Benefit Stabilization fund to offset unexpected increases in future health care costs.
- Conducted numerous educational pieces designed to educate our employees on the benefits the City affords them and their associated values.
- Early negotiation in the 2004-2005 policy year reduced our quoted increase from 21.96% (\$351,260 to a 13% (\$208,000) increase. Through modest plan changes and negotiations the resulting savings was \$143,260 to the City.
- Negotiated a zero increase in our short term disability insurance from an 11% increase request resulting in a \$4,180 savings to the City.
- Discovered we had two Commuter policies, talked to the provider of the least expensive/least benefit coverage and negotiated a 66% increase in coverage at no cost to the City and cancelled the redundant policy saving of \$1,750 in annual premiums.
- Reviewed CIGNA billing rates and discovered we were being charged \$44.00 for each check written to a "non-CIGNA" vendor. We discontinued this process. After an internal audit of our compliance with the law a change in vendors has been made to insure that the rights of our employees and the City are protected.
- A new procedure was put into place allowing us to accept Sate Retirement Benefit dollars on behalf of our retirees and direct them to a qualified carrier of the retiree's choice.
- Reviewed, analyzed, and educated our employees on a baseline of our employee benefits and how they compare to our surrounding Cities.
- Negotiated a Dental, Life, Short Term Disability and Vision renewal for FY 2004-05 below market rate saving the City an estimated \$7,500.

- Established a funded Health Care Rate Stabilization fund designed to offset unexpected increases in Health Care. This fund can further be utilized to fund a Wellness program designed to increase health awareness for our employees and decrease over all utilization.

## **SAFETY**

- Researched, analyzed, prepared and posted departmental and citywide accident and injury statistics monthly at 12 locations throughout the City.
- Became an ongoing member of operational meetings held in various departments within the City.
- Established goals for major operational segments of the City.
- Dropped Workers' Compensation recordable claims by over 70% through the combination of implemented programs such as light duty, educational pieces, speaking at supervisory and employee meetings, and heightening the overall awareness of safety.
- Reduced time loss injuries for FY 2003-04 to zero through the implementation of an all inclusive light duty program.
- Assisted the Public Safety Committee with the selection of a new Safety Compliance consulting firm. This firm will partner with all departments insuring compliance with legally mandated programs.
- Acted as a catalyst to speed training of existing programs in late 2003. In February 2004 (O.S.H.A.) conducted a detailed audit of our facilities, programs, and training records resulting in no fines assessed to the City. This early intervention saved the City an estimated \$20,000 in fines and penalties.

## **POLICES**

- Reviewed current citywide policies and guidelines that relate to Risk Management.
- Revised applicable citywide polices and guidelines in coordination with the Risk Aversion Policy Team including light duty, Drug and Alcohol, how citations in personnel vehicles affect your employment, and reporting procedures and Workers' Compensation.

## **LIABILITY**

- Established procedures to follow when a liability claim is filed, assumed coordination of all claims, working with our Legal Department, Southwest Risk's Legal Representative and the City Departments who are involved in the claim.
- Assisted the Legal Department with the development of a contract boiler plate by providing input and began reviewing City contracts to ensure the City has indemnity insurance and protection.
- Reviewed our vehicle listing and eliminated from coverage 43 vehicles we no longer have and added 24 we do have. The net result was a decrease in the auto portion of our renewal premium in excess of \$20,000 annually.
- Negotiated with our liability carrier on renewal premiums. Our valued assets had been greatly understated in the past. Through negotiations, \$141,000 was saved, allowing us to stay within the 03-04 budgeted dollars.
- Maximized assets when Police Cruisers were totaled. We bought back totaled vehicles for salvage at \$500.00 and have used the parts to replace a \$4,000 motor from the

totaled unit to make operational a K-9 Cruiser. The result saved the City \$3,500. We bought a second wrecked cruiser for salvage at \$1,550 and will use the \$4,000 motor as well. When anticipated usable parts are removed from both vehicles, the vehicles will be sold for scrap at an anticipated \$400 per vehicle.

- Initiated contract reviews and insurance certificate tracking to insure that appropriate protections are afforded to the City.
- Reduced average turnaround for damaged City vehicles' requiring repair from 3 to 4 weeks to 1 to 2 weeks.
- Analyzed automobile loss history to maximize the use of subrogation and to trend loss causes.
- Instituted a chronological tracking system for all liability claims with summaries for each. This saves time in getting up to speed on a case when it is months or even years old. The summaries include an evaluation of the liability exposures incurred.
- Revised Contractual language to include additional insured language clauses and institute processes to include the Risk Aversion Manager in the contract review process.
- Established a certificate tracking program to insure that contracts that require additional insured certificates are maintained on file, that the appropriate amounts are present, and that the certificates do not expire.
- Recommended changing deductibles on our General Liability coverage from \$ 10,000 to \$ 75,000 resulting in an expected savings of \$300,000 over the next five years.
- Negotiated renewal resulting in an additional savings of \$50,000 in our annual liability insurance costs.
- Recommended to Arizona Municipal Risk Pool Board an increase in coverage on our auto line of insurance to include physical damage for rented vehicles while on City business. The board approved the recommendation without cost to the City. The City will save in excess of \$4,000 annually in rentals as a result.

## **2004-05 OBJECTIVES:**

- Ensure OSHA Compliance by facilitating and monitoring the training effort.
- Conduct detailed audits designed to identify work place hazards and protect, guard or eliminate them before an accident or incident occurs.
- Begin random CDL testing and document testing by June 2004.
- Conduct Ergonomic audits of our work stations and educate our employees on the associated hazards with work stations of less than optimal design.
- Arrange for a physical survey of property exposures and valuations with Southwest Risk for loss control and in preparation for the general/liability policy renewal.
- Work with Certified Environmental Services, our new Safety Compliance partner, to assist in our safety program in Public Works and City-Wide safety compliance.
- Develop a more detailed historical data analysis and method to forecast losses for the Cities rolling fleet.
- Implement a Well Health screening program including vendor selection, employee awareness, and implementation of quantitative tracking measures for success.
- Research the advisability of increasing deductibles for general liability, automobile liability, automobile comprehensive, and property lines of coverage. Present to City Council as appropriate.

- Draft new Workers' Compensation reporting form and educate our employees on where to find it and how to use it.
- Review, draft, and prepare for Risk Aversion Committee Policy # 1060 Accident and Loss Reporting.
- Draft new vehicle accident and general liability reporting forms and educate our employees on where to find it and how to use it.
- Evolve the Risk Aversion Committee into an accident review team.

## BUDGET SUMMARY BY DEPARTMENT:

<b>RISK AVERSION</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$62,993	\$92,623	\$92,623	\$ 173,385
Materials & Supplies	1,465	9,525	8,423	637,995
Contract Services	189,787	543,875	494,467	28,830
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	200,000	-	-	-
Funded Depreciation	-	-	-	6,000
Capital Outlay	-	-	-	4,020
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$454,245</b>	<b>\$646,023</b>	<b>\$595,513</b>	<b>\$850,230</b>

## AUTHORIZED PERSONNEL:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Risk Aversion Manager	1	1	1
Safety Training/O.S.H.A. Compt	0	0	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>2</b>

\*Dividends paid 14 months after policy expiration  
Dividends for 02-03, 03-04, and 04-05 are estimates.

## PERFORMANCE INDICATORS:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Total Empl. Reported Claims	25,536	28,112	33,715
Medical Only	30	12	14
Claim Dollars	\$ 74,372	\$ 6,000	\$ 30,000
W/C Time Loss	6.0	-	1.0
Future Reserves	\$ 20,489	\$ -	\$ 10,000
Total Loss in Dollars	\$ 94,861	\$ 6,000	\$ 40,000
Loss Ratio	65.80%	3.50%	19.63%
Discounted Premium	\$ 144,153	\$ 173,500	\$ 203,792
*Less Dividend	\$ 3,000	\$ 110,000	\$ 82,400
Net Cost	\$ 141,153	\$ 63,500	\$ 116,098
Experience Modifier	0.80	0.69	0.82

## **CITY MANAGER**

The City Manager is the Chief Administrative Officer of the City and is responsible for the planning, implementation, and review of all City of Goodyear policies, procedures and programs. The City Manager's Office provides staff support to the City Council, provides direction to City departments and handles press and media relations.

### **2003-04 ACCOMPLISHMENTS:**

- Represented the City at the Maricopa Association of Governments (MAG), Arizona Municipal Water User's Association, Westmarc, and federal, state, and local organizations when issues affecting the City are planned or discussed.
- Represented the City in Regional Partnerships.
- Negotiated development agreements.
- Provided leadership and direction to City departments for continuous improvement and organizational change.
- Improved department communication through Council Review Team meetings.
- Coordination and distribution of monthly City Manager's report.
- Continue to encourage city staff to identify and implement alternative methods for providing services that improve efficiency and continuously improves customer service.
- Surveyed stakeholders and refined communications to Council and departments.
- Responded to citizen inquiry and issues on behalf of Mayor and City Council.
- Support and coordinate City Council Advances.
- Coordinated and lead the Luke Air Force Base preservation efforts. Chaired Fighter Country Partnership.
- Successfully completed Council adopted goals and objectives.
- Continued to refine the integrated planning and budget process, including the annual update of the City Strategic Plan.
- Effectively captured and reported on emerging issues.
- Completed review of City purchasing card program.

### **2004-05 OBJECTIVES:**

- Achieve City Council goals.
- Develop/refine contract administration program.
- Represented the City at the Maricopa Association of Governments (MAG), Arizona Municipal Water User's Association, Westmarc, and federal, state, and local organizations when issues affecting the City are planned or discussed.
- Represent the City in Regional Partnerships.
- Negotiate development agreements.
- Champion Management Assessment
- Provide leadership and direction to City departments for continuous improvement and organizational change.
- Improve department communication through Council Review Team meetings.
- Effectively capture and report on emerging issues.
- Coordinate and distribute monthly City Manager's report.
- Continue to encourage city staff to identify and implement alternative methods for providing services that improve efficiency and continuously improves customer service.

- Survey stakeholders and refined communications to Council and departments.
- Respond to citizen inquiry and issues on behalf of Mayor and City Council.
- Support and coordinate City Council Advances.
- Coordinate and lead the Luke Air Force Base preservation efforts.
- Chair the Fighter Country Partnership strategic planning committee for Luke preservation efforts.
- Continue to refine the integrated planning and budget process, including the annual update of the City Strategic Plan.

## **BUDGET SUMMARY BY DEPARTMENT:**

	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ESTIMATE</b>	<b>BUDGET</b>
<b>CITY MANAGER</b>	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Personnel Services	\$350,447	\$424,980	\$415,300	\$ 397,504
Materials & Supplies	27,108	23,930	19,800	22,500
Contract Services	80,475	61,480	22,627	42,560
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	20,000	77,780	-	30,312
Funded Depreciation	-	13,500	13,500	-
Capital Outlay	10,140	-	-	112,870
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$488,170</b>	<b>\$601,670</b>	<b>\$471,227</b>	<b>\$605,746</b>

## **AUTHORIZED PERSONNEL:**

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
City Manager	1	1	1
Customer Service Advocate	2	2	2
Executive Assistant	1	1	1
Contract Administrator	0	1	1
<b>Total</b>	<b>4</b>	<b>5</b>	<b>5</b>

## **ADMINISTRATIVE SUPPORT SERVICES**

Administrative Support Services is part of the City Manager's Office. In the past, costs associated with these services were part of the City Manager and Administrative Services. The establishment of the City Manager Support Services Division consolidated the above-mentioned services into one division. This Division of the City Manager's office is responsible for providing administrative support, technical and professional support, contract administration, project management and analysis, strategic planning, technology enhancements. The Division is utilized as an internal resource for City Departments and conducts special projects as assigned by the City Manager.

### **2003-04 ACCOMPLISHMENTS:**

- Successfully identified, prepared, and implemented grant coordination practices to maximize funding opportunities.
- Assist ITS and provide management for the Information Technology Steering Committee.
- Continue assistance with City Council and departmental initiatives.
- Provided quarterly status reporting to Mayor and City Council on budgeted programs and projects.
- Worked with Information Technology Services to create standards for project management.
- Provided assistance during the redesign and implementation of the City's website.
- Coordinated and organized Employee Summit.
- Assisted Budget Office in preparation of FY 04-05 Budget.
- Coordinated Department Strategic Advance to help support and implement long range planning.
- Facilitated City Manager's Office Strategic Planning Advance.
- Organize and support Management by Walking Around and Brown Bag lunch programs.

### **2004-05 OBJECTIVES:**

- Identify Federal and State grant programs. Work with Departments to develop grant proposals, maintain up-to-date information on upcoming deadlines and new opportunities, provide research and coordinate projects selected for grant submittals.
- Provide technical support for the City Manager, Mayor and City Council. Conduct research, prepare reports and presentations, perform project management and liaison duties and assistance as needed.
- Support Information Technology Steering Committee.
- Continued support of City Council and departmental initiatives.
- Provide quarterly status reporting to Mayor and City Council on budgeted programs and projects.
- Assist Budget Office in preparation of FY 05-06 Budget.
- Coordinate Department Strategic Advance to help support and implement long range planning.
- Facilitate City Manager's Office Strategic Planning Advance.
- Organize and support Management by Walking Around and Brown Bag employee lunch programs.

- Implement employee guidelines for city vehicle usage.
- Establish a City vehicle pool for City Hall employees.
- Continue to provide project assistance to departments as requested.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>ADMIN SUPPORT</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$204,359	\$294,231	\$294,231	\$ 275,014
Materials & Supplies	14,977	20,050	17,200	17,050
Contract Services	74,467	156,019	107,276	148,700
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	50,000	19,630	-	56,851
Funded Depreciation	-	-	-	-
Capital Outlay	-	-	-	-
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$343,803</b>	<b>\$489,930</b>	<b>\$418,707</b>	<b>\$497,615</b>

**AUTHORIZED PERSONNEL:**

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Management Analyst	1	1	1
Management Assistant	1	1	1
Manager of Organizational Effe	1	1	0
<b>Total</b>	<b>3</b>	<b>3</b>	<b>2</b>

## **DEPUTY CITY MANAGER**

The Deputy City Manager works with a group of Department Directors to coordinate their efforts toward the achievement of their departmental objectives and the objectives of the City government as a whole. Duties include exercising leadership with Department Directors and advising the City Manager in the determination of program needs, the preparation and presentation of programs for approval by the City Manager and City Council, and the coordination of the implementation of approved programs. Deputy City Manager exercises considerable initiative and independent judgment in representing the City Manager within assigned areas of responsibility and exercises delegated representative authority over Department Directors and other employees in the organization. The Deputy City Manager works under the general direction of the City Manager. The Deputy City Manager's Office provides support to the Mayor and City Council, City Manager's Office, Public Works, Community and Economic Development Departments, and CIP Management.

### **2003-04 ACCOMPLISHMENTS:**

- City Representative at the Maricopa Association of Governments (MAG), Transportation Review Committee, Regional Transportation Plan, Chair Ad Hoc STP/CMAQ Process Improvement Group, Intelligent Transportation Systems Committee, and Enhancement Funds Working Group.
- President, American Public Works Association, Arizona Local Chapter
- Member of the Arizona Municipal Water Users Association's Water Resources Advisory Group
- Member, WESTCAPS, Chair of Technical Committee
- Member, Valley Forward Board of Directors
- Member, WESTMARC Transportation Committee
- Leader of the SunCor and SunChase monthly standing meetings and any other major developer meeting

### **2004-05 OBJECTIVES:**

- Works with the City Manager, the Assistant City Manager and department heads in planning, organizing, coordinating and implementing programs on matters affecting assigned areas of responsibility
- Successfully complete Council adopted goals and objectives
- Ensure orderly growth and development of the City by obtaining an adequate future water supply through the Water Master Plan, Impact Fees and Assured Water Supply designation
- Negotiate various development agreements beneficial to the City
- Confers with officials of City, county, state and federal agencies regarding plans and priorities for existing and planned programs
- Demonstrates continuous effort to improve operations, decrease turnaround times, streamline work processes, and work cooperatively and jointly to provide quality seamless customer service
- Maintain effective working relationships with the Mayor and City Council, various special interest groups, and the general public
- Organize and coordinate the efforts of all City departments and functions with other governmental or private agencies to accomplish program goals and objectives and resolve difficult and complex issues and problems

**BUDGET SUMMARY BY DEPARTMENT:**

<b>DEPUTY CITY MANAGER</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$309,652	\$380,628	\$386,200	\$ 462,277
Materials & Supplies	8,949	19,430	23,200	17,960
Contract Services	14,573	16,000	26,332	66,100
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	-	-	-	-
Funded Depreciation	-	10,000	10,000	47,067
Capital Outlay	3,047	85,000	88,000	2,450
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$336,221</b>	<b>\$511,058</b>	<b>\$533,732</b>	<b>\$595,854</b>

**AUTHORIZED PERSONNEL:**

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Deputy City Manager	1	1	2
CIP Manager	1	1	0
Project Assistant	1	1	1
Administrative Assistant	1	1	1
Water Resource Manager	0	0	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>5</b>

**PERFORMANCE INDICATORS:**

- Briefs the City Manager on matters of concern in the departments and functions in assigned area of responsibility to assure proper action on matters involved;
- Meets and corresponds with various citizen, professional, business and other groups to answer questions and secure their help in carrying out various programs;
- Attends Council meetings and makes reports concerning activities for which responsible as requested by the City Manager;
- Communicate effectively on a broad range of issues, policies, programs, and other concerns on a timely basis.

## **CITY CLERK**

The City Clerk is the historian of the City and is responsible for ongoing management as prescribed by State statutes and the City Charter. The City Clerk prepares, assembles and distributes the Council Agenda; fulfills posting requirements; records City Council actions; conducts City elections; and maintains all the City records. The City Clerk coordinates the publications of legal notices and advertising; opens public bids; coordinates public auctions; administers oaths of office; conducts research; and processes all ordinances and resolutions.

### **MISSION STATEMENT, VISIONS STATEMENT AND VALUES:**

The mission of the Goodyear City Clerk's Department is to provide our community with multiple support services and awareness of the democratic government process. Our vision is to be a highly professional customer - focused model while striving to build strong relationships within our community.

#### **Organizational Values:**

1. We support each other as individuals to achieve personal excellence, teamwork and pride in the delivery of our services.
2. We conduct ourselves in an ethical, impartial and equitable manner.
3. We are dedicated to understanding and fulfilling the needs of our community.
4. We provide high quality responsive services to all our customers, delivered in a professional manner.
5. We continually challenge ourselves and our practices to prepare for the future by exercising creativity and innovation.

#### **2003-04 ACCOMPLISHMENTS:**

- Met all City Clerk office legal requirements
- Established a Records Committee and in process of developing a citywide Records Retention Schedule
- Responded to citizen and department record requests within twenty-four hours
- City Code codified and available on Web Site
- Continued computer documentation of legislative history and council action for department access via electronic imaging
- Conducted a fair and impartial General Plan election in November
- Administered the compilation and preparation of Council agendas and record Minutes of Council
- Continued to implement City-wide microfilming program and records management
- Held third annual department strategic planning meeting and updated five year plan through 2008
- Continue to research paperless agenda packet
- Processed five annexations
- Served as District Clerk to nine Community Facilities Districts
- Hired a Records Analyst I
- Staffed Citizens Charter Amendment Committee

**2004-05 OBJECTIVES:**

- Conduct fair and impartial elections; September 7, 2004 Special Election; March 2005, Mayor and Council
- Increase voter participation through education outreach program
- Administer efficient, individualized support to Mayor and Council
- Enabling Council decision making by providing accurate agenda packets
- Establish a City-wide Records Management Program
- Establish a City-wide Electronic Records Management Program
- Establish Resource Library
- Manage City Imaging
- Increase productivity in providing professional, quality services to the community
- Centralize Services
- Increase Mail Services and plan for future growth
- Meet all legal requirements
- Provide Information to Community in a timely manner
- Issuance of Licenses/Permits and develop a Special Event process

**BUDGET SUMMARY BY DEPARTMENT:**

<b>CITY CLERK</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$332,598	\$411,804	\$411,804	\$ 466,614
Materials & Supplies	28,111	45,499	45,499	164,259
Contract Services	335,547	589,775	88,875	284,019
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	20,000	32,588	-	12,918
Funded Depreciation	-	67,330	58,739	30,495
Capital Outlay	37,858	-	-	5,490
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$754,114</b>	<b>\$1,146,996</b>	<b>\$604,917</b>	<b>\$963,795</b>

**AUTHORIZED PERSONNEL:**

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
City Clerk	1	1	1
Deputy City Clerk	1	1	1
Mail and Copy Clerk	1	1	2
Records Analyst II	1	1	1
Staff Assistant	1	1	1
Records Analyst I	0	1	1
<b>Total</b>	<b>5</b>	<b>6</b>	<b>7</b>

## PERFORMANCE INDICATORS:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Registered Voters	9,996	10,250	12,557
% of voter turnout	-	30%	-
Number of polling places	5	5	8
Ords. Administered & indexed	52	60	65
Res. Administered & indexed	31	59	65
Council actions processed	367	313	350
Council meetings posted	24	21	24
Special meetings posted	16	7	8
Worksessions posted	28	23	24
Open and record public bids	62	46	46
Contracts processed thru May	-	-	308
Prccd. new liquor lic. Apps	13	14	15
Prccd. Spec. event apps.	9	10	11
Record reqst - Jan 03 to May	-	170	279

## **ECONOMIC DEVELOPMENT**

The Economic Development Department of the City of Goodyear improves the City's economic, social and environmental well being through the attraction and enhancement of commercial and industrial projects that create and sustain employment base, tax revenues, financial security and environmental stability for the community.

### **2003-04 ACCOMPLISHMENTS:**

#### **Retail & Hospitality**

- Several retail businesses opened the past year, including:
  - Bank of America
  - West Valley Vision
  - Mimi's Café
  - Hoot 'n' Howl
  - Palm Valley Animal Clinic
  - Beard's Work & Western Wear
  - Wild West Electronics
  - Subway
  - Wildflower Bread Co.
  - Conelly Billiards
  - Bill Johnson's Big Apple
  - Quick Trip
  - Panda Express
  - Hi Health
  - La Grocerie
  - AT&T Wireless
  - Safeway
  - Leslie's Pool Supply
  - Club Tan
  - Stone Creek Furniture Factory
  - Streets of New York
  - Acrylic Spa's
  - Quizno's
  - Blockbuster
  - Native New Yorker
  - UPS Store
  - Great Clips
  - Nationwide Insurance
- The City approved a development agreement with SunCor to develop the remaining infrastructure and new signage for Palm Valley Autoplex.

## **Office & Industrial**

- Newell-Rubbermaid is adding plant capacity with equipment and new employees.
- SunCor has received approval to construct a 60,000 square feet, three-story office building in the Palm Valley Office Park.
- The City retained its designation and expanded its qualifying boundaries in the Western Maricopa Enterprise Zone. This provides enhanced job training grants and potential property/income tax benefits that will assist the City in its business expansion and recruitment efforts.
- Lockheed Martin sold its real estate holding, which includes 1 million square feet of industrial/office buildings. Lockheed will continue a long-term lease on more than 400,000 square feet. The new owners plan to have the property annexed into Goodyear so they can receive City services.
- The Goodyear Employment Corridor study that was adopted by City Council in 2003 has received a first place award from the Arizona Planning Association. The 4,200-acre corridor will house as many as 60,000 employees at build-out. It stretches from Interstate 10 to the Gila River and from Litchfield Road to Estrella Parkway.

## **Existing Business Program**

- The City was selected by APS to participate in the Building Bridges to Business (B3) that is a formal retention & expansion program for working with existing businesses in Goodyear.
- Nearly thirty interviews have been conducted with our local businesses. The result will lead to improved communications with the City, understanding the value of our local business and providing support as possible.

## **Quality of Life Initiative**

- The department has initiated activities related to redevelopment in the community, which will lead to enhancing the economic and visual elements of older commercial and residential areas. A strategy and activities have been established that will lead to implementing a redevelopment policy for the City. We have also coordinated the efforts for conducting a field survey of commercial and residential properties to evaluate potential redevelopment zones or districts.

## **Phoenix-Goodyear Airport**

- Collaborated with the City of Phoenix to update the Phoenix-Goodyear Airport Master Plan, which was last done in 1986. The 18-month update process will result in a vision and supporting strategies for the airport for the next 15 years.
- Timco Aviation, the 3<sup>rd</sup> party commercial aircraft maintenance provider, received designation from the Arizona Department of Commerce to qualify for Military Reuse benefits. The benefits include property tax reclassification and enhanced job training funds.

## **Marketing and Promotion**

- Developed the “show on the road” presentation for commercial and industrial brokerage firms that promotes the opportunities in Goodyear.
- Developed “new look” marketing folders.
- Enhanced the Economic Development portion of the City’s website, that includes online

fact sheets for available land & building sites.

- The City hosted a successful meeting with the Goodyear development community, which included representatives from Westcor, Vestar, EJM, NFA, Cornwell Corporation, Carefree Partners, Marion Advisory Partners, SunCor, Sun MP, Woods and City of Phoenix Aviation. Nate Nathan provided an overview of growth and opportunities in our region. The purpose of the meeting was to have each developer discuss their respective project plans, build relationships with each other and the City and discuss opportunities. The development community has requested that this meeting be held every six months.

### **Staff Professional Involvement**

- Barbra Coffee is serving on the Technical Advisory Committee for the City Center Specific Area Master Plan, which focuses on the creation of an economically viable new mixed-use downtown.
- Barbra Coffee was selected for the Leadership West Class XII.
- Corri Spiegel was selected as the Vice Chair for the Arizona Association for Economic Development's Membership Committee, which will focus on maintaining and adding individuals for this 450-member organization.
- Sandy Bell was selected to provide a presentation at the national Synchronist conference that brings economic development practitioners together to learn best practices for working with local businesses.
- Brian Dalke provided presentations on economic development and strategic planning for La Paz County and the towns of Florence, Parker and Quartzsite to assist in their planning efforts.
- Brian Dalke was appointed to the Greater Phoenix Economic Council's (GPEC) Ambassadors Committee. This committee was established to leverage the private sector members' expertise to assist in business climate improvement, increase business attraction and provide overall support of GPEC's mission.

### **2004-05 OBJECTIVES:**

- Develop the Quality of Life Initiative (redevelopment) policy and implementation strategies.
- Produce a report on the Building Bridges to Business survey results that included thirty of our basic industry employers.
- Conduct the Building Bridges to Business surveys with our Advanced Business Service firms (office and professional).
- Provide presentations to each of the major commercial and industrial brokerage houses in Greater Phoenix that focus on the attributes and opportunities for business locations in Goodyear.
- Complete the Focused Future II Community Indicators report that provides benchmarks and analyses for Goodyear.
- Represent the City on the Phoenix-Goodyear Airport Master Plan Update committee.
- Update the Economic Development Ordinance as evidence by adoption by City Council. This will include an analysis of the use of commercial and industrial incentives in Greater Phoenix.
- Develop strategies for the department to assume the marketing role – internal and external – for the City.

## BUDGET SUMMARY BY DEPARTMENT:

<b>ECON DEVELOPMENT</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$313,173	\$352,474	\$352,474	\$ 404,204
Materials & Supplies	28,339	38,501	38,501	43,591
Contract Services	5,912	91,705	91,705	74,785
Debt Service	-	-	-	-
Developer Reimbursement	402,626	1,091,350	1,431,398	2,167,230
One-Time Projects*	100,000	18,942	-	2,301
Funded Depreciation	-	-	-	14,000
Capital Outlay	5,565	205,000	205,000	22,500
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$855,615</b>	<b>\$1,797,972</b>	<b>\$2,119,078</b>	<b>\$2,728,611</b>

## AUTHORIZED PERSONNEL:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Administrative Assistant	1	1	1
Director	1	1	1
Economic Development Projec	2	2	2
Business Advocate	0	0	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>5</b>

## COMMUNITY INITIATIVES

The purpose of the Community Initiatives Department falls within the Council's Core Business Area, "Responding to Change," and can be summarized by three key statements:

*To provide notable customer service delivery to our residents, neighborhoods, and community interests relating to municipal activities and services through citizen advocacy and coordination of code compliance efforts;*

*To communicate with, educate and increase the involvement and leadership of Goodyear residents in governmental workings, responsibilities and partnering;*

*Coordinate intergovernmental programs, working to protect revenue sources and local control of local assets, which includes acting as liaison and facilitator between the residents and wider area interests such as the military and business communities.*

The Department oversees active issues, projects, neighborhood partnerships, public art, citizen concerns, City communications, business and community interests. The scope of the Director's duties include providing top level policy assistance and advice to the City Manager, Mayor and Council, reflecting and implementing programs and policies in the community. A primary responsibility is establishing effective programs and communications with neighborhood councils, service organizations, educational and minority groups, communities of faith, business or professional associations and other citizen groups whose opinions should be considered in the development of City policies.

Our goals and objectives appear in the Department's five-year strategic operational plan. The aim is to fulfill the City Council's charge for greater citizen participation and self-government.

### **2003-04 ACCOMPLISHMENTS:**

- Gain greater levels of federal funds for transportation, transit, and conservation projects aimed at open space and preservation of Luke AFB.
- Develop literature and enhance the level of public awareness relating to the value and contributions of municipal government, citizen involvement and service opportunities.
- Assist neighborhoods and other departments in resolving code compliance issues and citizen concerns to a greater level of response.
- Maintain a leadership role in citizen participation/outreach.
- Work with departments to improve internal/external customer service delivery process.
- Increase publicity of City department programs and services.
- Use improved technology to enhance communication and reporting.
- Develop educational programs on City codes to promote voluntary compliance
- Promote community participation through new events.
- Develop a plan for establishing a prominent image of Goodyear valley wide.
- Represent the City in regional and statewide organizations and proactively seek a place at the decision-making level to ensure Goodyear's share of transportation funding and state-shared revenues.
- Coordinate the City's lobbying efforts on issues that have an impact on Goodyear through staff and contract lobbyists.

**2004-05 OBJECTIVES:**

- Promote City goals and defend against legislative efforts to weaken local control or reduce revenue sources
- Seek additional revenue for the City of Goodyear through federal and state funding sources
- Maintain Goodyear representation on regional boards and quasi-governmental councils
- Preserve the Mission of Luke Air Force Base (AFB)
- Draft and recommend policy and code changes that better coordinate and match existing codes
- Improve interdepartmental coordination of properties in distress
- Continue to educate the community about voluntary code compliance
- Improve customer advocacy by improving department database and reporting methodology and therefore turnaround times
- Initiate formalized public participation training for City staff
- Improve awareness of City services/projects/image through City's website
- Determine citizen satisfaction with City services and our customer service delivery
- Enhance the quality of all printed City communications
- Create a targeted "See and Do" website for the City of Goodyear
- Identify "Target Area" neighborhoods for additional City resources and attention to needs.
- Assist neighborhoods through organizing new neighborhood associations (NAs) and enhancing learning for HOAs and NAs to become better equipped in governing their neighborhoods
- Work to establish G.A.I.N. (Getting Arizonans Involved) activities in all neighborhoods
- Facilitate the start-up of a citizen mediation program

**BUDGET SUMMARY BY DEPARTMENT:**

<b>COMMUNITY INIT</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$356,750	\$437,545	\$435,200	\$ 578,725
Materials & Supplies	34,055	35,613	32,300	104,670
Contract Services	86,402	191,129	146,552	100,241
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	-	-	-	-
Funded Depreciation	-	8,850	8,850	6,000
Capital Outlay	2,291	100,000	50,000	214,975
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$479,498</b>	<b>\$773,137</b>	<b>\$672,902</b>	<b>\$1,004,611</b>

## AUTHORIZED PERSONNEL:

	FY 02-03	FY 03-04	FY 04-05
Administrative Assistant	1	1	1
Code Compliance Manager	1	1	1
Community Advocate	1	1	1
Code Compliance Inspector	0	0	1
Director	1	1	1
Public Information & Communiti	1	1	1
Neighborhood & Volunteer Ma	0	1	1
<b>Total</b>	<b>5</b>	<b>6</b>	<b>7</b>

## PERFORMANCE INDICATORS:

	FY 02-03	FY 03-04	FY 04-05
Annual Citizen Satisf. Survey	1	0	1
Coord./staff Annual Info.Booths		4	4
Rep. City on boards/commish		8	8
Hire fed. lobbyist to pursue federal appropriations			1
Hire lobbyists dedicated to preservation of Luke AFB	1	1	2
Business Reg. added to code			1
Hire addt'l Code Inspector			1
Revitalize or establish 2 neighborhood associations			2
Plan, coord. and promote G.A.I.N. events		1	1
Creation of specialized "See and Do" website for the City of Goodyear			1

## **FINANCE**

The Finance Department provides financial information to the public, bond holders, grantors, auditors, City Council, and City Staff. Maintains the City's financial records, prepares the annual budget, prepares the utility billing notices, collects the water, sewer, garbage, and trash fees, collects improvement district assessments, and redeems maturing bonds and interest coupons. Issues and collects sales tax permit licenses and fees, and acts as the liaison to the State and City in matters pertaining to the collection of the City sales tax. Conducts audits, prepares payroll and required reports, maintains cash management and assets inventory, investment of moneys, and administers the retirement of outstanding general obligation and revenue bonds. Provides administration services for the Community Facilities Districts.

### **2003-04 ACCOMPLISHMENTS:**

- Continued basic services to current and anticipated additional demands.
- Implemented an electronic solution for Purchasing and Accounts Payable.
- Secured long-term financing solutions for the approved CIP Projects in FY 03-04.
- Reviewed outstanding debt to provide long-term interest savings opportunities and to maintain a level property tax rate.
- Updated the Strategic Financial Plan, Fiscal Policies and Fiscal Forecasts.
- Continued Implementing Finance Assessment recommendations.
- Implemented the approved FY 03-04 Finance Department Operational Plan.
- Conducted a procurement card audit
- Implemented a new chart of accounts
- Conducted a physical inventory of assets
- General Obligation (GO) bond sale of \$10.8 million dollars
- GO Bond rating raised

### **2004-05 OBJECTIVES:**

- Remodel and add workspace to create additional workstations
- Improve workflow by increasing staff, outsourcing and implementing efficiencies.
- Update MSI User Fees.
- Implement Interactive Voice Response system to facilitate processing utility customer phone calls.
- Streamline the utility application process.
- Implement an imaging system to reduce paperwork and filing requirements.
- Implement split cycle billing for water customers.

## BUDGET SUMMARY BY DEPARTMENT:

<b>FINANCE</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$578,706	\$716,323	\$672,300	\$ 730,370
Materials & Supplies	32,281	55,045	43,000	61,885
Contract Services	154,678	202,475	89,233	190,422
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	-	31,639	-	26,899
Funded Depreciation	-	71,350	71,350	6,000
Capital Outlay	12,353	-	-	2,540
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$778,018</b>	<b>\$1,076,832</b>	<b>\$875,883</b>	<b>\$1,018,116</b>

## AUTHORIZED PERSONNEL:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Accountant II	3	3	3
Director	1	1	1
Senior Account Clerk	2	2	2
Finance Manager	1	1	1
Account Clerk II	0	1	1
Account Clerk I	0	0	1
Lead Utility Customer Service '	0	1	1
<b>Total</b>	<b>7</b>	<b>9</b>	<b>10</b>

## PERFORMANCE INDICATORS:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Bond Sale – all types	16,000,000	11,000,000	28,000,000
Utility billings	135,000	166,000	196,000
Vendor claims paid	7,000	7,500	7,800
Internal audits	79	83	87

## **COMMUNITY FACILITIES DISTRICT (CFD)**

Community Facilities Districts are a special purpose, tax levying public improvement districts of the State of Arizona, which must be located within the corporate boundaries of the municipality causing its creation. Developers are authorized to form either General Districts or Utilities Districts for the purpose of financing public infrastructure and improvements. These projects may include water and sewer facilities; drainage improvements; design and construction of roads, streets and parking; traffic signals; emergency facilities and public buildings; parks; school sites and facilities and landscaping.

Developers form CFD(s) and enter into agreements with the City for administration of the District(s). The contract ensures that the costs incurred by the City for administrative services are paid for by the CFD and that the cost is not borne by the City. There are currently nine CFDs in the City. One more is anticipated to be formed in FY 04-05. The CFD contracts for administration services for Special Assessments and Arbitrage Rebate services with MuniFinancial. The City CFD Division - Finance department provides all accounting services for the districts and bills each districts for that service in accordance with the development agreements

### **2003-04 ACCOMPLISHMENTS:**

- Provided quality customer service to customers.
- Formed Palm Valley Community Facilities District No. 3.
- Completed several assessment modifications (lot splits).
  - Community Facilities General District No. 1
  - Estrella Mountain Ranch Community Facilities District No. 1
- Completed general obligation bond sales for three CFDs.
  - Community Facilities General District No. 1 - \$5,295,000
  - Community Facilities Utilities District No. 1 - \$7,870,000
  - Cottonflower Community Facilities District - \$1,760,000

### **2004-05 OBJECTIVES:**

- Continue to provide quality customer service to customers.
- Continue documentation of processes for Community Facilities Districts.
- Form new Community Facilities District(s).
- Administer assessment modifications (lot splits).
- Accomplish sale of bonds for four CFDs.

## BUDGET SUMMARY BY DEPARTMENT:

<b>CFD</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$47,246	\$94,778	\$94,778	\$ 137,194
Materials & Supplies	57	1,100	3,400	15,500
Contract Services	3,307	16,675	16,471	69,215
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	-	2,392	-	575
Funded Depreciation	-	-	-	14,000
Capital Outlay	-	-	-	-
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$50,610</b>	<b>\$114,945</b>	<b>\$114,649</b>	<b>\$236,484</b>

## AUTHORIZED PERSONNEL:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
CFD Manager	1	1	1
CFD - Senior Account Clerk	0	0	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>2</b>

## PERFORMANCE INDICATORS:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Current Districts	8	9	10

## **BUDGET AND RESEARCH OFFICE**

The Budget and Research Office is a division of the Finance Department. The Budget and Research Office began its existence in the budget year 2001-2002. This division of the Finance Department is responsible for performing administrative and technical support involving financial planning, budget preparation and control, policy analysis, program evaluations, economic impact analysis and project management.

### **2003-04 ACCOMPLISHMENTS:**

- Implemented an Automated Purchasing system
- Developed and update the city's financial policies (revenue, expenditure, and debt).
- Prepared and monitor monthly revenue forecasts
- Prepared and monitor monthly expenditures.
- Coordinated the financial leadership's communication with the credit rating agencies.
- Maintained a five-year revenue and expenditure-forecasting model.
- Maintained and timely distribute to the City Council the Financial Trend Report
- Projected population and new construction starts for FY 04-05.
- Projected revenue, expenditure, and fund balances for FY 04-05.

### **BUDGET PREPARATION AND CONTROL**

- Prepared and distribute a draft budget calendar for FY 04-05.
- Scheduled and prepare documentation for a Council Worksession to discuss/define FY 04-05 budget methodology and performance targets.
- Prepared budget guidelines and instructions.
- Reviewed departmental budget requests
- Prepared budget recommendations to the City Manager.
- Prepared the City Manager's budget proposal to the City Council.
- Communicated budget messages to the City's stakeholders.
- Communicated budget allocation to City departments.
- Monitored departmental budget execution.
- Prepared and publish TNT Notices.
- Prepared Tentative Budget for Council adoption.
- Prepared Final Budget and Property Tax levies for Council Adoption.

### **RESEARCH, POLICY AND SPECIAL PROJECTS**

- Performed a fiscal impact analysis on all proposed new developments.
- Updated economic impact model drivers following annual audit.
- Developed recommended water, water resource and sewer development fees to be presented to the City Council for adoption.
- Completed Raffelis water/sewer user fee and development fee study.
- Developed recommended non-utility development fees to be presented to the City Council for adoption.
- Developed recommended water and sewer user fees to be presented to the City Council for adoption.
- Developed a follow-up budget survey, analyze results, and review results with staff and City Council.

**2004-05 OBJECTIVES:**

- Develop a centralized purchasing process
- Developed and update the city's financial policies (revenue, expenditure, and debt).
- Prepared and monitor monthly revenue forecasts
- Prepared and monitor monthly expenditures.
- Coordinated the financial leadership's communication with the credit rating agencies.
- Maintained a five-year revenue and expenditure-forecasting model.
- Maintained and timely distribute to the City Council the Financial Trend Report
- Projected population and new construction starts for FY 04-05.
- Projected revenue, expenditure, and fund balances for FY 04-05.
- Streamlined the Integrated Planning and Budget process
- Continue to develop budget preparation and control mechanisms
- Continue to develop research, policy and special projects as needed

**BUDGET SUMMARY BY DEPARTMENT:**

<b>BUDGET &amp; RESEARCH</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$190,531	\$226,358	\$226,358	\$ 287,962
Materials & Supplies	1,690	13,766	9,000	13,540
Contract Services	2,839	8,714	12,642	9,700
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	-	-	-	-
Funded Depreciation	-	1,800	1,800	6,000
Capital Outlay	-	-	-	2,570
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$195,060</b>	<b>\$250,638</b>	<b>\$249,800</b>	<b>\$319,772</b>

**AUTHORIZED PERSONNEL:**

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Budget and Research Analyst	1	1	1
Budget and Research Manage	1	1	1
Senior Buyer	0	0	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>3</b>

**PERFORMANCE INDICATORS:**

- Respond timely to both internal and external customer requests
- Achievement of Council goals
- Document customer service improvements
- Complete projects in a timely manner
- Budget meets all requirements and GFOA reporting excellence benchmarks.

## **INFORMATION & TECHNOLOGY SERVICES**

The City of Goodyear's Information and Technology Services Department (ITS) is a team of professionals committed to meeting the technological needs of the organization in a fiscally responsible manner.

### **Primary areas of responsibility include:**

- Designing, administering, and supporting the City's voice and data networks.
- Providing technical support to the City's employees in all technology facets including desktop hardware and software, enterprise software, and both wireless and land-based telephone services.
- Providing technical support and maintenance functions for the City's web site.
- Design and development of in-house databases and software applications.
- Research of modern technologies and testing the practical application of these technologies within the City.
- Administration of a twelve-station fully equipped training and demonstration facility where employees can receive training and live demonstrations on a variety of software applications.

### **2003-04 ACCOMPLISHMENTS:**

- Completed phase three (Server Infrastructure Deployment) of the TMP (Technology Modernization Program) by November 2003.
- Completed phase four (Basic Security) of the TMP (Technology Modernization Program) by July 2004.
- Completed phase six (Storage Build Out) of the TMP (Technology Modernization Program) by February 2004.
- Completed the web site redesign and go-live.
- Facilitated the implementation of the Microsoft Windows Server version of the LaserFiche records management system..
- Assisted the Finance Department in the implementation of the HTE Purchasing and Inventory system.
- Assisted the Finance Department in the implementation of the HTE Accounts Receivable system.
- Assisted Engineering in going live with the HTE Building Permit system for inspections and permits.
- Completed all desktop operating system (Windows 2000) and application (Office 2003) upgrades.
- Completed the implementation of Naviline, the web browser version of the HTE software.

### **2004-05 OBJECTIVES:**

- Lead the planning and implementation of the HTE Business Licenses system.
- Lead the planning and implementation of the HTE Planning and Zoning system.
- Lead the planning and implementation of the HTE Code Enforcement system.
- Lead the planning and implementation of a replacement system for CCAR (Constituency Contact And Response) system.

- Conduct upgrade of Naviline, the web browser version of the HTE software, to the latest version.
- Provide technical assistance in the implementation of the HTE Fleet Management system.
- Provide technical assistance in the implementation of the new Police CAD-RMS (Computer-Aided-Dispatch-Records Management) system.
- Lead the implementation of a dry fire suppression system for the data center (computer room) within City Hall.
- Complete the creation of the Applications Development and Support division of the ITS Department through the successful recruitment of the Applications & Business Manager.
- Migrate Lotus Notes from IBM iSeries platform to Microsoft Windows/Intel-based platform.

## BUDGET SUMMARY BY DEPARTMENT:

<b>ITS</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$601,683	\$722,498	\$735,200	\$ 801,308
Materials & Supplies	85,108	350,457	115,000	510,114
Contract Services	77,755	150,750	86,000	101,950
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	293,735	220,746	-	713,926
Funded Depreciation	-	230,088	188,402	213,400
Capital Outlay	749,162	104,000	60,000	71,800
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$1,807,443</b>	<b>\$1,778,539</b>	<b>\$1,184,602</b>	<b>\$2,412,498</b>

## AUTHORIZED PERSONNEL:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Application Specialist	1	0	0
Director	1	1	1
Network Technician II	2	2	2
Network Technician I	1	1	1
Programmer Analyst	1	0	0
Technical Services Manager	1	1	1
IT Project Manager	0	0	1
Network Administrator	1	1	1
Applications & Business Analy	0	3	3
<b>Total</b>	<b>8</b>	<b>9</b>	<b>10</b>

## PERFORMANCE INDICATORS:

	FY 02-03	FY 03-04	FY 04-05
Documented requests for service	1979 (to 6/15)	2100 (Projected)	2500
Undocumented requests for service (Estimated)			
Time to resolve Emergency Support Requests(Average)	300.5 hours	1200.5 hours	20002 hours
Time to resolve High Priority Support Requests(Average)	3 hours	4 hours	8 hours
Time to resolve Medium Priority Support Requests(Average)	5 hours	8 hours	12 hours
Time to resolve Low Priority Support Requests(Average)	20 hours	30 hours	40 hours
E-mail viruses detected	254	70,000+	100,000+
Software or hardware malfunctions due to viruses.	0	2	
E-mail SPAM detected		123000	200,000
PCs supported	N/A235	+265	+320
Management Technical Services Staff			
Applications Staff			
Users supported	242255	243285	343340
Remote Locations Supported	8	9	10
Printers	93	100	120
File and Application Servers	16	20	40

## COMMUNITY DEVELOPMENT

The Community Development Department is responsible for the preparation, adoption, and implementation of the Goodyear General Plan. The General Plan provides community goals and development policies to effectively guide and manage the long-term growth of the City. To assist the City in implementing the General Plan and guiding the community's growth and development, the Department is organized into three separate functions: Building Safety, Engineering and Planning and Zoning. The Staff of these Divisions are dedicated to providing seamless development services in order to provide excellent customer service in fulfilling the Department's mission and goal of ensuring a safe and quality environment for Goodyear residents, visitors, and businesses.

Community Development Staff prepares and implements various zoning and development ordinances, such as the Engineering Design Guidelines, Zoning Ordinance, Subdivision Regulations, Floodplain Ordinance, Design Guidelines, and International Building Codes. Specific departmental duties include administering grant applications, such as the Community Development Block Grant and Home Fund Programs, providing information on development services to the public, reviewing and processing General Plan amendments, rezonings, variances, subdivision plats, site plan reviews, use permits, landscape plans, development agreements, public infrastructure plans, and building construction plans, as well as inspecting new private and public buildings, and water, sewer and street infrastructure to ensure compliance with City ordinances. Community Development Staff are also actively involved in code enforcement, providing technical support to the City Council, City Staff and others in development plan reviews, analyzing population and socio-economic data, as well as providing Staff support to the Planning Commission, Board of Adjustment, and Board of Appeals.

### **2003-04 ACCOMPLISHMENTS:**

- Coordinated the public information campaign for adoption of the General Plan 2003-2013 in the November 2003 election.
- Rehabilitated six houses through the Community Development Block Grant Program.
- Obtained approval for the Gateway Overlay District and Estrella Parkway streetscape design and theme, and implemented the adopted design as new development occurs.
- Developed and processed zoning standards to ensure quality large scale commercial developments ("big box ordinance") within the City.
- Implemented the recommendations from the Parks Trails and Open Space Master Plan.
- Conducted a survey of external customers to gauge the level of satisfaction with development services.
- Conducted internal meetings to improve on communications and efficiencies between the Economic Development and Community Initiatives Departments.
- Refined and implemented project submittal procedures and correspondence with Luke AFB.
- Enhanced Planning and Zoning tracking of development cases with Microsoft Access for improved referencing of data

- Implemented new zoning regulations for Assisted Living facilities
- Formalized the requirements for the submittal of Signage Programs for commercial centers, and residential master plans.

### **2004-05 OBJECTIVES:**

- Complete the development of a City Center Specific Area Development Plan.
- Improve upon the reporting and monitoring of information through distribution of an annual report.
- Implement the Housing Rehabilitation Program funded by HOME funds.
- Improve upon the development processes and procedures by implementing the following:
  - o Improve upon the screening process for Engineering and Planning and Zoning submittals.
  - o Update City Infrastructure Master Plans, Zoning Ordinance, and the Subdivision Regulations.
  - o Establish a monitoring system for Development Agreements.
  - o Establish standard written communications with applicants and revise Planning and Zoning Standard Operating Procedures.
  - o Work closely with Community Initiatives on Grant Funding and Historic Preservation projects.
  - o Work with Economic Development on establishing a Redevelopment Program.
  - o Implement updated International Building Codes.
- Enhance service delivery ability through the automation of processes in order to increase staff efficiencies and effectiveness.
- Develop standards for regulating mobile-mini storage units, message therapy facilities, and day care facilities.

### **BUDGET SUMMARY BY DEPARTMENT:**

<b>COMMUNITY DEV</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$1,020,215	\$1,228,833	\$625,000	\$1,766,057
Materials & Supplies	69,380	86,116	53,000	103,796
Contract Services	516,958	410,764	122,400	375,604
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	87,000	65,872	-	80,254
Funded Depreciation	-	72,050	38,450	97,330
Capital Outlay	103,117	181,000	204,143	35,260
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$1,796,670</b>	<b>\$2,044,635</b>	<b>\$1,042,993</b>	<b>\$2,458,301</b>

## AUTHORIZED PERSONNEL:

	FY 02-03	FY 03-04	FY 04-05
Director	1	1	1
Planner II	2	2	2
Planner I	1	3	3
Planning Manager	1	1	1
Planning Technician	1	1	1
Senior Planning Technician	1	1	1
Administrative Assistant	0	1	1
Land Management Administrat	0	0	1
Landscape Plan Review & Insp	0	0	1
<b>Total</b>	<b>7</b>	<b>10</b>	<b>12</b>

## PERFORMANCE INDICATORS:

	FY 02-03	FY 03-04	FY 04-05
Turn around times	15 days	15 days	15 days
Fees collected for Plan Cases	\$ 200,000	\$ 643,577	\$ 700,000
Number of Site Plans	30	43	45
Number of Rezoning Cases	15	36	40
Number of Preliminary Plats	7	21	20
Number of Landscaping Plans	40	55	55
Number of Final Plats	12	41	45
Number of Admin. Waivers	2	32	35
General Plan Amendments	-	1	1
Map Of Dedications	-	7	10
Model Homes	9	14	15
Residential Design Review	5	12	15
Commercial Devel. Guidelines	-	2	5
Signage Program	3	4	5
Special Use and Use Permits	15	11	15
Written Interpretation	6	10	10
Zoning Text Amendments	1	3	5
Development Agreements	2	10	10
Annexations	7	12	15
# Planned Res. Lots (Bld Out)	110,287	117,746	125,000

## **ENGINEERING**

Engineering is responsible for the design, review, and inspection of the City's capital infrastructure including water, sewer, storm drains, storm water retention, and streets. The Engineering Division reviews site plans, preliminary and final plats, rezoning requests, special use permits, construction drawings, water, sewer, and drainage master plans. Engineering issues construction permits and inspects and approves all construction within the city rights-of-way and public utility easements. Engineering assigns street names and addresses, prepares annexation plats, and provides general technical support to City staff and the development community. Engineering maintains and updates the City's GIS maps and data bases and record drawings for construction plans and subdivision plats. Engineering maintains the City's Capital Improvement Plan including transportation, drainage, utility, facilities, and parks projects.

### **2003-04 ACCOMPLISHMENTS:**

- Completed minor updates to the Engineering Design Standards.
- Completed construction of Estrella Parkway Phase II street improvements in partnership with Maricopa County Department of Transportation.
- Completed design of the Bullard Wash Phase II channel in partnership with Maricopa County Flood Control District.
- Continued reviewing and approving sewer master plans for projects in the Central Planning Area for incorporation into a city sewer master plan update.
- Began developing the city-wide GIS storm drain map in association with the AZPDES Phase 2 storm water permit requirements.
- Continued partnering with MCDOT and ADOT to design SR303 from MC85 to Camelback Road.

### **2004-05 OBJECTIVES:**

- Complete major update to the Engineering Design Standards
- Continue partnering with the Flood Control District of Maricopa County to complete the bridge designs for the Bullard Wash Phase II project.
- Design and construct Van Buren Street pavement widening project from Litchfield Road to Bullard Avenue.
- Design Van Buren Street pavement widening project from Bullard Avenue to Estrella Parkway.
- Continue implementing the requirements of the AZPDES Phase 2 storm water permit.
- Continue reviewing and approving sewer master plans in the Central Planning Area for incorporation into a City sewer master plan update in FY 05-06.
- Complete the city-wide GIS storm drain map.
- Implement ARC-IMS software to provide access to GIS maps to all city departments.
- Complete the Water Utility Rates and Impact Fee study.
- Update the CIP to incorporate current projects, cost estimates, and schedules.

## BUDGET SUMMARY BY DEPARTMENT:

<b>ENGINEERING</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$350,606	\$711,840	\$642,356	\$1,047,779
Materials & Supplies	22,856	45,000	31,000	55,330
Contract Services	601,015	538,595	382,432	814,982
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	150,000	-	-	-
Funded Depreciation	-	12,550	10,970	45,000
Capital Outlay	66,847	6,500	6,500	241,000
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$1,191,324</b>	<b>\$1,314,485</b>	<b>\$1,073,258</b>	<b>\$2,204,091</b>

## AUTHORIZED PERSONNEL:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Assistant City Engineer	1	1	1
City Engineer	1	1	1
Engineering Permit Technician	1	1	1
Senior Engineering Technician	1	1	1
Civil Engineer	0	0	1
Engineering Permit Tech I	0	0	1
Senior Constructio Inspector	0	0	1
Engineering Inspector	2	2	2
Engineering Plan Reviewer	1	3	3
GIS Technician	0	1	1
CIP Manager	0	0	1
<b>Total</b>	<b>7</b>	<b>10</b>	<b>14</b>

## PERFORMANCE INDICATORS:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
# of Plat/Site Plan Reviews	200	375	450

## AQUATICS FACILITY (SWIMMING POOL)

The Goodyear Pool at Loma Linda Park is operated seasonally, and on a limited basis year-round, providing general swim, swim lessons, water aerobics, lap swim, diving lessons, participation on the City-sponsored swim team and other pool-related activities. The pool is utilized by the general public and by organizations such as the YMCA, United States Swim Team and local schools.

### 2003-04 ACCOMPLISHMENTS:

- Implemented the Guard Start program
- Developed additional partnerships for mutual pool facility usage and programming.
- Created and implemented at least 2 special events at the pool – Luau and Back to School.
- Instituted an annual Customer Satisfaction Survey for lessons.
- Increased the participation on Swim Team by 25%

### 2004-05 OBJECTIVES:

- Develop a new employee orientation program for lifeguards.
- Plan and budget for a study and design of a new city aquatic facility.
- Plan and budget for a computerized registration system for teams and lessons.
- Improve backwash drainage at the Loma Linda Pool.

### BUDGET SUMMARY BY DEPARTMENT:

<b>AQUATICS</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$181,980	\$198,283	\$163,000	\$ 204,033
Materials & Supplies	77,537	115,200	71,065	114,636
Contract Services	7,949	11,136	8,457	8,740
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	-	6,265	-	2,057
Funded Depreciation	-	-	-	-
Capital Outlay	1,876	-	-	-
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$269,342</b>	<b>\$330,884</b>	<b>\$242,522</b>	<b>\$329,466</b>

### AUTHORIZED PERSONNEL:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Aquatics and Recreation Coord	1	0	2
<b>Total</b>	<b>1</b>	<b>0</b>	<b>2</b>

## PERFORMANCE INDICATORS:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Staff injuries per season	0	0	0
Patron injuries per season	0	0	0
% of staff holding national cert.	100%	100%	100%
% of customers rating facility very good or excellent	85%	90%	90%
Lessons Taught per WSI			
Certified Staff	6	8	10

## RECREATION

The Recreation Program strives to provide a fun, safe, and enjoyable recreational experience for youth and adults in the City of Goodyear. Leagues, classes, special events and activities are structured for maximum participation, enjoyment, and skill development in recreational and sports environments.

### 2003-04 ACCOMPLISHMENTS:

- Recruited, trained and hired a part-time Recreation Programmer
- Coordinated a new city-wide special event – Howling Halloween Bash
- Coordinated joint programs/events with other agencies and cities, including T-ball and Coach-pitch sports leagues with the YMCA and a Senior Hike with Maricopa County Sports Dept.
- Expanded programs for youth, including ABC's-1,2,3, Mad Science, Tennis and Spring Break Camp.
- Expanded the volunteer services for Recreation by manning booths at Goodyear Special Events with Recreation Students from ASU.

### 2004-05 OBJECTIVES:

- Coordinate adult softball leagues at the new Community Park
- Coordinate youth sports leagues at the new Community Park
- Coordinate a Spring Fling Event at the new Community Park
- Recruit, hire and train two Recreation & Aquatics Coordinators
- Coordinate two concert series at the new Community Park
- Plan and budget for a new computerized registration system for classes and sports leagues

### BUDGET SUMMARY BY DEPARTMENT:

RECREATION	ACTUAL FY 02-03	BUDGET FY 03-04	ESTIMATE FY 03-04	BUDGET FY 04-05
Personnel Services	\$3,766	\$24,300	\$24,300	\$ 155,970
Materials & Supplies	2,230	29,120	29,120	124,840
Contract Services	86	-	-	31,350
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	-	-	-	-
Funded Depreciation	-	-	-	-
Capital Outlay	-	50,000	8,223	85,140
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$6,082</b>	<b>\$103,420</b>	<b>\$61,643</b>	<b>\$397,300</b>

**AUTHORIZED PERSONNEL:**

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Aquatics and Rec. Supervisor	0	1	1
<b>Total</b>	<b>0</b>	<b>1</b>	<b>1</b>

**PERFORMANCE INDICATORS:**

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
# of rec. programs managed	10	20	30
% of customers rating programs as excellent	90%	90%	90%
Number of special events	1	2	5
Number of sports leagues	0	2	8

## **PUBLIC WORKS ADMINISTRATION**

Public Works Administration manages the construction and maintenance of a variety of physical facilities that preserve and enhance the quality of life for Goodyear's citizens and visitors.

As the City continues to grow, the Public Works Department expands to meet new challenges by planning, investigating new technologies and implementing new policies and procedures that improve our ability to be responsive, efficient and cost effective.

Services provided by Public Works include street and traffic equipment maintenance and repair, engineering services, transportation, solid waste collection, processing and recycling, parks, recreation, equipment management and facility maintenance.

The addition of a Project Manager and a Traffic Engineer in FY 2004-2005 will extend the reach of our services while also helping us manage our existing assets.

### **2003-04 ACCOMPLISHMENTS:**

- Successfully bid and began construction on Phase I of the City's first Community Park.
- Completed Litchfield Road Mill and Overlay from Western Avenue north to Indian School Road
- Completed road improvements at Litchfield Road and I-10, including the addition of a northbound through-lane, dual left turn lanes southbound to eastbound I-10 and modifications to the traffic signals to Goodyear standards.
- Managed a design/construct/operate contract for a BMX park with Estrella Mountain BMX at Estrella Parkway, south of MC85.
- Managed the design and successfully bid the construction of a 3-acre Dog Park.
- Prepared successful funding applications for MAG Signal Optimization grants totaling \$50,000 and completed the ADOT Design Concept Report for fiber installation and Traffic Operations Center.
- In partnership with the Buckeye Union High School District, solicited qualifications for design of a Community Park at Estrella Mountain High School.
- Partnered with the YMCA to provide youth sports at the community park.
- Completed consultant selection to design a new Public Works Operations Facility
- Completed installation of timing and assumed responsibility for traffic signals at Avalon & Litchfield Roads.
- Completed design of a temporary signal at Bullard and McDowell Road.
- Initiated National Pollution Discharge Elimination System mitigation measures to comply with Federal mandates
- Managed the final Design Concept Report phase for the Bullard and I-10 Interchange Project.
- Relocated field operations units to city-owned property at MC-85 and Estrella Parkway.

## 2004-05 OBJECTIVES:

- Complete construction of Phase I of the Community Park and begin construction of Phase II.
- Complete construction of the Dog Park/BMX Park.
- Manage design and construction of BMX parking, block wall and joint use restrooms.
- Manage street preservation project on Pebble Creek Parkway/Indian School Road.
- Complete fiber installation for traffic signal optimization and begin installation of equipment in Traffic Operations Center.
- Complete design and begin construction of a Community Park north of Estrella Mountain High School.
- Complete design of new Public Works Operations Facility.
- Site and design a Regional Park and Ride facility.
- Complete design and begin construction of two paved lanes on Bullard Avenue from Van Buren to Yuma Road.
- Manage the design and construction for Fire Station 4 at Yuma Road and Wildflower Drive.
- Hire a Project Manager and a Traffic Engineer.
- Submit Transportation Improvement Program funding applications (FY 2008-2009) to MAG for:
  - Cotton Lane Bridge – two lanes each direction with bike lanes
  - Estrella Pkwy Bridge widening by two lanes
  - McDowell Road Bridge at Bullard Wash – six lanes
  - Van Buren Bridge at Bullard Wash – six lanes
  - Litchfield Road from Yuma to Van Buren (STP funds): add bus bay, medians, street lights, island, bike path, total reconstruction analysis.
  - Van Buren/Litchfield intersection improvements (CMAQ funds) – add right turn lane and bus bay.
- Evaluate and plan future bus routes, including RAPID transit express bus service and extending existing regional routes.

## BUDGET SUMMARY BY DEPARTMENT:

	ACTUAL	BUDGET	ESTIMATE	BUDGET
PUBLIC WORKS ADMIN	FY 02-03	FY 03-04	FY 03-04	FY 04-05
Personnel Services	\$477,819	\$547,429	\$532,000	\$ 645,054
Materials & Supplies	88,946	54,145	48,600	52,830
Contract Services	153,802	196,915	126,046	24,325
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	-	36,410	-	29,688
Funded Depreciation	-	14,900	14,900	99,500
Capital Outlay	8,055	-	-	6,240
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$728,622</b>	<b>\$849,799</b>	<b>\$721,546</b>	<b>\$857,637</b>

## AUTHORIZED PERSONNEL:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Project Manager	0	0	1
Traffic Engineer	0	0	1
Public Works Director	1	1	1
Public Works Superintendent	2	2	2
Staff Assistant	3	3	3
Management Assistant	1	1	1
<b>Total</b>	<b>7</b>	<b>7</b>	<b>9</b>

## PERFORMANCE INDICATORS:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
\$ value of projects managed	87,000,000	73,409,000	24,362,374
# of Dept. injury accidents	7	5	Goal: 2
% of projects completed as scheduled	93%	90%	Goal: 90%
Projects completed with less than 5% in change orders	67%	100%	Goal: 90%
Staff to population ratio (January of FY) Per capita cost of programs managed	0.3493056	0.3770833	0.3493056

## **FACILITIES MANAGEMENT**

The Facilities Management Division provides preventive, corrective and custodial maintenance for all City buildings. Facilities staff consists of four employees who routinely make plumbing, electric, carpentry and HVAC repairs and modifications to all city-owned facilities. Newly remodeled areas include the Equipment Management shop, the Public Works Operations building and upgrades to facilities inside City Hall.

Custodial services for City buildings are provided by a private contractor.

### **2003-04 Accomplishments:**

- Constructed three offices inside City Hall.
- Reconfigured the Community Development front counter and added three workstations for new staff.
- Installed two new identification signs at City Hall.
- Added a touch-pad security feature to the front lobby of Fire Station #3.
- Replaced the carpeting in the administration area of Fire Station #1.
- Established a continuing education program for the Facilities staff.
- Upgraded the Facilities Management Work Order program.
- Managed the installation of the security gate at the Water Reclamation Facility.
- Managed the reconstruction of the Equipment Management Facility.
- Worked with the Risk Manager to develop an enhanced security system for City Hall and Public Works Operations parking lots.
- Participated in the design and arrangements for the City Hall re-organization project.
- Continued to provide coordination of the Uniform Contract for Public Works and Water Management personnel.
- Provided technical support and coordination for the Sanitation Household Hazardous Waste collection event and the Luke Land Acquisition Press Conference at City Hall in the parking lot.
- Hired a full time Facilities Maintenance Worker III.
- Purchased new furniture for the Public Works Operations building.

### **2004-2005 OBJECTIVES:**

- Develop a Public Works Facilities Master Plan and participate in the design plan for a Public Works Corporate Yard.
- Develop a Standard Operating Procedure for the Emergency Backup Generator at City Hall.
- Participate in the planning and construction of the new Fire Station #4.
- Manage the construction of additional office space and the installation of additional workstations in City Hall.
- Oversee the construction of the Traffic Operations Center at the Public Works Operations facility.
- Manage the reconstruction of the Public Works Administration Office.
- Purchase and install security cameras for selected City facilities. Also, develop a Standard Operating Procedure/policy for who will have access to and ownership of the tapes.

- Manage the purchase and installation of an emergency generator at Fire Station #1.
- Purchase office furniture for the Equipment Management facility.
- Manage the renovation of the outside service bay at the Equipment Management facility.

## **BUDGET SUMMARY BY DEPARTMENT:**

<b>FACILITIES</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$216,079	\$282,293	\$265,000	\$ 290,425
Materials & Supplies	220,777	152,270	27,403	350,800
Contract Services	9,085	10,080	7,680	21,095
Debt Service	324,585	321,785	-	321,785
Developer Reimbursement	-	-	-	-
One-Time Projects*	-	1,841	-	2,876
Funded Depreciation	-	71,547	23,500	-
Capital Outlay	2,790	-	-	120,000
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$773,316</b>	<b>\$839,816</b>	<b>\$323,583</b>	<b>\$1,106,981</b>

## **AUTHORIZED PERSONNEL:**

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Building Maint. Supervisor	1	1	1
Building Maintenance Worker I	1	1	1
Building Maintenance Worker I	2	2	2
Facilities Electrician	0	1	1
<b>Total</b>	<b>4</b>	<b>5</b>	<b>5</b>

## PERFORMANCE INDICATORS:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Maint. Cost per s.f.	\$132,894	\$132,894	\$132,894
% of work orders completed within quoted timeframe (goal is 95%)	85%	100%	95%
Number of facilities related injuries or property damage related claims (Goal is zero)	0	0	0
Percentage of clients rating facilities appearance as "Exceeded Expectations"(Goal is 95%)	46%	100%	95%
Percentage of clients rating facilities cleanliness as "Exceeded Expectations" (Goal is 95%)	45%	100%	95%
Percentage of clients rating overall service as "Exceeded Expectations" (Goal is 95%)	37%	100%	95%
Number of on-the-job, time lost injuries to facilities staff (Goal is zero)	0	0	0

- Complete a Citywide asset inventory for all landscaping within the City of Goodyear owned rights-of-way, parks, and facilities, with an emphasis on species identification for all plant material within the designated areas.
- Provide a link to the City of Goodyear web site addressing maintenance practices for proper maintenance procedures for residents.
- Provide a cost analysis for new and consistent signage for all City of Goodyear Parks.
- Provide a study within the parks to be compliant with all A.D.A requirements.

## **BUDGET SUMMARY BY DEPARTMENT:**

<b>PARKS</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$387,702	\$459,945	\$433,000	\$ 587,538
Materials & Supplies	310,402	401,491	385,200	418,087
Contract Services	560,796	588,976	381,470	603,600
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	30,000	75,013	-	73,595
Funded Depreciation	-	10,000	10,000	151,500
Capital Outlay	36,912	-	-	32,725
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$1,325,812</b>	<b>\$1,535,425</b>	<b>\$1,209,670</b>	<b>\$1,867,045</b>

## **AUTHORIZED PERSONNEL:**

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Parks Foreman	1	1	1
Parks Worker I	2	2	4
Parks Worker II	4	4	4
Parks Worker III	1	1	2
Parks Supervisor	1	1	1
<b>Total</b>	<b>9</b>	<b>9</b>	<b>12</b>

## PERFORMANCE INDICATORS:

	FY 02-03	FY 03-04	FY 04-05
# of complaints regarding parks maintenance (Goal is less than 12 annually)	10	10	<10
ROW maintenance related complaints (Goal is less than 12 annually)	12	25	<10
Playground equipment related injuries/claims (Goal is zero)	None	None	Goal - 0
Number of legitimate claims filed related to ROW and/or parks maintenance issues (Goal is zero)	None	None	Goal - 0
Percent of respondents rating Parks and ROW maintenance as "Excellent"	80%	N/A	Goal – 95%

## **PARKS DIVISION**

The Parks Division maintains over 175 acres of parks landscaping, over 125 miles of rights-of-way in the City and 9 playground facilities. In addition, the Parks Division maintains the landscaping for City facilities, including 3 fire stations, the Municipal Court facility, the Public Service Memorial, the Police facility, the Water Reclamation site, all well sites, nearly five miles of alleys and the pool equipment at the Aquatics Center. The Parks Division also provides support to emergency services by removing plant debris and assisting with flooding during storm events. They partner with the Recreation division to provide maintenance and assistance for sports and special events.

### **2003-04 ACCOMPLISHMENTS:**

- Provided oversight and support to Contractors working on the new Community Park.
- Ordered new landscaping equipment to maintain the new Community Park.
- Managed the design and construction of the Litchfield Road median landscaping project.
- Developed a Maintenance Management Plan to track city owned assets and costs related to maintenance.
- In partnership with Community Development, improved procedures developers need to follow before turning over new landscaping to the City for acceptance.
- Coordinated and accepted a donation of 122 trees, worth over \$50,000.00. Many of these trees will be installed in the new Dog Park.
- Coordinated a Parks Appreciation Day event in Palm Valley Park.
- Provided support to Engineering for plan review and provided inspections for all landscape-related issues.
- Enhanced service to citizens through continuous employee development, education and certifications (Structural Pest Control, Playground Inspection, Backflow and Turf Grass Management).
- Coordinated irrigation practices with the Water Management Division, running sprinklers during off-peak hours and implementing new practices that use fertilizations instead of water to green up parks.

### **2004-05 OBJECTIVES:**

- Provide maintenance and support services at the new Community Park.
- Develop a volunteer Park Ranger Program through the City of Goodyear Police Department.
- Provide support to Community Initiatives at GAIN events scheduled for Fall 2004
- Continue working towards the Tree City USA designation for the City of Goodyear.
- Institute customer satisfaction surveys for parks and right-of-way maintenance services.
- Hire two Parks Worker I employees and a Parks Worker III.
- Continue to develop and hold Park Appreciation Days at City Parks.
- Provide technical support during construction of the new Dog Park, ensuring the same high standards of maintenance are carried out after the park opens in Fall 2004.
- With cooperation from Engineering and Risk Management, implement a new inspection process for all playgrounds within the City of Goodyear.

## EQUIPMENT MANAGEMENT

The Equipment Management Division provides preventative maintenance, repairs and safety inspections for City vehicles and equipment. This Division's primary purpose is to provide safe, convenient and dependable transportation and equipment.

### 2003-04 ACCOMPLISHMENTS:

- Purchased new Fleet Management Program software
- Collaborated with City Manager's office to develop Fleet vehicle and pool guidelines, policies and procedures.
- Replaced vendor owned lube and oil System with City-owned equipment
- Collaborated with the Fire Department on sole-sourcing to standardize the City's Fire apparatus.
- Ordered new Fire Apparatus.
- Re-allocated low-mileage vehicles to City staff to reduce expenditures on additional vehicles.
- Mechanics obtained new certifications for Emergency Vehicle Technician to service Fire Department apparatus.
- Ordered and received new Vac-Con Truck for the Water Management Division
- Ordered and received a new Honda Civic Hybrid vehicle for the Mayor.

### 2004-2005 OBJECTIVES:

- Implement Fleet Management Software.
- Remove and replace existing concrete floor and awning on west exterior side of the shop to safely service City's heavy duty trucks and Fire Equipment
- Continue EVT certifications.
- Schedule mechanics for hybrid technology training.
- Continue Customer Satisfaction surveys

### BUDGET SUMMARY BY DEPARTMENT:

<b>EQUIPMENT MGT</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$237,188	\$277,341	\$277,341	\$ 300,604
Materials & Supplies	72,134	93,170	93,280	95,495
Contract Services	7,604	9,700	10,003	6,970
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	-	20,083	-	13,162
Funded Depreciation	-	26,800	26,800	-
Capital Outlay	181,157	-	-	60,000
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$498,083</b>	<b>\$427,094</b>	<b>\$407,424</b>	<b>\$476,231</b>

## AUTHORIZED PERSONNEL:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Mechanic II	2	2	2
Mechanic III	2	2	2
Equipment Management Supe	1	1	1
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>

## PERFORMANCE INDICATORS:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Vehicles maintained	200	215	244
Vehicles maint./mech. ratio	50:01:00	54:01:00	60:01:00
PM's perf. at mileage indicator	750	860	Target 90%
Cust. Satisf. Survey's returned		90	Target 90%
Satisf. ratings of 3 and above, on a 1 to 5 rating system		98%	Target 90%

## **STREETS DIVISION**

The Streets Division of the Public Works Department is staffed by 10 employees who respond to all street maintenance issues, including curbs, gutters, sidewalks, driveways, shoulders, roadway striping, bridges, storm drains and right-of-way to ensure the safety of all motorists. The Signal Operations crew is responsible for maintenance and inspection of all traffic signals and lighted crosswalks throughout the City. Our staff also provide review of traffic control plans for work in the City's streets, construction plan review and project inspection to ensure that street signage, traffic control, streetlights and road markings are installed according to City standards.

Our mission is to maintain safe and efficient public roadways by responding to citizen requests, assisting public safety and other departments in the City and developing short and long range maintenance plans.

### **2003-04 ACCOMPLISHMENTS:**

- Applied slurry seal to approximately 721 square yards in the alleys of Historic Goodyear.
- Applied slurry seals to over 300,000 square yards of roadway in various subdivisions of Estrella Mountain Ranch.
- Applied slurry seal to 10,000 square yards of roads in Wade Acres.
- Applied slurry seal to 147,000 square yards of Wildflower Ranch.
- Applied a fog seal to 222,000 square yards of Phase I of Palm Valley.
- Installed video detection at Palm Valley Pavilions and Test Drive on Litchfield Road.
- Submitted 23 changes to the specifications for the construction of traffic signals implemented in the Engineering Design Standards and Policies manual.
- Monitored construction and provided support to the CIP Manager during construction of Phase II of Estrella Parkway, from Yuma to just north of McDowell.
- Provided technical support and guidance to the contractor working on the mill and overlay project for Litchfield Road from Western Avenue to Indian School Road.
- Modified the intersections of Test Drive and Thomas Road on Litchfield Road with lagging left turns.
- Monitored construction of the traffic signals at the intersections of Avalon and Litchfield Road, Estrella Parkway and Yuma Road, Estrella Parkway and Van Buren and Pebble Creek Parkway and McDowell.
- Implemented signal testing equipment to analyze electronic components in the traffic signal cabinets.
- With cooperation from ITS, began the process of acquiring an asset and work management system for signing/striping, traffic signal and street maintenance.

### **2004-05 OBJECTIVES:**

- Implement an asset and work management system for signing/striping, traffic signal and street maintenance.
- Provide dust control city-wide to maintain PM-10 compliance.
- Modify an existing Streets vehicle to be an exclusive sign installation and maintenance truck to reduce travel time for staff and improve efficiency in the field .

- Complete an inventory of City streets to include lengths, widths and condition ratings for a Pavement Management system.
- Complete an inventory of all traffic signal furniture and components for 26 traffic signals.
- Set up a billing system for internal services provided to City departments.
- Complete the inventory and mapping of all signs and markings maintained by the City.
- Oversee the construction of fiber-optic backbone for traffic signal coordination throughout the City, including the upgrade of controllers to fiber-optic compatibility.
- Replace lighted Metro signs at six intersections with new Lexar anti-graffiti film.
- Repaint mast arms and supports at seven intersections.
- Replace wiring of the traffic signal at the north Lockheed Martin intersection.
- Oversee the construction of five more signals at Estrella Parkway and I-10, Bullard and Thomas Roads, Pebble Creek and Indian School Road, Roosevelt and Estrella Parkway and Bullard and McDowell Roads.

### **BUDGET SUMMARY BY DEPARTMENT:**

<b>STREETS</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$584,360	\$668,856	\$655,000	\$ 638,370
Materials & Supplies	1,171,784	1,516,482	1,407,258	1,783,782
Contract Services	142,815	137,200	125,000	203,150
Debt Service	-	523,453	522,000	617,280
Developer Reimbursement	350,514	-	-	-
One-Time Projects*	568,000	285,010	-	235,756
Funded Depreciation	-	151,800	151,800	-
Capital Outlay	29,922	-	-	775,000
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$2,847,395</b>	<b>\$3,282,801</b>	<b>\$2,861,058</b>	<b>\$4,253,338</b>

### **AUTHORIZED PERSONNEL:**

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Equipment Operator	2	2	2
Signal Technician II	2	2	2
Streets Maintenance Foreman	1	1	1
Streets Maintenance Worker II	3	3	3
Streets Supervisor	1	1	1
Traffic Operations Worker II	1	1	1
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>

## PERFORMANCE INDICATORS:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Provide 30 curbs miles a day per operator	5200	6,286	7,000
On job staff injury-accidents	1	0	0
Square yardage/road sealed	560,050	713,721	728,249
Response time for repair of pot holes	N/A	48 hrs.	48 hrs.
Total preventative maint. performed per signal, per year	N/A	312	372

## WATER MANAGEMENT

The Water Management Department is a newly created department made up of the following sub-units:

- Production
- Reclamation
- Distribution and Collection

Production includes the functional areas of water production (wells), wellhead treatment, and potable water storage facilities.

Reclamation includes wastewater treatment facilities and reuse/recharge sites.

Distribution and collection is the supply of potable water through a network of distribution piping to the customer and the collection and pumping of wastewater for reclamation.

### 2004-05 ADMINISTRATIVE OBJECTIVES:

- Complete department organization
- Finalize all department job descriptions
- Recruit and fill all authorized positions
- Monitor department expenses and cost effectiveness
- Evaluate, define and streamline core services
- Promote staff training and development
- Embrace increased use of technology

### BUDGET SUMMARY BY DEPARTMENT:

<b>WATER MANAGEMENT</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$0	\$0	\$0	\$ 185,465
Materials & Supplies	-	-	-	44,915
Contract Services	-	-	-	685,640
Debt Service	-	-	-	215,573
Developer Reimbursement	-	-	-	600,000
One-Time Projects*	-	-	-	62,500
Funded Depreciation	-	-	-	43,023
Capital Outlay	-	-	-	27,067
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,864,183</b>

**AUTHORIZED PERSONNEL:**

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Water Management Staff Assis:	0	0	1
Water Management Superinter	0	0	1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>2</b>

**PERFORMANCE INDICATORS:**

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Total Staff		28	28
Staff certified		100%	100%
Staff with Grade 4 Certification		22%	40%
Injuries		3	0

## WATER PRODUCTION

The Production Division's responsibility is to produce and treat safe, quality drinking water at a reasonable cost, and ensure public health through compliance monitoring, backflow prevention and disinfection. The production system consists of nine production wells with a total production capacity of 7.7 million gallons per day, and ten storage and booster stations for a combined storage capacity of 9.3 million gallons.

### 2003-04 ACCOMPLISHMENTS:

- Continued to meet and exceed Safe Drinking Water standards and all amendments.
- Continued to reduce the GPCD to approximately 220 and the percentage of water loss to below industry standards of 10% by implementing water conservation measures.
- Implemented a Radio Reading System.
- Drilled and equipped one new well and booster and increased water production capacity by 500 gallons per minute (GPM).
- Continued to production and deliver quality water that meets or exceeds all regulatory requirements to our customers.
- Continued annual preventive maintenance, inspection and repairs of water storage facilities to reduce long term cost.
- Upgraded chlorinator equipment at Wells 2 and 3.
- Increased the City's water resources by researching renewable water sources and groundwater treatment options.
- Installed a 24" waterline from Well #18 which provided an additional 600,000 gallons into the system per day

### 2004-05 OBJECTIVES:

- Meet or exceed all state and federal drinking water regulations
- Explore and develop new potable water sources
- Evaluate system storage capacity
- Prepare and release FRP for Arsenic treatment options

### BUDGET SUMMARY BY DEPARTMENT:

<b>WATER</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$550,818	\$762,675	\$881,300	\$ 539,761
Materials & Supplies	622,847	740,002	1,130,450	218,529
Contract Services	2,927,439	560,927	2,094,509	156,990
Debt Service	365,477	462,673	247,100	-
Developer Reimbursement	688,200	512,000	512,000	-
One-Time Projects*	75,500	37,411	-	17,500
Funded Depreciation	-	301,800	350,194	-
Capital Outlay	342,454	224,000	124,000	401,000
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$5,572,735</b>	<b>\$3,601,488</b>	<b>\$5,339,553</b>	<b>\$1,333,780</b>

## AUTHORIZED PERSONNEL:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Director	0	1	1
Water Quality Technician I	1	1	1
Administrative Assistant	0	0	1
Water Distribution Worker I	5	5	5
Water Distribution Worker II	1	1	1
Water Distribution Worker III	1	1	1
Water Production Operator II	1	1	1
Water Production Operator III	1	1	1
Water Supervisor	1	1	1
Water Distribution Field Forman	0	1	1
Water Production Worker I	0	2	2
<b>Total</b>	<b>11</b>	<b>13</b>	<b>14</b>

## PERFORMANCE INDICATORS:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Water Prod. in Gallons/Day	5,051,520	7,700,00	10,000,000
Water Consumption Max Day	4,500,000	6,560,000	8,250,000
Total Water Storage	9.16 MG	9.16 MG	11.5 MG

## **WATER RECLAMATION**

The Reclamation sub-unit ensures environmentally sensitive wastewater treatment and reuse through the operation and maintenance of wastewater treatment and reuse facilities in compliance with all regulatory environmental regulations. Reclamation facilities consist of the Goodyear Water Reclamation Facility (GWRF), Corgett WRF and the Soil Aquifer Treatment site (SAT). The SAT site is a recharge facility returning reclaimed water to the aquifers. A third WRF is under construction in Rainbow Valley, the anticipate date of service is January 2005.

### **2003-04 ACCOMPLISHMENTS:**

- Refurbished and rehabilitated the process laboratory at the wastewater treatment plant to qualify for Arizona Department of Health wastewater laboratory certification.
- Continued to optimize process control and environmental compliance by installation of permanent nitrate, ammonia and dissolved oxygen monitoring equipment.
- Continued state-of-the-art operator certification training.
- Developed and implemented a SOP program.
- Developed and implemented a spare parts inventory.
- Refurbished, replaced and repaired all equipment, walkways and catwalks to comply with OSHA standards and guidelines.
- Procured an inventory of spare parts and equipment for all critical equipment and treatment units.
- Procured and installed solids dewatering equipment.
- Constructed a maintenance facility for the wastewater department.

### **2004-05 OBJECTIVES:**

- Meet or exceed all state and federal wastewater treatment regulations.
- Evaluate and implement short term capacity upgrade options at GWRF
- Upgrade Corgett effluent to class A+ for reuse purposes.
- Develop biosolids management program.
- Evaluate and revise the trucked-in-waste (septage) policy.
- Start-up Rainbow Valley WRF

## BUDGET SUMMARY BY DEPARTMENT:

<b>WW TREATMENT</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$630,594	\$831,138	\$452,950	\$ 451,062
Materials & Supplies	1,282,386	1,245,149	555,600	2,698,916
Contract Services	1,260,464	553,705	900,800	88,786
Debt Service	786,061	1,204,484	1,204,484	-
Developer Reimbursement	542,173	450,000	450,000	-
One-Time Projects*	42,000	96,620	-	2,500
Funded Depreciation	-	164,200	164,200	-
Capital Outlay	12,790	-	-	56,000
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$4,556,468</b>	<b>\$4,545,296</b>	<b>\$3,728,034</b>	<b>\$3,297,264</b>

## AUTHORIZED PERSONNEL:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Industrial Pretreatment Insp.	1	1	1
WW Collection Foreman	1	1	1
WW Collections Worker I	2	2	2
WW Collections Worker II	0	1	1
WW Lab Technician III	1	1	1
WW Operator I	1	0	0
WW Manager	1	1	1
WW Treatment Operator I	1	1	1
WW Treatment Operator II	3	2	2
WW Operator III	1	1	3
WW Collection Worker III	0	0	1
Maintenance Mechanic II	0	1	1
<b>Total</b>	<b>12</b>	<b>12</b>	<b>15</b>

## **GWRP PERFORMANCE INDICATORS:**

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Average Daily Flows (MGD)	1.5	1.6	2.8
Solids Produced (tons)	1067	551	650
Permit Violations	0	0	0
Average Daily Flows (MGD)	0.5	0.55	0.6
Solids Produced (tons)	150	155	160
Permit Violations	0	0	0

## **SAT SITE PERFORMANCE INDICATORS:**

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Million Gallons Recharged	443	590	800

## DISTRIBUTION AND COLLECTION

The distribution system is responsible for the maintenance and repair of over 100 miles of water main, 1,200 fire hydrants, 1,500 valves, 5,500 water meters and 460 backflow prevention devices.

The wastewater collection system is a critical function of the Wastewater Division to ensure the health and welfare of customers and residents of the City of Goodyear. The responsibilities of the Wastewater Collection System include annual cleaning, maintenance and inspection of wastewater collection pipe; vector control, operation and maintenance of eleven lift stations, including immediate response to collection lift stations and the Perryville prison screening system emergencies.

### 2003-04 ACCOMPLISHMENTS:

- Conducted water utility marking (bluestake) within 48 hours of request.
- Improved the water distribution system in the southern planning area by installing two pressure reducing stations, installing a booster pump at Station 13 and increasing water-boosting capacity by 500 GPM.
- Continued fire hydrant and distribution system valve preventative maintenance program.
- Developed and implemented a comprehensive mapping system for the manholes, sewer pipes and all components of the collection system.
- Cleaned, repaired, televised and maintained min of 5% of total sewer pipes.
- Procured a new vector to improve service to customers and residents of Goodyear.
- Implemented a comprehensive sewer maintenance cleaning program.

### 2004-05 OBJECTIVES:

- Integrate distribution and collection system functional tasks.
- Develop a baseline distribution system maintenance program.
- Evaluate lost water sources and formulate a plan to reduce lost water
- Evaluate and revise collection system maintenance program.

### DISTRIBUTION SYSTEM PERFORMANCE INDICATORS:

	FY 02-03	FY 03-04	FY 04-05
Miles of Dist Pipe	150	210	250
New meter installations	1,250	1,980	2,680
Total # of Meters	6,750	8,730	11,410
Backflow devices tested	460	158	520
Bluestakes performed	500	1,100	1,450
Valves Exercised	300	954	1,150

## COLLECTION SYSTEM PERFORMANCE INDICATORS

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Miles/Collection Sewers	?	110	125
Miles/Collection Main cleaned	20	25	50
Miles of Collection Sewers TV'	6	8	15
# Sewer System Violations	0	3	0
# of Lift Stations	11	11	12

## SANITATION

The Sanitation Division administers the residential contained solid waste collection agreement through the contractual services of a private solid waste hauler, which includes twice-weekly collection and disposal of contained residential solid waste. Sanitation staff also monitors the collection of commercial solid waste services provided to the private sector within the City limits by City licensed commercial solid waste private haulers. Sanitation staff provides a once per week uncontained solid waste collection and disposal to Goodyear residents. Additional Sanitation Division responsibilities include, graffiti abatement, conducting annual household hazardous waste collection day events, as well as the collection and disposal of six (6) permanent, citywide drop-off recycling sites.

### **2003-04 ACCOMPLISHMENTS:**

- Located a new recycling bin at the Moose Lodge on Cotton Lane.
- Increased tonnage collected at recycling bins city-wide by 13%.
- Conducted an annual household hazardous waste collection day (which included the City of Litchfield Park).
- Recycled 8 tons of Christmas trees, diverting the chips to Sunfresh Farms where they are used for dust control.
- Designed and implemented an in-house, residential solid-waste complaint database.
- Added a Ford F550 2004 Flatbed truck to the Sanitation Fleet to move the recycling bins from their location to the Public Works Yard for transfer.
- Expanded the Palm Valley recycling bin site capacity by adding a new bin.
- Sanitation staff provided public outreach at Earthfest 2003, Tres Rios Nature Festival, Goodyear Public Safety Day, Palm Valley Awareness Fair, KOOL-FM radio, Billy Moore Parade and the Women's Expo at Phoenix Civic Plaza.
- Continued participation in the Valleywide Recycling Partnership.
- Acquired a Maricopa County Tire Permit to dispose tires at the Northwest Regional Landfill at no cost to the City.
- Designed and installed a new recycling public outreach advertisement on the body of the sanitation rear-loader.
- Added recycling fast facts with the, "Recycling Guys" logo to the CityReport each month.
- Maintained consistent, timely removal of reported graffiti within 48 hours.
- Participated in the Historic Goodyear Alley Clean-up project.

### **2004-05 OBJECTIVES:**

- Design, implement and monitor a 500 residential home, curbside recycling pilot program.
- Increase drop-off recycling locations.
- Conduct two Household Hazardous Waste collection events.
- Streamline uncontained collection efficiency and reduce overtime by adjusting route boundaries.
- Enroll staff in Solid Waste and Recycling certification training.

## BUDGET SUMMARY BY DEPARTMENT:

<b>SANITATION</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$290,798	\$371,637	\$362,000	\$ 480,984
Materials & Supplies	107,156	124,370	12,000	174,070
Contract Services	1,188,022	1,158,800	1,255,562	1,503,160
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	325,000	19,240	-	22,126
Funded Depreciation	-	3,600	3,600	87,000
Capital Outlay	-	-	-	5,240
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$1,910,976</b>	<b>\$1,677,647</b>	<b>\$1,633,162</b>	<b>\$2,272,580</b>

## AUTHORIZED PERSONNEL:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Sanitation Worker I	2	2	3
Sanitation Foreman	0	0	1
Sanitation Worker II	3	3	3
Sanitation Worker III	1	1	1
Sanitation Supervisor	1	1	1
<b>Total</b>	<b>7</b>	<b>7</b>	<b>9</b>

## PERFORMANCE INDICATORS:

	FY 02-03	FY 03-04	FY 04-05
Residential accounts	10,329	12,453	14,227
Residential uncontained refuse tons collected	738	1,475	1,430
Average tons of uncontained refuse collected per household per year	0.073	0.073	0.1
Residential contained refuse tons collected	11,613	15,338	18,083
Average tons of contained refuse collected per house per year	1.12	1.27	1.27
Total contained and uncontained refuse tons collected per house per year.	1.19	1.37	1.37
Recycling tons collected	648	800	943
Average tons of recycling collected per house per year	0.062	0.066	0.066
Average contained, un-contained and recycling tons collected per house, per year	1.26	1.44	1.44
Average pounds of HHW collected per household, per year	1.44	1.29	1.36

## **POLICE**

In partnership with the community, we contribute to the quality of life through diligent patrol, community-oriented policing, and enforcement of law to maintain the peace and protect the rights of those we serve.

The Goodyear Police Department provides residents of Goodyear and its visitors with superior service in order to ensure safety and maintain quality of life. With a police-community partnership philosophy, the department has implemented and expanded programs that promote collaborative efforts in taking a proactive stance in addressing crime reduction and prevention.

### **2003-04 ACCOMPLISHMENTS:**

- Purchased Tasers for all sworn field personnel. This included 4 hour training block.
- Implemented a Crisis services unit with one full time, one part time, and three volunteer positions.
- Acquired grant funding to support part-time Crisis services position.
- Researched the need for and seek grants for Homeland Security equipment and training.
- Continued to train employees for response to Weapons of Mass Destruction and Nuclear Biological Chemical in order to assess our preparedness and current situation regarding vulnerabilities to attacks on City owned or occupied buildings.
- Continued to use the Counter-drug Procurement Program to obtain surplus, free, and long-term loan equipment.
- Instituted week-long training modules for officers. All training was done in-house diminishing instructor and travel costs.
- Participated in thirteen valley-wide DUI task forces.
- Participated in forming the Goodyear Action Team to focus on neighborhood problems. This team is made up from employees from other departments.

### **2004-05 OBJECTIVES:**

- Needs analysis to assess the acquisition or building of a new police facility to centralize police operations in one location; provide adequate space for Telecommunications and prisoner detention.
- Institute Compstat program to track crimes more efficiently, assign accountability, and provide better reports
- Install New World System software and hardware for CAD and records management systems.
- Participate in Glendale Police Departments Regional Data Sharing Initiative. This will allow police departments in the west valley share crucial data on persons, locations, and vehicles.

## BUDGET SUMMARY BY DEPARTMENT:

<b>POLICE</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$3,975,538	\$4,429,648	\$4,350,000	\$5,031,301
Materials & Supplies	444,062	420,741	420,600	438,851
Contract Services	304,290	307,313	277,917	247,053
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	37,000	689,272	-	671,183
Funded Depreciation	-	775,706	224,000	730,000
Capital Outlay	516,836	-	-	7,488
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$5,277,726</b>	<b>\$6,622,680</b>	<b>\$5,272,517</b>	<b>\$7,125,876</b>

## AUTHORIZED PERSONNEL:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Administrative Assistant	1	1	1
Chief	1	1	1
Detective	3	3	4
Lieutenant	2	2	2
Police Commander	1	1	1
Police Officer	33	35	41
Police Records Clerk II	2	2	2
Sergeant	7	7	9
Staff Assistant	1	1	1
Crisis Services Supervisor	1	1	1
Alarm Coordinator	0	1	1
Management Analyst	0	0	1
<b>Total</b>	<b>52</b>	<b>55</b>	<b>65</b>

## PERFORMANCE INDICATORS:

	FY 02-03	FY 03-04	FY 04-05
Emerg. resp. time (min/sec)	6:58	7:24	7:00
Citations issued	7,800	8,112	8,500
Arrests	1,477	1,510	2,000
D.U.I. Arrests	170	200	230
Reports taken	4,464	4,497	5,475
Hrs of Community Education	1,131	1,131	1,500
Number of schools served	10	10	12
Students in Schools	6,040	7,605	8,500
# of Cit. Academy participants	40	42	80
Dispatch calls for service*	21,525	31,839	41,800
Funds requested through grant	\$119,500	\$169,500	TBD
Funds received through grants	\$119,500	\$169,500	TBD
Training hours for officers	2,572	2,868	2,900

## **POLICE TELECOMMUNICATIONS**

The Telecommunications division is responsible to provide the best possible communications services directly to the Police Department, Fire Department and the Community, and is assigned as a division of the Police Department. This is accomplished through the use of personnel that are continually trained on current trends and techniques in public safety communications and through the use of state of the art technologies.

### **2003-04 ACCOMPLISHMENTS:**

- Created and filled one new Telecommunications Shift Supervisors positions.
- Purchased and began implementation on new CAD/RMS system with Mobile Data Computers.
- Implemented the Community Emergency Notification System (CENS) for public notification of emergencies and issues affecting large sections of the community.
- Implemented 911 mapping through partnership with the MAG 911 Group to meet Wireless Phase I & II requirements.
- Participated in Public Safety Communications Committee (PSCC) efforts to find solutions towards radio interoperability.
- Participated in West Valley consortium to develop and implement a public safety data sharing network.

### **2004-05 OBJECTIVES**

- Create and fill one new Telecommunications Shift Supervisor position.
- Complete implementation of the new CAD/RMS system.
- Work with MAG 911 group to require all wireless carriers to provide for Phase I & II wireless information for cellular callers.
- Participate in needs assessment and design exercises for a new public safety facility.
- Continue participation in PSCC and other regional/state wide projects finding solutions for radio interoperability issues.
- Continue participation in West Valley data sharing project as a stakeholder and test bed.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>TELECOMMUNICATIONS</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$634,292	\$811,969	\$935,221	\$ 923,026
Materials & Supplies	88,451	172,204	162,000	181,500
Contract Services	51,631	115,716	111,000	102,350
Debt Service	-	-	-	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	-	39,491	-	34,221
Funded Depreciation	-	970,779	190,000	970,779
Capital Outlay	664	23,520	23,520	23,520
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$775,038</b>	<b>\$2,133,679</b>	<b>\$1,421,741</b>	<b>\$2,235,396</b>

**AUTHORIZED PERSONNEL:**

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Manager	1	1	1
Telecommunications Operator	10	10	10
Telecommunications Supervisor	1	2	3
<b>Total</b>	<b>12</b>	<b>13</b>	<b>14</b>

**PERFORMANCE INDICATORS:**

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05#</b>
Telephone Calls	*87,750	70,649	84,788
Calls for Service	**74,709	^31,389	37,666
9-1-1 calls answered	5,452	7,644	9,172
ACJIS transactions	62,276	74,806	87,336

\* Estimated due to non-repairable equipment malfunction.

\*\*Estimated due to changes in CAD software made by H.T.E. This number reflects total CAD activity, not just calls for service. This data is no longer collected.

^This number is now only reported as calls for service, not every CAD activity as in the past. This is to maintain standard reporting across various reports.

# FY 04-05 numbers are estimates based upon percentage of change increases over the last year.

## **FIRE**

The mission of the City of Goodyear Fire Department is to preserve lives and property in our community by providing services directed at the prevention and control of fires, accidents, and other emergencies, while maintaining the highest standards of professionalism, efficiency, and effectiveness.

### **2003-04 ACCOMPLISHMENTS:**

- Created and hired three Battalion Chief positions.
- Promoted one Engineer.
- Promoted three Captains.
- Hired two firefighters to fill vacancies created by internal promotions.
- Hired a second Deputy Fire Marshal position.
- Conducted a Staff Assistant cross-training program to learn new skills and assist in professional development.
- Completed the Standards of Response Coverage study.
- Hosted a public meeting to discuss the location of a future fire station at PebbleCreek Parkway and Clubhouse Drive.
- Twelve firefighters completed 200 hours of initial training to receive their Hazardous Materials Technician certification.
- Began providing hazardous materials response on Engine 181.
- Completed bid specifications for a hazardous materials vehicle.
- Received \$100,000 from the FY2003 State Homeland Security Grant Program - Part II to be used for hazardous materials response equipment.
- Received \$6,967.83 from the Arizona State Emergency Response Commission and the Maricopa County Local Emergency Planning Committee to purchase a portable, hand-held chemical detector and monitor.
- Received \$2,500 from Maricopa County Department of Emergency Management for equipment and supplies for a Community Emergency Response Team (CERT).
- Received \$5,150 in funding from the Governor's Office of Highway Safety to send two firefighters to paramedic school.
- Received the Operation Life Safety award for zero fire deaths in the year 2002.
- Conducted a six-week Captain's Move Up class for firefighters and engineers interested in serving as Acting Captain on a fire company.
- Instituted in-house tuberculosis (TB) testing for all sworn personnel with the Phoenix Fire Department Health Center.
- Placed a new Battalion Chief vehicle in service.
- Placed an order with Pierce Manufacturing for a 100' aerial platform ladder truck to replace Ladder 183 currently in service.
- Sponsored eight cadets through Glendale Community College's Fire Operations class.
- Conducted Fire Investigations for Firefighters classes for all sworn personnel.
- Conducted Global Positioning System (GPS) training for all fire companies at Estrella Mountain Ranch Public Safety Facility.
- Conducted live fire training with Avondale Fire Department in the burn building at the Tempe Fire Department Training Academy.
- Participated in wildland urban interface training through Phoenix Fire Department.

- Hosted open houses at all three fire stations for Fire Prevention Week.
- Streamlined car seat inspections by setting a standing date and time for the public.
- Began providing fire and life safety education to high school freshmen.
- Hosted a media event for Baby Faith. Baby Faith was a newborn dropped off at Station 183 under the newly established Safe Haven Law. She was adopted and her and her mother came back to visit the firefighters who rescue her. All 5 Valley TV stations attended in addition to radio and local newspapers.

## **2004-05 OBJECTIVES:**

- Complete design and begin construction of Fire Station 184 at Wildflower Drive and Yuma Road.
- Conduct a needs analysis for a Public Safety Headquarters/EOC facility.
- Create a career path guide for all positions within the fire department and conduct training for all supervisors.
- Conduct site study for City Training Facility.
- Replace emergency generator at Station No. 1 to provide back up power to entire facility.
- Hire an Emergency Management Planner to oversee all emergency management activities for the City.
- Hire two Staff Assistants.
- Hire six Firefighter/Paramedics which will help reduce overtime costs associated with constant staffing.
- Hire a Fire Equipment Maintenance Worker III.
- Develop a performance appraisal tool that evaluates the specialized nature of fire department work.
- Take delivery and place into service the replacement 100' aerial platform ladder truck.
- Place order for hazardous materials vehicle.
- Replace and upgrade SCBAs to meet new industry standards.
- Replace 800 mhz radio equipment.
- Replace current Mobile Data Terminals (MDTs) with Mobile Computer Terminals (MCTs) per the standardization of the Phoenix CAD Consortium.
- Construct a portable burn building within the City for use by firefighters for live burn training.
- Establish a Community Emergency Response Team (CERT).

## BUDGET SUMMARY BY DEPARTMENT:

<b>FIRE DEPARTMENT</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services	\$3,770,791	\$4,318,227	\$4,318,227	\$4,583,814
Materials & Supplies	472,697	452,699	452,699	419,181
Contract Services	236,686	310,212	310,212	340,364
Debt Service	-	93,827	93,827	-
Developer Reimbursement	-	-	-	-
One-Time Projects*	30,000	415,182	-	478,705
Funded Depreciation	-	1,475,720	1,303,271	1,045,031
Capital Outlay	369,869	-	-	187,220
Transfer Out Credit	-	-	-	-
<b>Total</b>	<b>\$4,880,043</b>	<b>\$7,065,867</b>	<b>\$6,478,236</b>	<b>\$7,054,315</b>

## AUTHORIZED PERSONNEL:

	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
Management Assistant	1	1	1
Captain	9	9	9
Captain Support Services	1	1	1
Chief	1	1	1
Community Education Coordin	1	1	1
Deputy Chief	2	2	2
Deputy Fire Marshal	1	2	2
Fire Engineer	9	9	9
Fire Marshal	1	1	1
Fire Equipment Maintenance V	0	0	1
Emergency Management Plan	0	0	1
Firefighter	19	19	25
Staff Assistant	1	1	3
Battalion Chief	0	3	3
<b>Total</b>	<b>46</b>	<b>50</b>	<b>60</b>

## PERFORMANCE INDICATORS:

	FY 02-03	FY 03-04	FY 04-05
Emerg. Incid. - medical svcs*	1,739	2,508	3,000
Emerg. Incid. - fire and other*	1,190	1,394	1,500
Fire loss within City limits*	\$453,815	\$208,300	\$200,000
Number of injuries*	5	4	4
# of injury resulting in lost time*	2	2	0
Hrs spent in annual occupancy inspections*	738	988	1,100
Hrs. spent in new const. insp.*	472	571	675
Hrs. spent issuing permits*	124	108	125
Hrs. spent conducting plan reviews*	966	1,486	1,700
Hrs. spent in community education*	2,388	1,868	2,000

\* Figures shown are for calendars years 2002 and 2003, respectively.

## CONTINGENCY

This appropriation is budgeted for expenditures that were not anticipated during the budget process and is subject to City Council approval. Contingency funds are also budgeted as a reserve against potential revenue shortfalls and emergencies.

### BUDGET SUMMARY:

<b>CONTINGENCY</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Personnel Services				
Materials & Supplies				
Contract Services	290,413	3,579,952	1,300,000	4,225,710
Debt Service				
Funded Depreciation				
Capital Outlay				
<b>Total</b>	<b>\$290,413</b>	<b>\$3,579,952</b>	<b>\$1,300,000</b>	<b>\$4,225,710</b>

## DEBT SERVICE

The Debt Service fund consists of the principal and interest payments for all obligations except the water & sewer obligations.

### BUDGET SUMMARY:

<b>DEBT SERVICE</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
General Obligation	\$ 1,678,864	\$ 2,049,800	\$ 2,049,800	\$ 2,451,787
Revenue	1,418,842	617,280	617,280	617,280
<b>Total</b>	<b>\$ 3,097,706</b>	<b>\$ 2,667,080</b>	<b>\$ 2,667,080</b>	<b>\$ 3,069,067</b>

## CAPITAL IMPROVEMENT PROGRAM (CIP)

The Capital Improvement Program projects are the “bricks and mortar” of the City. The projects include streets, water wells, water recharge and treatment plants, parks, buildings, and major, one-time acquisitions of equipment are all considered capital improvements. Projects generally cost more than \$50,000, and last longer than five years. The Water & Sewer CIP Projects are presented in the Water & Sewer Departments.

### BUDGET SUMMARY:

<b>CIP</b>	<b>ACTUAL FY 02-03</b>	<b>BUDGET FY 03-04</b>	<b>ESTIMATE FY 03-04</b>	<b>BUDGET FY 04-05</b>
Capital Outlay	\$ 10,158,555	\$ 62,348,352	\$ 15,225,049	\$ 72,400,609
<b>Total</b>	<b>\$ 10,158,555</b>	<b>\$ 62,348,352</b>	<b>\$ 15,225,049</b>	<b>\$ 72,400,609</b>



**CIP**

## CAPITAL IMPROVEMENTS PROGRAM

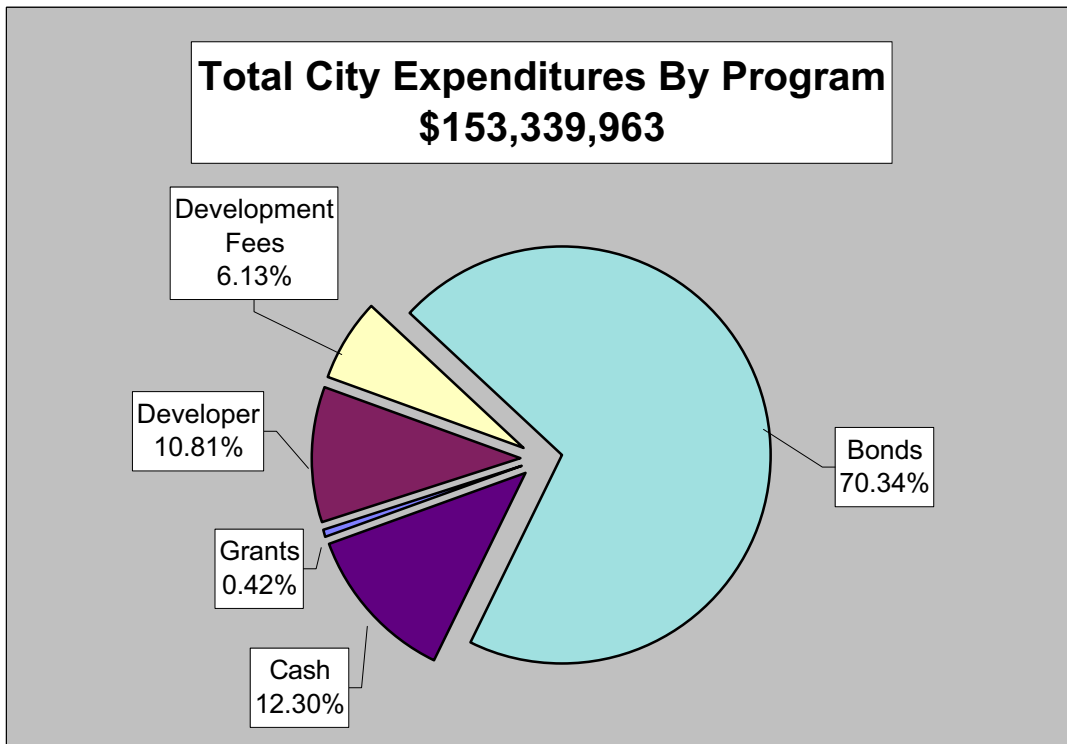
The following pages describe the capital projects that are funded for FY 04-05. Total funding for this year is \$89,239,374. The programs funded this year are:

	<b>Budget FY 04-05</b>	<b>Percent of Total</b>
Parks & Recreation	\$ 17,417,000	19.52%
Public Works Admin.	800,000	0.90%
Streets	5,627,174	6.31%
Public Safety	3,160,200	3.54%
General Administration	990,000	1.11%
CDBG	200,000	0.22%
Improvement Districts	40,000,000	44.82%
Water	12,245,000	13.72%
Sewer	8,450,000	9.47%
Miscellaneous Projects	350,000	0.39%
<b>Total</b>	<b>\$ 89,239,374</b>	<b>100.00%</b>

The City's capital improvement program has an effect on the operating budget. All newly completed projects must be maintained and if bonds were sold to finance the construction, then annual debt service payments are required. The City has a policy that the City combined property tax rate should not exceed \$2.10. This is a combined rate that includes a primary rate and a secondary rate. The primary rate supports the operating budget and the secondary rate can only be used for debt service. As the secondary rate increases the primary rate decreases along with the property tax revenue for operations. In addition to operating, maintenance and debt service, the capital improvement program includes pay-as-you-go projects and grant matches that come directly from the operating budget.

## CIP FUNDING SOURCES SUMMARY

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way	4,065,000				
Design & Engineering	8,504,026				
Construction	72,245,348				
Equipment & Furnishings	2,210,000				
Other	2,215,000				
Contingency	-				
<b>TOTAL</b>	<b>89,239,374</b>				
<b><u>CONSTRUCTION FUNDING</u></b>					
Grants	377,061				
Developer	9,650,000				
Development Fees	5,470,200				
Bonds	62,768,348				
Cash	10,973,765				
<b>TOTAL</b>	<b>89,239,374</b>				
<b><u>FISCAL IMPACT</u></b>					
Operating Costs	6,024,250	7,554,812	7,694,551	7,842,305	7,998,930
Operating Savings	-	-	-	-	-
Operating Revenue	6,091,200	4,941,518	4,992,698	5,048,422	5,109,284



**CAPITAL IMPROVEMENTS PROGRAM**

**CDBG Housing Project**  
Project Title

**MS0301**  
Project Number

**COMMUNITY DEVELOPMENT**  
Program

**COMMUNITY DEVELOPMENT**  
Sub-Program

**Janee Hollomon**  
Staff Contact Person

**\$200,000**  
Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	170,000				
Equipment & Furnishings					
Other	30,000				
Contingency					
<b>TOTAL</b>	200,000				
<b><u>CONSTRUCTION FUNDING</u></b>					
Grants	200,000				
Developer					
Development Fees					
Bonds					
Cash	-				
<b>TOTAL</b>	200,000				
<b><u>FISCAL IMPACT</u></b>					
<b>FUND:</b>					
Operating Costs	55,000	55,000	55,000	55,000	55,000
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:** Low to moderate income, owner-occupied housing rehabilitation project.

**JUSTIFICATION:** To improve qualified applicant's living quarters with forgivable loans.

**RELATION TO ADOPTED PLANS:** Conforms to Housing Plan and goals of the General Plan.

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**North Community Park Phase II**  
 Project Title

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**PUBLIC WORKS**  
 Program

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**Cato Esquivel**  
 Staff Contact Person

**PK0101**  
 Project Number

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**PARKS & RECREATION**  
 Sub-Program

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**\$2,200,000**  
 Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	2,200,000				
Equipment & Furnishings					
Other	-				
Contingency					
<b>TOTAL</b>	2,200,000				
<b>CONSTRUCTION FUNDING</b>					
Grants	-				
Developer					
Development Fees					
Bonds	2,200,000				
Cash	-				
<b>TOTAL</b>	2,200,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	180,000	187,200	194,688	202,476	210,575
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Park Improvements					

**PROJECTION DESCRIPTION:** Park Improvements

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Conforms to General Plan.

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Real Property Acquisition**  
Project Title

**PK0402**  
Project Number

**PUBLIC WORKS**  
Program

**PARKS & RECREATION**  
Sub-Program

**Cato Esquivel**  
Staff Contact Person

**\$2,000,000**  
Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way	2,000,000				
Design & Engineering					
Construction	-				
Equipment & Furnishings					
Other	-				
Contingency					
<b>TOTAL</b>	2,000,000				
<b>CONSTRUCTION FUNDING</b>					
Grants	-				
Developer					
Development Fees					
Bonds	2,000,000				
Cash	-				
<b>TOTAL</b>	2,000,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	14,000	14,000	14,000	14,000	14,000
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Future Parks & Open Space					

**PROJECTION DESCRIPTION:** Purchase Land for Parks & Open Space

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Conforms to General Plan.

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Multi Purpose Recreation Facility**  
Project Title

**PK0403**  
Project Number

**PUBLIC WORKS**  
Program

**PARKS & RECREATION**  
Sub-Program

**Cato Esquivel**  
Staff Contact Person

**\$10,000,000**  
Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	10,000,000				
Equipment & Furnishings					
Other	-				
Contingency					
<b>TOTAL</b>	<b>10,000,000</b>				
<b>CONSTRUCTION FUNDING</b>					
Grants	-				
Developer					
Development Fees					
Bonds	10,000,000				
Cash	-				
<b>TOTAL</b>	<b>10,000,000</b>				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	735,800	735,800	735,800	735,800	735,800
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Capital Infrastructure					

**PROJECTION DESCRIPTION:** Capital Infrastructure for a multi purpose recreation facility

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Conforms to General Plan.

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Dog & BMX Park**  
Project Title

**PK0303**  
Project Number

**PUBLIC WORKS**  
Program

**PARKS & RECREATION**  
Sub-Program

**Cato Esquivel**  
Staff Contact Person

**\$400,000**  
Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	400,000				
Equipment & Furnishings					
Other	-				
Contingency					
<b>TOTAL</b>	400,000				
<b>CONSTRUCTION FUNDING</b>					
Grants	-				
Developer					
Development Fees	100,000				
Bonds	300,000				
Cash	-				
<b>TOTAL</b>	400,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	30,000	31,050	32,137	33,262	34,426
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Construct restrooms & enlarge parking lot					

**PROJECTION DESCRIPTION:**

Construct restrooms and enlarge the parking lot for the dog park and BMX park

**JUSTIFICATION:**

To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:**

Conforms to General Plan.

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**FCD Basins Acquisitions**  
Project Title

**PK0301**  
Project Number

**PUBLIC WORKS**  
Program

**PARKS & RECREATION**  
Sub-Program

**Cato Esquivel**  
Staff Contact Person

**\$65,000**  
Estimated Cost

COSTS	FISCAL YEARS				
	2003	2004	2005	2006	2007
Land & Right-of-Way	65,000				
Design & Engineering					
Construction	-				
Equipment & Furnishings					
Other	-				
Contingency					
<b>TOTAL</b>	65,000				
<b>CONSTRUCTION FUNDING</b>					
Grants	-				
Developer					
Development Fees	65,000				
Bonds					
Cash					
<b>TOTAL</b>	65,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	0				
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Acquire Land					

**PROJECTION DESCRIPTION:** Acquire Land for Open Space

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Conforms to General Plan.

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Estrella Foothills Facility**  
Project Title

**PK0302**  
Project Number

**PUBLIC WORKS**  
Program

**PARKS & RECREATION**  
Sub-Program

**Cato Esquivel**  
Staff Contact Person

**\$2,560,000**  
Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering	500,000				
Construction	2,060,000				
Equipment & Furnishings					
Other	-				
Contingency					
<b>TOTAL</b>	<b>2,560,000</b>				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees					
Bonds	1,000,000				
Cash	1,560,000				
<b>TOTAL</b>	<b>2,560,000</b>				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs (School Responsibility)	0	0	0	0	0
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Design & Construct Athletic Facility					

**PROJECTION DESCRIPTION:** Design & Construct the Estrella Foothills High School Athletic Facilities

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Conforms to General Plan.

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**YMCA Capital Contribution**  
 \_\_\_\_\_  
 Project Title

**PUBLIC WORKS**  
 \_\_\_\_\_  
 Program

**Cato Esquivel**  
 \_\_\_\_\_  
 Staff Contact Person

**MS0402**  
 \_\_\_\_\_  
 Project Number

**PARKS & RECREATION**  
 \_\_\_\_\_  
 Sub-Program

**\$50,000**  
 \_\_\_\_\_  
 Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction					
Equipment & Furnishings					
Other	50,000				
Contingency					
<b>TOTAL</b>	50,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees					
Bonds	50,000				
Cash					
<b>TOTAL</b>	50,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	0				
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Capital Contribution					

**PROJECTION DESCRIPTION:** Capital Contribution for YMCM Building Fund

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** City Council Action

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Public Service Memorial**  
 \_\_\_\_\_  
 Project Title

**PUBLIC WORKS**  
 \_\_\_\_\_  
 Program

**Cato Esquivel**  
 \_\_\_\_\_  
 Staff Contact Person

**MS0404**  
 \_\_\_\_\_  
 Project Number

**Misc. Project**  
 \_\_\_\_\_  
 Sub-Program

**\$92,000**  
 \_\_\_\_\_  
 Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	92,000				
Equipment & Furnishings					
Other					
Contingency					
<b>TOTAL</b>	92,000				
<b>CONSTRUCTION FUNDING</b>					
Grants	42,000				
Developer					
Development Fees					
Bonds	50,000				
Cash					
<b>TOTAL</b>	92,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	5,000	5,175	5,356	5,544	5,738
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Phase II Construction					

**PROJECTION DESCRIPTION:** Phase II Construction of the Public Service Memorial

**JUSTIFICATION:** Public Service Recognition

**RELATION TO ADOPTED PLANS:**

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**West Valley Fine Arts**  
Project Title

**MS0403**  
Project Number

**PUBLIC WORKS**  
Program

**Misc, Project**  
Sub-Program

**Cato Esquivel**  
Staff Contact Person

**\$50,000**  
Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction					
Equipment & Furnishings					
Other	50,000				
Contingency					
<b>TOTAL</b>	50,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees	50,000				
Bonds					
Cash					
<b>TOTAL</b>	50,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	0				
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Capital Contribution					

**PROJECTION DESCRIPTION:** Capital Contribution for the West Valley Fine Arts Facility

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** City Council Action

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**County Road Projects**  
Project Title

**DR0305,ST0301**  
Project Number

**PUBLIC WORKS**  
Program

**STREETS**  
Sub-Program

**Cato Esquivel**  
Staff Contact Person

**\$2,450,000**  
Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering	360,000				
Construction	2,090,000				
Equipment & Furnishings					
Other	-				
Contingency					
<b>TOTAL</b>	<b>2,450,000</b>				
<b>CONSTRUCTION FUNDING</b>					
Grants	-				
Developer					
Development Fees					
Bonds	1,200,000				
Cash	1,250,000				
<b>TOTAL</b>	<b>2,450,000</b>				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	0				
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Van Buren from Bullard to Litchfield and					
Bullard from Van Buren to Yuma					

**PROJECTION DESCRIPTION:**

Expenditure of funds given to the City by Maricopa County for the repair of former County roadways annexed into the City.

**JUSTIFICATION:**

To provide for safer travel along City roadways.

**RELATION TO ADOPTED PLANS:**

Conforms to Transportation Master Plan.

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Estrella Parkway Phase II**  
Project Title

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**PUBLIC WORKS**  
Program

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**Alfonso Rodriguez**  
Staff Contact Person

**ST0302**  
Project Number

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**STREETS**  
Sub-Program

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**858348**  
Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	858,348				
Equipment & Furnishings					
Other					
Contingency					
<b>TOTAL</b>	858,348				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees					
Bonds	858,348				
Cash					
<b>TOTAL</b>	858,348				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	509,250	525,000	551,250	578,813	607,753
Operating Savings					
Operating Revenue	470,000	470,000	470,000	470,000	470,000
<b>COMMENTS:</b>					
Estimated annual operating costs including debt service. Revenue estimates include new property tax revenues.					

**PROJECTION DESCRIPTION:** Reconstruct Estrella Parkway from McDowell Road to Yuma.

**JUSTIFICATION:** To provide for safer travel along City roadways.

**RELATION TO ADOPTED PLANS:** Conforms to Transportation Master Plan.

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Street Projects**  
Project Title

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**PUBLIC WORKS**  
Program

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**Cato Esquivel**  
Staff Contact Person

**ST0304**  
Project Number

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**STREETS**  
Sub-Program

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**\$1,500,000**  
Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	1,500,000				
Equipment & Furnishings					
Other	-				
Contingency					
<b>TOTAL</b>	1,500,000				
<b><u>CONSTRUCTION FUNDING</u></b>					
Grants					
Developer					
Development Fees					
Bonds	500,000				
Cash	1,000,000				
<b>TOTAL</b>	1,500,000				
<b><u>FISCAL IMPACT</u></b>					
<b>FUND:</b>					
Operating Costs	120,000	124,200	128,547	133,046	137,703
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Mill & Overlay Protection					

**PROJECTION DESCRIPTION:** Mill & Overlay protection (Litchfield Road)

**JUSTIFICATION:** Conforms to the Transportation Master Plan.

**RELATION TO ADOPTED PLANS:** Conforms to the Transportation Master Plan.

**OTHER:**

## CAPITAL IMPROVEMENTS PROGRAM

<b>Fire Station</b>	<b>CP0301</b>
Project Title	Project Number
<b>Public Safety</b>	<b>FIRE</b>
Program	Sub-Program
Staff Contact Person	<b>\$2,700,200</b>
	Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering	160,200				
Construction	2,540,000				
Equipment & Furnishings					
Other					
Contingency					
<b>TOTAL</b>	2,700,200				
<b><u>CONSTRUCTION FUNDING</u></b>					
Grants					
Developer	1,500,000				
Development Fees	1,200,200				
Bonds					
Cash					
<b>TOTAL</b>	2,700,200				
<b><u>FISCAL IMPACT</u></b>					
<b>FUND:</b>					
Operating Costs	300,000	1,400,000	1,449,000	1,499,715	1,552,205
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Prototype Fire Station					

**PROJECTION DESCRIPTION:**

Fire Station Wildflower Drive and Yuma

**JUSTIFICATION:**

To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:**

Conforms to General Plan.

## CAPITAL IMPROVEMENTS PROGRAM

**Police/Fire Training Facility**

Project Title

**CP0302**

Project Number

**Public Safety**

Program

**FIRE**

Sub-Program

**Mark Gaillard**

Staff Contact Person

**\$300,000**

Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering	300,000				
Construction					
Equipment & Furnishings					
Other	-				
Contingency					
<b>TOTAL</b>	300,000				
<b>CONSTRUCTION FUNDING</b>					
Grants	-				
Developer					
Development Fees					
Bonds	300,000				
Cash					
<b>TOTAL</b>	300,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	20,000	20,700	21,425	22,174	22,950
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Burn Building					

**PROJECTION DESCRIPTION:**

Training Facility for Police and Fire (including a burn building)

**JUSTIFICATION:**

To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:**

Conforms to General Plan.

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Bullard Wash</b> Project Title	<b>DR0301</b> Project Number
<b>Public Works</b> Program	<b>Parks</b> Sub-Program
<b>Cato Esquivel</b> Staff Contact Person	<b>\$350,000</b> Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering	350,000				
Construction					
Equipment & Furnishings					
Other	-				
Contingency					
<b>TOTAL</b>	350,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees	350,000				
Bonds					
Cash					
<b>TOTAL</b>	350,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	0	100,000	103,500	107,123	110,872
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Design					

**PROJECTION DESCRIPTION:** Design share with MCFCD Bullard Wash from Lower Buckeye Road to Van Buren

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Conforms to General Plan.

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Bridge Design**  
Project Title

**DR0302**  
Project Number

**Public Works**  
Program

**Streets**  
Sub-Program

**Cato Esquivel**  
Staff Contact Person

**\$150,000**  
Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering	150,000				
Construction					
Equipment & Furnishings					
Other	-				
Contingency					
<b>TOTAL</b>	150,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees	150,000				
Bonds					
Cash					
<b>TOTAL</b>	150,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	0				
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Bridge Design on Yuma Rd at Bullard Wash					

**PROJECTION DESCRIPTION:** Pavement/drainage structure improvements (bridge design)

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Conforms to General Plan.

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Bridge Design**  
Project Title

**DR0304**  
Project Number

**Public Works**  
Program

**Streets**  
Sub-Program

**Cato Esquivel**  
Staff Contact Person

**\$150,000**  
Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering	150,000				
Construction					
Equipment & Furnishings					
Other	-				
Contingency					
<b>TOTAL</b>	150,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees	150,000				
Bonds					
Cash					
<b>TOTAL</b>	150,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	0				
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Bridge Design on Yuma Rd at Bullard Wash					

**PROJECTION DESCRIPTION:** Pavement/drainage structure improvements (bridge design)

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Conforms to General Plan.

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Data Communication Infrastructure**  
 Project Title

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**Deputy City Manager's Office**  
 Program

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**Grant Anderson**  
 Staff Contact Person

**TC0301**  
 Project Number

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**Administration**  
 Sub-Program

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**\$290,000**  
 Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering	290,000				
Construction	-				
Equipment & Furnishings					
Other	-				
Contingency					
<b>TOTAL</b>	290,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees	290,000				
Bonds					
Cash					
<b>TOTAL</b>	290,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	0				
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:** Data Communication Infrastructure

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Conforms to General Plan.

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Water Resource Projects</b>	
Project Title	Project Number
<b>Water</b>	<b>Water Administration</b>
Program	Sub-Program
<b>Charles McDowell</b>	<b>\$1,455,000</b>
Staff Contact Person	Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction					
Equipment & Furnishings					
Other	1,455,000				
Contingency					
<b>TOTAL</b>	<b>1,455,000</b>				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees	1,455,000				
Bonds					
Cash					
<b>TOTAL</b>	<b>1,455,000</b>				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs					
Operating Savings					
Operating Revenue (Water Resource Fees)	1,455,000				
<b>COMMENTS:</b>	CAP M&I Charges, CAP O & M Charges, CAP Excess Water, Tonapah Irrigation District				

**PROJECTION DESCRIPTION:** Water Resource Projects

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Water Master Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**New Well & Wellhead Treatment**  
 Project Title

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**Water**  
 Program

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**Charles McDowell**  
 Staff Contact Person

**WA 0401**  
 Project Number

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**Production**  
 Sub-Program

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**\$1,000,000**  
 Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	1,000,000				
Equipment & Furnishings					
Other					
Contingency					
<b>TOTAL</b>	<b>1,000,000</b>				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees					
Bonds	1,000,000				
Cash					
<b>TOTAL</b>	<b>1,000,000</b>				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	60,000	66,210	73,063	80,625	88,969
Operating Savings					
Operating Revenue (Rates)	60,000	66,210	73,063	80,625	88,969
<b>COMMENTS:</b>					
Centerra Well					

**PROJECTION DESCRIPTION:** Construct Wellhead Treatment & Ancillary Equipment

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Water Master Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Las Palmas New Well &amp; Wellhead Treatment</b>	<b>WA0402, WA0403</b>
Project Title	Project Number
<b>Water</b>	<b>Production</b>
Program	Sub-Program
<b>Charles McDowell</b>	<b>\$3,250,000</b>
Staff Contact Person	Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	1,500,000				
Equipment & Furnishings	1,750,000				
Other					
Contingency					
<b>TOTAL</b>	<b>3,250,000</b>				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees					
Bonds	1,500,000				
Cash	1,750,000				
<b>TOTAL</b>	<b>3,250,000</b>				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	78,000	80,730	83,556	86,480	89,507
Operating Savings					
Operating Revenue (Utility Rates)	78,000	80,730	83,556	86,480	89,507
<b>COMMENTS:</b>					
Las Palmas new well and wellhead treatment and connect well to distribution system					

**PROJECTION DESCRIPTION:** Well equipment & RO treatment equipment and connect

well to either Canyon Trail Storage Tank or Tank #12

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Water Master Plan

**OTHER:**

## CAPITAL IMPROVEMENTS PROGRAM

<b>Centerra Well #2</b>	<b>WA0404</b>
Project Title	Project Number
<b>Water</b>	<b>Production</b>
Program	Sub-Program
Staff Contact Person	<b>\$2,000,000</b>
	Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	2,000,000				
Equipment & Furnishings					
Other					
Contingency					
<b>TOTAL</b>	2,000,000				
<b><u>CONSTRUCTION FUNDING</u></b>					
Grants					
Developer	2,000,000				
Development Fees					
Bonds					
Cash					
<b>TOTAL</b>	2,000,000				
<b><u>FISCAL IMPACT</u></b>					
<b>FUND:</b>	120,000	124,200	128,547	133,046	137,703
Operating Costs					
Operating Savings					
Operating Revenue (Utility Rates)	120,000	124,200	128,547	133,046	137,703
<b>COMMENTS:</b>					
Centerra Well #2, new well and wellhead treatment					

**PROJECTION DESCRIPTION:** New well and wellhead treatment located at Bullard Wash & I-10

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Water Master Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Canyon Trails Storage Tank</b> Project Title	<b>WA0405</b> Project Number
<b>Water</b> Program	<b>Production</b> Sub-Program
<b>Charles McDowell</b> Staff Contact Person	<b>\$2,200,000</b> Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	2,200,000				
Equipment & Furnishings					
Other					
Contingency					
<b>TOTAL</b>	2,200,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer	2,200,000				
Development Fees					
Bonds					
Cash					
<b>TOTAL</b>	2,200,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	35,000	36,225	37,493	38,805	40,163
Operating Savings					
Operating Revenue (Utility Rates)	35,000	36,225	37,493	38,805	40,163
<b>COMMENTS:</b>					
Canyon Trails - 2 million gallon storage tank					

**PROJECTION DESCRIPTION:** New storage tank south of I-10 & Sarrival

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Water Master Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Water Transmission Line</b> Project Title	<b>WA0406</b> Project Number
<b>Water</b> Program	<b>Production</b> Sub-Program
<b>Charles McDowell</b> Staff Contact Person	<b>\$300,000</b> Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	300,000				
Equipment & Furnishings					
Other					
Contingency					
<b>TOTAL</b>	300,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer	150,000				
Development Fees					
Bonds					
Cash	150,000				
<b>TOTAL</b>	300,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	6,000	6,210	6,427	6,652	6,885
Operating Savings					
Operating Revenue (Utility Rates)	6,000	6,210	6,427	6,652	6,885
<b>COMMENTS:</b>	Transmission line to connect EMR parcel 8 & 9 to storage tank				

**PROJECTION DESCRIPTION:** Transmission line to connect to EMR storage tanks

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Water Master Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Water Development Fee Rate Study**

Project Title

**WA0407**

Project Number

**Water**

Program

**Administration**

Sub-Program

**Grant Anderson**

Staff Contact Person

**\$70,000**

Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction					
Equipment & Furnishings					
Other	70,000				
Contingency					
<b>TOTAL</b>	70,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees					
Bonds					
Cash	70,000				
<b>TOTAL</b>	70,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	0				
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Water Rate and Development Fee Study					

**PROJECTION DESCRIPTION:**

Water Rate and Development Fee Study

**JUSTIFICATION:**

To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:**

Water Master Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Water Management Facility</b>	<b>FA0403</b>
Project Title	Project Number
<b>Water</b>	<b>Administration</b>
Program	Sub-Program
<b>Charles McDowell</b>	<b>\$400,000</b>
Staff Contact Person	Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	400,000				
Equipment & Furnishings					
Other					
Contingency					
<b>TOTAL</b>	400,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees					
Bonds					
Cash	400,000				
<b>TOTAL</b>	400,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	9,800	10,143	10,498	10,865	11,246
Operating Savings					
Operating Revenue (Utility Rates)	9,800	10,143	10,498	10,865	11,246
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:** Construct Water Management Administration Facility

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Water Master Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Water Storage Tank</b> Project Title	<b>WA0408, WA0401, WA0412, WA0409</b> Project Number
<b>Water</b> Program	<b>Administration</b> Sub-Program
<b>Charles McDowell</b> Staff Contact Person	<b>\$600,000</b> Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	600,000				
Equipment & Furnishings					
Other					
Contingency					
<b>TOTAL</b>	600,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer	150,000				
Development Fees					
Bonds					
Cash	450,000				
<b>TOTAL</b>	600,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	25,000	25,875	26,781	27,718	28,688
Operating Savings					
Operating Revenue (Utility Rates)	25,000	25,875	26,781	27,718	28,688
<b>COMMENTS:</b>					
Refurbishment of water storage tank, and modeling City's water service area					

**PROJECTION DESCRIPTION:** Refurbish storage tanks and modeling service demands of the City's water service area.

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Water Master Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Cotton Lane Water Line**  
 Project Title

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**Water**  
 Program

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**Charles McDowell**  
 Staff Contact Person

**WA0411**  
 Project Number

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**Administration**  
 Sub-Program

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**\$250,000**  
 Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering	250,000				
Construction					
Equipment & Furnishings					
Other					
Contingency					
<b>TOTAL</b>	250,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer	150,000				
Development Fees					
Bonds					
Cash	100,000				
<b>TOTAL</b>	250,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	5,000	5,175	5,356	5,544	5,738
Operating Savings					
Operating Revenue (Utility Rates)	5,000	5,175	5,356	5,544	5,738
<b>COMMENTS:</b>					
Design of the 30" water line in Cotton Lane (City Share)					

**PROJECTION DESCRIPTION:** New 30" water line from Yuma to Booster #12

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Water Master Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>SAT Site #2</b> Project Title	<b>WW0402</b> Project Number
<b>Water</b> Program	<b>Administration</b> Sub-Program
<b>Charles McDowell</b> Staff Contact Person	<b>\$2,300,000</b> Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way	2,000,000				
Design & Engineering	300,000				
Construction					
Equipment & Furnishings					
Other					
Contingency					
<b>TOTAL</b>	2,300,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees					
Bonds					
Cash	2,300,000				
<b>TOTAL</b>	2,300,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	0				
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Purchase land and design the SAT					

**PROJECTION DESCRIPTION:** Purchase land and design the SAT site

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Water Master Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**SCADA System**  
Project Title

**WA0305**  
Project Number

**Water/Wastewater**  
Program

**Administration**  
Sub-Program

**Charles McDowell**  
Staff Contact Person

**\$300,000**  
Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction					
Equipment & Furnishings	300,000				
Other					
Contingency					
<b>TOTAL</b>	300,000				
<b><u>CONSTRUCTION FUNDING</u></b>					
Grants					
Developer					
Development Fees					
Bonds					
Cash	300,000				
<b>TOTAL</b>	300,000				
<b><u>FISCAL IMPACT</u></b>					
<b>FUND:</b>					
Operating Costs	0				
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Supervisor Control & Data Acquisition System					

**PROJECTION DESCRIPTION:** Installation of a supervisor control & data acquisition system

**JUSTIFICATION:** Plant Efficiency

**RELATION TO ADOPTED PLANS:** Water/Wastewater Master Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Catholic Protection Storage Tanks**  
 Project Title

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**Water**  
 Program

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**Charles McDowell**  
 Staff Contact Person

**WA0302**  
 Project Number

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**Administration**  
 Sub-Program

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**\$300,000**  
 Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction					
Equipment & Furnishings					
Other	300,000				
Contingency					
<b>TOTAL</b>	300,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees					
Bonds					
Cash	300,000				
<b>TOTAL</b>	300,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	7,500	7,763	8,034	8,315	8,606
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Cathodic protection storage tanks city wide					

**PROJECTION DESCRIPTION:** To prevent further corrosion and costing failure on storage tanks.

**JUSTIFICATION:** Building a Sustainable Community

**RELATION TO ADOPTED PLANS:** Water Master Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Emergency Generator**  
Project Title

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**Water**  
Program

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**Charles McDowell**  
Staff Contact Person

**WA0303**  
Project Number

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**Administration**  
Sub-Program

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**\$60,000**  
Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction					
Equipment & Furnishings	60,000				
Other	-				
Contingency					
<b>TOTAL</b>	60,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees					
Bonds					
Cash	60,000				
<b>TOTAL</b>	60,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	1,500	1,553	1,607	1,663	1,721
Operating Savings					
Operating Revenue	0				
<b>COMMENTS:</b>					
Emergency Standby Generator Well #6					

**PROJECTION DESCRIPTION:** Procure and install generator

**JUSTIFICATION:** Building a Sustainable Community

**RELATION TO ADOPTED PLANS:** Water Master Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Wastewater Plant Expansion</b> Project Title	<b>WW0403</b> Project Number
<b>Wastewater</b> Program	<b>Administration</b> Sub-Program
<b>Charles McDowell</b> Staff Contact Person	<b>\$700,000</b> Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering	400,000				
Construction	300,000				
Equipment & Furnishings					
Other	-				
Contingency					
<b>TOTAL</b>	700,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees					
Bonds					
Cash	700,000				
<b>TOTAL</b>	700,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	85,000	99,450	116,357	136,137	159,280
Operating Savings					
Operating Revenue (Utility Rates)	85,000	99,450	116,357	136,137	159,280
<b>COMMENTS:</b>	Capacity Expansion at GWFR				

**PROJECTION DESCRIPTION:** Design and start construction of the Goodyear Plant expansion

**JUSTIFICATION:** Building a Sustainable Community

**RELATION TO ADOPTED PLANS:** Wastewater Master Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Chlorine Contact Channel</b> Project Title	<b>WW0301</b> Project Number
<b>Wastewater</b> Program	<b>Administration</b> Sub-Program
<b>Charles McDowell</b> Staff Contact Person	<b>\$210,000</b> Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	210,000				
Equipment & Furnishings					
Other	-				
Contingency					
<b>TOTAL</b>	210,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees					
Bonds	210,000				
Cash	-				
<b>TOTAL</b>	210,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	0				
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Chlorine Contact Chamber for the 157th Av WRF					

**PROJECTION DESCRIPTION:** Chlorine Contact Channel

**JUSTIFICATION:** Building a Sustainable Community

**RELATION TO ADOPTED PLANS:** Wastewater Master Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Bullard Wash 39" Interceptor</b> Project Title	<b>WW0302</b> Project Number
<b>Wastewater</b> Program	<b>Collection</b> Sub-Program
<b>Charles McDowell</b> Staff Contact Person	<b>\$1,300,000</b> Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	1,300,000				
Equipment & Furnishings					
Other	-				
Contingency					
<b>TOTAL</b>	<b>1,300,000</b>				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees					
Bonds	1,300,000				
Cash	-				
<b>TOTAL</b>	<b>1,300,000</b>				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	10,000	10,350	10,712	11,087	11,475
Operating Savings					
Operating Revenue (Utility Rates)	10,000	10,350	10,712	11,087	11,475
<b>COMMENTS:</b>	Bullard Wash 39" Interceptor Sewer Line				

**PROJECTION DESCRIPTION:** Construction 39" Interceptor line Lower Buckeye Road to Estrella Parkway

**JUSTIFICATION:** Building a Sustainable Community

**RELATION TO ADOPTED PLANS:** Wastewater Master Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Rainbow Valley**  
**27" Wastewater Main**  


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Project Title

**Wastewater**  


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Program

**Charles McDowell**  


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Staff Contact Person

**WW0304**  


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Project Number

**Collection**  


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Sub-Program

**\$1,300,000**  


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Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	3,000,000				
Equipment & Furnishings					
Other	-				
Contingency					
<b>TOTAL</b>	<b>3,000,000</b>				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer	3,000,000				
Development Fees					
Bonds					
Cash	-				
<b>TOTAL</b>	<b>3,000,000</b>				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	80,000	350,000	362,250	374,929	388,051
Operating Savings					
Operating Revenue (Utility Rates)	80,000	350,000	362,250	374,929	388,051
<b>COMMENTS:</b>					
Initial capacity of 0.75 mgd					

**PROJECTION DESCRIPTION:** Rainbow Valley Wastewater Treatment Plant Phase I Construction

**JUSTIFICATION:** Building a Sustainable Community

**RELATION TO ADOPTED PLANS:** Wastewater Master Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>27" Wastewater Main</b> Project Title	<b>WW0303</b> Project Number
<b>Wastewater</b> Program	<b>Collection</b> Sub-Program
<b>Charles McDowell</b> Staff Contact Person	<b>\$200,000</b> Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	200,000				
Equipment & Furnishings					
Other	-				
Contingency					
<b>TOTAL</b>	200,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees					
Bonds	200,000				
Cash	-				
<b>TOTAL</b>	200,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	10,000	10,350	10,712	11,087	11,475
Operating Savings					
Operating Revenue (Utility Rates)	10,000	10,350	10,712	11,087	11,475
<b>COMMENTS:</b>					
27" wastewater main Bullard interceptor sewer line					

**PROJECTION DESCRIPTION:** Construct 27" Wastewater Main, location Bullard Avenue

**JUSTIFICATION:** Building a Sustainable Community

**RELATION TO ADOPTED PLANS:** Wastewater Master Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Corgett Plant Improvements**  
 Project Title

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**Wastewater**  
 Program

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**Charles McDowell**  
 Staff Contact Person

**WW0307**  
 Project Number

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**Plant Operations**  
 Sub-Program

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**\$800,000**  
 Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	800,000				
Equipment & Furnishings					
Other	-				
Contingency					
<b>TOTAL</b>	800,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer	500,000				
Development Fees					
Bonds					
Cash	300,000				
<b>TOTAL</b>	800,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	120,000	124,200	128,547	133,046	137,703
Operating Savings					
Operating Revenue (Utility Rates)	120,000	124,200	128,547	133,046	137,703
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:** Regulatory Compliance Improvements

**JUSTIFICATION:** Building a Sustainable Community

**RELATION TO ADOPTED PLANS:** Wastewater Master Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Police Department Improvements</b> Project Title	<b>FA0402, TC0401</b> Project Number
<b>Police Department</b> Program	<b>Administration</b> Sub-Program
<b>Mark Brown</b> Staff Contact Person	<b>\$160,000</b> Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction					
Equipment & Furnishings	100,000				
Other	60,000				
Contingency					
<b>TOTAL</b>	160,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees	160,000				
Bonds					
Cash					
<b>TOTAL</b>	160,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	0				
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:** Needs assessment and study of new police facility and upgrading department's radio system

**JUSTIFICATION:** Public Safety

**RELATION TO ADOPTED PLANS:** Conforms to Capital Improvement Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Public Works Corporate Yard**  
 \_\_\_\_\_  
 Project Title

**Public Works**  
 \_\_\_\_\_  
 Program

**Cato Equivel**  
 \_\_\_\_\_  
 Staff Contact Person

**FA0301**  
 \_\_\_\_\_  
 Project Number

**Administration**  
 \_\_\_\_\_  
 Sub-Program

**\$100,000**  
 \_\_\_\_\_  
 Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering	800,000				
Construction					
Equipment & Furnishings					
Other					
Contingency					
<b>TOTAL</b>	800,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees	800,000				
Bonds					
Cash					
<b>TOTAL</b>	800,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	0				
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:** Design Public Works Corporate Yard

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Conforms to Capital Improvement Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**City Center Master Plan**  
Project Title

**FA0303**  
Project Number

**Community Development**  
Program

**Administration**  
Sub-Program

**Harvey Krauss**  
Staff Contact Person

**\$325,000**  
Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering	325,000				
Construction					
Equipment & Furnishings					
Other					
Contingency					
<b>TOTAL</b>	325,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees	325,000				
Bonds					
Cash					
<b>TOTAL</b>	325,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	0				
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:** Design City Center Master Plan

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Conforms to Capital Improvement Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Park & Ride**  
Project Title

**ST0309**  
Project Number

**Public Works**  
Program

**Streets**  
Sub-Program

**Cato Equivel**  
Staff Contact Person

**\$168,826**  
Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering	168,826				
Construction					
Equipment & Furnishings					
Other					
Contingency					
<b>TOTAL</b>	168,826				
<b>CONSTRUCTION FUNDING</b>					
Grants	135,061				
Developer					
Development Fees					
Bonds					
Cash	33,765				
<b>TOTAL</b>	168,826				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	0				
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
CMAQ Money					

**PROJECTION DESCRIPTION:** Park & Ride Design Concept Report

**JUSTIFICATION:** To improve "quality of life" for the community.

**RELATION TO ADOPTED PLANS:** Conforms to Capital Improvement Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Remodel City Hall**  
Project Title

**FA0401**  
Project Number

**Public Works**  
Program

**Administration**  
Sub-Program

**Cato Equivel**  
Staff Contact Person

**\$175,000**  
Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	175,000				
Equipment & Furnishings					
Other					
Contingency					
<b>TOTAL</b>	175,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees	175,000				
Bonds					
Cash					
<b>TOTAL</b>	175,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	0				
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:** Remodel City hall adding additional office space for City personnel

**JUSTIFICATION:** Building a Sustainable Community

**RELATION TO ADOPTED PLANS:** Conforms to Capital Improvement Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Homeland Security**  
Project Title

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**Fire**  
Program

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**Mark Gaillard**  
Staff Contact Person

**OP0301**  
Project Number

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**Homeland Security**  
Sub-Program

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**\$200,000**  
Estimated Cost

COSTS	FISCAL YEARS				
	2003	2004	2005	2006	2007
Land & Right-of-Way					
Design & Engineering					
Construction					
Equipment & Furnishings					
Other	200,000				
Contingency					
<b>TOTAL</b>	200,000				
<b>CONSTRUCTION FUNDING</b>					
Grants	-				
Developer					
Development Fees	200,000				
Bonds					
Cash	-				
<b>TOTAL</b>	200,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	0				
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					
Homeland Security Plan					

**PROJECTION DESCRIPTION:** Needs Assessment, Admin HQ, Emergency Response  
City assessment of security

**JUSTIFICATION:** To improve "quality of life" for the community.

**OTHER:**

## CAPITAL IMPROVEMENTS PROGRAM

**Monument Entry Signs**

Project Title

**MS0405**

Project Number

**Public Works**

Program

**Streets**

Sub-Program

**Cato Equivel**

Staff Contact Person

**\$350,000**

Estimated Cost

COSTS	FISCAL YEARS				
	2005	2006	2007	2008	2009
Land & Right-of-Way					
Design & Engineering					
Construction	350,000				
Equipment & Furnishings					
Other					
Contingency					
<b>TOTAL</b>	350,000				
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees					
Bonds	100,000				
Cash	250,000				
<b>TOTAL</b>	350,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	0				
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:**

Monument Signs

**JUSTIFICATION:**

Building a Sustainable Community

**RELATION TO ADOPTED PLANS:**

Conforms to Capital Improvement Plan

**OTHER:**

**CAPITAL IMPROVEMENTS PROGRAM**

**Improvement Districts**  
 \_\_\_\_\_  
 Project Title

**IMPROVEMENT DISTRICTS**  
 \_\_\_\_\_  
 Program

**Larry D. Price**  
 \_\_\_\_\_  
 Staff Contact Person

**MS0401**  
 \_\_\_\_\_  
 Project Number

**IMPROVEMENT DISTRICTS**  
 \_\_\_\_\_  
 Sub-Program

**\$40,000,000**  
 \_\_\_\_\_  
 Estimated Cost

COSTS	FISCAL YEARS				
	2003	2004	2005	2006	2007
Land & Right-of-Way					
Design & Engineering	4,000,000				
Construction	36,000,000				
Equipment & Furnishings					
Other	-				
Contingency					
<b>TOTAL</b>	40,000,000				
<b>CONSTRUCTION FUNDING</b>					
Grants	-				
Developer					
Development Fees					
Bonds	40,000,000				
Cash	-				
<b>TOTAL</b>	40,000,000				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	3,522,400	3,522,400	3,522,400	3,522,400	3,522,400
Operating Savings					
Operating Revenue	3,522,400	3,522,400	3,522,400	3,522,400	3,522,400
<b>COMMENTS:</b>					
Operating costs and operating revenues are equal to the estimated annual debt service. The benefited property owners will be assessed a property tax equal to the annual debt service.					

**PROJECTION DESCRIPTION:**

To provide for the creation of developer requested Improvement Districts.

**JUSTIFICATION:**

To comply with the State budget laws. If the City has not budgeted the expenditure, the expenditure cannot be made irrespective of the source of funds.

**RELATION TO ADOPTED PLANS:**

**OTHER:**



# CIP FUNDING MATRIX

Project #	PROJECT TITLE/LOCATION	Budget FY04-05	G/O SALE FY 02/03	G/O SALE FY 03/04	G/O SALE FY 04/05	County Road Money	CMAQ	APS Money	Outside Contributions	Grants	WIFA Funds	Sewer Funds	Water Resources	Water CIP	General Fund	Developer Contrib.	Transp	Open Space, Parks, CF	General Gov	Public Works	Fire	Police
WA0405	Canyon Trails - 2 million Gallon Storage Tank	2,200,000														2,200,000						
WA0406	Transmission line to connect to EMR based 800 to Storage Tank	300,000												150,000		150,000						
WA0407	Water Rate and Development Fee Study	70,000												70,000								
FA0403	Water Management Admin Facilities	400,000												400,000								
WA0408	Storage Tank Refurbishment	300,000												300,000								
WA0409	Water Distribution Model City service area	50,000												50,000								
WA0410	Storage Facilities at various well sites	100,000												100,000								
WA0411	30 inch water in Colton Lane (phase 1) City share	250,000												100,000		150,000						
WA0412	City Share EMR Storage Tank	150,000														150,000						
WA0905	Water SCADA System (Supervisory Control & Data Acquisitions)	150,000												150,000								
WA0902	Catholic Protection Storage Tanks City Wide	300,000												300,000								
WA0903	Emergency Standby generator-Well 6	60,000												60,000								
	<b>Water Total:</b>	<b>12,035,000</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,455,000</b>	<b>3,430,000</b>	<b>0</b>	<b>4,550,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
WW0402	SAT Site #2 Site acquisition/design	2,300,000										2,300,000										
WW0401	Wastewater SCADA System (Supervisory Control & Data Acquisitions)	150,000										150,000										
WW0403	Capacity Expansion (GWRF) Design/Start construction	700,000										700,000										
WW0301	Chlorine Contact Chamber for (157th ave Wastewater Reclamation Facility-WRF)	210,000									210,000											
WW0302	Buildard Wash 13 <sup>th</sup> Interceptor Sewer City Share	1,300,000		1,300,000																		
WW0304	Rainbow Valley WRF Phase 1	3,000,000														3,000,000						
WW0303	27 <sup>th</sup> Wastewater Main Bullard Interceptor Sewer	200,000		200,000																		
WW0307	Coppett WRF-Regulatory compliance improvements	800,000										300,000				500,000						
	<b>Sewer Total:</b>	<b>8,660,000</b>	<b>200,000</b>	<b>1,300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>210,000</b>	<b>3,450,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
MS0404	Public Service Memorial Phase II	92,000			50,000					42,000												
MS0405	Monument Entry Signs	350,000			100,000										250,000							
MS0403	West Valley Fine Arts Capital contribution	50,000			50,000																	
	<b>Misc. Projects Total</b>	<b>492,000</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>ALL DIVISIONS/DEPARTMENT</b>	<b>89,239,374</b>	<b>200,000</b>	<b>3,568,348</b>	<b>20,050,000</b>	<b>1,290,000</b>	<b>135,061</b>	<b>1,560,000</b>	<b>40,000,000</b>	<b>242,000</b>	<b>210,000</b>	<b>3,450,000</b>	<b>1,455,000</b>	<b>3,430,000</b>	<b>1,283,765</b>	<b>8,150,000</b>	<b>300,000</b>	<b>515,000</b>	<b>990,000</b>	<b>800,000</b>	<b>1,200,200</b>	<b>160,000</b>

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# **Budget Schedules**

# BUDGET SCHEDULES

## SOURCES AND USES

SOURCES and USES	General Fund	Highway User Fund	Debt Service Fund	CIP Fund	Non-Utility Development Fees	Water/Sewer Admin	Water Fund	Sewer Fund	Sanitation Fund	Total
<b>SOURCES and USES</b>										
Operating Revenues (est)	33,215,485	1,455,760					5,377,687	4,184,563	2,620,979	46,854,474
<b>Operating Expenditures:</b>										
Personnel Services	21,836,651	638,370				185,465	990,823	847,530	480,984	24,979,823
Materials & Supplies	4,135,291	1,783,782				44,915	2,917,445	1,261,652	174,070	10,317,155
Professional & Contract Services	4,008,665	203,150				685,640	245,776	277,060	1,503,160	6,923,451
Developer Reimbursement	2,167,230									2,167,230
Debt Service	321,785		617,280				215,573	745,584		1,900,222
<b>Total Operating Expenditures</b>	<b>32,469,622</b>	<b>2,625,302</b>	<b>617,280</b>	-	-	<b>916,020</b>	<b>4,369,617</b>	<b>3,131,826</b>	<b>2,158,214</b>	<b>46,287,881</b>
Operating Transfers						916,020	(458,010)	(458,010)		-
Operating Transfers	1,060,572						(332,827)	(266,166)	(461,779)	-
Operating Transfers	(617,280)		617,280							-
Operating Transfers	(1,169,542)	1,169,542								-
<b>Net From Operations (Base)</b>	<b>19,613</b>	-	-	-	-	-	<b>217,433</b>	<b>328,561</b>	<b>986</b>	<b>566,593</b>
<b>Beginning Fund Balance</b>	<b>11,645,458</b>	-		<b>6,868,348</b>	<b>5,846,847</b>		<b>759,793</b>	<b>3,031,325</b>	<b>891,874</b>	<b>29,043,645</b>
Capital Revenues	3,000,000		2,451,787							5,451,787
Grants				242,000						242,000
Outside Funding Sources				40,135,061			4,850,000	3,500,000		48,485,061
WIFA Funds							3,000,000			3,000,000
Bond and Loan Funds				20,050,000						20,050,000
Development Fee Funds					3,594,749		3,100,000	2,144,000		8,838,749
<b>Total: Capital Source</b>	<b>14,645,458</b>	-	<b>2,451,787</b>	<b>67,295,409</b>	<b>9,441,596</b>	-	<b>11,709,793</b>	<b>8,675,325</b>	<b>891,874</b>	<b>115,111,242</b>
				60,427,061						
<b>Capital Expenditures</b>										
Contingency	4,225,710									4,225,710
Debt Service			2,451,787				247,100	458,900		3,157,787
Funded Depreciation	2,269,126	235,756					43,023	111,113	22,126	2,681,144
<b>One Time Funded/Projects</b>	<b>890,658</b>				1,140,000		<b>82,500</b>	-	<b>5,240</b>	<b>2,118,398</b>
New & Replacement Equipment	3,505,602						484,067	353,000	87,000	4,429,669
Developer Reimbursement Water & Sewer							600,000	600,000		1,200,000
CIP	1,283,765			67,295,409	3,965,200		9,535,000	7,160,000		89,239,374
<b>Total: Capital Expenditures</b>	<b>12,174,861</b>	<b>235,756</b>	<b>2,451,787</b>	<b>67,295,409</b>	<b>5,105,200</b>	-	<b>10,991,690</b>	<b>8,683,013</b>	<b>114,366</b>	<b>107,052,082</b>
Capital Transfers	(235,756)	235,756								-
<b>Net from Capital</b>	<b>2,234,841</b>	-	-	-	<b>4,336,396</b>		<b>718,103</b>	<b>(7,688)</b>	<b>777,508</b>	<b>8,059,160</b>
<b>Ending Fund Balance</b>	<b>2,254,454</b>	-	-	-	<b>4,336,396</b>		<b>935,536</b>	<b>320,873</b>	<b>778,494</b>	<b>8,625,753</b>
Restricted - Funded Depreciation	1,542,584						152,595	79,583	88,661	1,863,423
Restricted Reserve Funds	711,870						782,941	241,290		6,072,497
Unrestricted Funds									689,833	689,833

## BUDGET OVERVIEW

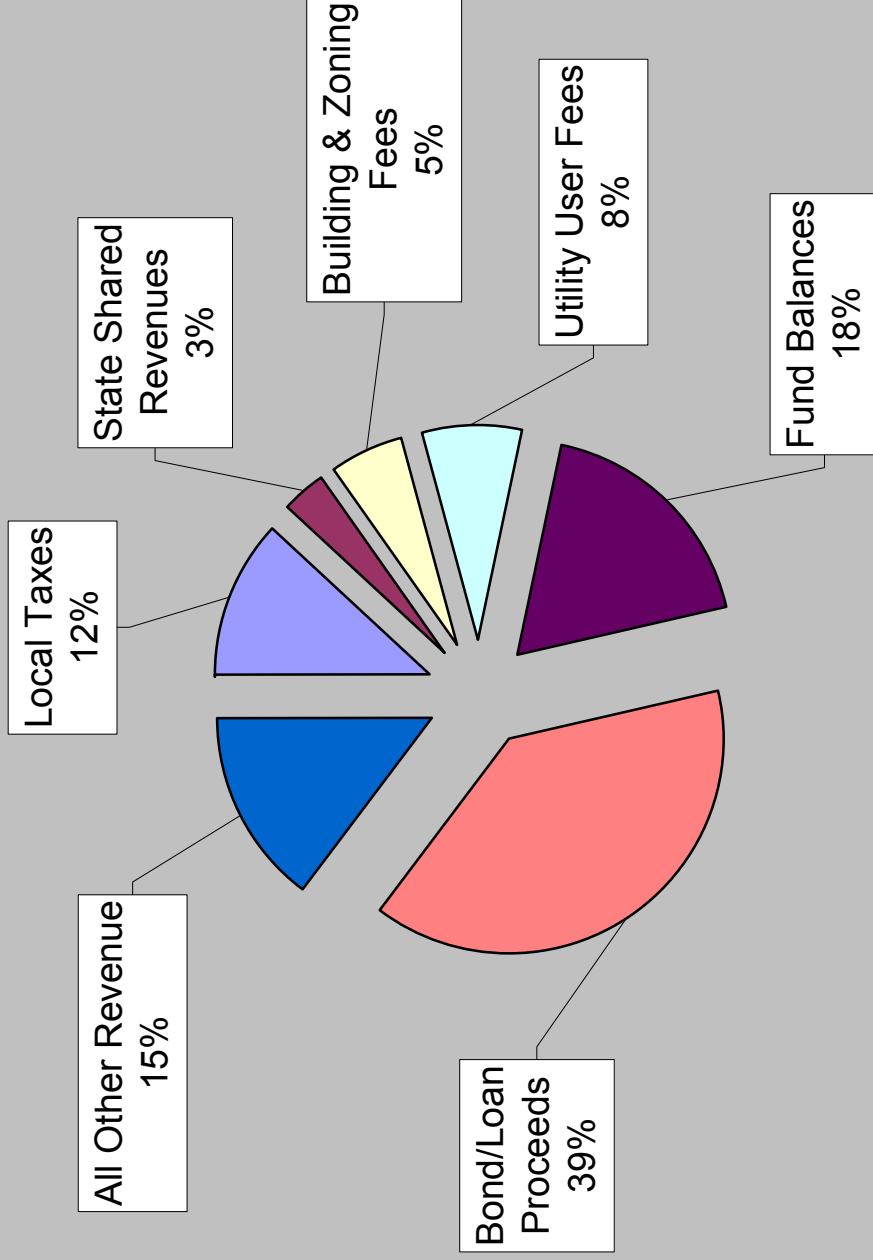
	<b>Budget FY 04-05</b>	<b>Percent Of Total</b>
<b>Sources of Funds</b>		
Fund Balance	29,043,645	17.93%
Revenues	132,922,071	82.07%
	<b>161,965,716</b>	<b>100.00%</b>
 <b>Revenues</b>		
Local Taxes	19,446,675	12.01%
State Shared Revenues	5,449,356	3.36%
Building & Zoning Fees	8,881,213	5.48%
Utility User Fees	12,183,229	7.52%
Fund Balances	29,043,645	17.93%
Bond/Loan Proceeds	63,050,000	38.93%
All Other Revenue	23,911,598	14.76%
	<b>161,965,716</b>	<b>100.00%</b>
 <b>Uses of Funds</b>		
<b>Programs</b>		
Public Works	9,524,513	6.21%
Water/Sewer	11,397,163	7.43%
Administration	9,390,921	6.12%
Planning & Development Services	8,223,344	5.36%
Public Safety	17,129,871	11.17%
Contingency	4,225,710	2.76%
One Time Funded- Non Utility Dev Fee Projects	1,140,000	0.74%
Capital Improvement Program/Projects	89,239,374	58.20%
Debt Service Fund	3,069,067	2.00%
	<b>153,339,963</b>	<b>100.00%</b>
 <b>Elements</b>		
Personnel Services	24,979,823	16.77%
Materials & Supplies	10,317,155	6.93%
Professional & Contractual Services	6,923,451	4.65%
Developer Reimbursement	2,167,230	1.45%
Contingency	4,225,710	2.84%

## SOURCES AND USES OVERVIEW

	Budget FY 02-03	Budget FY 03-04	Budget FY 04-05	Percent Change
Total Operating Revenues	33,935,875	39,675,029	46,854,474	18.10%
Operating Expenditures:				
Personnel Services	18,390,873	21,375,190	24,979,823	16.86%
Materials & Supplies	5,421,515	6,382,222	10,317,155	61.65%
Professional & Contract Services	6,397,034	7,232,455	6,923,451	-4.27%
Devel. Reimb. Sales Tax	1,020,000	1,091,350	2,167,230	98.58%
Debt Service	1,920,042	1,900,222	1,900,222	0.00%
Total Operating Expenditures	33,149,464	37,981,439	46,287,881	21.87%
<b>Net from Operations</b>	<b>786,411</b>	<b>1,693,590</b>	<b>566,593</b>	<b>-66.54%</b>
<b>Beginning Fund Balance</b>	<b>28,796,109</b>	<b>23,954,716</b>	<b>29,043,045</b>	<b>21.24%</b>
Capital Revenues	74,375,764	80,911,506	86,068,197	6.37%
Total Capital Sources	103,171,873	104,866,222	115,111,242	9.77%
Capital Expenditures:				
Contingency	4,380,433	3,579,952	4,225,710	18.04%
Debt Service	2,384,864	2,755,800	3,157,787	14.59%
Devel. Reimb. Water & Sewer	762,000	962,000	1,200,000	24.74%
Funded Depreciation	1,942,422	2,233,783	2,681,144	20.03%
One Time Funding Request	1,667,178	1,129,020	2,118,398	87.63%
New & Replacement Equipment	3,090,378	4,530,900	4,429,669	-2.23%
Capital Improvement Projects	86,968,839	74,369,667	89,239,374	19.99%
Total Capital Expenditures	101,196,114	89,561,122	107,052,082	19.53%
<b>Net from Capital</b>	<b>1,975,759</b>	<b>15,305,100</b>	<b>8,059,160</b>	<b>-47.34%</b>
<b>Ending Fund Balance</b>	<b>2,762,170</b>	<b>16,998,690</b>	<b>8,625,753</b>	<b>-49.26%</b>

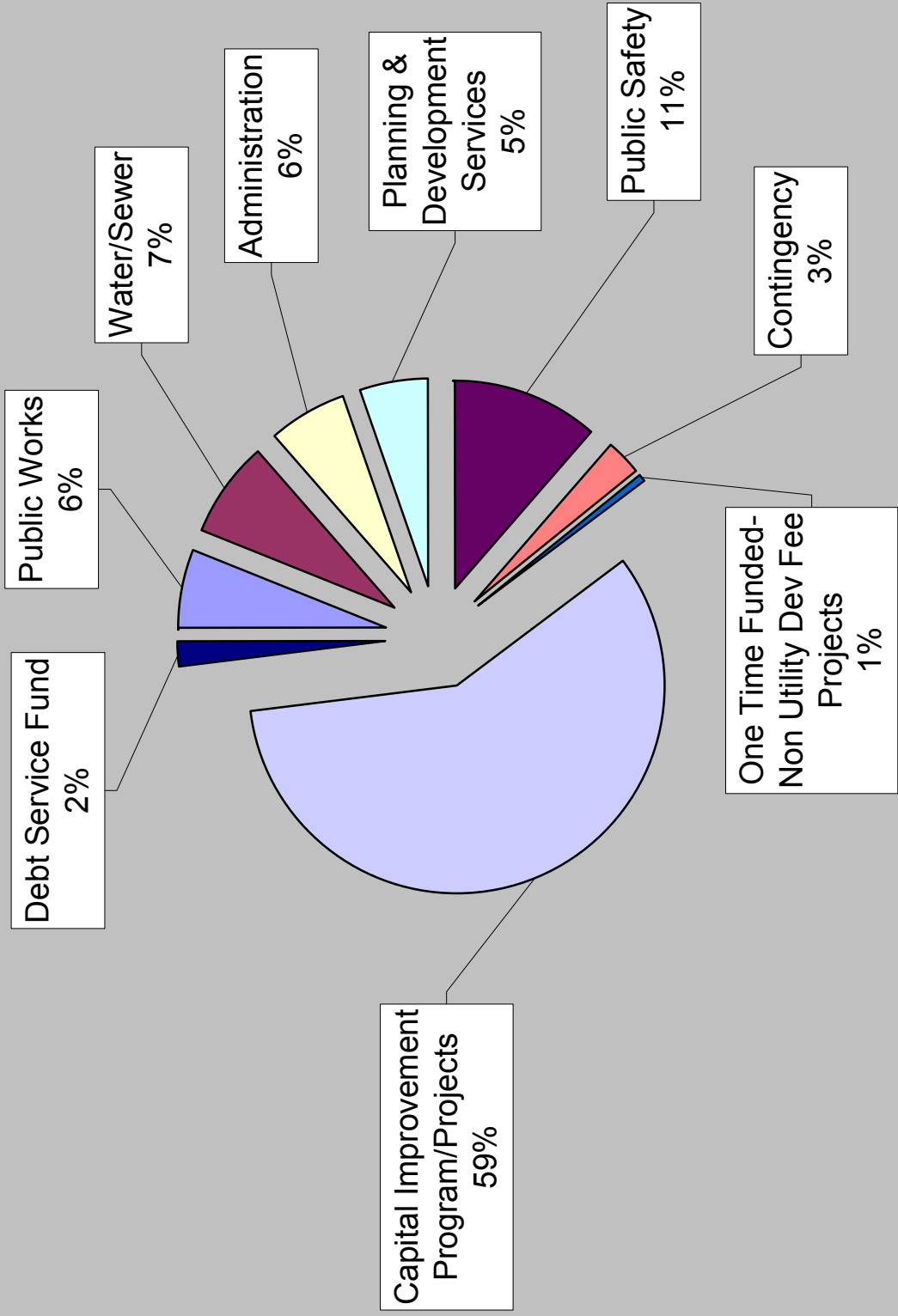
# REVENUES BY SOURCE

**Total City Revenues \$161,965,716**



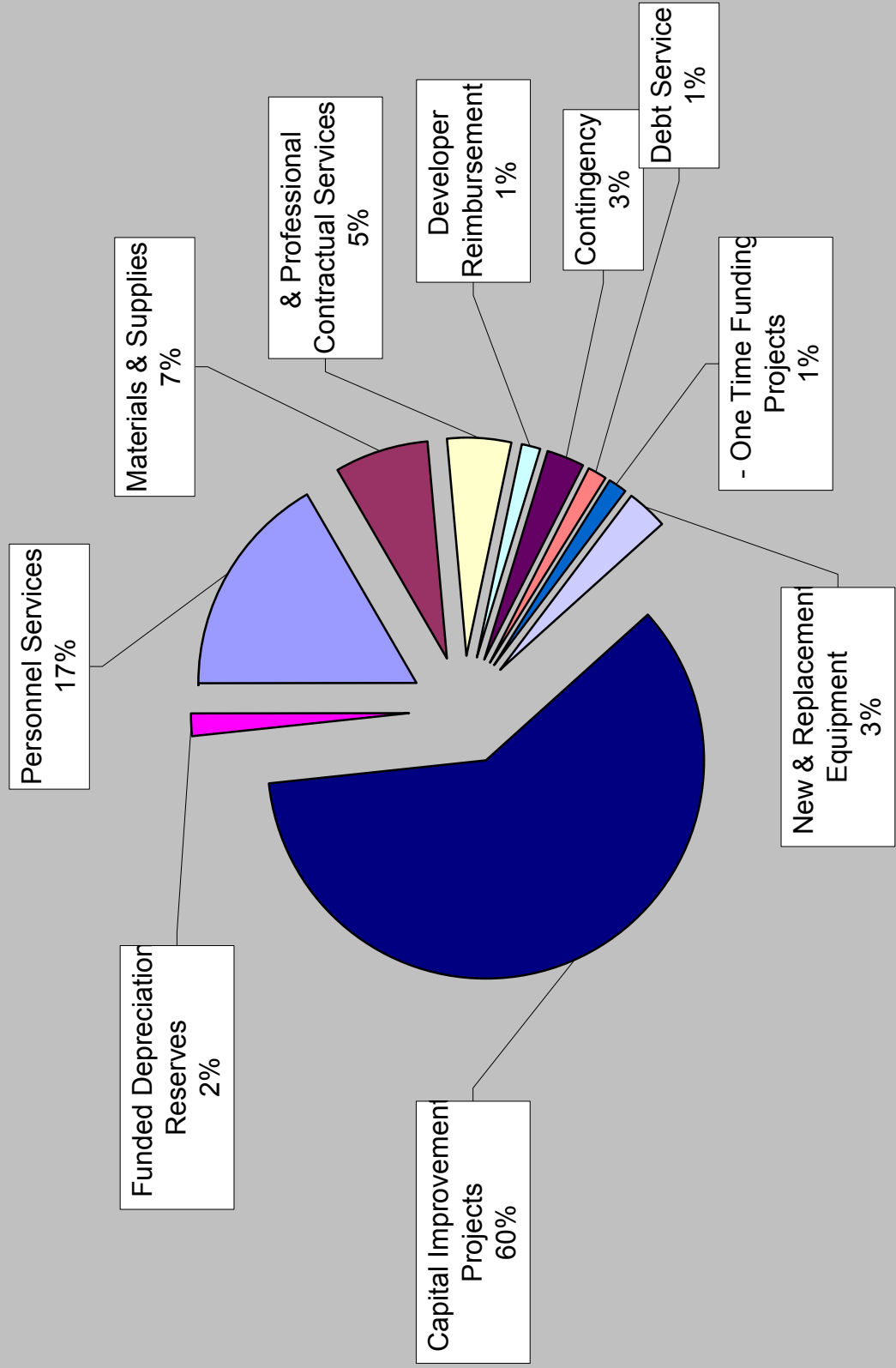
# EXPENDITURES BY PROGRAM

**Total City Expenditures By Program \$153,339,963**



# EXPENDITURES BY ELEMENT

Total City Expenditures By Elements \$153,339,963

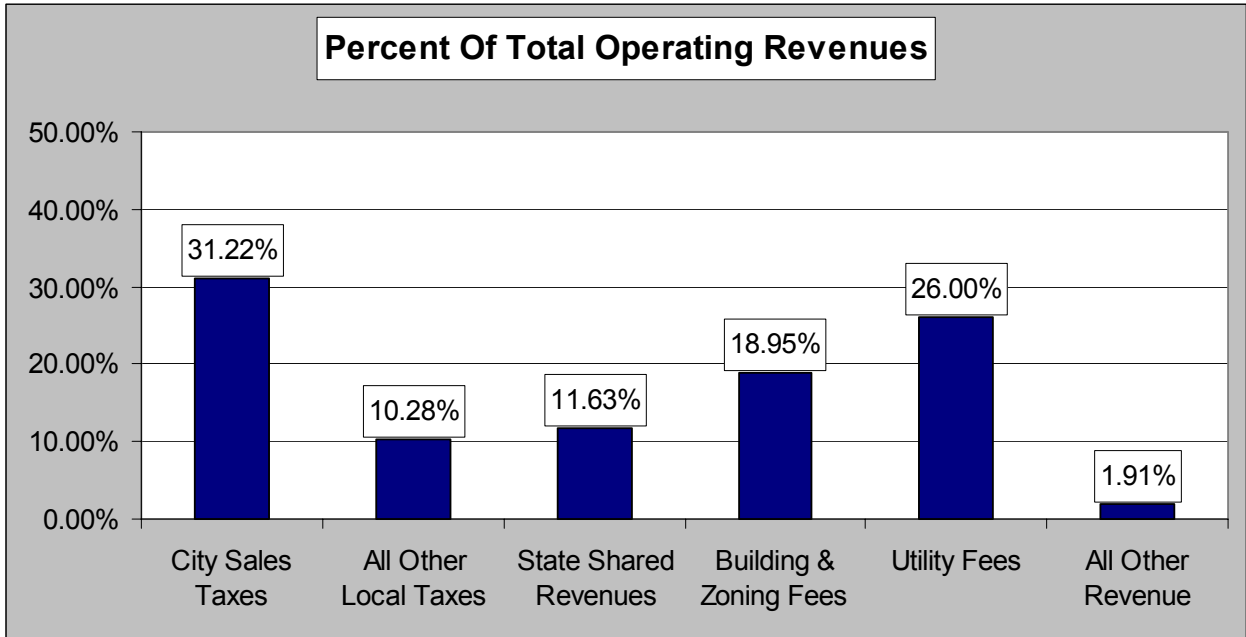


## REVENUE SUMMARIES

<b>Operating Revenues</b>	<b>Actual FY 02-03</b>	<b>Budget FY 03-04</b>	<b>Estimated FY 03-04</b>	<b>Budget FY 04-05</b>	<b>Percent Change</b>
<b>Operating Revenues:</b>					
General Fund	26,237,418	27,769,836	28,964,750	33,215,485	19.61%
Highway User Fund	1,350,568	1,512,725	1,451,485	1,455,760	-3.77%
Water	3,436,918	3,952,456	4,350,000	5,377,687	36.06%
Sewer	2,874,271	4,090,412	3,550,000	4,184,563	2.30%
Sanitation	2,043,130	2,349,600	2,279,112	2,620,979	11.55%
Drug Alliance Program					
<b>Total Operating Revenues</b>	<b>35,942,305</b>	<b>39,675,029</b>	<b>40,595,347</b>	<b>46,854,474</b>	<b>18.10%</b>
<b>Capital Revenues:</b>					
General Fund	2,890,000	2,250,000	2,250,000	3,000,000	33.33%
Debt Service Fund	1,678,864	2,049,800	2,049,800	2,451,787	19.61%
CIP Fund	16,376,829	50,096,000	8,800,000	60,427,061	20.62%
Water CIP	3,121,406	7,398,073	7,448,483	10,950,000	48.01%
Sewer CIP	1,000,286	15,522,884	15,862,884	5,644,000	-63.64%
Development Fee Funds	2,991,000	3,594,749	4,784,850	3,594,749	0.00%
<b>Total Capital Revenues</b>	<b>28,058,385</b>	<b>80,911,506</b>	<b>41,196,017</b>	<b>86,067,597</b>	<b>6.37%</b>
<b>Total City Revenues</b>	<b>64,000,690</b>	<b>120,586,535</b>	<b>81,791,364</b>	<b>132,922,071</b>	<b>10.23%</b>

## REVENUE SUMMARIES

Operating Revenues	Actual FY 02-03	Budget FY 03-04	Estimated FY 03-04	Budget FY 04-05	Percent Of Total
City Sales Taxes	11,321,246	12,694,093	12,680,000	14,627,820	31.22%
All Other Local Taxes	3,434,665	3,992,297	4,088,529	4,818,855	10.28%
State Shared Revenues	5,400,568	5,079,807	5,274,422	5,449,356	11.63%
Building & Zoning Fees	5,429,842	5,429,842	6,800,000	8,881,213	18.95%
Utility Fees	8,354,319	10,392,468	10,179,112	12,183,229	26.00%
All Other Revenue	2,001,665	2,086,522	1,573,284	894,001	1.91%
<b>Total Operating Revenues</b>	<b>35,942,305</b>	<b>39,675,029</b>	<b>40,595,347</b>	<b>46,854,474</b>	<b>100.00%</b>



## REVENUE SUMMARIES

<b>Operating Revenues</b>	<b>Actual FY 02-03</b>	<b>Budget FY 03-04</b>	<b>Estimated FY 03-04</b>	<b>Budget FY 04-05</b>	<b>% Change</b>
City Sales Taxes-Retail	5,064,142	5,795,043	5,621,000	6,790,350	17.2%
City Sales Taxes-Const.	1,916,794	2,250,000	3,000,000	3,000,000	33.3%
City Sales Tax - Rest./Bar	1,916,794	2,083,485	2,086,490	2,378,599	
City Sales Tax - Lodging	500,620	535,663	540,000	615,600	
City Sales Taxes-Other	1,861,422	1,959,246	1,852,510	1,798,331	-8.2%
City Sales Tx-Water Sales	61,474	70,656	42,000	44,940	
City Sales Tax-Refunds			(462,000)		
<b>City Sales Taxes</b>	<b>11,321,246</b>	<b>12,694,093</b>	<b>12,680,000</b>	<b>14,627,820</b>	<b>15.2%</b>
Primary Property Tax	2,597,865	3,029,977	3,029,977	3,601,850	18.9%
Franchise Tax-Electric	594,195	683,324	751,656	864,405	26.5%
Franchise Tax-Gas	115,606	132,947	146,242	168,178	26.5%
Franchise Tax-Cable TV	116,629	134,124	147,536	169,337	26.3%
Franchise Tax-Citizens	10,370	11,925	13,118	15,085	26.5%
<b>Local Taxes</b>	<b>14,755,911</b>	<b>16,686,390</b>	<b>16,768,529</b>	<b>19,446,675</b>	<b>16.5%</b>
State Income Tax	2,097,862	1,706,817	1,706,817	1,740,622	2.0%
State Shared Sales Tax	1,514,814	1,496,120	1,496,120	1,632,974	9.1%
Auto In-Lieu Tax	437,324	425,385	620,000	620,000	45.8%
State Gasoline Tax	1,225,977	1,309,752	1,309,752	1,299,931	-0.7%
Lottery Revenue	124,591	141,733	141,733	155,829	9.9%
<b>State Shared Revenues</b>	<b>5,400,568</b>	<b>5,079,807</b>	<b>5,274,422</b>	<b>5,449,356</b>	<b>7.3%</b>
<b>Building &amp; Zoning Fees</b>	<b>5,429,842</b>	<b>5,429,842</b>	<b>6,800,000</b>	<b>8,881,213</b>	<b>63.6%</b>
<b>Water Fees</b>	<b>3,436,918</b>	<b>3,952,456</b>	<b>4,350,000</b>	<b>5,377,687</b>	<b>36.1%</b>
<b>Sewer Fees</b>	<b>2,874,271</b>	<b>4,090,412</b>	<b>3,550,000</b>	<b>4,184,563</b>	<b>2.3%</b>
<b>Sanitation Fees</b>	<b>2,043,130</b>	<b>2,349,600</b>	<b>2,279,112</b>	<b>2,620,979</b>	<b>11.6%</b>
Court Fees	296,000	440,029	315,000	315,000	-28.4%
Interest Earnings	50,000	50,000	5,000	5,000	-90.0%
Police Grants	50,000	469,412	250,000		-100.0%
Police & Fire O&M	975,294	559,468	559,468	50,000	-91.1%
Miscellaneous	630,371	567,613	443,817	524,000	-7.7%
<b>All Other Revenue</b>	<b>2,001,665</b>	<b>2,086,522</b>	<b>1,573,285</b>	<b>894,000</b>	<b>-57.2%</b>
<b>Total Operating Revenues</b>	<b>35,942,305</b>	<b>39,675,029</b>	<b>40,595,348</b>	<b>46,854,474</b>	<b>18.1%</b>

## REVENUE SUMMARIES

	Actual FY 02-03	Budget FY 03-04	Estimated FY 03-04	Budget FY 04-05	% Impact
<b>Capital Revenues</b>					
City Sales Taxes	2,890,000	2,250,000	2,250,000	3,000,000	33.3%
<b>General Fund</b>	<b>2,890,000</b>	<b>2,250,000</b>	<b>2,250,000</b>	<b>3,000,000</b>	33.3%
Secondary Levy	1,678,864	2,049,800	2,049,800	2,451,787	19.6%
<b>Debt Service Fund</b>	<b>1,678,864</b>	<b>2,049,800</b>	<b>2,049,800</b>	<b>2,451,787</b>	19.6%
GO Bond Proceeds	13,678,317	8,600,000	8,600,000	20,050,000	133.1%
APS Park Contribution	2,500,000				
Community Dev Block Grant	200,000	200,000	200,000	200,000	0.0%
GO BOND 98 Interest Earn	(6,488)				
Int Earnings-County Rds	5,000				
CMAQ Money		1,096,000			
Outside Contributions		200,000		177,061	
Unspecified Imp. District		40,000,000		40,000,000	
<b>CIP Fund</b>	<b>16,376,829</b>	<b>50,096,000</b>	<b>8,800,000</b>	<b>60,427,061</b>	20.6%
Water Resource Fee	1,685,229	1,685,229	1,921,000	1,900,000	12.7%
Water Development Fees	1,124,775	1,124,775	1,200,000	1,200,000	6.7%
Re-charge CAWCD-Tonopah	150,000	150,000	50,816		-100.0%
Investment Earnings	56,402	56,402			-100.0%
Maricopa Water Dist-2000	105,000	105,000			-100.0%
Contributions from Others				4,850,000	
WIFA Proceeds		4,276,667	4,276,667	3,000,000	
<b>Water CIP</b>	<b>3,121,406</b>	<b>7,398,073</b>	<b>7,448,483</b>	<b>10,950,000</b>	<b>48.0%</b>

## REVENUE SUMMARIES

<b>Capital Revenues</b>	<b>Actual FY 02-03</b>	<b>Budget FY 03-04</b>	<b>Estimated FY 03-04</b>	<b>Budget FY 04-05</b>	<b>% Impact</b>
Sewer Development Fees	999,074	1,000,000	1,340,000	2,144,000	114.4%
WIFA Proceeds		8,122,884	8,122,884		
Outside Contributions		4,200,000	4,200,000	3,500,000	
GO Bond Proceeds		2,200,000	2,200,000		
Investment Earnings	1,212				
<b>Sewer CIP</b>	<b>1,000,286</b>	<b>15,522,884</b>	<b>15,862,884</b>	<b>5,644,000</b>	<b>-63.6%</b>
<b>Development Fees:</b>					
<b>Community Facilities Fees</b>	800,000	512,727	734,850	512,727	0.0%
<b>General Government Fees</b>	450,000	450,000	650,000	450,000	0.0%
<b>Public Works Fees</b>	450,000	432,295	550,000	432,295	0.0%
<b>Fire Fees</b>	425,000	411,981	750,000	411,981	0.0%
<b>Police Fees</b>	350,000	271,686	400,000	271,686	0.0%
<b>Transportation Fees</b>	330,000	1,143,985	1,200,000	1,143,985	0.0%
<b>Library</b>	186,000	372,075	500,000	372,075	0.0%
<b>Total: Development Fees</b>	<b>2,991,000</b>	<b>3,594,749</b>	<b>4,784,850</b>	<b>3,594,749</b>	<b>0.0%</b>
<b>Total Capital Revenues</b>	<b>28,058,385</b>	<b>80,911,506</b>	<b>41,196,017</b>	<b>86,067,597</b>	<b>6.4%</b>
<b>Total City Revenues</b>	<b>64,000,690</b>	<b>120,586,535</b>	<b>81,791,365</b>	<b>132,922,071</b>	<b>10.2%</b>

## EXPENDITURE SUMMARIES

Fund	Actual FY 02-03	Budget FY 03-04	Estimated FY 03-04	Budget FY 04-05	Percent Change
General Fund	22,579,610	27,785,888	26,851,424	32,147,837	15.70%
Highway User Fund	2,249,473	2,845,991	2,709,258	2,625,302	-7.75%
Water	5,154,781	3,038,277	4,865,359	5,285,637	73.97%
Sewer	4,501,678	4,284,476	3,563,834	3,131,826	-26.90%
Sanitation	1,585,976	1,654,807	1,629,562	2,158,214	30.42%
Debt Service Fund	324,585	1,204,484	415,612	939,065	-22.04%
<b>Total Operating Expenditures</b>	<b>36,396,103</b>	<b>40,813,923</b>	<b>40,035,049</b>	<b>46,287,881</b>	<b>13.41%</b>
General Fund	3,285,002	4,814,520	2,974,351	12,174,861	152.88%
Highway User Fund	597,922	151,800	151,800	235,756	55.31%
Water	2,614,819	3,094,838	2,635,608	10,991,690	255.16%
Sewer	164,273	9,265,257	1,285,754	8,683,013	-6.28%
Sanitation	325,000	3,600	3,600	114,366	3076.83%
Debt Service Fund	2,258,383	4,656,022	4,438,996	2,451,787	-47.34%
CIP Fund	9,594,985	62,009,572	15,225,049	72,400,609	16.76%
<b>Total Capital Expenditures</b>	<b>18,840,384</b>	<b>83,995,609</b>	<b>26,715,158</b>	<b>107,052,082</b>	<b>27.45%</b>
<b>Total City Expenditures</b>	<b>55,236,487</b>	<b>124,809,532</b>	<b>66,750,207</b>	<b>153,339,963</b>	<b>22.86%</b>

## FINANCIAL PROGRAM SUMMARY

Department/Program	Budget FY 03-04	Budget FY 04-05	Increase (Decrease)	Percent Of Total
Mayor & Council	389,596	321,505	(68,091)	0.21%
Community Service Support	370,000	187,386	(182,614)	0.12%
Special Events	140,997	53,500	(87,497)	0.03%
Attorney	271,194	341,555	70,361	0.22%
Human Resources	488,991	543,293	54,302	0.35%
Manager	601,670	605,746	4,076	0.40%
Clerk	635,999	722,909	86,910	0.47%
Community Initiatives	773,137	1,004,611	231,474	0.66%
Admin Support Services	489,930	556,015	66,085	0.36%
ITS	1,778,539	2,412,498	633,959	1.57%
Risk Aversion	646,023	850,230	204,207	0.55%
Finance	1,076,832	1,018,116	(58,716)	0.66%
Budget Office	250,638	319,772	69,134	0.21%
WesCaps	40,000		(40,000)	0.00%
Interim Office Building	438,185	453,785	15,600	0.30%
<b>Administration</b>	<b>8,391,731</b>	<b>9,390,921</b>	<b>999,190</b>	<b>6.12%</b>
Public Works Admin	849,799	857,637	7,838	0.56%
Aquatics Facility	330,884	329,466	(1,418)	0.21%
Recreation	103,420	367,300	263,880	0.24%
Fleet Services	427,094	416,231	(10,863)	0.27%
Parks	1,535,425	1,867,045	331,620	1.22%
Building Services	401,631	553,196	151,565	0.36%
Streets	2,759,348	2,861,058	101,710	1.87%
Sanitation	1,677,647	2,272,580	594,933	1.48%
<b>Public Works</b>	<b>8,085,248</b>	<b>9,524,513</b>	<b>1,439,265</b>	<b>6.21%</b>
Water	2,842,388	5,895,224	3,052,836	3.84%
Sewer	3,636,396	3,595,939	(40,457)	2.35%
Water/Sewer Debt - Development Fees	706,000	706,000	-	<b>0.46%</b>
Water/Sewer Developer Reimbursement	962,000	1,200,000	238,000	<b>0.78%</b>
<b>Water/Sewer</b>	<b>8,146,784</b>	<b>11,397,163</b>	<b>3,250,379</b>	<b>7.43%</b>
<b>Contingency</b>	<b>3,579,952</b>	<b>4,225,710</b>	645,758	<b>2.76%</b>
<b>Debt Service Fund</b>	<b>2,667,080</b>	<b>3,069,067</b>	401,987	<b>2.00%</b>

## FINANCIAL PROGRAM SUMMARY

Department/Program	Budget FY 03-04	Budget FY 04-05	Increase (Decrease)	Percent Of Total
<b>Non-Utility Development Fee Projects</b>		<b>1,140,000</b>		
<b>CIP</b>	<b>74,369,667</b>	<b>89,239,374</b>	14,869,707	<b>58.20%</b>
Deputy City Manager	511,058	595,854	84,796	0.39%
Economic Development	1,797,972	2,749,183	951,211	1.79%
Community Development	1,031,344	1,205,329	173,985	0.79%
Building Safety	1,013,291	1,232,400	219,109	0.80%
Engineering	1,118,421	2,036,878	918,457	1.33%
GIS	196,064	167,216	(28,848)	0.11%
CFDs	114,945	236,484	121,539	0.15%
<b>Planning &amp; Development Services</b>	<b>5,783,095</b>	<b>8,223,344</b>	<b>2,440,249</b>	<b>5.36%</b>
Court	578,161	664,369	86,208	0.43%
Prosecutor	212,445	224,915	12,470	0.15%
Police	6,716,460	7,125,876	409,416	4.65%
Telecommunications	2,039,899	2,235,396	195,497	1.46%
Fire	6,972,040	6,879,315	(92,725)	4.49%
Drug Alliance Program	-	-	-	0.00%
<b>Public Safety</b>	<b>16,519,005</b>	<b>17,129,871</b>	<b>610,866</b>	<b>11.17%</b>
<b>Total City</b>	<b>127,542,562</b>	<b>153,339,963</b>	<b>24,657,401</b>	<b>100.00%</b>

## DEBT LIMITATIONS

### Debt Capacity Analysis (*Arizona Constitutional Limit*)

FY 04-05 Secondary Assessed Valuation (AV)	\$ 327,191,619
Debt Limit 6% Of Assessed Valuation (1)	\$ 19,631,497
Bonds Outstanding At June 30, 2004	\$ 10,695,000
Excess Available At June 30, 2004	\$ 8,936,497
Debt Limit 20% Of Assessed Valuation (2)	\$ 65,438,324
Bonds Outstanding At June 30, 2004	\$ 19,700,000
Excess Available At June 30, 2004	\$ 45,738,324

(1) The Arizona Constitution states that for general municipal purposes a municipality cannot incur a debt exceeding 6% of the assessed valuation of taxable property. Projects include municipal buildings, streets, water, artificial light, sewers, and the acquisition and development of land for open space preserves, parks, playgrounds, and recreational facilities.

(2) Additional bonds amounting to 20% of the assessed valuation of taxable property can be issued for supplying such services as water, artificial light, sewers, and for the acquisition and development of land for open space preserves, parks, playgrounds, and recreational facilities.

# SUMMARY OF BONDED INDEBTEDNESS

## (A.R.S. 35-501, 35-502)

1	2	3	4	5	6	7	8	9	10	11	12	13	14
NAME OF COUNTY OR DISTRICT BONDED	BOND TYPE	PURPOSE OF ISSUE	DATE OF ISSUE	DENOMINATION OF BONDS	INTEREST RATE	DATE OF MATURITY	ORIGINAL PRINCIPAL AMOUNT	PRINCIPAL AMOUNT RETIRED	AMOUNT REFUNDED	OUTSTANDING PRINCIPAL	07/01/04 Payment	07/01/03 Payment	GO DEBT LIMITS 6% 20%
CITY OF GOODYEAR	GO	WATER/SEWER	1/1/1991	5000	6.250	7/1/2003	2,000,000	2,000,000	-	-	-	550,000	-
CITY OF GOODYEAR	GO	STREETS	1/1/1991	5000	6.250	7/1/2003	500,000	500,000	-	-	-	50,000	-
CITY OF GOODYEAR	GO	FIRE FACILITIES	12/1/1991	5000	6.250	7/1/2004	1,500,000	750,000	750,000	-	350,000	100,000	-
CITY OF GOODYEAR	GO	WATER/SEWER	12/1/1991	5000	6.250	7/1/2004	1,000,000	350,000	650,000	-	350,000	-	-
CITY OF GOODYEAR	GO	WATER/SEWER	12/1/1992	5000	7.400	7/1/2006	1,000,000	50,000	950,000	250,000	50,000	-	250,000
CITY OF GOODYEAR	GO	PARKS/S SEWERLIGHTS	11/1/1998	5000	4.750	7/1/2013	5,340,000	-	-	5,340,000	-	-	5,340,000
CITY OF GOODYEAR	GO	STREETS	11/1/1998	5000	4.200	7/1/2013	2,770,000	1,615,000	-	1,155,000	275,000	440,000	1,155,000
CITY OF GOODYEAR	GO	FIRE FACILITIES REFUNDING	7/1/2002	5000	5.250	7/1/2008	1,550,000	-	-	1,550,000	-	-	750,000
CITY OF GOODYEAR	GO	WATER/SEWER REFUNDING	7/1/2002	5000	3.250	7/1/2008	1,550,000	-	-	1,550,000	-	-	1,550,000
CITY OF GOODYEAR	GO	STREETS	7/1/2002	5000	3.900	7/1/2017	6,800,000	510,000	-	6,290,000	310,000	200,000	6,290,000
CITY OF GOODYEAR	GO	PARKS/RECREATION	7/1/2002	5000	4.250	7/1/2017	3,260,000	-	-	3,260,000	-	-	3,260,000
CITY OF GOODYEAR	GO	SEWER	7/1/2002	5000	4.250	7/1/2017	1,000,000	-	-	1,000,000	-	-	1,000,000
CITY OF GOODYEAR	GO	FIRE FACILITIES	12/1/2003	5000	3.250	7/1/2011	500,000	-	-	500,000	-	-	500,000
CITY OF GOODYEAR	GO	STREETS	12/1/2003	5000	3.250	7/1/2011	2,000,000	-	-	2,000,000	-	-	2,000,000
CITY OF GOODYEAR	GO	STORM SEWERS	12/1/2003	5000	4.000	7/1/2018	1,200,000	-	-	1,200,000	-	-	1,200,000
CITY OF GOODYEAR	GO	PARKS	12/1/2003	5000	4.000	7/1/2018	5,900,000	-	-	5,900,000	-	-	5,900,000
CITY OF GOODYEAR	GO	SEWERS	12/1/2003	5000	4.000	7/1/2018	1,200,000	-	-	1,200,000	-	-	1,200,000
		<b>TOTAL CITY OF GOODYEAR GENERAL OBLIGATION BONDS</b>					<b>38,470,000</b>	<b>5,775,000</b>	<b>2,300,000</b>	<b>30,395,000</b>	<b>1,335,000.00</b>	<b>1,340,000.00</b>	<b>10,685,000</b>
CITY OF GOODYEAR	Rev/CAB	WATER/SEWER	2/1/1999	5000	4.780	7/1/2018	2,235,000	204,000	-	2,031,000	58,500	-	-
CITY OF GOODYEAR	Rev/CAB	W&S REFUNDING BONDS	2/1/1999	5000	4.782	7/1/2018	1,100,000	266,000	-	834,000	81,500	-	-
PUB IMPROV CORP	MPC	FACILITIES	7/1/2002	5000	4.625	7/1/2021	4,265,000	480,000	-	3,785,000	135,000	130,000	-
		<b>TOTAL CITY OF GOODYEAR REVENUE BONDS</b>					<b>9,470,000</b>	<b>1,395,000</b>	<b>-</b>	<b>6,630,000</b>	<b>275,000</b>	<b>130,000</b>	<b>-</b>
CITY OF GOODYEAR	REV	STREETS/FIRE	10/1/1988	5000	4.625	8/1/2013	6,570,000	2,070,000	-	4,500,000	395,000	375,000	-
		<b>TOTAL GREATER ARIZONA DEVELOPMENT AUTHORITY (GADA) LOAN</b>					<b>6,570,000</b>	<b>2,070,000</b>	<b>-</b>	<b>4,500,000</b>	<b>395,000</b>	<b>375,000</b>	<b>-</b>
CITY OF GOODYEAR	REV	SEWER	5/31/2002		4.056	7/1/2021	8,122,884	595,946	-	7,526,938	303,896	292,050	-
CITY OF GOODYEAR	REV	WATER	5/31/2002		4.056	7/1/2021	4,276,667	313,440	-	3,963,227	159,835	153,605	-
		<b>TOTAL WATER INFRASTRUCTURE FINANCE AUTHORITY (WIFA) LOAN</b>					<b>12,399,551</b>	<b>909,386</b>	<b>-</b>	<b>11,490,165</b>	<b>463,731</b>	<b>445,655</b>	<b>-</b>
CFD GEN DIST #1	SA	STREETS/PARKS	2/1/1994	5000	7.500	7/1/2017	2,950,000	2,810,000	-	140,000	110,000	105,000	-
CFD GEN DIST #1	SA	STREETS/FACILITIES	9/1/1996	5000	6.75-7.25	7/1/2016	6,670,000	1,804,000	-	4,866,000	-	570,000	-
		<b>TOTAL CFD GEN DIST #1 SPECIAL ASSESSMENTS</b>					<b>9,620,000</b>	<b>4,614,000</b>	<b>-</b>	<b>5,006,000</b>	<b>110,000</b>	<b>675,000</b>	<b>-</b>
CFD GEN DIST #1	GO	FIRE TRUCK	8/1/1994	5000	7.500	7/15/2009	230,000	100,000	-	130,000	15,000	15,000	-
CFD GEN DIST #1	GO	PUBLIC BUILDING	8/1/1996	5000	7.000	7/15/2021	500,000	-	-	500,000	-	-	-
CFD GEN DIST #1	GO	STREETS/FACILITIES	8/1/1998	5000	5.000	7/15/2023	2,150,000	60,000	-	2,090,000	60,000	-	-
CFD GEN DIST #1	GO	STREETS/FACILITIES	12/1/2000	5000	5.200	7/15/2025	5,725,000	-	-	5,725,000	-	-	-
CFD GEN DIST #1	GO	STREETS/FACILITIES	12/1/2003	5000	5.350	7/15/2028	5,295,000	-	-	5,295,000	-	-	-
		<b>TOTAL CFD GEN DIST #1 GO</b>					<b>13,900,000</b>	<b>160,000</b>	<b>-</b>	<b>13,740,000</b>	<b>75,000</b>	<b>15,000</b>	<b>-</b>
CFD UTIL DIST #1	GO	SEWER	8/1/1996	5000	7.000	7/15/1921	1,470,000	80,000	-	1,390,000	40,000	40,000	-
CFD UTIL DIST #1	GO	STREETS/FACILITIES	9/1/1998	5000	5.000	7/15/2023	6,975,000	190,000	-	6,785,000	190,000	-	-
CFD UTIL DIST #1	GO	STREETS/S. SEWER	12/1/2000	5000	5.200	7/15/2025	7,075,000	-	-	7,075,000	-	-	-
CFD UTIL DIST #1	GO	STREETS/FACILITIES	12/1/2003	5000	5.350	7/15/2028	7,870,000	-	-	7,870,000	-	-	-
		<b>TOTAL CFD UTIL DIST #1 GO</b>					<b>23,390,000</b>	<b>270,000</b>	<b>-</b>	<b>23,120,000</b>	<b>230,000</b>	<b>40,000</b>	<b>-</b>
WFR CFD GEN #1	GO	STREETS/PARKS	8/1/1997	5000	6.500	7/15/2022	650,000	60,000	-	590,000	15,000	15,000	-
WFR CFD GEN #1	GO	STREETS/PARKS	12/1/1998	5000	5.500 & 5.750	7/15/2023	750,000	65,000	-	685,000	20,000	20,000	-

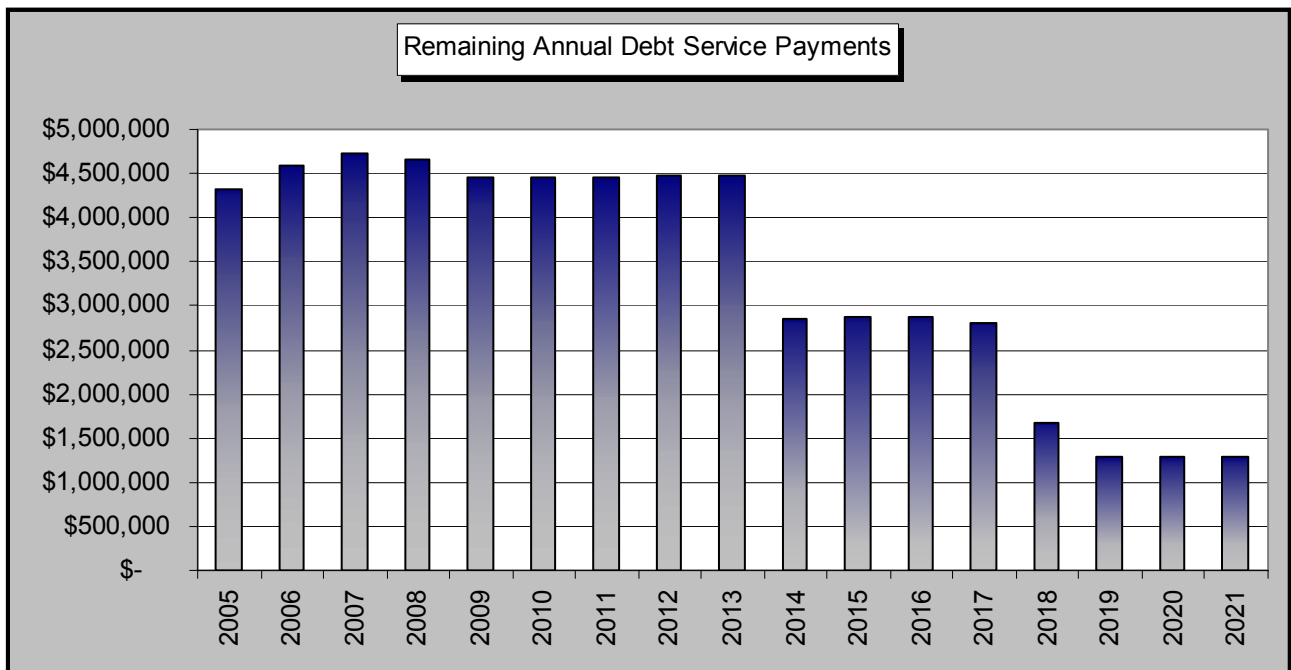


## DEBT SERVICE SUMMARY

Description Of Issue	Date	Amount	Rate Of Issue	Final Maturity Date	Amount Outstanding	For FY 04-05		
						Principal	Interest	Total
<b>General Obligation Bonds:</b>								
Water & Sewer	1991B	1,000,000	6.25-7.75	2004	0	-	-	-
Water & Sewer	1992	1,200,000	6.00-8.00	2006	250,000	100,000	19,100	119,100
Water & Sewer Refunding	2002	1,550,000	3.25-5.25	2008	1,550,000	-	72,375	72,375
						100,000	91,475	191,475
Water & Sewer User Fee Supported								
Fire Facilities	1991B	1,500,000	6.70-8.70	2004	0	-	-	-
Streets	1998	2,770,000	4.00-6.00	2013	1,155,000	310,000	47,590	357,590
Parks	1998	2,040,000	4.00-6.00	2013	2,040,000	-	92,386	92,386
Storm Sewers	1998	3,000,000	4.00-6.00	2013	3,000,000	-	135,870	135,870
Street Lights	1998	300,000	4.00-6.00	2013	300,000	-	13,592	13,592
Fire Facilities Refunding	2002	750,000	3.25-5.25	2008	750,000	680,000	39,375	719,375
Streets	2002	6,800,000	3.65-4.25	2017	6,290,000	300,000	251,341	551,341
Parks/Recreation	2002	3,260,000	3.65-4.25	2017	3,260,000	-	131,614	131,614
Sewer	2002	1,000,000	3.65-4.25	2017	1,000,000	-	42,500	42,500
Fire Facilities	2003	500,000	3.00-4.50	2011	500,000	-	19,713	19,713
Streets	2003	2,000,000	3.00-4.50	2011	2,000,000	-	78,850	78,850
Storm Sewers	2003	1,200,000	3.00-4.50	2018	1,200,000	-	44,661	44,661
Parks	2003	5,900,000	3.00-4.50	2018	5,900,000	-	219,617	219,617
Sewer	2003	1,200,000	3.00-4.50	2018	1,200,000	-	44,678	44,678
						1,290,000	1,161,787	2,451,787
Property Tax Supported General Government								
<b>Total General Obligation Bonds</b>						<b>1,390,000</b>	<b>1,253,262</b>	<b>2,643,262</b>
<b>Revenue Bonds:</b>								
PIC Issue	2002	4,265,000	4.00-6.00	2021	3,785,000	145,000	178,865	323,865
Water & Sewer	1999	3,335,000	Varies	2018	2,845,000	135,000	65,000	200,000
Streets	1998	5,570,000	Varies	2013	4,149,981	352,750	169,632	522,382
Fire	1998	1,000,000	Varies	2013	745,019	62,250	29,935	92,185
Water & Sewer	2002	12,399,551	4.056	2021	11,490,165	482,540	466,041	948,581
<b>Total Revenue Bonds</b>						<b>1,177,540</b>	<b>909,473</b>	<b>2,087,013</b>
<b>Total Debt Service</b>						<b>2,567,540</b>	<b>2,162,735</b>	<b>4,730,275</b>

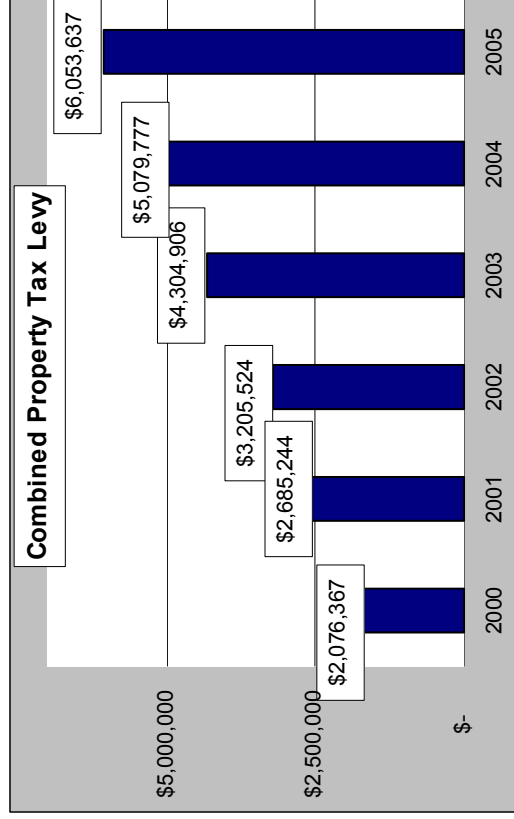
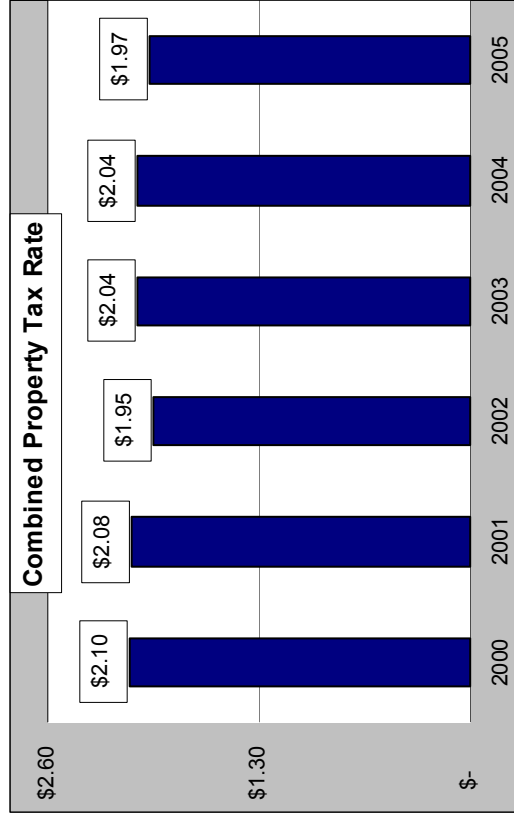
## FUTURE DEBT SERVICE SUMMARY

Fiscal Year	General Obligation Bonds	GADA Loan & Revenue Bonds	Capital Lease	Total
2005	2,235,743	1,763,149	323,685	4,322,577
2006	2,501,892	1,765,324	324,985	4,592,201
2007	2,632,155	1,767,284	325,685	4,725,124
2008	2,595,522	1,748,424	325,785	4,669,731
2009	2,101,034	2,038,711	320,285	4,460,030
2010	2,095,034	2,032,674	323,085	4,450,793
2011	2,090,459	2,050,054	320,390	4,460,903
2012	2,095,096	2,056,294	322,298	4,473,688
2013	2,104,869	2,040,869	323,585	4,469,323
2014	1,094,169	1,423,581	324,233	2,841,983
2015	1,101,969	1,448,581	324,332	2,874,882
2016	1,112,969	1,423,581	328,758	2,865,308
2017	1,120,687	1,348,581	327,257	2,796,525
2018	-	1,348,581	330,037	1,678,618
2019	-	948,581	332,319	1,280,900
2020	-	948,581	333,906	1,282,487
2021	-	948,581	334,800	1,283,381

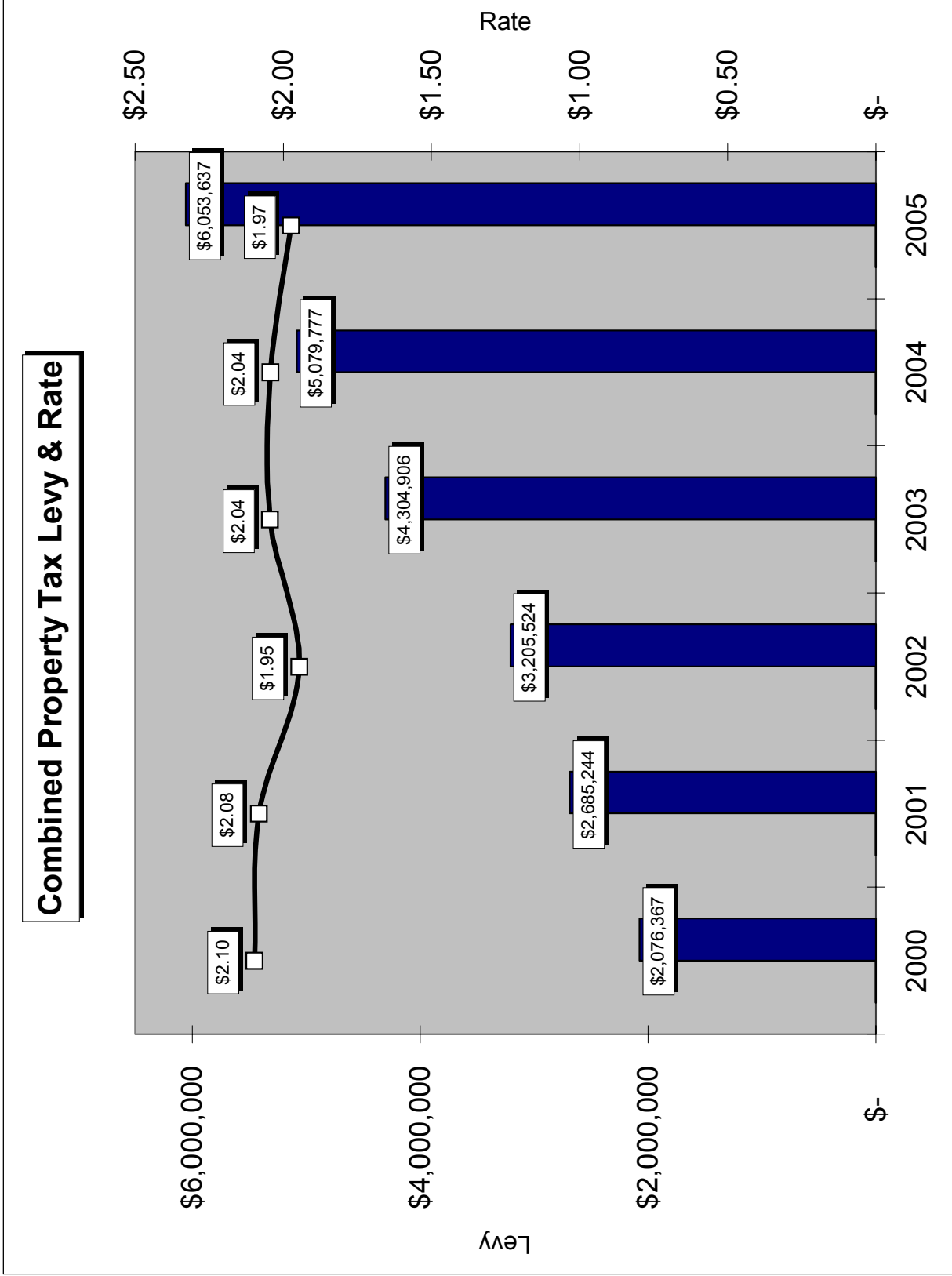


## PROPERTY TAX LEVY & RATE SUMMARY

	Secondary		Primary		Combined Levy
	AV	Rate	AV	Rate	
FY 1997	57,976,454	1.7212	55,926,981	0.4049	1,224,388
FY 1998	72,745,384	1.1047	68,543,338	1.0044	1,486,000
FY 1999	88,767,663	0.7919	82,220,999	1.2981	1,770,275
FY 2000	102,406,859	1.0168	95,857,615	1.0799	2,076,367
FY 2001	136,557,331	0.7413	124,823,974	1.3403	2,685,244
FY 2002	174,404,952	0.5782	160,675,712	1.3674	3,205,524
FY 2003	222,388,265	0.7575	201,979,064	1.2862	4,304,906
FY 2004	264,638,241	0.7746	238,750,061	1.2691	5,079,777
FY 2005	327,191,619	0.7493	294,292,805	1.2239	6,053,637



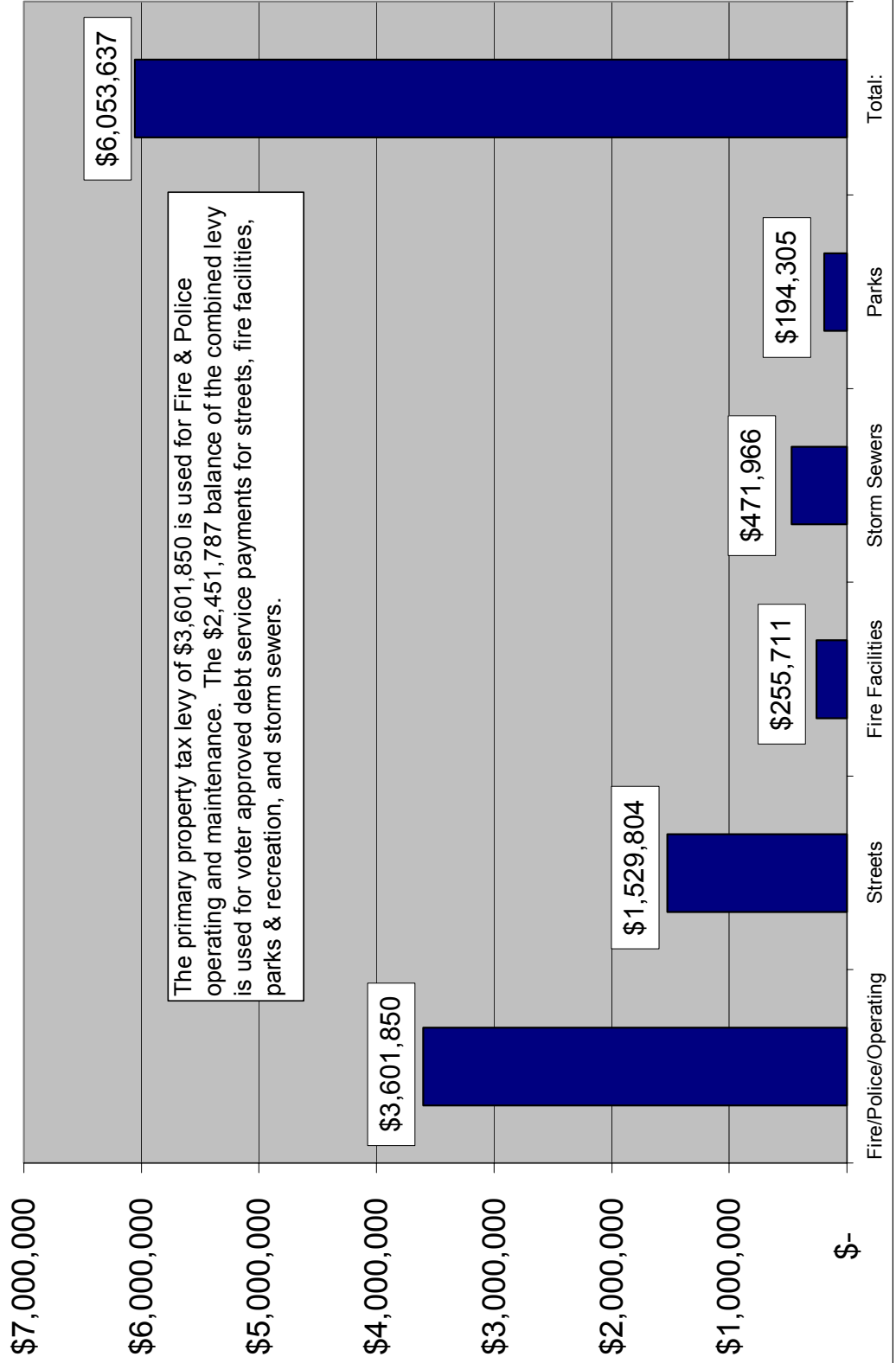
# COMBINED PROPERTY TAX RATE CHART



# COMBINED PROPERTY TAX LEVY CHART

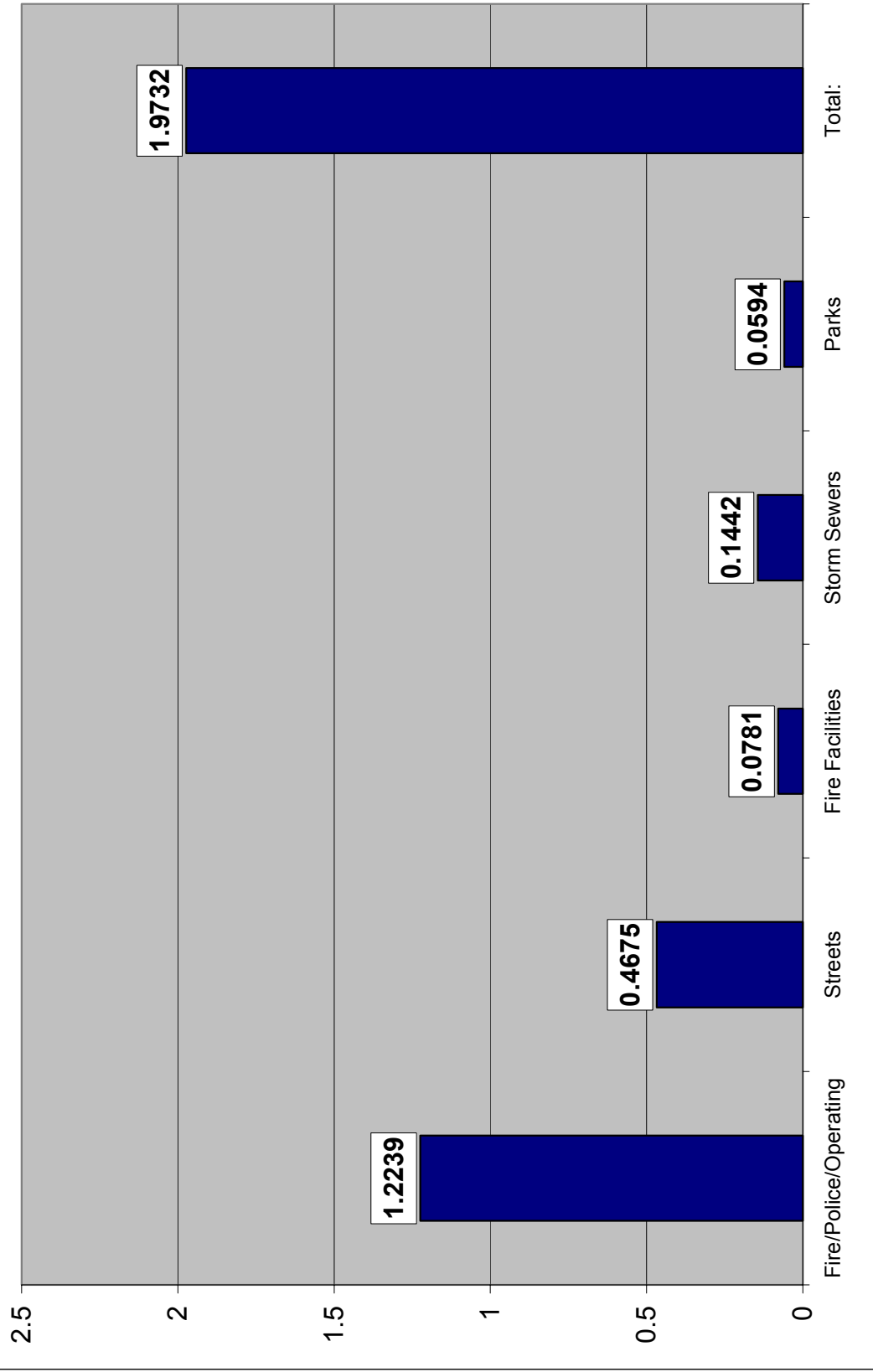
**Combined Property Tax Levy \$6,053,637**

The primary property tax levy of \$3,601,850 is used for Fire & Police operating and maintenance. The \$2,451,787 balance of the combined levy is used for voter approved debt service payments for streets, fire facilities, parks & recreation, and storm sewers.



# COMBINED PROPERTY TAX RATE CHART (A.V.)

**Combined Property Tax Rate  
\$1.97 Per \$100 of Assessed Valuation**



## FULL-TIME AUTHORIZED POSITIONS

Department	Position Title	FY 02-03	FY 03-04	FY 04-05
Mayor and Council	Administrative Assistant	1	1	1
	Management Assistant			1
Court	Clerk Interpreter	1	1	1
	Court Clerk Supervisor			1
	Court Administrator	1	1	1
	Court Clerk II	3	3	3
Attorney	Assistant City Attorney	1	1	1
	Legal services Coordinator			1
	City Attorney	1	1	1
Prosecutor	City Prosecutor	1	1	1
	Legal Assistant	1	1	1
Manager	City Manager	1	1	1
	Customer Service Advocate	2	2	2
	Executive Assistant	1	1	1
	Contract Administrator		1	1
Admin Support Services	Management Analyst	1	1	1
	Management Assistant	1	1	1
	Manager of Organizational Effecti	1	1	
Budget & Research Office	Budget and Research Analyst	1	1	1
	Budget and Research Manager	1	1	1
	Senior Buyer			1
Deputy City Manager	Deputy City Manager	1	1	2
	CIP Manager	1	1	0
	Project Assistant	1	1	1
	Administrative Assistant	1	1	1
	Water Resource Manager			1
Community Initiatives	Administrative Assistant	1	1	1
	Code Compliance Manager	1	1	1
	Community Advocate	1	1	1
	Code Compliance Inspector			1
	Director	1	1	1
	Public Information & Community Relations Coordinator	1	1	1
	Manager		1	1
Human Resources	HR Program Manager	1	1	1
	HR Technician	1	1	1
	Administrative Assistant			1
	Director	1	1	1
	Benefits and Payroll Specialist		1	1
Risk Management	Risk Aversion Manager	1	1	1
	Safety Training/O.S.H.A. Compliance Manager			1

## FULL-TIME AUTHORIZED POSITIONS

<b>Department</b>	<b>Position Title</b>	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>
City Clerk	City Clerk	1	1	1
	Deputy City Clerk	1	1	1
	Mail and Copy Clerk	1	1	2
	Records Analyst II	1	1	1
	Staff Assistant	1	1	1
	Records Analyst I		1	1
Information & Technology Services	Application Specialist	1	0	0
	Director	1	1	1
	Network Technician II	2	2	2
	Network Technician I	1	1	1
	Programmer Analyst	1	0	0
	Technical Services Manager	1	1	1
	IT Project Manager			1
	Network Administrator	1	1	1
Applications & Business Analyst		3	3	
Finance	Accountant II	3	3	3
	Director	1	1	1
	Senior Account Clerk	2	2	2
	Finance Manager	1	1	1
	CFD Manager	1	1	1
	CFD - Senior Account Clerk			1
	Account Clerk II		1	1
	Account Clerk I			1
Lead Utility Customer Service Worker		1	1	
Economic Development	Administrative Assistant	1	1	1
	Director	1	1	1
	Economic Development Project IV	2	2	2
	Business Advocate			1
Community Development	Director	1	1	1
	Planner II	2	2	2
	Planner I	1	3	3
	Planning Manager	1	1	1
	Planning Technician	1	1	1
	Senior Planning Technician	1	1	1
	Administrative Assistant		1	1
	Land Management Administrator			1
Landscape Plan Review & Inspection Coordinator			1	
Building Safety	Building Inspector II	3	3	3
	Building Permit Tech	1	1	2
	Chief Building Official	1	1	1
	Plans Examiner	1	1	1
	Senior Bldg Permit Tech			1
	Senior Bldg Permit Tech Supervis	1	1	1
	Senior Building Inspector Supervisor			1
	Senior Building Inspector	1	1	1

## FULL-TIME AUTHORIZED POSITIONS

Department	Position Title	FY 02-03	FY 03-04	FY 04-05
Engineering Services	Assistant City Engineer	1	1	1
	City Engineer	1	1	1
	Engineering Permit Technician	1	1	1
	Senior Engineering Technician	1	1	1
	Civil Engineer			1
	Engineering Permit Tech I			1
	Senior Constructio Inspector			1
	Engineering Inspector	2	2	2
	Engineering Plan Reviewer	1	3	3
	GIS Technician		1	1
	CIP Manager			1
Public Works Admin	Project Manager			1
	Traffic Engineer			1
	Public Works Director	1	1	1
	Public Works Superintendent	2	2	2
	Staff Assistant	3	3	3
	Management Assistant	1	1	1
Fleet Services	Mechanic II	2	2	2
	Mechanic III	2	2	2
	Equipment Management Supervis	1	1	1
Parks	Parks Foreman	1	1	1
	Parks Worker I	2	2	4
	Parks Worker II	4	4	4
	Parks Worker III	1	1	2
	Parks Supervisor	1	1	1
Aquatics/Recreation	Aquatics and Recreation Coordin:	1	0	2
	Aquatics and Recreation Supervisor		1	1
Building Services	Building Maintenance Supervisor	1	1	1
	Building Maintenance Worker III	1	1	1
	Building Maintenance Worker II	2	2	2
	Facilities Electrician		1	1
Streets	Equipment Operator	2	2	2
	Signal Technician II	2	2	2
	Streets Maintenance Foreman	1	1	1
	Streets Maintenance Worker II	3	3	3
	Streets Supervisor	1	1	1
	Traffic Operations Worker II	1	1	1
Police	Administrative Assistant	1	1	1
	Chief	1	1	1
	Detective	3	3	4
	Lieutenant	2	2	2
	Police Commander	1	1	1
	Police Officer	33	35	41
	Police Records Clerk II	2	2	2
	Sergeant	7	7	9
	Staff Assistant	1	1	1
	Crisis Services Supervisor	1	1	1
	Alarm Coordinator		1	1
	Management Analyst			1

## FULL-TIME AUTHORIZED POSITIONS

Department	Position Title	FY 02-03	FY 03-04	FY 04-05
Telecommunications	Manager	1	1	1
	Telecommunications Operator	10	10	10
	Telecommunications Supervisor	1	2	3
Fire	Management Assistant	1	1	1
	Captain	9	9	9
	Captain Support Services	1	1	1
	Chief	1	1	1
	Community Education Coordinatc	1	1	1
	Deputy Chief	2	2	2
	Deputy Fire Marshal	1	2	2
	Fire Engineer	9	9	9
	Fire Marshal	1	1	1
	Fire Equipment Maintenance Worker II			1
	Emergency Management Planner			1
	Firefighter	19	19	25
	Staff Assistant	1	1	3
	Battalion Chief		3	3
Water	Director		1	1
	Water Quality Technician I	1	1	1
	Water Management Superintendent			1
	Administrative Assistant			1
	Water Management Staff Assistant			1
	Water Distribution Worker I	5	5	5
	Water Distribution Worker II	1	1	1
	Water Distribution Worker III	1	1	1
	Water Production Operator II	1	1	1
	Water Production Operator III	1	1	1
	Water Supervisor	1	1	1
	Water Distribution Field Forman		1	1
	Water Production Worker I		2	2
	Wastewater	Industrial Pretreatment Inspector	1	1
Wastewater Collection Foreman		1	1	1
Wastewater Collections Worker I		2	2	2
Wastewater Collections Worker II		0	1	1
Wastewater Lab Technician III		1	1	1
Wastewater Operator I		1	0	0
Wastewater Manager		1	1	1
Wastewater Treatment Operator I		1	1	1
Wastewater Treatment Operator I		3	2	2
Wastewater Operator III		1	1	3
Wastewater Collection Worker III		0	0	1
Maintenance Mechanic II		0	1	1
Sanitation	Sanitation Worker I	2	2	3
	Sanitation Foreman			1
	Sanitation Worker II	3	3	3
	Sanitation Worker III	1	1	1
	Sanitation Supervisor	1	1	1
<b>Total</b>		<b>255</b>	<b>281</b>	<b>338</b>

## AUTHORIZED POSITIONS PER 1,000 CAPITA

Department/Program	FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Mayor & Council	1	1	1	1	2
Manager	4	4	4	5	5
City Budget Office	1	2	2	2	3
Clerk	5	5	5	6	7
Human Resources	2	3	3	4	5
Risk Management		1	1	1	2
Attorney	1	2	2	2	3
CFD Admin	-	-	1	1	2
Community Initiatives	4	5	5	6	7
Admin Support Services	4	4	4	4	2
ITS	6	7	8	9	10
Finance	6	6	6	8	10
<b>Administration</b>	<b>34</b>	<b>40</b>	<b>42</b>	<b>49</b>	<b>58</b>
Percent Of Total	16.92%	16.95%	16.47%	17.44%	17.16%
Deputy City Manager	1	1	3	3	5
Econ Development	3	4	4	4	5
Comm Development	6	7	7	10	12
Engineering	3	5	7	10	14
Building Safety	8	8	8	8	11
<b>Planning &amp; Devel Svcs</b>	<b>21</b>	<b>25</b>	<b>29</b>	<b>35</b>	<b>47</b>
Percent Of Total	10.45%	10.59%	11.37%	12.46%	13.91%
Court	4	5	5	5	6
Prosecutor	2	2	2	2	2
Police	42	50	52	55	65
Telecomm	11	11	12	13	14
Fire	35	41	46	50	60
<b>Public Safety</b>	<b>94</b>	<b>109</b>	<b>117</b>	<b>125</b>	<b>147</b>
Percent Of Total	46.77%	46.19%	45.88%	44.48%	43.49%

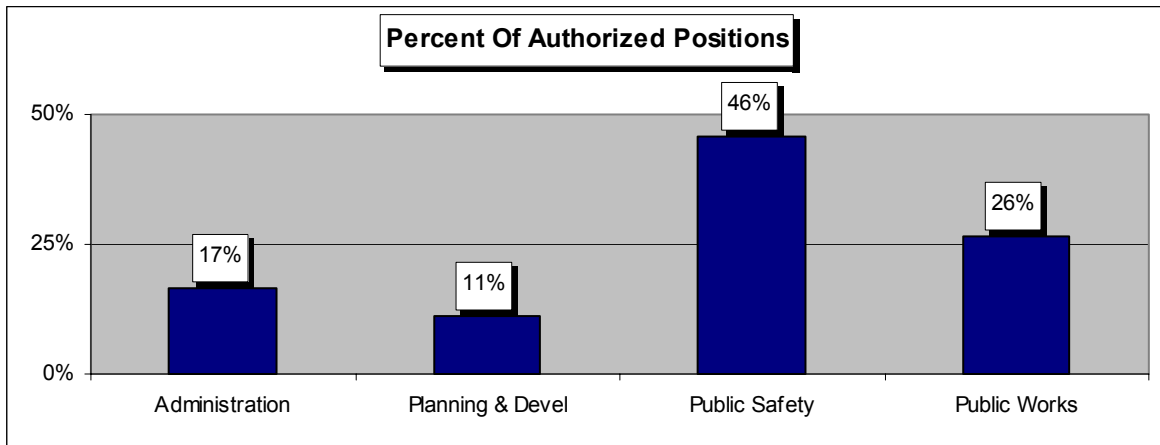
## AUTHORIZED POSITIONS PER 1,000 CAPITA

Department/Program	FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Public Works Admin	8	8	8	8	9
Fleet Services	3	5	5	5	5
Building Services	3	4	4	5	5
Aquatics/Recreation	1	1	1	1	3
Parks	6	8	9	9	12
Streets	8	10	10	10	10
Water	8	9	11	15	18
Sewer	11	12	12	12	15
Sanitation	4	5	7	7	9

<b>Public Works</b>	<b>52</b>	<b>62</b>	<b>67</b>	<b>72</b>	<b>86</b>
Percent Of Total	25.87%	26.27%	26.27%	25.62%	25.44%

<b>Total City</b>	<b>201</b>	<b>236</b>	<b>255</b>	<b>281</b>	<b>338</b>
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<b>Population</b>	<b>19,695</b>	<b>22,305</b>	<b>26,700</b>	<b>30,290</b>	<b>36,358</b>
<b>Positions/1000 Capita</b>	<b>10.21</b>	<b>10.58</b>	<b>9.55</b>	<b>9.28</b>	<b>9.30</b>



## EMPLOYEE SALARY RANGES

Position Title	Pay Range	
	Low	High
City Manager		
City Attorney		
Deputy City Manager	\$94,830.11	\$147,910.26
Community Development Director	\$84,294.08	\$131,477.22
Finance Director		
Fire Chief		
Human Resource Director		
Police Chief		
Public Works Director		
Water Management Director		
City Clerk	\$75,263.55	\$117,391.66
City Engineer		
City Prosecutor		
Community Initiatives Director		
Director Information Systems		
Economic Development Director		
Police Commander	\$74,002.45	\$102,012.77
Fire Deputy Chief	\$73,269.66	\$101,002.72
Assistant City Attorney	\$67,500.99	\$105,285.02
Budget & Research Manager		
Chief Building Official		
Planning Manager		
Traffic Engineer		
Police Lieutenant	\$62,254.82	\$85,819.34
Fire Battalion Chief	\$61,638.49	\$84,969.68
Assistant City Engineer	\$60,812.96	\$94,851.54
Court Administrator		
Financial Services Manager		
Fire Marshall		
Human Resources Program Mgr		
Operations Superintendent		
Public Works Superintendent		
Risk Aversion Manager		
Water Resources Manager		

## EMPLOYEE SALARY RANGES

Position Title	Pay Range	
	Low	High
Fire Captain EMT/ Days	\$55,482.34	\$76,486.18
Application & Business Manager	\$55,034.51	\$85,838.48
Emergency Management Coord.		
Equipment Management Supervisor		
Facilities Maintenance Supervisor		
Intergovernmental Program Coord		
Management Analyst		
Management Assistant		
Neighborhood & Volunteer Manager		
Network Administrator		
Opeartions Supervisor		
Parks Supervisor		
Plan Review Engineer		
Planner II		
Planner III		
Project Assistant		
Project Manager		
Public Info & Comm Relations Coord		
Recreation & Aquatics Supervisor		
Safety, Training, OSHA Comp Spec.		
Sanitation Supervisor		
Senior Accountant		
Senior Planner		
Senior Purchasing Agent		
Street Supervisor		
Technical Services Manager		
Telecommunications Manager		
Wastewater Manager		
Police Sergeant	\$52,371.28	\$72,197.42
Fire Captain EMT/SHIFT	\$51,852.49	\$71,482.65
Fire Engineer EMT/ Days	\$47,841.46	\$65,952.85
Fire Engineer EMT/SHIFT	\$44,711.69	\$61,638.22
Crisis Services Coordinator		
Telecom Supervisor		
Firefighter EMT/Days	\$42,284.94	\$61,242.90
Police Detective	\$41,928.02	\$60,727.68
Business Advocate		
Executive Assistant		
Planner I		

## EMPLOYEE SALARY RANGES

Position Title	Pay Range	
	Low	High
Police Officer	\$39,913.74	\$57,808.82
Firefighter EMT/Shift		
Building Inspector II	\$38,457.95	\$59,985.12
Building Permit Supervisor		
Business Development Specialist		
Code Enforcement Officer		
Community Education Coordinator		
Construction Inspector II		
Court Clerk Supervisor		
Deputy Fire Marshal		
Facilities Maintenance Foreman		
Network Technician II		
Parks Foreman		
Recreation and Aquatics Coordinator		
Sanitation Foreman		
Street Maintenance Foreman		
Traffic Operations Foreman		
Utility Technician III		
GIS Technician	\$36,025.39	\$56,190.99
Industrial Pretreatment Insp. II		
Legal Services Coordinator		
Mechanic III		
Neighborhood Specialist		
Signal Technician III		
Wastewater Lab Technician III		
Water Quality Technician III		
Accountant II	\$33,833.07	\$52,770.85
Administrative Assistant		
Code Compliance Officer II		
Community Education Specialist		
Court Clerk Interpreter		
Equipment Maintenance Worker III		
HR Technician		
Land Management Coord.		
Landscape Technician		
Legal Assistant		
Mechanic II		
Network Technician I		
Recreation Programmer		
Senior Engineering Permit Tech		
Senior Planning Technician		
Signal Technician II		
Street Maintenance Worker III		

## EMPLOYEE SALARY RANGES

Position Title	Pay Range	
	Low	High
Building Permit Technician III	\$31,855.20	\$49,683.92
Customer Service Advocate		
Facilities Maintenance Worker III		
Fire Prevention Specialist		
Parks Worker III		
Sanitation Worker III		
Senior Mail & Copy Clerk		
Alarm Ordinance Coordinator	\$30,067.86	\$46,897.76
Code Compliance Officer I		
Equipment Operator		
Facilities Maintenance Worker II		
Mechanic I		
Municipal Court Clerk II		
Parks Worker II		
Police Records Clerk II		
Records Analyst II		
Sanitation Worker II		
Senior Account Clerk		
Signal Technician I		
Staff Assistant		
Street Maintenance Worker II		
Traffic Operations Worker II		
Utility Technician I		
Water Quality Technician I		
Account Clerk II	\$28,454.40	\$44,380.96
Building Permit Technician II		
Mail/Copy Clerk		
Victim Advocate		
Account Clerk I	\$26,995.90	\$42,106.69
Building Permit Technician Clerk		
Engineering Technician		
Facilities Maintenance Worker I		
Municipal Court Clerk I		
Parks Worker I		
Planning Technician		
Police Records Clerk I		
Receptionist		
Records Analyst		
Sanitation Worker I		
Street Maintenance Worker I		
Traffic Operations Worker I		

## NEW & REPLACEMENT EQUIPMENT

Division Name	Description	Amount	Dept Total
Budget & Research Office	New - Telephone System	370	
Budget & Research Office	New - Computer	2,200	
Budget & Research Office	New - Office Furniture	6,000	8,570
City Attorney	New - Telephone System	80	
City Attorney	New - Computer	2,200	
City Attorney	New - Office Furniture	3,000	5,280
City Clerk	New - Computer	5,200	
City Clerk	New - Heavy Duty Stapler	2,500	
City Clerk	Replacement - Office Equi	5,295	
City Clerk	Replacement - Office Equi	12,700	25,695
City Manager	New - Telephone System	305	
City Manager	New - Computer	2,250	
City Manager	New - Office Furniture	6,000	
City Manager	New - Telephone System	370	
City Manager	New - Computer	2,250	
City Manager	New - Office Furniture	20,000	31,175
Community Development	Replacement - Office Equi	9,580	
Community Development	New - Vehicle	27,000	
Community Development	New - Telephone System	420	
Community Development	New - Computer	2,200	
Community Development	New - Office Furniture	6,000	
Community Development	New - Telephone System	80	
Community Development	New - Telephone System	330	
Community Development	New - Computer	2,200	
Community Development	New - Office Furniture	6,000	
Community Development	New - Telephone System	220	
Community Development	New - Computer	2,200	
Community Development	New - Office Furniture	6,000	
Community Development	New - Telephone System	80	
Community Development	New - Telephone System	330	
Community Development	New - Computer	2,200	
Community Development	New - Office Furniture	6,000	70,840
Community Initiatives	New - Telephone System	780	
Community Initiatives	New - Computer	2,200	
Community Initiatives	New - Office Furniture	6,000	8,980
Economic Development	New - Telephone System	300	
Economic Development	New - Computer	2,200	
Economic Development	New - Office Furniture	14,000	16,500
Finance	New - Computer	2,200	
Finance	New - Telephone System	340	
Finance	New - Office Furniture	6,000	8,540
Fire	New - Equipment	9,600	
Fire	Replacement - Office Equi	10,459	

## NEW & REPLACEMENT EQUIPMENT

Division Name	Description	Amount	Dept Total
Fire	New - Telephone System	370	
Fire	New - Computer	2,250	
Fire	New - Office Furniture	6,000	28,679
Human Resources	New - Telephone System	80	
Human Resources	New - Computer	2,540	2,620
ITS	New - Computer	2,600	
ITS	New - Office Furniture	5,000	
ITS	Replacement - Equipment	129,000	
ITS	Replacement - Equipment	250,000	
ITS	Replacement - Computers	180,000	
ITS	Replacement - Vehicles	15,000	
ITS	New - Computer Equipmer	50,000	631,600
Municipal Court	New - Telephone System	80	
Municipal Court	New - Minor Equipment	10,000	10,080
Police	New - Minor Equipment	880	
Police	New - Vehicle	30,000	
Police	New - Minor Equipment	880	
Police	New - Vehicle	50,000	
Police	New - Minor Equipment	880	
Police	New - Vehicle	50,000	
Police	New - Minor Equipment	4,848	
Police	New - Vehicle	300,000	
Police	Replacement - Vehicle	300,000	737,488
Public Works	New - Telephone System	180	
Public Works	New - Telephone System	530	
Public Works	New - Computer	4,500	
Public Works	New - Vehicle	24,000	
Public Works	New - Office Furniture	12,000	
Public Works	New - Telephone System	265	
Public Works	New - Computer	2,250	
Public Works	New - Office Furniture	6,000	
Public Works	Replacement - Equipment	3,900	
Public Works	Replacement - Equipment	109,500	
Public Works	New - Telephone System	80	
Public Works	New - Telephone System	290	
Public Works	New - Computer	2,250	
Public Works	New - Office Furniture	6,000	
Public Works	New - Telephone System	290	
Public Works	New - Telephone System	80	
Public Works	New - Vehicle	12,000	
Public Works	New - Computer	2,250	
Public Works	New - Office Furniture	6,000	
Public Works	New - Storage Facility	87,500	

## NEW & REPLACEMENT EQUIPMENT

Division Name	Description	Amount	Dept Total
Public Works	New - Telephone System	80	
Public Works	New - Telephone System	290	
Public Works	New - Computer	2,200	
Public Works	New - Telephone System	290	
Public Works	New - Telephone System	80	
Public Works	New - Computer Equipmer	2,250	
Public Works	New - Vehicle	75,000	
Public Works	New - Furniture	6,000	
Public Works	New - Telephone System	290	
Public Works	New - Telephone System	80	
Public Works	New - Computer Equipmer	2,250	
Public Works	New - Furniture	6,000	
Public Works	Replacement - Equipment	20,000	394,675
Risk Aversion	New - Telephone System	370	
Risk Aversion	New - Computer	3,650	
Risk Aversion	New - Office Furniture	6,000	10,020
Wastewater	Replacement - Machinery	140,000	
Wastewater	New - Equipment	160,000	
Wastewater	New - Telephone System	220	
Wastewater	New - Telephone System	80	
Wastewater	New - Computer	2,200	
Wastewater	New - Vehicle	15,000	
Wastewater	New - Furniture	1,000	
Wastewater	New - Telephone System	160	
Wastewater	New - Telephone System	440	
Wastewater	New - Computer Equipmer	4,400	
Wastewater	New - Vehicle	30,000	
Wastewater	New - Furniture	7,000	360,500
Water	New - Telephone System	80	
Water	New - Telephone System	220	
Water	New - Computer	2,200	
Water	New - Office Furniture	6,000	
Water	New - Telephone System	80	
Water	New - Telephone System	220	
Water	New - Computer	2,200	
Water	New - Vehicle	21,067	
Water	New - Office Furniture	6,000	
Water	New - Telephone System	80	
Water	New - Telephone System	220	
Water	New - Computer	2,200	
Water	New - Office Furniture	6,000	
Water	New - Telephone System	80	
Water	New - Telephone System	220	
Water	New - Computer	2,200	
Water	New - Vehicle	21,067	
Water	New - Office Furniture	6,000	
Water	Replacement - Vehicle	35,000	111,134
<b>Total</b>		\$ 2,462,376	\$2,462,376

## ADOPTED CIP PLAN 2000-2020

PROJECT NO.	PROJECT TITLE/LOCATION	PROJECT DESCRIPTION	FY 99-05	FY 05-20	TOTAL
<b>Bridge Ramps</b>					
B-01	Along the Loop 303 corridor from MC85 to Camelback Rd.	Six Lane Expressway with traffic signals & A preliminary study in the 1st five years	\$50,000	\$36,000,000	\$36,050,000
B-02	Freeway I-10 and Perryville Road	Access Ramps to Freeway I-10	\$0	\$6,000,000	\$6,000,000
B-03	Freeway I-10 and Citrus Road	Access Ramps to Freeway I-10	\$0	\$6,000,000	\$6,000,000
B-04	Freeway I-10 and Sarival Avenue	Access Ramps to Freeway I-10	\$0	\$6,000,000	\$6,000,000
B-05	Freeway I-10 and Bullard Avenue	Access Ramps to Freeway I-10	\$6,000,000	\$0	\$6,000,000
B-06	At Loop 303 & Freeway I-10	Access Ramps to Freeway I-10 & Acquire additional ROW	\$6,000,000	\$6,000,000	\$12,000,000
<b>Sub Total</b>			<b>\$12,050,000</b>	<b>\$60,000,000</b>	<b>\$72,050,000</b>
<b>Number of Projects =</b>			<b>6</b>		
<b>Drainage</b>					
D-01	Along Bullard Ave. from Lower Buckeye to McDowell Rd.	Bullard Wash Improvements	\$6,000,000	\$19,000,000	\$25,000,000
D-02	Along Chandler Heights Rd. Crossing Waterman Wash, East of Cotton Lane.	Two Lane Drainage Structure/Bridge Crossing Waterman Wash	\$0	\$1,800,000	\$1,800,000
D-03	Along Hunt Rd. Crossing Waterman Wash, East of Pebble Creek Pkwy..	Two Lane Drainage Structure/Bridge Crossing Waterman Wash	\$0	\$1,800,000	\$1,800,000
D-04	Along Patterson Rd. Crossing Waterman Wash, At Bullard Avenue..	Two Lane Drainage Structure/Bridge Crossing Waterman Wash	\$0	\$1,800,000	\$1,800,000
D-05	Along Riggs Rd. Crossing Waterman Wash, East of Sarival Avenue.	Two Lane Drainage Structure/Bridge Crossing Waterman Wash	\$0	\$1,800,000	\$1,800,000
D-06	At the Intersection of Queen Creek Rd. and Citrus Rd.	Two Lane Drainage Structure/Bridge Crossing Waterman Wash	\$0	\$1,800,000	\$1,800,000
D-07	Along Indian School Rd. Crossing Bullard Wash, West of Bullard Avenue.	Six Lane Drainage Structure/Bridge Crossing Bullard Wash	\$0	\$1,000,000	\$1,000,000
D-08	Along Camelback Rd. Crossing Bullard Wash, West of Bullard Avenue.	Six Lane Drainage Structure/Bridge Crossing Bullard Wash	\$0	\$1,000,000	\$1,000,000
D-09	Estrella Pkwy. & Gila River	Four Lane Drainage Structure/Bridge Crossing Gila River	\$0	\$1,000,000	\$1,000,000
D-10	Cotton Lane & Gila River	Six Lane Drainage Structure/Bridge Crossing Gila River	\$0	\$1,600,000	\$1,600,000
D-11	Tuthill & Gila River	Four Lane Drainage Structure/Bridge Crossing Gila River	\$0	\$1,000,000	\$1,000,000
D-12	Along Bullard Ave. from McDowell Rd. to White Tanks	Bullard Wash Improvements	\$0	\$20,000,000	\$20,000,000
<b>Sub Total</b>			<b>\$6,000,000</b>	<b>\$53,600,000</b>	<b>\$59,600,000</b>
<b>Number of Projects =</b>			<b>12</b>		
<b>Fire</b>					
FD-01	West of the Wastewater Treatment Plant.	Citywide Training Facility (A)	\$635,600	\$2,500,000	\$3,135,600
FD-02	Indian School and Pebble Creek Parkway.	Pebble Creek Fire Station (B)	\$160,000	\$2,380,000	\$2,540,000
FD-03	McDowell and Pebble Creek Parkway	Prototype Fire Station (C)	\$2,540,000	\$0	\$2,540,000
FD-04	Van Buren and Citrus	Prototype Fire Station (D)	\$0	\$2,540,000	\$2,540,000
FD-05	Wildflower Drive and Yuma	Prototype Fire Station (E)	\$2,540,200	\$0	\$2,540,200
FD-06	Broadway Road and Citrus	Prototype Fire Station (F)	\$0	\$2,540,000	\$2,540,000
FD-07	Broadway Road and Estrella Parkway	Prototype Fire Station (G)	\$0	\$2,758,000	\$2,758,000
FD-08	Estrella Parkway at South King Ranch access	Prototype Fire Station (H)	\$2,540,200	\$0	\$2,540,200
FD-09	Cotton Lane freeway at King Ranch	Prototype Fire Station (I)	\$0	\$2,540,200	\$2,540,200
FD-10	King Ranch west loop	Prototype Fire Station (J)	\$0	\$2,540,200	\$2,540,200
FD-11	Estrella Mountain Ranch Golf Course Development	Prototype Fire Station (K)	\$2,540,200	\$0	\$2,540,200
FD-12	Bullard and Narramore	Prototype Fire Station (L)	\$0	\$2,540,200	\$2,540,200
FD-13	Estrella Parkway and Williams Field Road	Prototype Fire Station (M)	\$0	\$2,540,200	\$2,540,200
FD-14	10701 S. Estrella Parkway	Estrella Mountain Ranch Public Safety Facility	\$3,844,000	\$0	\$3,844,000
FD-15	Phoenix-Goodyear Airport	Airport Crash Rescue Truck	\$0	\$750,000	\$750,000
FD-16	City of Goodyear	Radio Subscriber Units	\$490,000	\$0	\$490,000
FD-17	City of Goodyear	Radio System	\$300,000	\$0	\$300,000
<b>Sub Total</b>			<b>\$15,590,200</b>	<b>\$23,628,800</b>	<b>\$39,219,000</b>
<b>Number of Projects =</b>			<b>17</b>		
<b>Parks, Recreation, &amp; Open Space</b>					
PRO-01	Between Van Buren Street and Yuma Rd. east of Sarival Ave.	Wildflower School Park Improvements	\$50,000	\$0	\$50,000
PRO-02	Buckeye and Agua Fria	Improve swimming pools	\$400,000	\$600,000	\$1,000,000
PRO-03	Existing ADOT basins	Convert/building the ADOT basins to recreation facilities	\$800,000	\$9,200,000	\$10,000,000
PRO-04	City of Goodyear	40-AC Municipal Park	\$3,250,000	\$0	\$3,250,000

## ADOPTED CIP PLAN 2000-2020

PROJECT NO.	PROJECT TITLE/LOCATION	PROJECT DESCRIPTION	FY 99-05	FY 05-20	TOTAL
PRO-05	Along the Gila River frontage in City of Goodyear	El Rio Project; Eight miles of river frontage	\$5,000,000	\$20,000,000	\$25,000,000
PRO-06	City of Goodyear	Estrella Mountain Park	\$250,000	\$0	\$250,000
PRO-07	City of Goodyear	City Wide Trail System	\$700,000	\$2,000,000	\$2,700,000
PRO-08	City of Goodyear	Agricultural Presevation	\$100,000	\$100,000	\$200,000
	<b>Sub Total</b>		<b>\$10,550,000</b>	<b>\$31,900,000</b>	<b>\$42,450,000</b>
		<b>Number of Projects =</b>	<b>8</b>		
<b>Police</b>					
PD-01	Yuma Road and Estrella Parkway (Municipal office complex).	Public Safety Headquarters	\$9,900,000	\$0	\$9,900,000
PD-02	Existing police offices.	Dispatch Console	\$280,000	\$0	\$280,000
	<b>Sub Total</b>		<b>\$10,180,000</b>	<b>\$0</b>	<b>\$10,180,000</b>
		<b>Number of Projects =</b>	<b>2</b>		
<b>Streets</b>					
S-01	On MC85 from Litchfeild Road to Estrella Pkwy.	Add Bike Lane	\$334,000	\$0	\$334,000
S-02	On Bullard Avenue from MC85 to Buckeye Canal	Add Bike Lane	\$418,000	\$0	\$418,000
S-02-A	On Estrella Pkwy from MC85 to 1-mile south of Vineyard Ave.	Add Bike Lane	\$600,000	\$0	\$600,000
S-03	On Rainbow Valley Rd. from Transfer Station to Queen Creek.	Road Improvements	\$200,000	\$0	\$200,000
S-04	On Rainbow Valley Rd. from Queen Creek to Riggs Road.	Road Improvements	\$200,000	\$143,000	\$343,000
S-05	On Elliot Road from Estrella Pkwy. To San Miguel.	Rejuvenate, chip seal, and stripe	\$125,000	\$0	\$125,000
S-06	On San Miguel from Estrella Pkwy. To Elliot Rd.	Rejuvenate, chip seal, and stripe	\$150,000	\$0	\$150,000
S-07	On Estrella Pkwy. From Vineyard Rd. to Elliot Rd.	Overlay 20 lane miles of Estrella Pkwy.	\$1,025,000	\$0	\$1,025,000
S-08	Rainbow Valley Rd. from Riggs Rd. to 1/4 mile pass Hunt.	Road Improvements	\$360,000	\$0	\$360,000
S-09	Via Villa St., 135th Ave., Palo Verde Rd., Manzanita Dr.	North Subdivision Street Improvements	\$245,440	\$0	\$245,440
S-10	Estrella Mtn. Ranch Parkway.	Overlay Estrella Pkwy.	\$500,000	\$0	\$500,000
S-11	Between 180 th Ave. and 181 st Ln. south of McDowell Rd. and north of freeway I-10.	Road Improvements in Canada Village Subdivision	\$250,000	\$0	\$250,000
S-12	Litchfield Rd. from MC85 to Van Buren	Road Improvements	\$850,000	\$0	\$850,000
S-13	On Pebble Creek Rd. from Indian School to McDowell	Pave and Stripe	\$0	\$1,000,000	\$1,000,000
S-14	On Vineyard Rd. from Estrella Pkwy. to Indian Springs Rd.	Rejuvenate, chip seal, and stripe	\$69,000	\$0	\$69,000
S-15	On Vineyard Rd. from Estrella Pkwy. to Indian Springs Rd.	Expand To Four lanes	\$0	\$1,000,000	\$1,000,000
S-16	On Bullard Ave. from Van Buren to Yuma.	Paving Two Lanes	\$475,000	\$0	\$475,000
S-17	On Bullard Ave. from McDowell to Thomas.	Paving Two Lanes	\$475,000	\$0	\$475,000
S-18	On Sarival Rd. from McDowell Rd. to Thomas.	Paving Two Lanes	\$475,000	\$0	\$475,000
S-19	On Sarival Rd. from Thomas to Indian School.	Paving Two Lanes	\$475,000	\$0	\$475,000
S-20	On Sarival Rd. from Indian School to Camelback Rd.	Paving Two Lanes	\$0	\$475,000	\$475,000
S-21	On Thomas Rd. from Cotton Ln to Citrus Rd.	Paving Two Lanes	\$475,000	\$0	\$475,000
S-22	On Thomas Rd. from Citrus Rd. to Perryville Rd.	Paving Two Lanes	\$0	\$475,000	\$475,000
S-23	On Rainbow Valley from Queen Creek to Chandler Heights	Paving Two Lanes	\$0	\$475,000	\$475,000
S-24	On Riggs Rd. from Rainbow Valley to 187th Ave.	Paving Two Lanes	\$0	\$350,000	\$350,000
S-25	On Rainbow Valley from Riggs Rd. to Hunt Rd.	Paving Two Lanes	\$0	\$350,000	\$350,000
S-26	On Rainbow Valley from Patterson to Hunt Rd.	Paving Two Lanes	\$0	\$350,000	\$350,000
S-27	On Riggs Rd. form Rainbow Valley to 171st Ave.	Paving Two Lanes	\$0	\$350,000	\$350,000
S-28	On Riggs Rd. from 171st Ave. to Estrella Pkwy.	Paving Two Lanes	\$0	\$700,000	\$700,000
S-29	On Riggs Rd. from Estrella Pkwy. To 147th Ave.	Paving Two Lanes	\$0	\$350,000	\$350,000

## ADOPTED CIP PLAN 2000-2020

PROJECT NO.	PROJECT TITLE/LOCATION	PROJECT DESCRIPTION	FY 99-05	FY 05-20	TOTAL
S-30	On Estrella Pkwy. From Chandler Heights to Riggs Rd.	Paving Two Lanes	\$0	\$350,000	\$350,000
S-31	On Chandler Heights Rd. from Estrella Pkwy. To 139th Ave.	Paving Two Lanes	\$0	\$700,000	\$700,000
S-32	On Bullard Ave. from Chandler Heights to Patterson.	Paving Two Lanes	\$0	\$1,255,000	\$1,255,000
S-33	Thomas Road from Litchfield Rd. to Bullard Avenue	Paving 1-mile of Thomas Road with curb	\$500,000	\$0	\$500,000
S-34	On Pebble Creek Pkwy. From Thomas to Camelback Rd.	Paving Two Lanes	\$350,000	\$0	\$350,000
S-35	On Indian School Rd. from Bullard Ave. to Pebble Creek Pkwy.	Expand To Four lanes	\$580,000	\$0	\$580,000
S-36	On Bullard Ave. From Thomas to Indian School Bypass	Paving Two Lanes	\$0	\$290,000	\$290,000
S-37	On Thomas from Pebble Creek to Sarival Rd.	Paving Two Lanes	\$0	\$475,000	\$475,000
S-38	On Indian School Rd. from Pebble Creek to Sarival Rd.	Paving Two Lanes	\$0	\$475,000	\$475,000
S-39	On Camelback Rd. from Pebble Creek to Bullard Avenue.	Paving Two Lanes	\$0	\$475,000	\$475,000
S-40	On Yuma Rd. from Litchfield to Sarival Rd.	Paving four lanes with median	\$0	\$4,000,000	\$4,000,000
S-41	On Yuma Rd. from Sarival Rd to Perryville.	Paving four lanes with median	\$0	\$4,000,000	\$4,000,000
S-42	On Van Buren St. from Estrella Pkwy. To Perryville.	Paving four lanes with median	\$0	\$5,000,000	\$5,000,000
S-43	On McDowell from Pebble Creek to Jackrabbit	Paving four lanes with median	\$0	\$5,000,000	\$5,000,000
S-44	On Thomas from Sarival Rd. to Perryville	Paving four lanes with median	\$0	\$1,080,000	\$1,080,000
S-45	On Indian School Rd. from Sarival Rd. to Jackrabbit	Paving four lanes with median	\$0	\$5,000,000	\$5,000,000
S-46	On Camelback Rd. from Pebble Creek to Perryville	Paving four lanes with median	\$0	\$4,000,000	\$4,000,000
S-47	On Pebble Creek from McDowell to Thomas.	Paving four lanes with median	\$0	\$1,000,000	\$1,000,000
S-48	On Cotton Ln. from Camelback Rd. to Southern Avenue.	Paving four lanes with median	\$0	\$10,000,000	\$10,000,000
S-49	On Citrus Rd. from Camelback Rd. to Broadway Rd.	Paving four lanes with median	\$0	\$9,000,000	\$9,000,000
S-50	On Perryville Rd. form Camelback Rd. to Baseline	Paving four lanes with median	\$0	\$11,000,000	\$11,000,000
S-51	On 187th Ave. from Patterson to Chandler Heights Rd.	Paving four lanes with median	\$0	\$5,000,000	\$5,000,000
S-52	On Camelback Rd. from Bullard Ave. to Perryville Rd.	Additional two lanes	\$0	\$5,000,000	\$5,000,000
S-53	On Indian School Rd. from Bullard Ave. to Pebble Creek Rd.	Additional two lanes	\$0	\$1,000,000	\$1,000,000
S-54	On Thomas Rd. from Litchfield Rd. to Bullard Ave.	Additional two lanes	\$0	\$1,000,000	\$1,000,000
S-55	On Thomas Rd. from Citrus Rd. to Jackrabbit	Additional two lanes	\$0	\$2,000,000	\$2,000,000
S-56	On McDowell Rd. from Pebble Creek to Jackrabbit	Additional two lanes	\$0	\$5,000,000	\$5,000,000
S-57	At Fillmore and Litchfield Rd.	Intersection Improvements	\$500,000	\$0	\$500,000
S-58	At the intersection of McDowell Rd. and Litchfield Rd.	Right turn lane improvements	\$25,000	\$0	\$25,000
S-59	At the intersection of McDowell Rd. and Dysart Rd.	Right turn lane improvements	\$25,000	\$0	\$25,000
S-60	At the intesection of Loma Linda Blvd. And Litchfield Rd.	Construct sidewalks	\$50,000	\$0	\$50,000
S-61	Indian School Rd. at Bullard Ave.	Street Paving	\$100,000	\$0	\$100,000
S-62	On McDowell Rd. 1/4 mile east of Pebble Creek Rd. to 1/4 mile west of Litchfield Rd.	Road Improvements	\$1,600,000	\$0	\$1,600,000
S-63	Estrella Pkwy. From McDowell Rd. to Yuma Rd.	Road Improvements	\$3,000,000	\$0	\$3,000,000
S-64	On MC85 from Litchfield Rd. four miles west.	Road Improvements	\$4,000,000	\$0	\$4,000,000
S-65	All roads in the Old parts of the City	Road Improvements	\$0	\$5,300,000	\$5,300,000
S-66	All roads in the Wildflower Ranch Subdivision	Road Improvements	\$0	\$1,200,000	\$1,200,000
S-67	All roads in Estrella Vista Subdivision	Road Improvements	\$0	\$500,000	\$500,000
S-68	All roads in Estrella Mountain Ranch Subdivision	Road Improvements	\$0	\$4,000,000	\$4,000,000
S-69	On Bullard Ave. from Vineyard Ave. to MC85.	Road Improvements	\$0	\$3,000,000	\$3,000,000
S-70	On Broadway Rd. from Estrella Pkwy. To Litchfield Rd.	Road Improvements	\$0	\$3,000,000	\$3,000,000

## ADOPTED CIP PLAN 2000-2020

PROJECT NO.	PROJECT TITLE/LOCATION	PROJECT DESCRIPTION	FY 99-05	FY 05-20	TOTAL
S-71	All roads in Palm Valley Subdivision	Road Improvements	\$0	\$3,000,000	\$3,000,000
S-72	On Bullard Ave. from Van Buren Street to McDowell Rd.	Road Improvements	\$0	\$1,500,000	\$1,500,000
S-73	On Lower Buckeye Pkwy. From Estrella Pkwy. To Yuma Rd.	Road Improvements	\$0	\$1,500,000	\$1,500,000
S-74	On Litchfield Rd. from Broadway Rd. to MC85	Road Improvements	\$0	\$1,500,000	\$1,500,000
S-75	On Lower Buckeye Rd. from Perryville Rd. to Estrella Pkwy.	Road Improvements	\$0	\$6,000,000	\$6,000,000
S-76	On Pebble Creek Pkwy. From Indian School Rd. to Camelback Rd.	Road Improvements	\$0	\$1,500,000	\$1,500,000
S-77	On Litchfield Rd. from Van Buren Street to Wigwam Blvd.	Road Improvements	\$0	\$4,500,000	\$4,500,000
S-78	At I-10 interchange and Bullard Ave.	Road Improvements	\$300,000	\$0	\$300,000
S-79	At I-10 interchange and Sarival Ave.	Road Improvements	\$300,000	\$0	\$300,000
S-80	At I-10 interchange and Perryville Rd.	Road Improvements	\$300,000	\$0	\$300,000
S-81	At I-10 interchange and Citrus Rd.	Road Improvements	\$300,000	\$0	\$300,000
S-82	On Hunt Rd. from Rainbow Valley to 171st Ave.	Road Improvements	\$0	\$1,500,000	\$1,500,000
S-83	On Patterson Rd. from Rainbow Valley to 147th Ave.	Road Improvements	\$0	\$6,000,000	\$6,000,000
S-84	On Chandler Heights Rd. 1-mile west of Rainbow Valley Rd. and 1-mile east of Rainbow Valley Rd.	Road Improvements	\$0	\$3,000,000	\$3,000,000
S-85	On Queen Creek Rd. 1-mile west and east of Rainbow Valley Rd.	Road Improvements	\$0	\$3,000,000	\$3,000,000
S-86	On Estrella Pkwy. From Chandler Heights Rd. to the Ranch (8-miles)	Road Improvements	\$0	\$12,000,000	\$12,000,000
S-87	On Van Buren, and Yuma Rd.	Rail Road Crossings	\$0	\$1,100,000	\$1,100,000
S-88	Access Rd. along Litchfield Rd. Between Lancandad Blvd. And Loma Linda Blvd.	Road Improvements	\$0	\$3,000,000	\$3,000,000
S-89	Subdivisions in Goodyear (Existing)	Street Improvements	\$0	\$5,000,000	\$5,000,000
S-90	On Elwood from Cotton Ln. to Sarival	Paving Two Lanes	\$0	\$1,080,000	\$1,080,000
S-91	On Sarival from MC 85 to McDowell Rd.	Paving Two Lanes	\$0	\$1,900,000	\$1,900,000
S-92	On Estrella Pkwy. From Narramore to Chandler Heights Rd.	Paving Four Lanes	\$0	\$7,000,000	\$7,000,000
S-93	City Center Loop Roads	Paving Six Lanes	\$0	\$2,050,000	\$2,050,000
<b>Sub Total</b>			<b>\$19,631,440</b>	<b>\$171,248,000</b>	<b>\$190,879,440</b>
			<b>Number of Projects = 94</b>		
<b>Street Lights</b>					
SL-01	On Bullard Avenue from McDowell Rd. to Van Buren Street.	Street lights	\$400,000	\$0	\$400,000
SL-02	On Vineyard Rd.	Street lights	\$214,000	\$214,000	\$428,000
SL-03	On Bullard Ave. from Van Buren to Yuma	Street lights	\$400,000	\$0	\$400,000
SL-04	On McDowell Rd. from Lichfield to Bullard Ave.	Street lights	\$107,000	\$0	\$107,000
SL-05	On Bullard Ave. from McDowell Rd. to Thomas Rd.	Street lights	\$400,000	\$0	\$400,000
SL-06	On Sarival Rd. from McDowell to Thomas	Street lights	\$400,000	\$0	\$400,000
SL-07	On Sarival Rd. from Thomas to Indian School Rd.	Street lights	\$0	\$400,000	\$400,000
SL-08	On Sarival Rd. from Indian School Rd. to Camelback Rd.	Street lights	\$0	\$400,000	\$400,000
SL-09	On Thomas Rd. from Cotton Ln. to Citrus	Street lights	\$0	\$400,000	\$400,000
SL-10	On Thomas Rd. from Citrus Rd. to Perryville rd.	Street lights	\$0	\$400,000	\$400,000
SL-11	On Queen Creek from Rainbow Valley to 187th Ave.	Street lights	\$0	\$400,000	\$400,000
SL-12	On Riggs Rd. from Rainbow Valley to 187th Ave.	Street lights	\$0	\$400,000	\$400,000
SL-13	On Rainbow Valley South of Riggs Rd.	Street lights	\$0	\$400,000	\$400,000
SL-14	On Rainbow Valley North of Patterson.	Street lights	\$0	\$400,000	\$400,000
SL-15	On Riggs Rd. from Rainbow Valley to 171st Ave.	Street lights	\$0	\$400,000	\$400,000
SL-16	On Riggs Rd. from 171st Ave to Estrella Pkwy..	Street lights	\$0	\$400,000	\$400,000
SL-17	On Riggs Rd. from Estrella Pkwy to 147th Ave.	Street lights	\$0	\$400,000	\$400,000

## ADOPTED CIP PLAN 2000-2020

PROJECT NO.	PROJECT TITLE/LOCATION	PROJECT DESCRIPTION	FY 99-05	FY 05-20	TOTAL
SL-18	On Estrella Pkwy from Chandler Heights to Riggs Rd.	Street lights	\$0	\$400,000	\$400,000
SL-19	On Chandler Heights from Estrella Pkwy. To 139th Ave.	Street lights	\$0	\$400,000	\$400,000
SL-20	On Bullard Ave. from Chandler Heights to Patterson.	Street lights	\$420,000	\$0	\$420,000
SL-21	On Thomas Rd. from Litchfield Rd. Bullard Ave.	Street lights	\$400,000	\$0	\$400,000
SL-22	On Pebble Creek from. Thomas Rd. to Indian School.	Street lights	\$400,000	\$0	\$400,000
SL-23	On Pebble Creek from. Indian School to Camelback Rd.	Street lights	\$400,000	\$0	\$400,000
SL-24	On Bullard Ave. from Thomas to Indian School Bypass	Street lights	\$0	\$400,000	\$400,000
SL-25	On Thomas Rd. from Pebble Creek to Sarival	Street lights	\$400,000	\$0	\$400,000
SL-26	On Indian School Rd. from Sarival to Pebble Creek	Street lights	\$0	\$400,000	\$400,000
SL-27	On Camelback Rd. from Pebble Creek to Bullard Ave.	Street lights	\$400,000	\$0	\$400,000
SL-28	On Yuma Rd. from Litchfield Rd. to Sarival	Street lights	\$400,000	\$0	\$400,000
SL-29	On Yuma Rd. from Sarival to Perryville Rd.	Street lights	\$0	\$400,000	\$400,000
SL-30	On Estrella Pkwy. from MC85 to Yuma Rd.	Street lights	\$400,000	\$0	\$400,000
SL-31	On Estrella Pkwy. from Yuma Rd. to I-10.	Street lights	\$400,000	\$0	\$400,000
SL-32	On Estrella Pkwy. from MC85 to Gila River	Street lights	\$200,000	\$0	\$200,000
SL-33	At the intersection of Loma Linda Blvd. And Litchfield Rd.	Street lights	\$150,000	\$0	\$150,000
SL-34	At the intersection of Indian School Rd. and Bullard Ave.	Street lights	\$150,000	\$0	\$150,000
SL-35	On Estrella Pkwy from Vineyard Rd. to Elliot Rd.	Street lights	\$0	\$400,000	\$400,000
SL-36	On MC85 from Perryville Rd. to Litchfield Rd.	Street lights	\$0	\$1,200,000	\$1,200,000
SL-37	On Litchfield Rd. from Broadway Rd. to Van Buren Street	Street lights	\$600,000	\$0	\$600,000
SL-38	On Bullard Rd. from MC85 to Vineyard Ave.	Street lights	\$0	\$400,000	\$400,000
SL-39	On Broadway Rd. from Bullard Ave. to Litchfield Rd.	Street lights	\$0	\$200,000	\$200,000
SL-40	On Lower Buckeye Pkwy. From Estrella Pkwy. To Bullard Ave.	Street lights	\$0	\$200,000	\$200,000
SL-41	On Van Buren St. From Perryville Rd. To Litchfield Rd.	Street lights	\$600,000	\$600,000	\$1,200,000
SL-42	On McDowell Rd. From Perryville Rd. to Bullard Ave.	Street lights	\$0	\$1,000,000	\$1,000,000
SL-43	On Sarival Ave. from MC85 to McDowell Rd.	Street lights	\$800,000	\$0	\$800,000
SL-44	On Lower Buckeye Rd. from Perryville Rd. to Estrella Pkwy.	Street lights	\$0	\$800,000	\$800,000
SL-45	On Cotton Ln. from MC85 to McDowell	Street lights	\$800,000	\$200,000	\$1,000,000
SL-46	On Loop 303 from Thomas Rd. to Camelback	Street lights	\$0	\$400,000	\$400,000
SL-47	On Indian School Rd. from Perryville Rd. Sarival Ave.	Street lights	\$0	\$600,000	\$600,000
SL-48	On Indian School Rd. from Alsup Ave. to Litchfield Rd.	Street lights	\$0	\$400,000	\$400,000
SL-49	On Citrus Rd. from MC85 to Camelback Rd.	Street lights	\$0	\$1,600,000	\$1,600,000
SL-50	On Pebble Creek Pkwy. From McDowell Rd. to Thomas Rd.	Street lights	\$0	\$200,000	\$200,000
SL-51	On Rainbow Valley Rd. from Patterson to Ray Rd.	Street lights	\$0	\$1,800,000	\$1,800,000
SL-52	On Patterson Rd. from Rainbow Valley Rd. to 147th Ave.	Street lights	\$0	\$800,000	\$800,000
SL-53	On Estrella Pkwy. From Chandler Heights Rd. to Estrella Pkwy.	Street lights	\$0	\$1,400,000	\$1,400,000
SL-54	On Elliot Rd. from Rainbow Valley Rd. esat approximately 2 miles	Street lights	\$0	\$400,000	\$400,000
<b>Sub Total</b>			<b>\$8,841,000</b>	<b>\$19,214,000</b>	<b>\$28,055,000</b>
			<b>Number of Projects = 54</b>		
<b>Traffic Signals</b>					
TS-01	At the intersection of Litchfield and Yuma	Install new traffic signals	\$280,000	\$0	\$280,000
TS-02	At Fire Station No. 3	Install new traffic signal	\$225,000	\$0	\$225,000
TS-03	At the intersection of Loma Linda and Litchfield	Install new traffic signal	\$225,200	\$0	\$225,200

## ADOPTED CIP PLAN 2000-2020

PROJECT NO.	PROJECT TITLE/LOCATION	PROJECT DESCRIPTION	FY 99-05	FY 05-20	TOTAL
TS-04	Yuma and Estrella	Install new traffic signal	\$210,000	\$0	\$210,000
TS-05	At Estrella Pkwy. And MC85	Install new traffic signals	\$210,000	\$0	\$210,000
TS-06	Van Buren and Estrella	Install new traffic signals	\$210,000	\$0	\$210,000
TS-07	McDowell and Pebble Creek	Install new traffic signals	\$210,000	\$0	\$210,000
TS-08	MC 85 and Litchfield	Install new traffic signals	\$210,000	\$0	\$210,000
TS-09	Sarival and Van Buren	Install new traffic signals	\$210,000	\$0	\$210,000
TS-10	Sarival and Yuma	Install new traffic signals	\$210,000	\$0	\$210,000
TS-11	Palm Valley and McDowell	Install new traffic signals	\$210,000	\$0	\$210,000
TS-12	Filmore and Litchfield	Install new traffic signals	\$210,000	\$0	\$210,000
TS-13	Indian School and Pebble Creek	Install new traffic signals	\$210,000	\$0	\$210,000
TS-14	Van Buren and Bullard	Install new traffic signals	\$210,000	\$0	\$210,000
TS-15	Yuma and Bullard	Install new traffic signals	\$210,000	\$0	\$210,000
TS-16	McDowell and Bullard	Install new traffic signals	\$210,000	\$0	\$210,000
TS-17	La Jolla and Van Buren	Install new traffic signals	\$210,000	\$0	\$210,000
TS-18	Bullard and I-10	Install new traffic signals	\$420,000	\$0	\$420,000
TS-19	Golf Club Drive and San Miguel	Install new traffic signals	\$210,000	\$0	\$210,000
TS-20	Loop Road near CC Mart	Install new traffic signals	\$210,000	\$0	\$210,000
TS-21	Vineyard and Estrella Parkway	Install new traffic signals	\$210,000	\$0	\$210,000
TS-22	Estrella Parkway and Elliot	Install new traffic signals	\$210,000	\$0	\$210,000
TS-23	Elliot and San Miguel	Install new traffic signals	\$210,000	\$0	\$210,000
TS-24	San Miguel and Estrella Parkway	Install new traffic signals	\$210,000	\$0	\$210,000
TS-25	Bullard and MC 85	Install new traffic signals	\$0	\$210,000	\$210,000
TS-26	Regional Mall	Install new traffic signals	\$0	\$1,880,000	\$1,880,000
TS-27	Indian School and Park Avenue	Install new traffic signals	\$0	\$210,000	\$210,000
TS-28	Loop Road (City Center)	Install new traffic signals	\$840,000	\$0	\$840,000
TS-29	Van Buren and Palo Verde	Install new traffic signals	\$250,000	\$0	\$250,000
TS-30	Litchfield and Avalon	Install new traffic signals	\$225,000	\$0	\$225,000
TS-31	Litchfield and Fillmore	Install new traffic signal	\$113,000	\$0	\$113,000
TS-32	At Airport and Litchfield Rd.	Install new traffic signal	\$225,000	\$0	\$225,000
TS-33	At Freeway I-10 and Litchfield Rd.	Install new traffic signal	\$490,000	\$0	\$490,000
TS-34	At the intersection of Indian School Rd. & Sarival Avenue	Install new traffic signals	\$0	\$225,000	\$225,000
TS-35	At the intersection of Indian School Rd. & Loop 303	Install new traffic signals	\$0	\$225,000	\$225,000
TS-36	At the intersection of Indian School Rd. & Cotton Lane	Install new traffic signals	\$0	\$225,000	\$225,000
TS-37	At the intersection of Indian School Rd. & Citrus Rd.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-38	At the intersection of Indian School Rd. & Perryville Rd.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-39	At the intersection of Thomas Rd. & Perryville Rd.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-40	At the intersection of Thomas Rd. & Citrus Rd.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-41	At the intersection of Thomas Rd. & Cotton Lane	Install new traffic signals	\$0	\$225,000	\$225,000
TS-42	At the intersection of Thomas Rd. & Sarival Ave.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-43	At the intersection of Thomas Rd. & Pebble Creek Pkwy.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-44	At the intersection of Thomas Rd. & Bullard Ave.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-45	At the intersection of McDowell Rd. & Sarival Rd.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-46	At the intersection of McDowell Rd. & Loop 303 or Cotton Lane.	Install new traffic signals	\$225,000	\$0	\$225,000
TS-47	At the intersection of McDowell Rd. & Citrus Rd.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-48	At the intersection of McDowell Rd. & Perryville Rd.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-49	At the intersection of Van Buren St. & Citrus Rd.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-50	At the intersection of Van Buren St. & Loop 303 or Cotton Ln.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-51	At the intersection of Yuma Rd. & Loop 303 or Cotton Ln.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-52	At the intersection of Lower Buckeye Rd. & Cotton Ln.	Install new traffic signals	\$0	\$225,000	\$225,000

## ADOPTED CIP PLAN 2000-2020

PROJECT NO.	PROJECT TITLE/LOCATION	PROJECT DESCRIPTION	FY 99-05	FY 05-20	TOTAL
TS-53-A	At the intersection of Lower Buckeye Rd. & Sarival Ave.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-53-B	At the intersection of Lower Buckeye Pkwy. & Sarival Ave.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-54	At the intersection of Lower Buckeye Rd. & Estrella Pkwy.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-55	At the intersection of Lower Buckeye Rd. & Lichfield Rd.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-56	At the intersection of Broadway Rd. & Cotton Ln.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-57	At the intersection of MC85 & Sarival Ave.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-58	At the intersection of MC85 & Cotton Ln.	Install new traffic signals	\$225,000	\$0	\$225,000
TS-59	At the intersection of Vineyard Rd. & Bullard Ave.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-60	At the intersection of Riggs Rd. & Rainbow Valley Rd.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-61	At the intersection of Chandler Heights Rd. & Rainbow Valley Rd.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-62	At the intersection of Queen Creek Rd. & Rainbow Valley Rd.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-63	At the intersection of Queen Creek Rd. & Estrella Parkway.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-64	At the intersection of Patterson Rd. & Rainbow Valley Rd.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-65	At the intersection of Patterson Rd. & Bullard Ave.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-66	At the intersection of Lower Buckeye Pkwy. & Estrella Pkwy.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-67	At the intersection of I-10 interchange & Perryville Rd.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-68	At the intersection of I-10 interchange & Citrus Rd.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-69	At the intersection of I-10 interchange & Cotton Ln.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-70	At the intersection of I-10 interchange & Sarival Ave.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-71	At the intersection of I-10 interchange & Estrella Pkwy.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-72	At the intersection of Perryville Rd. & Broadway Rd.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-73	At the intersection of Walle Dr. and Sarival	Install new traffic signals	\$0	\$225,000	\$225,000
TS-74	At the intersection of Elwood and Sarival	Install new traffic signals	\$0	\$225,000	\$225,000
TS-75	At the intersection of Westar & Estrella Pk	Install new traffic signals	\$0	\$225,000	\$225,000
TS-76	At Buckeye Union High School & Estrella Pkwy.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-77	At Elliot & San Gabriel/North Lake Park	Install new traffic signals	\$0	\$225,000	\$225,000
TS-78	At Elliot & Rainbow Valley Rd.	Install new traffic signals	\$0	\$225,000	\$225,000
TS-79	At the intersection of Citrus & Yuma	Install new traffic signals	\$0	\$225,000	\$225,000
	<b>Sub Total</b>		<b>\$7,943,200</b>	<b>\$12,425,000</b>	<b>\$20,368,200</b>
		<b>Number of Projects =</b>	<b>80</b>		
<b>Technology</b>					
TC-01	Wireless equipment would be stationed at each City facility.	Communications Infrastructure	\$340,000	\$0	\$340,000
TC-02	All City facilities..	Network Upgrades	\$38,000	\$0	\$38,000
TC-03	City Hall.	Client/Server Installation	\$190,000	\$0	\$190,000
TC-04	City of Goodyear	Consultant to study the need for a broad	\$100,000	\$0	\$100,000
TC-05	City of Goodyear	Data Communication Infrastructure	\$0	\$20,000,000	\$20,000,000
	<b>Sub Total</b>		<b>\$668,000</b>	<b>\$20,000,000</b>	<b>\$20,668,000</b>
		<b>Number of Projects =</b>	<b>5</b>		
<b>Water</b>					
WA-01	Well #6 Wellhead Treatment		\$955,392	\$40,250	\$995,642
WA-02	Well #1 Abandonment and Replacement		\$1,737,998	\$0	\$1,737,998
WA-03	Construction of 24" Water line		\$1,090,276	\$0	\$1,090,276
WA-04	Well # 20 Construction		\$1,747,294	\$0	\$1,747,294
WA-05	Well #19 Construction		\$1,661,644	\$0	\$1,661,644
WA-06	Booster Station #13 Storage Expansion		\$542,900	\$0	\$542,900
WA-07	Well #3 Storage Tank Replacement		\$0	\$0	\$0
WA-08	Well #5 Storage Tank Replacement		\$0	\$170,190	\$170,190

## ADOPTED CIP PLAN 2000-2020

PROJECT NO.	PROJECT TITLE/LOCATION	PROJECT DESCRIPTION	FY 99-05	FY 05-20	TOTAL
WA-09	Construction of Bullard Water Line		\$0	\$0	\$0
WA-10	Construction of Sarival and Lower Buckeye Water Line		\$0	\$0	\$0
WA-11	Construction of 165th Ave. 12" Water Line		\$0	\$0	\$0
WA-12	Water Transmission Pipeline		\$5,859,459	\$0	\$5,859,459
WA-13	Water Distribution		\$0	\$0	\$0
WA-14	Water Distribution		\$494,466	\$0	\$494,466
WA-15	Water Distribution		\$335,369	\$0	\$335,369
WA-16	Water Tanks CAP Recharge Facility		\$5,695,699	\$5,640,785	\$11,336,484
WA-17	Water Treatment Facility		\$0	\$36,431,673	\$36,431,673
WA-18	Ground Storage Tanks		\$1,934,920	\$1,934,920	\$3,869,840
WA-19	Water Distribution		\$449,936	\$0	\$449,936
WA-20	Water Distribution		\$701,256	\$0	\$701,256
WA-21	Water Distribution		\$620,858	\$0	\$620,858
WA-22	Water Distribution		\$0	\$305,976	\$305,976
WA-23	Water Distribution		\$449,936	\$0	\$449,936
WA-24	Water Distribution		\$1,368,529	\$0	\$1,368,529
WA-25	Water Distribution		\$649,138	\$0	\$649,138
WA-26	Storage Tank		\$641,720	\$0	\$641,720
WA-27	Storage Tank		\$0	\$641,720	\$641,720
WA-28	Storage Tank		\$0	\$641,720	\$641,720
WA-29	Estrella Mountain Ranch System Modificaiton		\$524,307	\$524,307	\$1,048,614
WA-30	Storage Tank		\$0	\$989,420	\$989,420
WA-31	Water Distribution		\$0	\$788,401	\$788,401
WA-32	Water Distribution		\$0	\$269,065	\$269,065
WA-33	Water Distribution		\$0	\$5,792,072	\$5,792,072
WA-34	2.0 mg Water Storage Tank		\$0	\$1,010,160	\$1,010,160
WA-35	2.0 mg Water Storage Tank		\$1,010,160	\$0	\$1,010,160
WA-36	2.0 mg Water Storage Tank		\$0	\$1,010,160	\$1,010,160
WA-37	2.0 mg Water Storage Tank		\$0	\$1,010,160	\$1,010,160
WA-38	CAP Water Acquisitions		\$17,105,639	\$73,643,559	\$90,749,198
WA-39	White Tanks Recovery Wells		\$3,074,585	\$0	\$3,074,585
WA-40	Well #12 Wellhead Treatment System		\$868,091	\$0	\$868,091
WA-41	Wells #16 and #17 Wellhead Treatment System		\$846,040	\$0	\$846,040
WA-42	Estrella Mountain Ranch Water Supply Improvements		\$385,520	\$0	\$385,520
WA-43	West Side Water Distribution		\$602,857	\$1,808,568	\$2,411,425
WA-44	Future Wells and Storage		\$0	\$6,990,145	\$6,990,145
WA-45	SCADA System (Supervisory Control & Data Acquisitions)		\$202,900	\$0	\$202,900
WA-46	SCADA System Upgrades at exiting facilities		\$573,400	\$0	\$573,400
WA-47	Estrella Mountain Ranch Water System		\$4,748,720	\$14,246,161	\$18,994,881
WA-48	SCADA System Upgrades at exiting facilities (EMR)		\$42,700	\$0	\$42,700
WA-49	Well Inventory & Assessment/Exploratory Wells		\$476,410	\$0	\$476,410
WA-50	Well Inventory & Assessment/Exploratory Wells		\$2,900,000	\$0	\$2,900,000
WA-51D	Purchase LPSCO Water System		\$0	\$2,084,050	\$2,084,050
WA-51R	Purchase LPSCO Water System		\$0	\$3,047,923	\$3,047,923
WA-52	Well Inventory & Assessment/Exploratory Wells (Hidden Valley)		\$0	\$2,900,000	\$2,900,000
	<b>Sub Total</b>		<b>\$60,298,119</b>	<b>\$161,921,385</b>	<b>\$222,219,504</b>
		<b>Number of Projects =</b>	<b>53</b>		
<b>Wastewater</b>					
SW-01	157th Avenue WWTP Phase IV Expansion		\$19,349,595	\$0	\$19,349,595
SW-02	157th Avenue WWTP Phase V Expansion		\$1,600,000	\$17,795,000	\$19,395,000
SW-03	157th Avenue WWTP Phase VI Expansion		\$0	\$17,150,000	\$17,150,000
SW-04	157th Avenue WWTP Phase VII Expansion		\$0	\$16,400,000	\$16,400,000
SW-05	157th Avenue WWTP Phase VIII Expansion		\$0	\$948,500	\$948,500
SW-06	McDowell Rd. Interceptor Sewer		\$0	\$0	\$0
SW-07	Bullard I-10 Scenario 4 Sanitary Sewer		\$0	\$0	\$0
SW-08	Estrella Parkway Interceptor Sewer		\$0	\$0	\$0
SW-09	Connecting Sewer to WWTP Phase I		\$1,987,970	\$0	\$1,987,970
SW-10	Bullard Avenue Interceptor Sewer		\$6,626,355	\$0	\$6,626,355
SW-11	Sarival Avenue Intceptor Sewer		\$2,180,668	\$0	\$2,180,668
SW-12	East Cotton Lane Interceptor Sewer		\$4,703,650	\$0	\$4,703,650
SW-13	Broadway Rd. Interceptor Sewer		\$0	\$1,974,680	\$1,974,680
SW-14	Citrus Rd. Interceptor Sewer		\$0	\$3,299,949	\$3,299,949
SW-15	State Rd. 85 Force Main and Interceptor Sewer		\$0	\$5,451,823	\$5,451,823
SW-16	West Cotton Lane Interceptor Sewer		\$0	\$1,892,559	\$1,892,559
SW-17	Connecting Sewer to WWTP Phase II		\$0	\$1,364,562	\$1,364,562
SW-18	Wastewater Master Plans (1985-1999)		\$0	\$0	\$0

## ADOPTED CIP PLAN 2000-2020

PROJECT NO.	PROJECT TITLE/LOCATION	PROJECT DESCRIPTION	FY 99-05	FY 05-20	TOTAL
SW-19	Estrella Mtn. Ranch WW Interceptor Sewers		\$3,400,000	\$12,883,680	\$16,283,680
SW-20	Corgett Basin WRP Expansion		\$5,040,000	\$7,840,000	\$12,880,000
SW-21	Lum Basin WRP		\$7,700,000	\$15,750,000	\$23,450,000
SW-22	Waterman Basin WRP		\$0	\$11,480,000	\$11,480,000
SW-23	Corgett Relief Sewer		\$256,100	\$0	\$256,100
SW-24	Lum Basin Interim Pump Station		\$345,000	\$0	\$345,000
SW-25	Purchase LPSCO Sewer System		\$0	\$7,588,010	\$7,588,010
SW-26	Corgett WRP and Lum WRP interconnect line		\$0	\$9,000,000	\$9,000,000
	<b>Sub Total</b>		<b>\$53,189,338</b>	<b>\$130,818,763</b>	<b>\$184,008,101</b>
		<b>Number of Projects =</b>	<b>26</b>		
<b>Reuse-Water</b>					
RC-01	Reclaimed Water Lines- Phase I		\$1,294,737	\$0	\$1,294,737
RC-02	Reclaimed Water Lines- Phase II		\$0	\$1,837,003	\$1,837,003
RC-03	Bullard Reclaimed Water Line		\$0	\$0	\$0
RC-04	SAT Facility #2		\$3,455,040	\$5,263,080	\$8,718,120
RC-05	Reclaimed Water Line		\$847,203	\$0	\$847,203
RC-06	SAT Facility #1 Upgrade		\$108,729	\$0	\$108,729
RC-07	Reclaimed Water Line		\$0	\$4,545,781	\$4,545,781
RC-08	SAT Facility #3		\$0	\$5,263,000	\$5,263,000
RC-09	Reclaimed Water Line		\$565,043	\$0	\$565,043
RC-10	Reuse Pump Station Upgrade		\$1,759,240	\$2,915,820	\$4,675,060
RC-11	Reclaimed Water Line		\$596,397	\$1,620,160	\$2,216,557
RC-12	Reclaimed Water Line		\$565,043	\$1,620,160	\$2,185,203
RC-13	SAT Facility #4		\$0	\$8,000,000	\$8,000,000
	<b>Sub Total</b>		<b>\$9,191,432</b>	<b>\$31,065,004</b>	<b>\$40,256,436</b>
		<b>Number of Projects =</b>	<b>13</b>		
<b>Municipal Facilities</b>					
MU-01	Northwest Corner of Yuma & 155th Ave.	City Hall	\$2,000,000	\$14,009,920	\$16,009,920
MU-02	City of Goodyear	City Library	\$7,000,000	\$0	\$7,000,000
MU-03	City of Goodyear	Corporate Yard	\$7,100,000	\$0	\$7,100,000
MU-04	City of Goodyear	Social Services Planning Study	\$100,000	\$0	\$100,000
MU-05	Old areas of the City	Revitalizing Old Areas, Planning Study	\$100,000	\$0	\$100,000
MU-06	City of Goodyear	Cultural/Arts; ROW Acquisition	\$1,000,000	\$7,700,000	\$8,700,000
	<b>Sub Total</b>		<b>\$17,300,000</b>	<b>\$21,709,920</b>	<b>\$39,009,920</b>
		<b>Number of Projects =</b>	<b>6</b>		
<b>Transit Facilities</b>					
TR-01	The City of Goodyear	City Transit Bus	\$280,000	\$0	\$280,000
TR-02	Van Buren Street and other areas	Construction of Bus Bays	\$1,000,000	\$0	\$1,000,000
TR-03	City of Goodyear	Mass Transit Facilities	\$1,000,000	\$49,000,000	\$50,000,000
TR-04	Two Locations	Park and Ride	\$1,000,000	\$742,400	\$1,742,400
	<b>Sub Total</b>		<b>\$3,280,000</b>	<b>\$49,742,400</b>	<b>\$53,022,400</b>
		<b>Number of Projects =</b>	<b>4</b>		
	<b>Total</b>		<b>\$234,712,729</b>	<b>\$787,273,272</b>	<b>\$1,021,986,001</b>
		<b>Total Number of Projects =</b>	<b>380</b>		

## CIP COMMITTEE RECOMMENDATIONS (MAY 2000)

Project Categories	Recommended Bonding Authority	Recommended For Bond Election	Approved By The Voters September 12, 2000	Percent Of Total
Water	11,815,500	40,000,000	51,815,500	28%
Sewer	7,449,500	30,000,000	37,449,500	20%
Municipal Buildings	6,500,000	11,000,000	17,500,000	9%
Bridges	0	12,000,000	12,000,000	7%
Streets	3,260,000	8,000,000	11,260,000	6%
Fire	5,500,000	5,000,000	10,500,000	6%
Parks & Recreation	2,260,000	8,000,000	10,260,000	6%
Police	7,750,000	2,500,000	10,250,000	6%
Reuse Water	0	6,000,000	6,000,000	3%
Drainage	1,000,000	4,000,000	5,000,000	3%
Traffic Signals	0	5,000,000	5,000,000	3%
Transit	0	3,250,000	3,250,000	2%
Street Lights	0	3,000,000	3,000,000	2%
Technology	0	1,000,000	1,000,000	1%
<b>Total</b>	<b>45,535,000</b>	<b>138,750,000</b>	<b>184,285,000</b>	<b>100%</b>

### Six Percent Projects:

Municipal Buildings	6,500,000	11,000,000	17,500,000
Bridges	0	12,000,000	12,000,000
Streets	3,260,000	8,000,000	11,260,000
Fire	5,500,000	5,000,000	10,500,000
Police	7,750,000	2,500,000	10,250,000
Traffic Signals	0	5,000,000	5,000,000
Transit	0	3,250,000	3,250,000
Technology	0	1,000,000	1,000,000
<b>Total</b>	<b>23,010,000</b>	<b>47,750,000</b>	<b>70,760,000</b>

### Twenty Percent Projects:

Parks & Recreation	2,260,000	8,000,000	10,260,000
Drainage	1,000,000	4,000,000	5,000,000
Street Lights	0	3,000,000	3,000,000
<b>Total</b>	<b>3,260,000</b>	<b>15,000,000</b>	<b>18,260,000</b>

### Enterprise Supported 20% Projects:

Water	11,815,500	40,000,000	51,815,500
Sewer	7,449,500	30,000,000	37,449,500
Reuse Water	0	6,000,000	6,000,000
<b>Total</b>	<b>19,265,000</b>	<b>76,000,000</b>	<b>95,265,000</b>

# FINANCIAL TRENDS

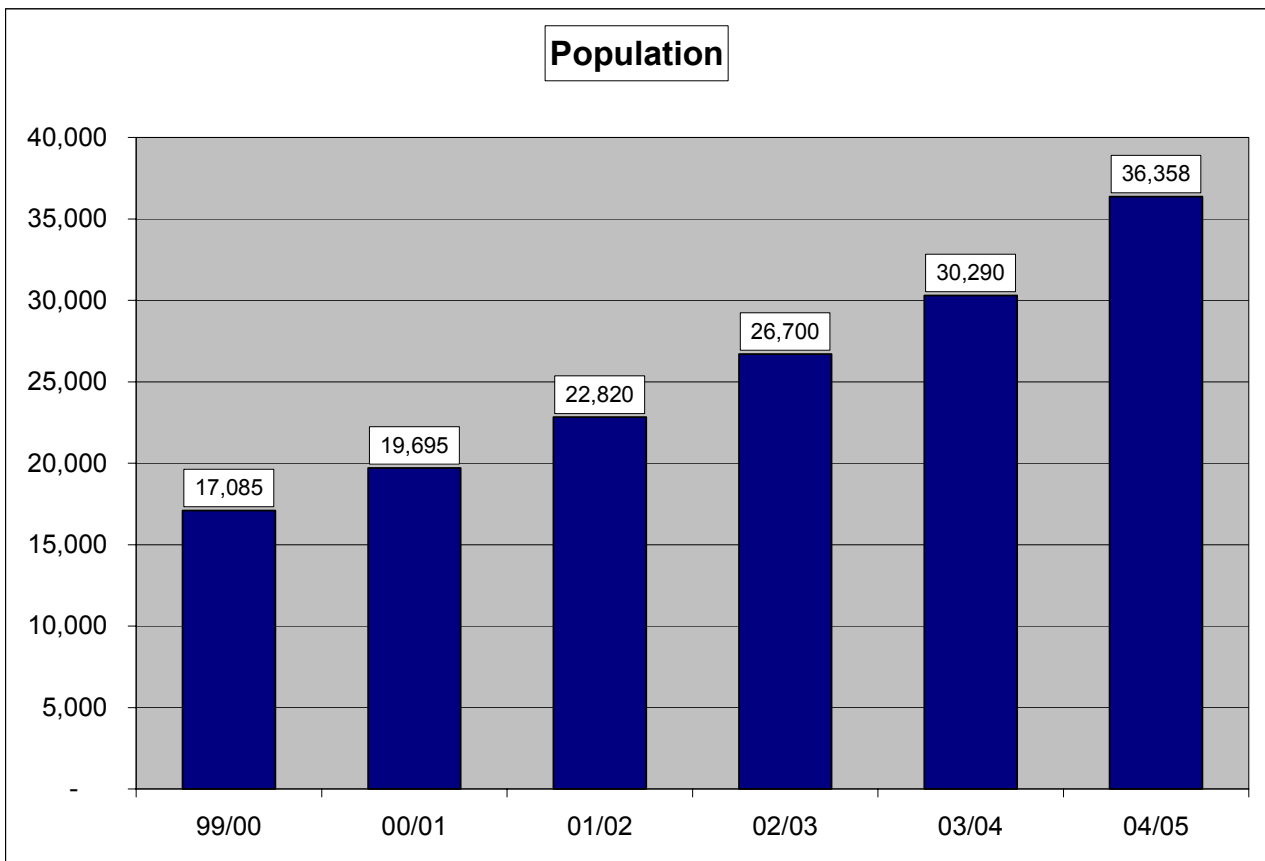
## POPULATION

### Description

Changes in population can have a direct effect on City revenues because many taxes are collected on a per capita basis. Many intergovernmental revenues are distributed according to population, and because population level appears indirectly related to such issues as employment, income, and property value.

### Analysis

A gradual increasing population trend is considered favorable. The City is experiencing rapid growth in population, and a corresponding rapid growth in demand for municipal services. During the measurement period the average annual percent change in population was 18 percent. The population doubled during the measurement period. The 2000 census validated Goodyear's growth resulting in a larger percentage of intergovernmental revenues that are distributed based on population. Goodyear's State Shared revenues increased \$2.0 million per year as a direct result of the census.



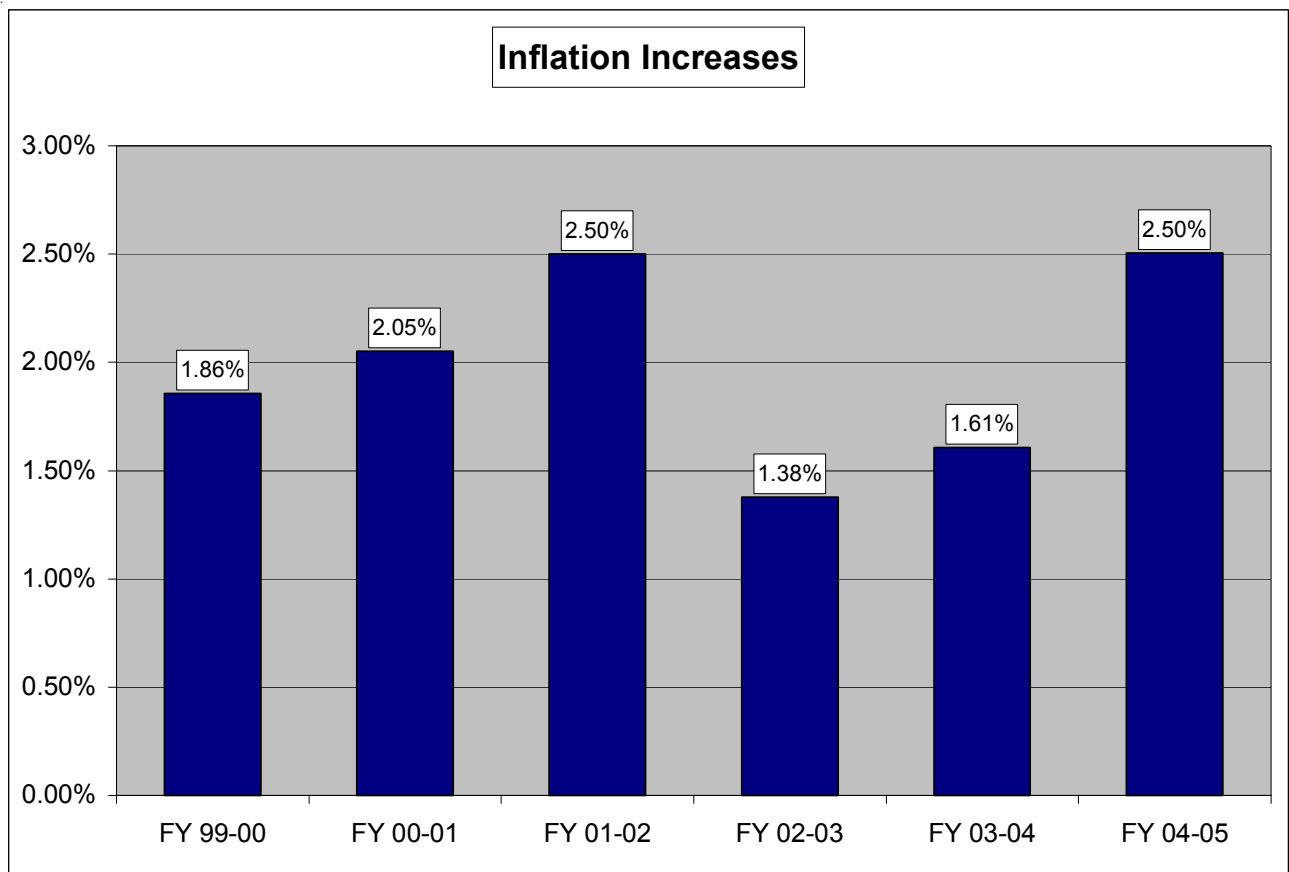
# INFLATION

## Description

The Gross Domestic Product Implicit Price Deflator Index (GDP) is considered by some to be the best measure of overall inflation in the economy. The GDP is also the index that the Arizona Constitution and the Arizona Revised Statutes require in calculating expenditure limits for cities and towns. Stability in price level is generally considered beneficial and continued low rates of inflation indicate a positive trend.

## Analysis

The rate of inflation over the measurement period has been low and has averaged slightly over two percent. Strong economic growth and tight labor markets continue to put little pressure on consumer inflation. Recent predictions are indicating historically low, stable levels of inflation.



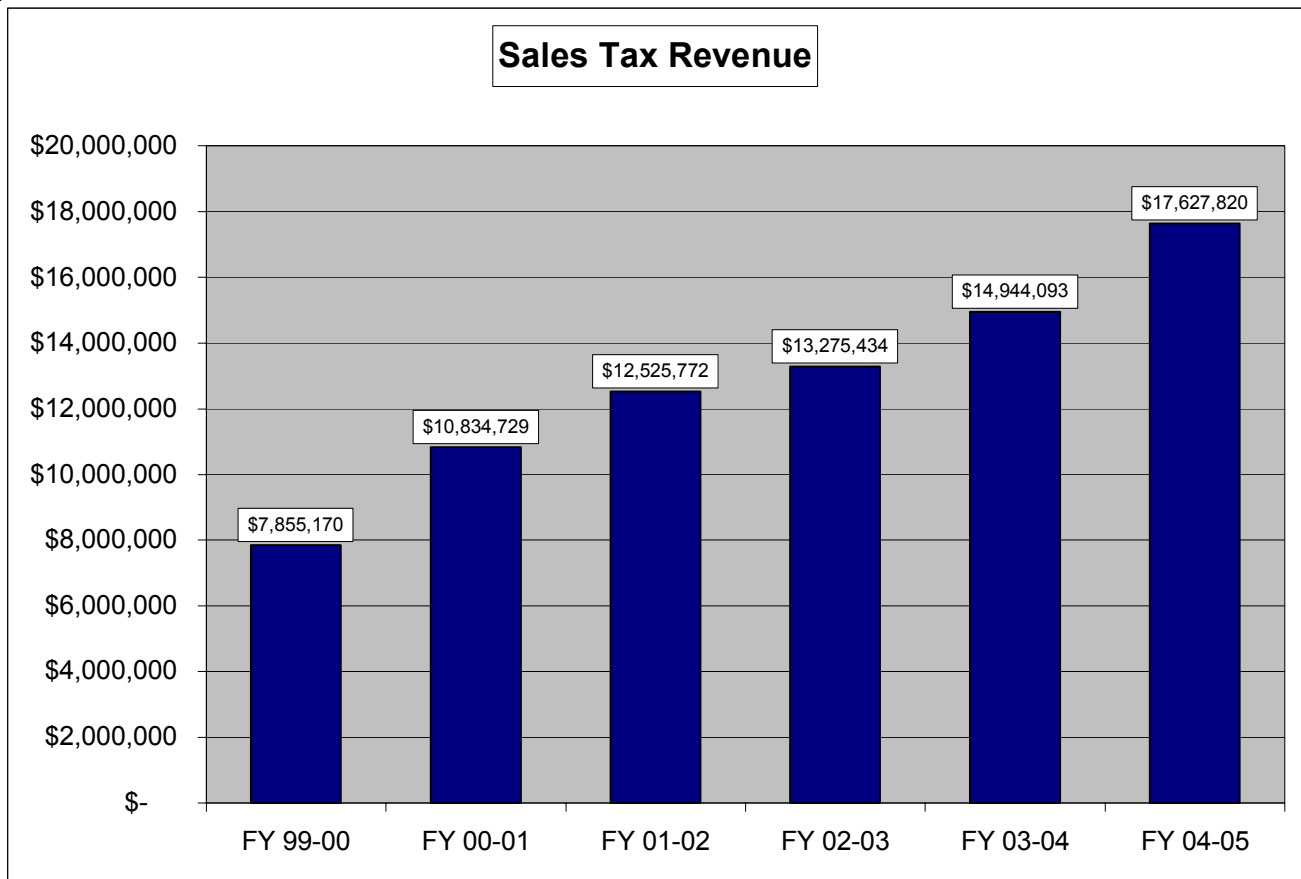
# BUSINESS ACTIVITY

## Description

The level of business activity affects the City's financial condition directly by revenue sources such as sales tax receipts and indirectly to the extent that a change in business activity affects other demographic and economic areas such as employment base, personal income, or property values. Changes in business activity also tend to be cumulative, causing a positive or negative impact on all related factors such as employment base, income, property value, etc.

## Analysis

Sales tax revenue has increased steadily over the past five years. Sales tax revenues have doubled during the measurement period. This trend is considered very favorable. Goodyear's business activity continues to benefit from the economic expansion, even though consumer confidence is low on a national level. In addition, median household income has increased over the measurement period and directly supports the increase in sales tax revenue.



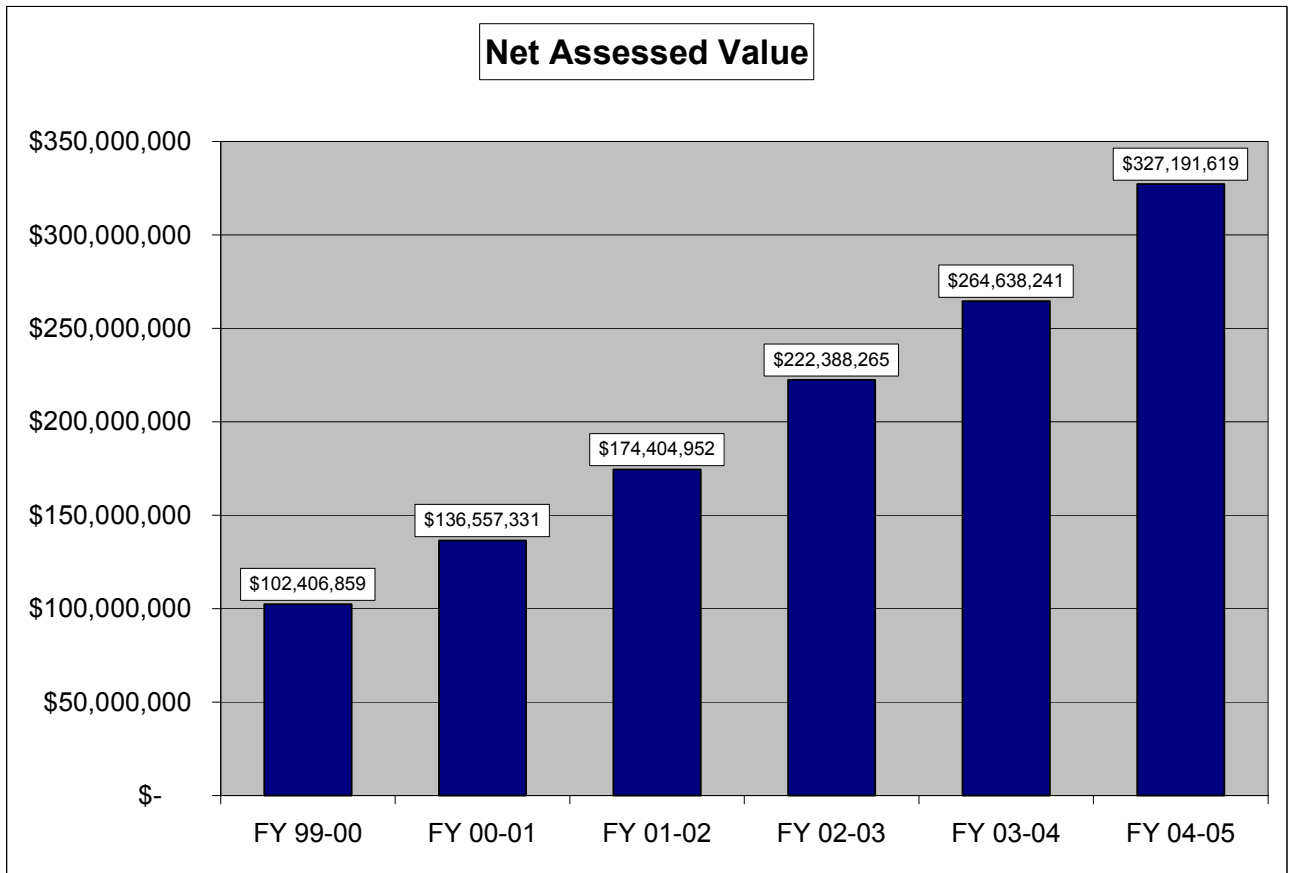
# PROPERTY VALUE

## Description

Property value is important because property tax is one of the City's largest revenue sources. With Goodyear maintaining a relatively stable tax rate, the higher the aggregate property value, the higher the revenue that will be generated. The net assessed value is used as an indicator of the City's aggregate property value on which the property tax rate is applied to compute City property tax revenue.

## Analysis

Assessed valuation is increasing which is a good indicator of the community's economic well-being and revenue base. Assessed property values tripled during the measurement period. Property values are expected to grow by 18 percent in FY 04-05, based on continued residential and commercial growth.



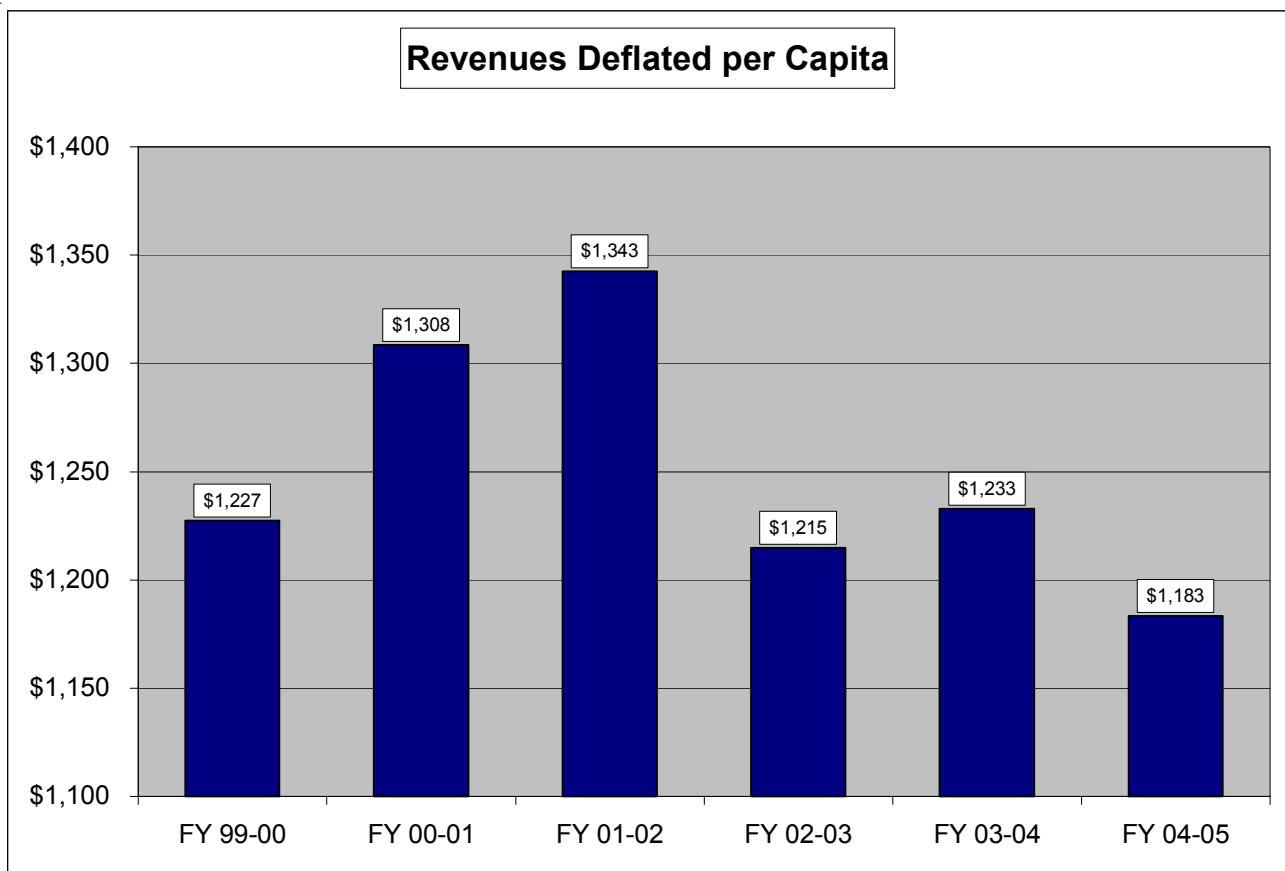
# REVENUE PER CAPITA

## Description

Per capita operating revenue shows how operating revenue is changing relative to changes in the level of population. As population increases, it might be expected that the need for services would increase proportionately and, therefore, the level of per capita revenue should remain at least constant in real terms. If per capita revenue is decreasing, it would be expected that the City would be unable to maintain existing service levels unless it were to find to find new revenue sources or ways to save money. This reasoning assumes that the cost of services is directly related to population level.

## Analysis

The net constant dollar revenue per capita (revenue/deflated/capita) has decreased 3.6 percent over the measurement period. In addition, during this same time period, service demands have increased, indicating a pattern of increased demand for services and lack of funding sources.



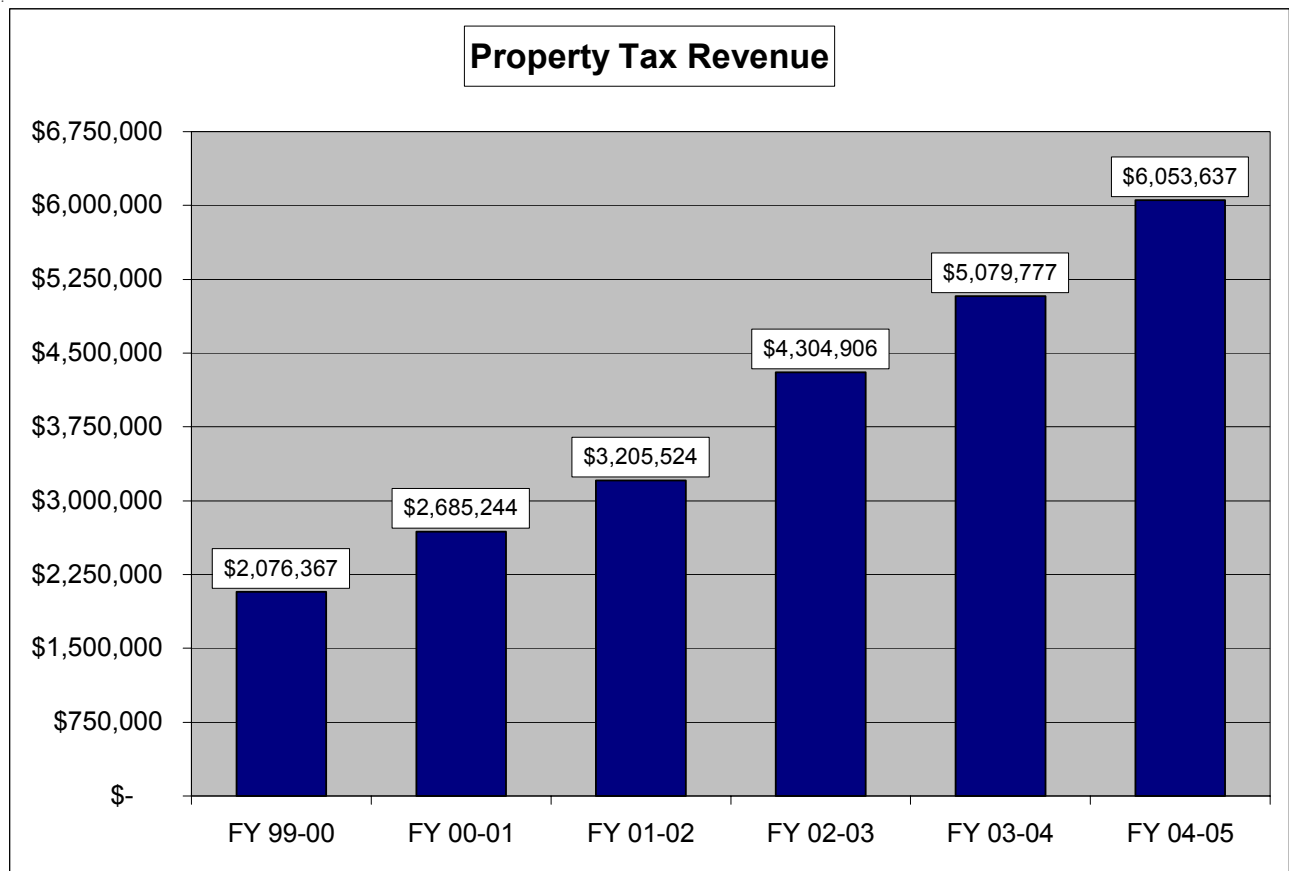
# PROPERTY TAX REVENUE

## Description

Property tax revenue is an important source to consider individually because it is the most stable revenue source for the City. The primary component of property tax is for maintenance and operations of the City and the secondary component is restricted for debt retirement.

## Analysis

Property tax revenue continues to show an increasing trend. Goodyear's primary tax levy is estimated to increase and the secondary levy is estimated to increase in FY 04-05 premised upon increased assessed value forecasts from the County Assessor. Based on continued residential and commercial growth, property tax revenue should increase in the coming year with assessed property values expected to grow by 19 percent. Goodyear's FY 04-05 combined tax rate is expected to be reduced to \$1.97 from the previous fiscal year.



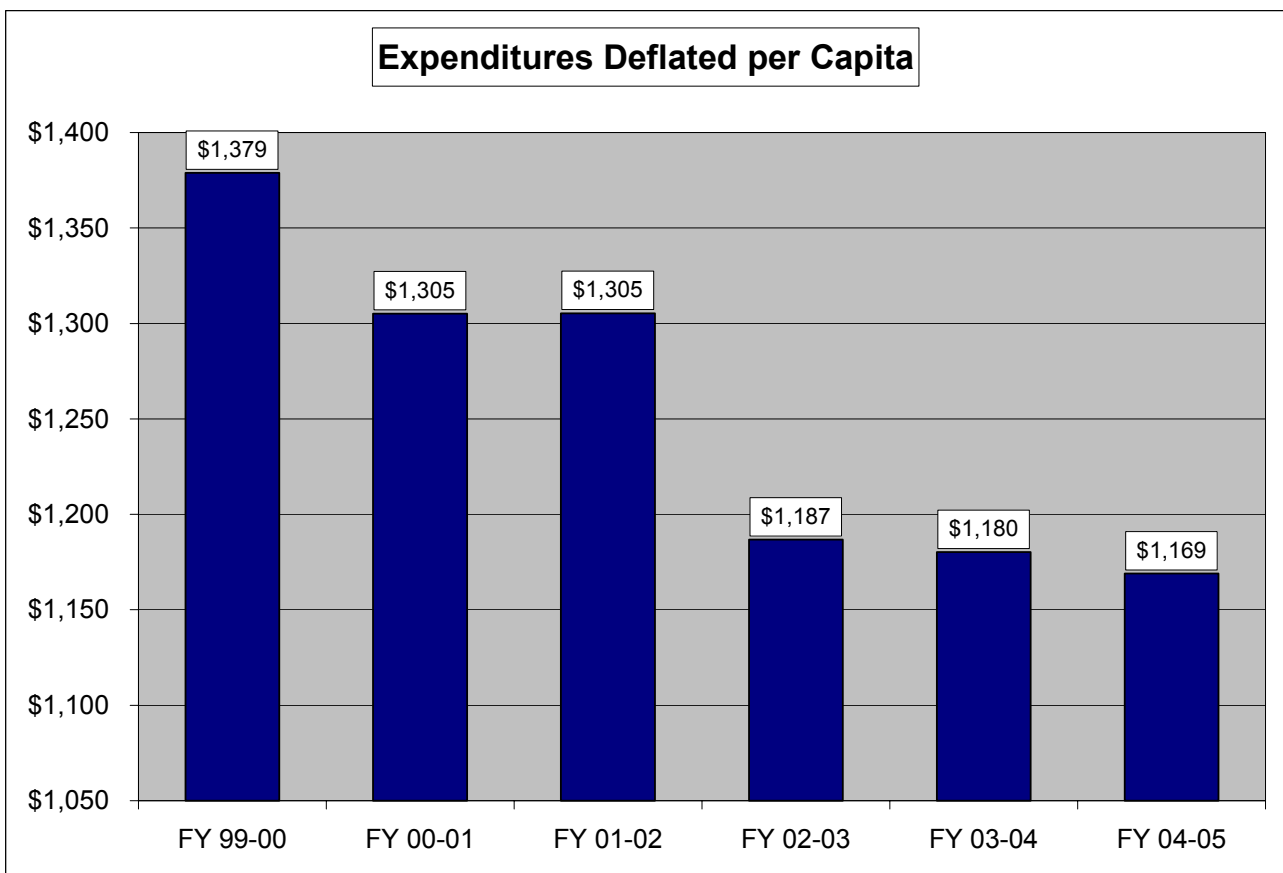
# EXPENDITURES PER CAPITA

## Description

Per capita operating expenditures reflect changes in operating expenditures relative to changes in population. Increasing per capita expenditures can indicate the cost of providing services is outstripping the City's ability to pay, especially if spending is increasing faster than the City's property, sales or other relevant tax base. If the increase in spending is greater than would be expected from continued inflation and cannot be explained by the addition of new services, it can be an indicator of declining productivity.

## Analysis

Expenditures per capita have declined 15% over the measurement period. In addition, during this same time period, service demands have increased, indicating more effective resource utilization. Increases are due to the addition of new facilities, new services, increased permitting and inspection activity, awarding of several new grants to the City and debt service for voter approved bonds.



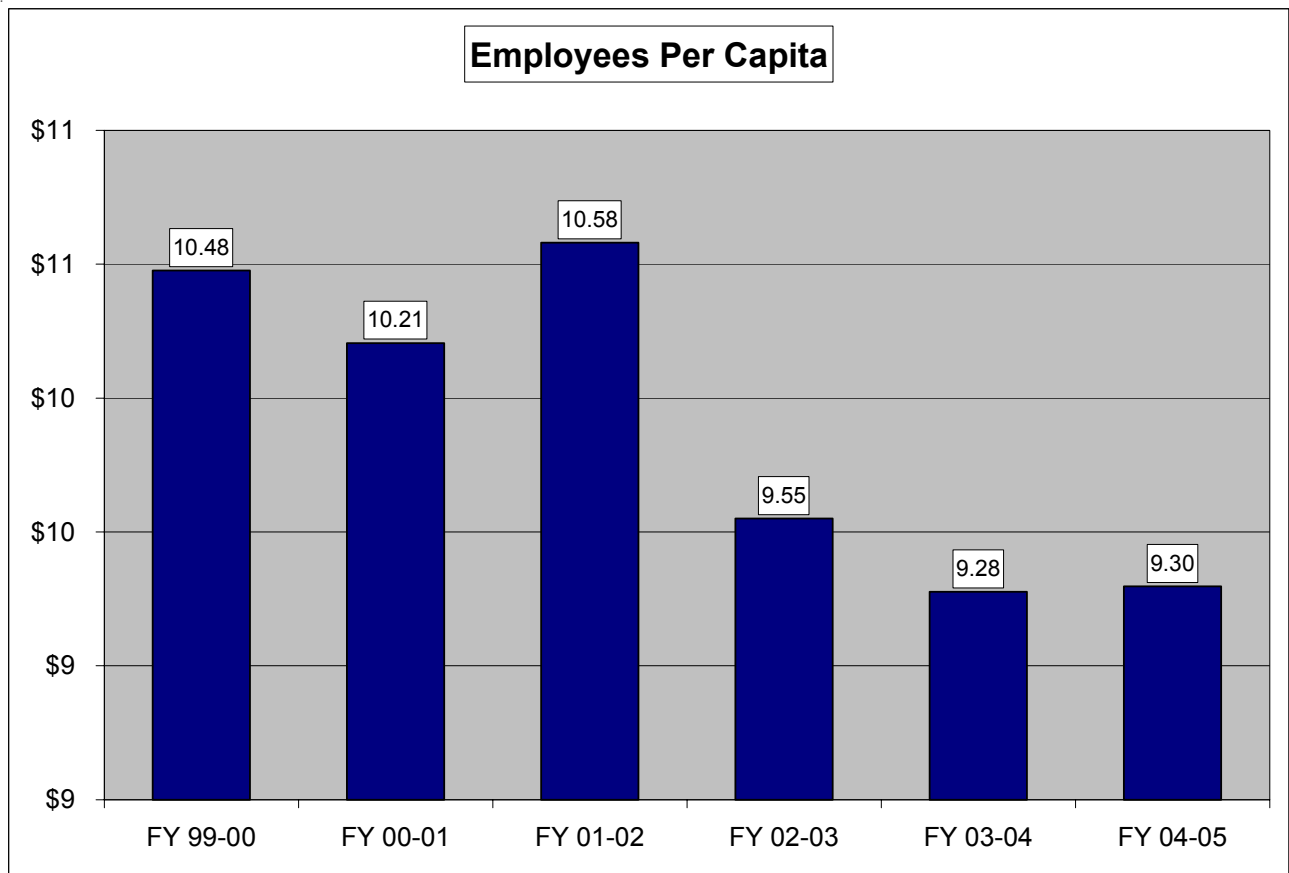
# EMPLOYEES PER CAPITA

## Description

Personnel costs are a major portion of the City's operating budget. Plotting changes in the number of employees to population is a way to measure changes in expenditures. An increase in employees to population may indicate that expenditures are rising faster than revenues, that the City is becoming more labor intensive, or that productivity is declining. A decrease in employees to population may indicate that productivity is increasing, and/or that municipal service levels may be declining.

## Analysis

Full Time Employees (FTE) include all authorized, benefited positions. The FTE ratio per 1,000 citizens has declined 11% over the measurement period. This could indicate that levels of employee productivity are good, and the City is not becoming more labor intensive.





## **Appendix**

# **APPENDIX**

## **DOCUMENT GLOSSARY**

The City of Goodyear's Annual Budget is structured to be understandable and meaningful to both the general public and the organization. This glossary is provided to assist those unfamiliar with budgeting terms and a few terms specific to the City of Goodyear financial planning process.

### **ACTUAL VS. BUDGETED**

Difference between what was projected (budgeted) in revenues or expenditures at the beginning of the fiscal year and the actual receipts or expenses which are incurred by the end of the year.

### **ADOPTED**

Formal action by the City Council which permits the City to incur obligations and to make expenditures of resources.

### **ALTERNATIVE LOCAL EXPENDITURE LIMITATION**

If the funding needs of the City are greater than the State imposed expenditure limit, the following options are available. All four options are subject to voter approval:

1. Local home rule (alternative expenditure) limitation
2. Permanent base adjustment
3. Capital projects accumulation fund
4. One-time override

### **APPROPRIATION**

An authorization made by the City Council which permits the City to incur obligations and to make expenditures of resources.

### **ASSESSED VALUATION**

A valuation established upon real estate or other property by the County Assessor and the State as a basis for levying taxes.

### **BEGINNING BALANCE**

The beginning balance is the residual non-restricted funds brought forward from the previous fiscal year (ending balance).

### **BOND**

A long-term "IOU" or promise to pay. It is a promise to repay a specified amount of money (the face value of the bond) on a particular date (maturity date). Bonds are used primarily for financing capital projects.

### **CAPITAL BUDGET**

The appropriation of bonds or operating revenue for improvements to city facilities including buildings, streets, water and sewer lines, and parks.

**CAPITAL OUTLAY**

Fixed assets which have a value of \$1,000 or more and have a useful economic life of more than one year.

**COMMUNITY FACILITIES DISTRICTS (CFD)**

CFDs are special purpose public improvement districts. By utilizing a variety of public funding options such as bonds, special assessments, taxes and user fees, CFDs provide a mechanism to finance public infrastructure, the operation and maintenance of public infrastructure, and enhanced municipal services in qualifying areas.

**CONTINGENCY FUND**

A budgetary reserve set aside for emergency or unanticipated expenses and/or revenue shortfalls. The City Council must approve all contingency expenditures.

**CONTRACTUAL SERVICES**

Services such as rentals, insurance, maintenance, etc. that are purchased by the City.

**DEBT SERVICE**

The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**DEPARTMENT**

The basic organizational unit of government which is functionally unique in its delivery of services.

**DEPRECIATION**

Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**DEVELOPMENT-RELATED FEES**

Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

**DISBURSEMENT**

The expenditure of moneys from an account.

**DIVISION**

An organized unit within a department.

**EMPLOYEE BENEFITS**

Contributions made by a government to meet commitments or obligations for employee benefits. Included are the government's share of costs for social security and the various pension, medical and life insurance plans.

**ENCUMBRANCE**

The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**ENDING BALANCE**

The residual non-restricted funds that are spendable or available for appropriation at the end of the fiscal year.

**ENTERPRISE FUND**

A governmental accounting fund in which the services provided, such as water or sewer or sanitation, are financed and operated similarly to those of a private business. The rate schedules for those services are established to ensure that user revenues are adequate to meet necessary expenditures.

**ESTIMATED**

Estimated, as used throughout the budget document, represents the original adopted budget plus any approved changes and anticipated year-end savings.

**EXPENDITURE LIMITATION**

The Arizona State Legislature imposed a constitutional amendment which limits the annual expenditures of all municipalities. The limit is set by the Economic Estimates Commission based on population growth and inflation.

**EXPENDITURE/EXPENSE**

This term refers to the outflow of funds paid for an asset obtained, or goods and services obtained.

**FEES**

Fees are charges for specific services.

**FISCAL POLICY**

A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**FISCAL YEAR**

A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Goodyear has specified July 1 to June 30 as its fiscal year.

**FUND**

A set of interrelated accounts to record revenues and expenditures associated with a specific purpose. Eight commonly used fund types in public accounting are the general fund, specific

revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, and special assessment funds.

## **FUND BALANCE**

Fund balance is the excess of assets over liabilities and reserves and is therefore known as surplus funds.

## **FUND SUMMARY**

A fund summary, as reflected in the budget document, is a combined statement of revenues, expenditures, and changes in fund balance for the prior year's actual, adopted, and estimated budgets, and the current year's adopted budgets.

## **GENERAL FUND**

The largest fund within the City, the General Fund accounts for most of the financial resources of the government that are not accounted for in other funds. General fund revenues include primary property taxes, licenses and permits, local taxes, and service charges. General fund services include police, fire, finance, information systems, administration, courts, attorneys, and parks and recreation.

## **GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA) BUDGET PRESENTATION AWARD**

The GFOA Budget Presentation Awards Program is an international awards program for governmental budgeting. Its purpose is to encourage exemplary budgeting practices and to provide peer recognition for government finance officers preparing budget documents. Award criteria includes coverage of four areas of interest: *policy orientation, financial planning, operational focus and effective communications.*

## **GRANT**

A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

## **HIGHWAY USER REVENUE FUND**

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.

## **IMPROVEMENT DISTRICTS**

Improvement districts are formed consisting of property owners desiring improvements to their property. Bonds are issued to finance these improvements, which are repaid by assessments on affected property. Improvement District debt is paid for by a compulsory levy (special assessment) made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

## **INFRASTRUCTURE**

Facilities on which the continuance and growth of a community depend such as roads, water lines, sewers, public buildings, parks, airports, et cetera.

## **INTERGOVERNMENTAL REVENUES**

Revenues levied by one government but shared on a predetermined basis with another government or class of governments.

## **OPERATING BUDGET**

The operating budget is the plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is required by law in Arizona.

## **ORDINANCE**

An ordinance is a formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or a constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

## **PAY-AS-YOU-GO CAPITAL IMPROVEMENT PROJECTS**

Pay-as-you-go capital improvement projects are capital projects whose funding source is derived from City revenue sources other than through the sale of voter-approved bonds.

## **PRIMARY PROPERTY TAX**

Primary property taxes are levied for the purpose of funding general government operations. Annual increases are limited to 2% of the previous year's maximum allowable primary property tax levy plus allowances for new construction and annexation of new property and tort litigation settlements.

## **PROPERTY TAX**

Property tax is based according to value of property and is used as the source of moneys to pay general obligation debt (secondary property tax) and to support the general fund (primary property tax).

## **RESERVE**

Reserve is an account which records a portion of the fund balance which must be segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

## **SECONDARY PROPERTY TAX**

Secondary property taxes are levied for the purpose of funding the principal, interest, and redemption charges on general obligation bonds of the City. The amount of this tax is determined by the annual debt service requirements on the City's general obligation bonds.

## **SPECIAL ASSESSMENT**

A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

## **TAX LEVY**

The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

### **TAX RATE**

The tax rate is the amount of tax levied for each \$100 of assessed valuation.

### **TAXES**

Taxes are compulsory charges levied by a government for the purpose of financing services performed for common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges, such as water service.

### **TRANSFERS**

Transfers are the authorized exchanges of cash or other resources between funds.

### **TRUST FUND**

A trust fund consists of resources received and held by the government unit as trustee, to be expended or invested in accordance with the conditions of the trust.

### **USER CHARGES**

The payment of a fee for direct receipt of a public service by the party who benefits from the service.

## COMMUNITY CHARACTERISTICS

### Economic Development

During the past year, Focused Future II, the City of Goodyear's second five-year strategic plan for economic development was passed by City Council. The following four business areas were established as priorities of the Economic Development (ED) Department.

- Retail and Hospitality
- High tech - Aerospace
- Food Processing & Manufacturing
- Plastics & Advanced Composites
- Business Services
- Biotech & Medical Services

### Retail/Hospitality

- Sales tax revenues for calendar year 2004 for wholesale/retail trade, restaurants/bars, and lodging increased by \$1,145,316 over calendar year 2003, which represents a 17% increase.
- Two new power centers have been under construction over the past fiscal year, and are about to open.
- The following retail and service stores opened this past fiscal year:

Bank of America	Hoot 'n' Howl	Hi Health
West Valley Vision	Subway	La Grocerie
Mimi's Café	Wildflower Bread Co.	AT&T Wireless
Wild West Electronics	Conelly Billiards	Safeway
Palm Valley Animal Clinic	Quizno's	Leslie's Pool Supply
Beard's Work & Western Wear	Quick Trip	Club Tan
Acrylic Spa's	Panda Express	UPS Store
Bill Johnson's Big Apple	Blockbuster	Streets of New York
Native New Yorker	Great Clips	Nationwide Insurance
Stone Creek Furniture Factory		

### Industrial and Commercial

- Newell-Rubbermaid is adding plant capacity with equipment and new employees.
- SunCor has received approval to construct a 60,000 square feet, three-story office building in the Palm Valley Office Park.
- The City retained its designation and expanded its qualifying boundaries in the Western Maricopa Enterprise Zone. This provides enhanced job training grants and potential property/income tax benefits that will assist the City in its business expansion and recruitment efforts.
- Lockheed Martin sold its real estate holding, which includes 1 million square feet of industrial/office buildings. Lockheed will continue a long-term lease on more than 400,000 square feet. The new owners plan to have the property annexed into Goodyear so they can receive City services.

- The Goodyear Employment Corridor study that was adopted by City Council in 2003 has received a first place award from the Arizona Planning Association. The 4,200-acre corridor will house as many as 60,000 employees at build-out. It stretches from Interstate 10 to the Gila River and from Litchfield Road to Estrella Parkway.

## MAJOR RETAIL & HOSPITALITY EMPLOYERS

120	Fry's	Grocer
160	Safeway	Grocer
125	Pebble Creek	Resort Community
120	Macaroni Grill	Restaurant
120	Target	Department Store
108	Cracker Barrel	Restaurant & store
76	Albertsons	Grocer
85	T.G.I. Friday's	Restaurant
60	Black Angus	Restaurant
60	Chili's	Restaurant
58	Applebee's	Restaurant
50	Best Western	Motel/Restaurant/Lounge
50	Hampton Inn & Suites	Hotel
50	On the Border	Restaurant
40	Bennett's Steakhouse	Restaurant
40	Holiday Inn	Motel
40	Michael's	Crafts

## MANUFACTURING EMPLOYERS

735	Lockheed Martin - Arizona	Defense Systems, Aerospace,
500	McLane Distributing	Grocery Distributor
407	Cavco	Modular Homes
330	Rubbermaid	Home Products
135	Lufthansa Airline Training Center	Intn'l Commercial Pilot Training
120	Kysor Panels	Commercial Refrigerators
120	Snyder's of Hanover	Pretzels, Snack Foods
80	Poore Brothers, Inc.	Potato Chips, Snack Foods
80	Adapto	Precision Machining, Air Bag
77	Walle Corporation	Consumer Labels
63	Simpson-Norton	Equipment/Irrigation Systems
56	Imsamet	Aluminum Mining
55	Arizona Galvanizing	Commercial Steel Galvanizing
28	Southwest Specialty Food	Sauces and Salsas

## AREA CLUBS & ORGANIZATIONS

The American Cancer Society	623-224-0880
American Legion Post #61	623-932-4960
Agua Fria Union School Key Club	623-932-4250
Agua Fria Union School FFA	623-932-4250
Agua Fria Union School ROTC	623-932-4250

Avondale Moose Lodge #2078	623-932-4022
Eastern Star	623-935-3460
Estrella Rotary Club	623-935-3888
Estrella Toastmaster Club	623-386-0106
Goodyear/Avondale Lions Club	623-877-8793
Litchfield Kiwanis Club	623-935-2249
Girl Scouts	623-932-0163
Boy Scouts	623-955-7747
Soroptomist Club	623-876-5940
Southwest Volunteer Services	623-925-6601
Tri-City West Boys & Girls Club	623-932-1154
VFW Post 10308	623-932-9052
West Valley Artists	623-877-9113
West Valley Fine Arts Council	623-935-6384
White Tanks Rotary Club	623-877-0667

## **AREA BANKS**

Bank Of America	1198 S Litchfield Rd	623-973-7932
Bank One	1370 N. Litchfield Road	623-589-3757
Community Bank	11 W Van Buren St., Avndl	623-932-4000
Wells Fargo Bank	600 E Van Buren St.	623-528-7307
Wells Fargo Bank	14139 W. Indian School Bypass	623-935-1274

## **AREA GOLF COURSES**

Estrella Mountain	Estrella Pkwy Vineyard	623-932-3714
Palm Valley	2211 N. Litchfield Road	623-935-2500
Pebble Creek	3639 Clubhouse Drive	623-935-6750
Wigwam	451 N. Litchfield Rd., Ltchfld Pk	623-935-9414

Falcon	15151 W. Camelback Road	623-935-7800
Falcon Dunes	Luke Airforce Base, GIndl.	623-535-8355
Estrella Mtn Ranch	11800 Golf Club Drive	623-386-2600

## **PUBLIC SCHOOLS**

Agua Fria Union High  
530 East Riley Drive  
Avondale, AZ 85323  
623-932-4250

Estrella Mtn Comm College  
Thomas & Dysart Road  
Avondale, AZ 85323  
623-935-8000

Avondale Elem. School  
District Office  
235 West Western Ave  
Avondale, AZ 85338  
623-932-3051

Estrella Mtn Elem School  
10963 South San Miguel  
Goodyear, AZ 85338  
623-386-3515

Buckeye Union High  
District Office  
902 East Eason Ave  
Buckeye, AZ 85326  
623-386-4423

Litchfield Elem School  
District Office  
553 Plaza Circle  
Litchfield Park, AZ 85340  
623-935-0000

Palm Valley Elem. School  
2801 N. 135<sup>th</sup> Ave  
Goodyear, AZ  
623-935-0050

Western Sky Middle School  
4095 N. 144<sup>th</sup> Ave  
Goodyear, AZ 85338  
623-935-0060

Wildflower Ranch Elem. School  
325 South Wildflower Drive  
Goodyear, AZ 85338  
623-932-0810

Millennium High School  
14802 W. Wigwam Blvd.  
Goodyear, AZ 85338

# LEGAL SCHEDULES

City Of Goodyear  
 Summary Schedule of Estimated Revenues and Expenditures/Expenses  
 Fiscal Year 2004-05

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES 2003-04*	ACTUAL EXPENDITURES/EXPENSES 2003-04**	UNRESERVED FUND BALANCE/RETAINED EARNINGS AT 7-1-2004**	DIRECT PROPERTY TAX REVENUES 2004-05	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2004-05	OTHER FINANCING SOURCES <USES>		INTERFUND TRANSFERS		TOTAL FINANCIAL RESOURCES AVAILABLE 2004-05	BUDGETED EXPENDITURES/EXPENSES 2004-05
						2004-05 SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 37,882,036	\$ 31,125,775	\$ 11,820,458	\$ 3,601,850	\$ 32,613,635			\$ 952,924	\$ 1,789,322	\$ 47,199,545	\$ 43,535,718
				Primary:							
				Secondary:							
2. Special Revenue Funds	2,799,348	1,743,232		2,451,787	1,455,760			1,169,542		2,625,302	3,826,058
3. Debt Service Funds	2,667,080	2,667,000						619,780		619,780	3,069,067
4. Less: Designation for Future Debt Retirement											
5. Total Debt Service Funds	2,667,080	2,667,000		2,451,787				619,780		3,071,567	3,069,067
6. Capital Projects Funds	62,009,572	15,225,049	12,540,195		64,021,810	20,050,020				76,562,005	72,544,374
7. Enterprise Funds Available	22,184,526	14,621,926	4,682,992		28,777,229				952,924	32,507,297	30,364,746
8. Less: Designation for Future Debt Retirement											
9. Total Enterprise Funds	22,184,526	14,621,926	4,682,992		28,777,229				952,924	32,507,297	30,364,746
10. Expendable Trust Funds											
11. Nonexpendable Trust Funds											
<b>TOTAL ALL FUNDS</b>	<b>\$ 127,542,562</b>	<b>\$ 65,382,982</b>	<b>\$ 29,043,645</b>	<b>\$ 6,053,637</b>	<b>\$ 126,868,434</b>	<b>\$ 20,050,020</b>	<b>\$ 20,050,020</b>	<b>\$ 2,742,246</b>	<b>\$ 2,742,246</b>	<b>\$ 161,965,716</b>	<b>\$ 153,339,963</b>

**EXPENDITURE LIMITATION COMPARISON**

	2003-04	2004-05
1. Budgeted expenditures/expenses	\$ 127,542,562	\$ 153,339,963
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	127,542,562	153,339,963
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 127,542,562	\$ 153,339,963
6. EEC or voter-approved alternative expenditure limitation	\$ 127,542,562	\$ 153,339,963

\* Includes Expenditure/Expense Adjustments Approved in 2003-04 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.

**City of Goodyear**  
**Summary of Tax Levy and Tax Rate Information**  
**Fiscal Year 2004-05**

	<u>2003-04</u> <u>FISCAL YEAR</u>	<u>2004-05</u> <u>FISCAL YEAR</u>
1. Maximum allowable primary property tax levy A.R.S. §42-17051(A).	\$ <u>3,029,977</u>	\$ <u>3,601,850</u>
2. Amount received from primary property tax at 2001-02 fiscal year in excess of the sum of the maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18).	\$ <u>-</u>	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>3,029,977</u>	\$ <u>3,601,850</u>
B. Secondary property taxes	<u>2,049,800</u>	<u>2,451,787</u>
C. Total property tax levy amounts	\$ <u>5,079,777</u>	\$ <u>6,053,637</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) 2003-04 levy	\$ <u>3,029,977</u>	
(2) Prior years' levy		
(3) Total primary property taxes	\$ <u>3,029,977</u>	
B. Secondary property taxes		
(1) 2003-04 levy	\$ <u>2,049,800</u>	
(2) Prior years' levy		
(3) Total secondary property taxes	\$ <u>2,049,800</u>	
C. Total property taxes collected	\$ <u>5,079,777</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>1.2862</u>	<u>1.2239</u>
(2) Secondary property tax rate	<u>0.7575</u>	<u>0.7493</u>
(3) Total city/town tax rate	<u>2.0437</u>	<u>1.9732</u>
B. Special assessment district tax rates		

Secondary property tax rates - As of the date the proposed budget was prepared, the City was operating no special assessment districts for which secondary property taxes are levied.

\*Includes actual property taxes collected as of the date the proposed budget was prepared plus estimated tax collections for the remainder of the fiscal year.

**City of Goodyear**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2004-05**

Fund	Budget FY 03-04	Revised FY 03-04	Budget FY 04-05
<b>General Fund:</b>			
City Sales Tax Total	14,944,093	14,930,000	17,627,820
Franchise Tax-Electric	683,324	751,656	864,405
Franchise Tax-Gas	132,947	146,242	168,178
Franchise Tax-Cable TV	134,124	147,536	169,337
Franchise Tax - Citizens	11,925	13,118	15,085
Delinquent Sales Tax			
<b>Local Taxes</b>	<b>15,906,413</b>	<b>15,988,552</b>	<b>18,844,825</b>
State Income Tax	1,706,817	1,706,817	1,740,622
State Shared Sales Tax	1,496,120	1,496,120	1,632,974
Auto In-Lieu Tax	425,385	620,000	620,000
<b>State Shared Revenues</b>	<b>3,628,322</b>	<b>3,822,937</b>	<b>3,993,596</b>
<b>Building &amp; Zoning Fees</b>	<b>5,429,842</b>	<b>6,800,000</b>	<b>8,881,213</b>
<b>Police Grants</b>	<b>423,803</b>	<b>250,000</b>	<b>-</b>
Investment Earnings	50,000		
City Court Revenues	423,768	315,000	315,000
Miscellaneous Revenue	1,127,709	1,256,139	579,001
<b>All Other Revenue</b>	<b>1,601,477</b>	<b>1,571,139</b>	<b>894,001</b>
<b>Total General Fund</b>	<b>26,989,857</b>	<b>28,432,628</b>	<b>32,613,635</b>
<b>Special Revenue Funds:</b>			
State Gasoline Tax	1,309,752	1,309,752	1,299,931
Lottery Revenue	141,733	141,733	155,829
Miscellaneous Revenue	61,240	83,100	
Total Highway User Revenue Fund	1,512,725	1,534,585	1,455,760
<b>Total Special Revenue Funds</b>	<b>1,512,725</b>	<b>1,534,585</b>	<b>1,455,760</b>

**City of Goodyear**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2004-05**

<b>Fund</b>	<b>Budget FY 03-04</b>	<b>Revised FY 03-04</b>	<b>Budget FY 04-05</b>
<b>Capital Project Funds</b>			
CIP Funds	50,096,000	9,800,000	60,427,061
Development Fee Funds	3,594,749	4,784,850	3,594,749
<b>Total Capital Project Funds</b>	<b>53,690,749</b>	<b>14,584,850</b>	<b>64,021,810</b>
<b>Enterprise Funds</b>			
Water Fees	3,952,456	4,350,000	5,377,687
Sewer Fees	4,090,412	3,550,000	4,184,563
Water & Sewer CIP Fees	24,606,214	7,587,667	16,594,000
Subtotal Water & Sewer	32,649,082	15,487,667	26,156,250
Sanitation Fees	2,349,600	2,279,112	2,620,979
<b>Total Enterprise Funds</b>	<b>34,998,682</b>	<b>17,766,779</b>	<b>28,777,229</b>
<b>Total All Funds</b>	<b>117,192,015</b>	<b>62,318,842</b>	<b>126,868,434</b>

**City of Goodyear**  
**Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers**  
**Fiscal Year 2004-05**

Fund	Other Financing		Interfund Transfers	
	Sources	Uses	In	Out
General Fund			952,924	
Highway User Fund				1,169,542
Debt Service Fund				619,780
CIP Fund				-
<b>Total General Fund</b>	-	-	<b>952,924</b>	<b>1,789,322</b>
<b>Highway User Fund</b>			1,169,542	
<b>Debt Service Fund</b>			619,780	
<b>Development Fee Funds</b>				
<b>Capital Improvement Project Funds</b>	20,050,020	20,050,020	-	-
<b>Enterprise Funds</b>	-	-		952,924
<b>Total All Funds</b>	<b>20,050,020</b>	<b>20,050,020</b>	<b>2,742,246</b>	<b>2,742,246</b>

**City of Goodyear**  
**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2004-05**

<b>Fund/Department</b>	<b>Adopted Budget FY 03-04</b>	<b>Approved Budget Adjustments FY 03-04</b>	<b>Actual Expenditures FY 03-04</b>	<b>Adopted Budget FY 04-05</b>
Mayor and Council	389,596		226,142	321,505
Community Services Supp	370,000		294,805	187,386
City Court	578,161	44,303	622,464	664,369
City Clerk - Special Events	140,997		111,705	53,500
Attorney	271,194		288,170	341,555
Prosecutor	212,445		199,896	224,915
Human Resources	488,991		457,840	543,293
City Manager	601,670		471,227	605,746
City Clerk	635,999		604,917	722,909
Economic Development	1,797,972	321,106	2,119,078	2,728,611
Community Initiatives	773,137		672,902	1,004,611
CFD Administration	114,945		114,649	236,484
Admin Support Services	489,930		418,707	556,015
ITS	1,778,539		1,184,602	2,412,498
GIS	196,064		118,055	167,213
Risk Aversion	646,023		595,513	850,230
Finance	1,076,832		875,883	1,018,116
Budget Office	250,638		249,800	319,772
Interim Office Building	438,185		430,000	453,785
C/D Planning & Zoning	1,031,344	11,649	1,042,993	1,225,901
C/D Engineering	1,118,421		1,073,258	2,036,878
Deputy City Manager	511,058	22,674	533,732	595,854
Aquatics Facility	330,884		242,522	329,466
Recreation	103,420		61,643	367,300
Contingency	3,579,952		1,300,000	4,225,710
Public Works Admin	849,799		721,546	857,637
Fleet Services	427,094		407,424	416,231
Parks	1,535,425		1,209,670	1,867,045
Building Services	401,631		323,583	553,196
C/D Building Safety	1,013,291		980,555	1,232,400
Police	6,716,460	(399,732)	5,272,517	7,125,876
Telecommunications	2,039,899		1,421,741	2,235,396
Fire & Emergency Services	6,972,040		6,478,236	7,054,315
<b>General Fund</b>	<b>37,882,036</b>	<b>-</b>	<b>31,125,775</b>	<b>43,535,718</b>
Non-Utility Development Fee Funded Projects				<b>965,000</b>
HURF Fund--Streets	2,759,348		1,743,232	<b>2,861,058</b>
Drug Alliance Fund	-		-	
West Cap	40,000		-	
<b>Total Special Revenue Funds</b>	<b>2,799,348</b>	<b>-</b>	<b>1,743,232</b>	<b>3,826,058</b>

**City of Goodyear**  
**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2004-05**

Fund/Department	Adopted Budget FY 03-04	Approved Budget Adjustments FY 03-04	Actual Expenditures FY 03-04	Adopted Budget FY 04-05
<b>Debt Service Fund</b>	<b>2,667,080</b>	-	<b>2,667,000</b>	<b>3,069,067</b>
Water & Sewer Fund	20,506,879	-	12,988,764	28,092,166
Sanitation	1,677,647	-	1,633,162	<b>2,272,580</b>
<b>Total Enterprise Funds</b>	<b>22,184,526</b>	-	<b>14,621,926</b>	<b>30,364,746</b>
<b>Capital Improvement Program Fund</b>	<b>62,009,572</b>		<b>15,225,049</b>	<b>72,544,374</b>
<b>Total All Funds</b>	<b>127,542,562</b>	-	<b>65,382,982</b>	<b>153,339,963</b>

\*Includes actual expenditures/expense 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.

## RESOLUTION 04-928

**A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF GOODYEAR, MARICOPA COUNTY, ARIZONA, DETERMINING AND ADOPTING THE FINAL ESTIMATES OF PROPOSED EXPENDITURES BY THE CITY OF GOODYEAR FOR THE FISCAL YEAR BEGINNING JULY 1, 2004 AND ENDING JUNE 30, 2005 DECLARING THAT SUCH SHALL CONSTITUTE AN ALTERNATIVE EXPENDITURE LIMITATION BUDGET FOR THE CITY OF GOODYEAR FOR SAID FISCAL YEAR.**

**WHEREAS**, in accordance with the provisions of Title 42, Sections 301,302, 303, and 304, Arizona Revised Statutes, the City Council did, on the 14th day of June, 2004 make an estimate of the different amounts required to meet the public expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Goodyear; and

**WHEREAS**, in accordance with said Sections and Title and following due public notice, the Council met on June 28, 2004 at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies; and

**WHEREAS**, it appears that publication has been duly made, as required by law, of said estimates together with a notice that the City Council would meet on July 12, 2004, in the Justice Facility at 986 South Litchfield Road, Goodyear, Arizona 85338, for the purpose of making tax levies as set forth in said estimates; and

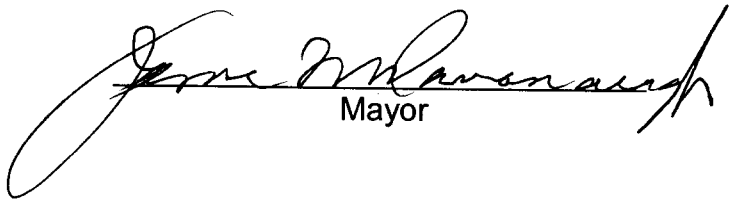
**WHEREAS**, it appears that the sums to be raised by primary taxation, as specified therein, do not in the aggregate amount exceed that amounts as computed in Title 42, Section 301A, Arizona Revised Statutes; and

**WHEREAS**, on March 13, 2001, the voters of the City of Goodyear approved the establishment of the Local Expenditure Limitation for the City of Goodyear for the next four years, and

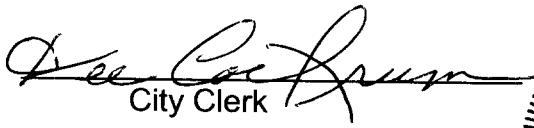
**WHEREAS**, the Mayor and Council of the City of Goodyear are required by establishment of the same to annually adopt an Alternative Expenditure Limitation to govern the City of Goodyear Budget;

**NOW THEREFORE, BE IT RESOLVED** that the said estimates of revenues and expenditures shown on the accompanying schedules as now increased, reduced or changed, by and the same are hereby adopted as the Budget of the City of Goodyear, Maricopa County, Arizona for the fiscal year 2004-05.

**PASSED AND ADOPTED** by the Mayor and Council of the City of Goodyear, Maricopa County, Arizona this 28th day of June, 2004.

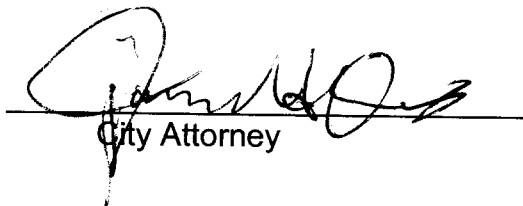
  
Mayor

ATTEST:

  
City Clerk



APPROVED AS TO FORM:

  
City Attorney

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**City of Goodyear**  
Budget and Research Office  
190 N. Litchfield Road  
Goodyear, AZ 85338  
(623) 882-7055