



# ***CITY OF GOODYEAR 2007-2008 ANNUAL BUDGET***



## ***OUR YEARS OF CHANGE . . . . .***

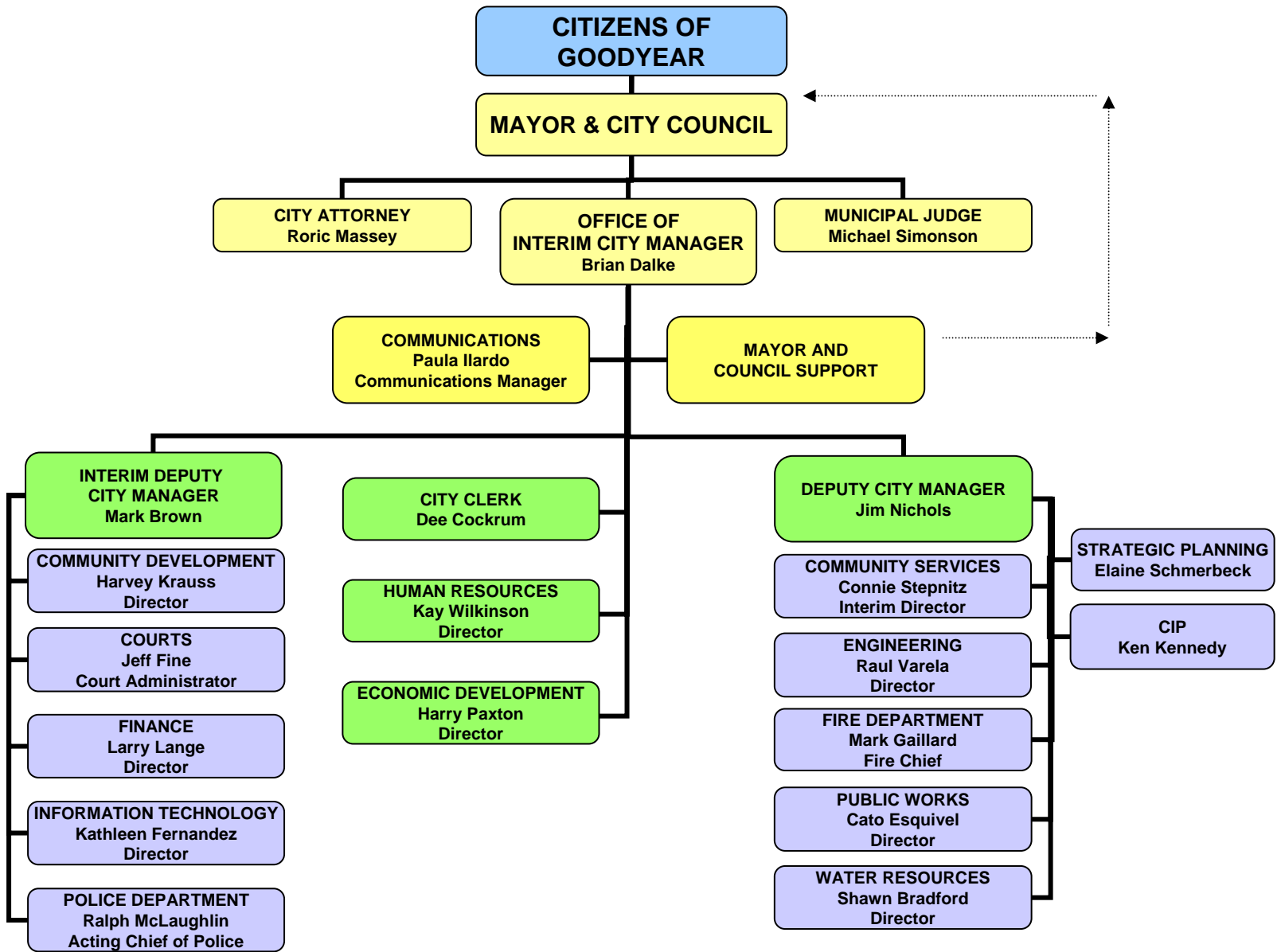
Annual Budget for the fiscal year beginning  
July 1, 2007 through June 30, 2008  
Adopted by the City Council on June 25, 2007

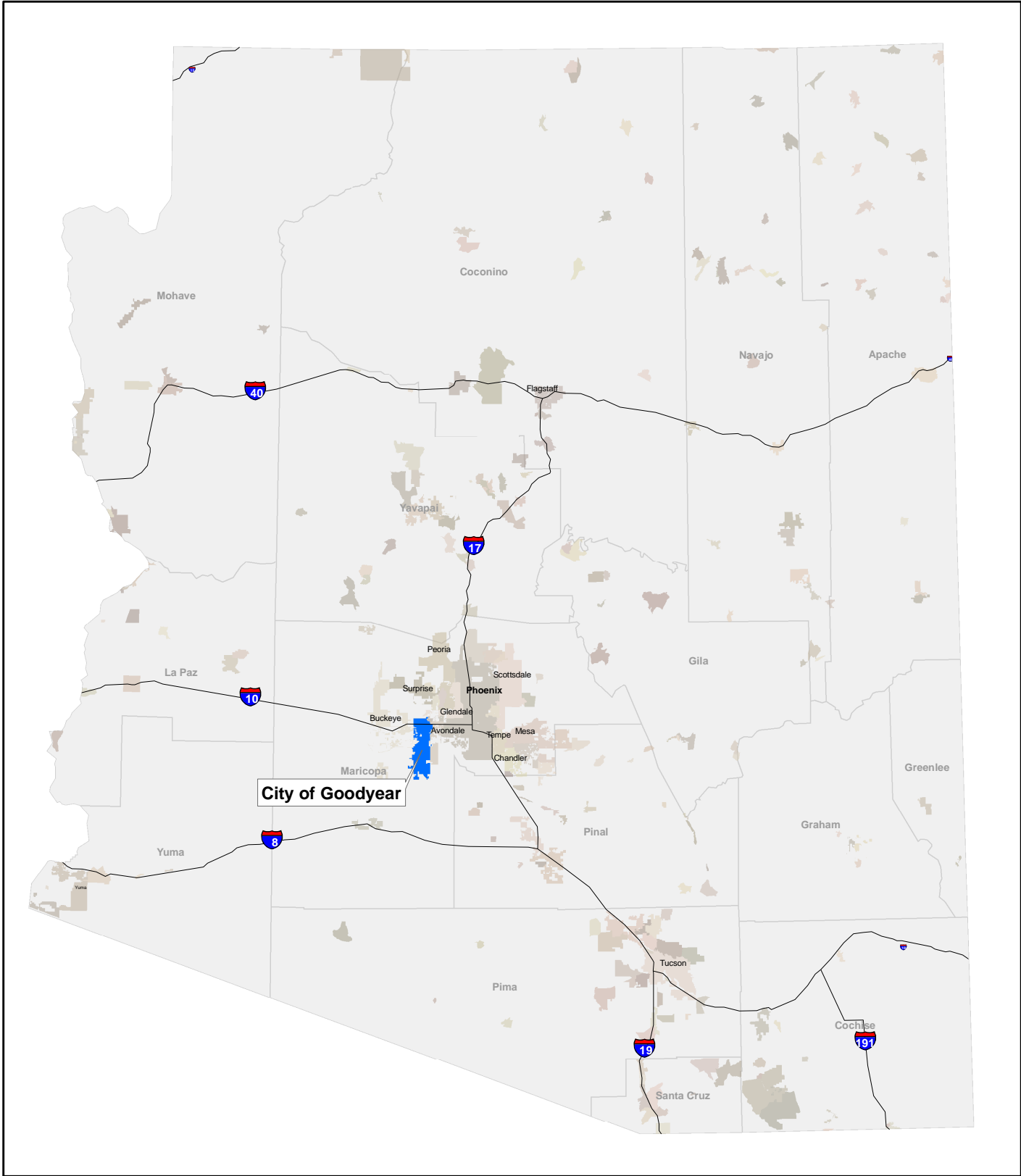
## **Reader's Guide to the City of Goodyear's Budget**

This guide is intended to assist readers in finding information for the City of Goodyear's FY 2007-08 Annual Budget Book.

- ✓ Table of Contents – This guides the reader through the Annual Budget Book by section and specific page numbers.
- ✓ Introductory Section – This section follows the table of contents. The section includes the City's organizational chart, the budget message from the Interim City Manager to the Mayor & Council which includes an overview, total proposed budget and acknowledgements. Secondly, it includes a map of the area, list of City officials, the City Council Mission Statement, Values and Vision. The section ends with a document on How To Use This Document, the FY07-08 Budget Calendar, City Council Goals and an Executive Summary.
- ✓ Budget Summary – This section provides the reader with a summary of the FY 07-08 budget and financial plan. It includes projections of year-end financial condition for each fund with staffing changes for the coming year.
- ✓ Operating Budget – This section includes an organizational chart for each department with departmental-division activities, goals for FY0708, accomplishments for FY0607, performance indicators and authorized personnel.
- ✓ Capital Improvement Program – This section includes the CIP funding sources, projects by categories – public safety, drainage, miscellaneous, parks & recreation, streets, water resources and wastewater.
- ✓ Budget Schedules – this section includes all detailed schedules of revenues, expenditures, interfund transfers, property taxes, debt services, financial indicators, trends and CIP (capital improvement program) plan for FY2005-2015.
- ✓ Appendix – This section includes our glossary of terms, community characteristics, Arizona Auditor General Office summary schedules and the Goodyear City Council Action form and resolution for the adoption of the FY0708 budget.

# CITY OF GOODYEAR ORGANIZATIONAL CHART





**City of Goodyear**

# Vicinity Map City of Goodyear



Source: City of Goodyear, ESRI  
Date: 09/22/06

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## BUDGET MESSAGE

June 30, 2007

The Honorable Mayor and City Council:

I am pleased to submit to you the City of Goodyear's Annual Budget for Fiscal Year 2007-2008. The FY07-08 budget is a balanced budget matching the City's available resources with the needs of a growing community. The City's sound and progressive financial policies and practices coupled with its ability to maintain strong reserves for emergencies has produced a budget with the resources necessary to maintain and enhance the quality of life for all Goodyear residents.

Growth continues to be significant for the City of Goodyear. Our population increased 13.5% from 48,210 in July 2006 to 54,692 in July 2007. New single family building permits in FY 06/07 were down 51% over the previous year as a result of a slow down in new home construction. Even though new home permits were down, construction sales tax receipts remained strong. Sales tax receipts are typically about 9 months behind single-family permit home activity. City is expecting the commercial activity to supplement the residential shortfall as it relates to construction sales tax in the upcoming fiscal year. City is estimating no significant decrease in construction sales tax from fiscal year 06/07 to fiscal year 07/08.

In addition to new phases in the master planned communities, entirely new residential developments will begin throughout previously undeveloped areas of the City. To serve the wants and needs of the citizens, over 4 million square feet of retail space began construction in 2007 with major developments by Westcor, Evergreen Devco, SunCor, and Vestar bringing a new line-up of retailers to the City by 2008 and a regional mall in 2009.

The City Council desires to accelerate current and planned capital projects and to increase job creation and expansion through economic development. This need for capital will require the City to examine possible operating revenues sources to fund capital projects. To do this, the current level of service would be maintained and available new revenue would be shifted toward capital funding.

The following are a few of the major projects and/or new positions addressing these Council priorities that have been included in the FY 07/08 budget:

- Seventy-nine new positions, including 9.5 in public safety to support Sonoran Valley
- City Center Master Plan and Public-Private Partnership for City Hall Campus and Performing Arts Center development
- Infrastructure along Bullard Avenue (water, sewer, and street improvements)
- I-10 Interchange at Bullard in conjunction with ADOT
- Fire Station 185 at Clubhouse & Pebble Creek (design and construction)
- Fire Station 186 in Estrella Mountain Ranch (design only)

### ***Budget Message Con't***

- Community Park in Estrella Mountain Ranch (phase 1 construction and phase 2 design)
- Bulk Water Agreement with Adaman Water District for long term water resources
- Expansion of the 157<sup>th</sup> Avenue Wastewater Treatment Plant
- Van Buren Road widening from Litchfield Rd. to Estrella Parkway
- Completion of the 13,500 square foot Water Resources Administration Building

### **TOTAL PROPOSED BUDGET**

The total proposed budget for FY07-08 is \$497.4 million, of which \$406.7 million is capital expenditures. The remaining \$90.7 million is for operations and reflects an increase of 26% over FY 06/07, of which 4% represents Sonoran Valley. The increase is necessary given our City's rapid population growth, inflationary pressures and normal unavoidable overhead increases (e.g., insurance, utilities and fuel, retirement rate increases, etc).

Because our business is service, our greatest asset is our employee work force which performs those services. Ever-increasing demands for programs and services add to the workload of current employees and result in the need for more employees.

### **ACKNOWLEDGEMENTS**

Much time and effort has been spent to provide responsible financial policies that benefit our residents. The leadership provided by the Mayor and Council in developing our Financial Policies and Strategic Plan are significant tools that guide us in our process. Based on your guidance, we strive to target available resources toward projects and programs that best improve the overall quality of life for Goodyear residents.

Individual City department budget liaisons made significant contribution to this year's budget by helping to streamline the process and reduce preparation time. Through the efforts of Joe Pizzillo and Barb Huttinger of the Budget Office, and Elaine Schmerbeck of the City Manager's Office, and under the guidance of Finance Director Larry Lange, a fiscally sound budget based upon solid assumptions and projections was developed. Additionally, I'd like to recognize and thank Deputy City Manager Jim Nichols and Capital Improvement Program (CIP) Project Coordinator Ken Kennedy for working with various departments to develop for the first time a fully-funded 5-year CIP. Both the CIP and budgeting process continue to be streamlined and improved each year, better ensuring our ability to keep up with Goodyear's remarkable growth and allow us to provide our citizens the high level of service expected.

Sincerely,

Brian Dalke  
Interim City Manager

## **Mayor**

Jim Cavanaugh

## **Vice Mayor**

Rob Antoniak

## **Councilmembers**

Frank Cavlier

Brenda Holland

Georgia Lord

Joanne Osborne

Dick Sousa

## **Staff**

Laurie Hillebrands

Shelley Vasquez

Mary Fightmaster

## **Senior Management Staff**

Brian Dalke

*Interim City Manager*

Michael Simonson

*Presiding Judge*

Roric Massey

*City Attorney*

Mark Brown

*Interim Deputy City Manager*

Jim Nichols

*Deputy City Manager*

Dee Cockrum

*City Clerk*

Harvey Krauss

*Community Development Director*

Connie Stepnitz

*Interim Community Services Director*

Harry Paxton

*Economic Development Director*

Raul Varela

*Engineering Director*

Larry Lange

*Finance Director*

Mark Gaillard

*Fire Chief*

Kay Wilkinson

*Human Resources Director*

Kathleen Fernandez

*Information & Technology Services  
Director*

Ralph McLaughlin

*Interim Police Chief*

Cato Esquivel

*Public Works Director*

Shawn Bradford

*Water Resources 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
  - open space
  - environmental responsibility
  - public safety
  - preservation of Luke Air Force Base
  - education
  - recreation
  - quality development

# 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 2007-08 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 2007-08, and scheduled operational costs through FY 2011-12.

**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.

***How To: Con't***

**BUDGET AMENDMENTS:** 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. Fiscal year 07-08 budget totals \$497,429,574.

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.

<b>City Of Goodyear FY07-08 Budget Calendar (as of April 23, 2007)</b>	
<b>Date</b>	<b>Action</b>
<b>09/25/2006</b>	<b>Work-session (Financial inputs – CIP Links) Presentation by Larry Lange discussing links – CIP Projects, Funding Sources, Development Impact Fees, Bonds)</b>
10/31/2006	Budget Office completes first draft of estimated financials for FY07-08 (July – Sept. actuals)
<b>11/17-18/2006</b>	<b>Council Advance – (includes CIP presentation of CIP projects completed, progress on specific projects related to Council’s priorities (map &amp; timeline)</b>
11/27/2006	Final testing by Budget Liaisons of revised database
12/01/06 – 01/31/07	Update 5 Year CIP to determine availability of funds left for FY07-08 budget (revise to include changes in cost, priorities, revenue assumptions, funds available), add 2 additional years, update revenue projections
01/01/2007	Budget Office presents second draft of estimated financials for FY07-08(July-Nov actuals)
01/26/2007	Prepare financial status model and present to City Management (CM/DCM)
01/30/2007	Present financial status model and Executive Summary template to Department Directors
1/31/07 – 02/16/07	CM/DCM Hold individual meetings with Directors to further discuss financial status model and needs of the Departments
01/31/07 – 02/23/07	Departments prepare Executive Summaries
02/20/07 – 2/22/07	Budget Kickoff Meeting - Instructions & Training Session for Budget Liaisons and others. Must include IT/phone info, cost changes – fuel, etc. Must include Stephen’s direction.
<b>02/20/2007</b>	<b>Work-session (CIP Committee provides update on the 5-year CIP model based on CIP priorities)</b>
02/26/07 – 03/16/07	CM/DCM reviews Executive Summaries and approves requests that Departments may enter

<b>City Of Goodyear FY07-08 Budget Calendar (as of April 23, 2007)</b>	
<b>Date</b>	<b>Action</b>
03/19/07 – 03/30/07	CM/DCM - discuss tentatively approved requests with Departments who then enter their supplementals into the budget database.
04/02/07 – 04/13/07	Budget prepares reports for CM/DCM. Budget and CM/DCM balance the budget.
<b>04/02/2007</b>	<b>Work-session #1 – Present financial model used for the FY07-08 budget requests</b>
04/09/07 – 4/18/07	Budget prepares budget book, Sources & Uses based on City Management decision. Work-session presentation for City Council prepared. City Management meets w/budget staff to discuss budget message & recommendation. Council budget packet completed.
04/01/07 – 4/30/07	Departments update FY06-07 accomplishments, FY07-08 objectives, Performance Indicators (for GFOA Budget Book and FY07-08 planning)
<b>04/23/2007</b>	<b>Work-session #2 – Discuss revenue assumptions and key projects</b>
<b>04/30/2007</b>	<b>Work-session #3 - Present FY07-08 proposed budget</b>
04/24/07 – 5/10/07	Budget Revision - (Based on City Council and Public Feedback) Revised City Council Budget Packet prepared.
<b>05/14/2007</b>	<b>Work-session #4 - Present revised FY07-08 budget proposal</b>
05/24/2007	Revisions to Budget Document Updated, if needed
<b>05/29/2007</b>	(Tuesday since Monday is Memorial Day) <b>Work-session to present 2<sup>nd</sup> draft review of CIP Adopt Tentative Budget for FY07-08</b>
06/11/2007	Swearing in ceremony
06/11/07 – 6/25/07	Tentative Budget advertised in the newspaper (06/11 and 06/18).
06/20/2007	Publish first "TNT" notice in newspaper (if necessary)
06/25/2007	<b>Hold public meeting to adopt Final Budget for FY07-08</b>
06/29/2007	Publish second "TNT" notice in newspaper (if necessary)

<b>City Of Goodyear FY07-08 Budget Calendar (as of April 23, 2007)</b>	
<b>Date</b>	<b>Action</b>
06/30/2007	Departments update their work-plans for FY07-08
07/09/2007	Adopt property tax levy
07/10/2007	Forward copy of property tax levy ordinance to County
08/20/2007	County Board of Supervisors adopts tax levy on or before the third Monday in August.

## Budget Process

The information shown in this section was presented to Department Directors and their staff at the beginning of the budget season. From this guidance, Departments began preparing their FY07-08 requests for City Management's review.

### Preparing for fiscal year 2007-08!

As the diagram below shows, our ability to respond to ever increasing growth demands requires new infrastructure to support new businesses which create sales tax and property tax revenues. These revenues can then pay for new people and programs to serve our citizens and provide the expected quality of life for our community.



*Residential* – For residents to move to our city, they will want jobs, want to shop at retail services, need houses to live in, and city services provided to them.

*Employment* – To get jobs in our city, it will take residents to fill them and infrastructure for the businesses.

*Retail* – to bring businesses to our city, we must provide a workforce to fill the jobs and infrastructure to support the buildings.

## ***Budget Process Con't***

The City Council desires to accelerate current and planned capital projects and to increase job creation and expansion through economic development. This need for capital will require the City to examine possible operating revenues sources to fund capital projects. To do this, the current level of service would be maintained and available new revenue would be shifted toward capital funding. Our approach to addressing staffing needs is still being developed. Major capital projects both current and planned include:

- City Hall
- City training facility
- Employment corridor infrastructure
- I-10 widening
- Mall
- Public safety facilities
- Public Works facilities
- Spring training facility
- Street widening projects
- University
- Water/wastewater infrastructure

Our future health and well being is dependant on this focus.

## **Closing**

Our global economy impacts how we proceed. The Arizona economic climate is very competitive. There is a lot of available land. But it must have infrastructure now. New businesses are not willing to wait 12 months or more to start vertical construction. Our current industrial property does not have the basic water, sewer, streets and technology. They want to go vertical today.

To become competitive, we must build infrastructure now. Business decisions to locate in a city are being made in days, not years. Time is money. It can mean the difference for the future of our great city.

Many thanks for your support during this annual budget process. Without your cooperation, it would not be successful.

Sincerely,



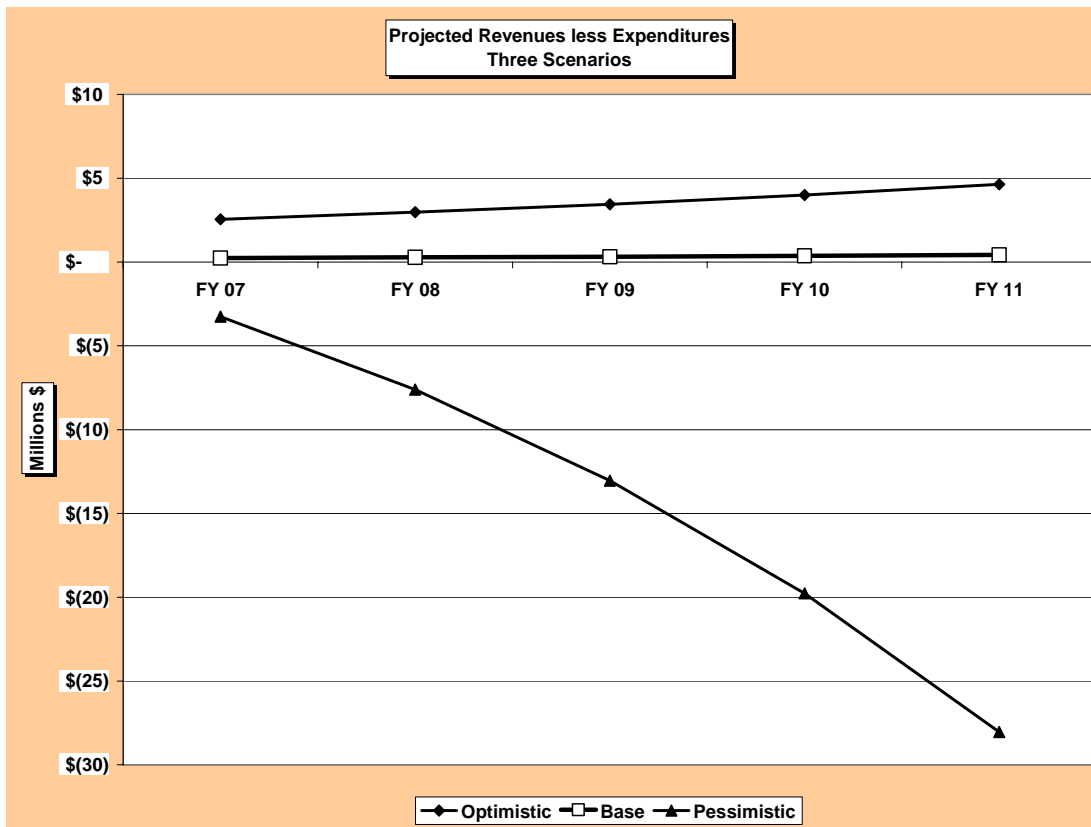
Stephen S. Cleveland  
City Manager

## City of Goodyear Strategic Financial Plan

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.

### I. Observations

The City's budget is sensitive to unpredictable shifts in the local economy. The chart below shows the variation in future operating revenues less operating expenditures based purely on differences in economic conditions. "Optimistic" assumes 20% annual increase in revenues, "Base" assumes 16% annual increase in revenues and "Pessimistic" assumes 10% increase in revenues. Expenditures increase an average of 16% annually. The annual average increases in operating revenues and operating expenditures have been 16% for the last five years.



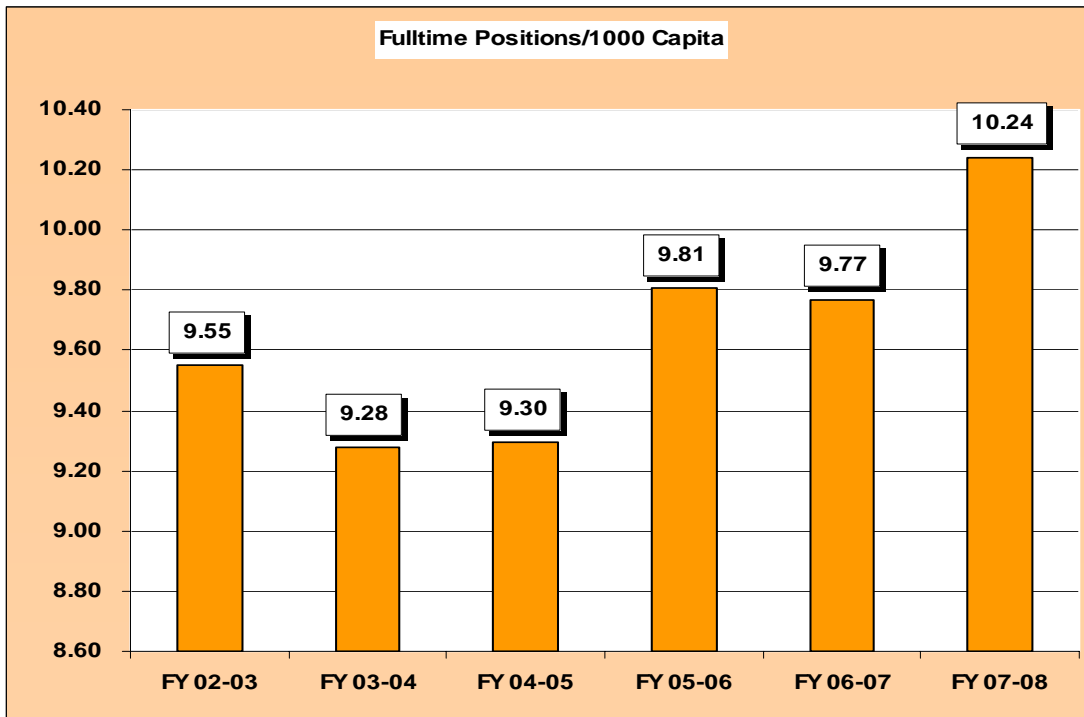
## II. Long Term Strategies for Goodyear

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.

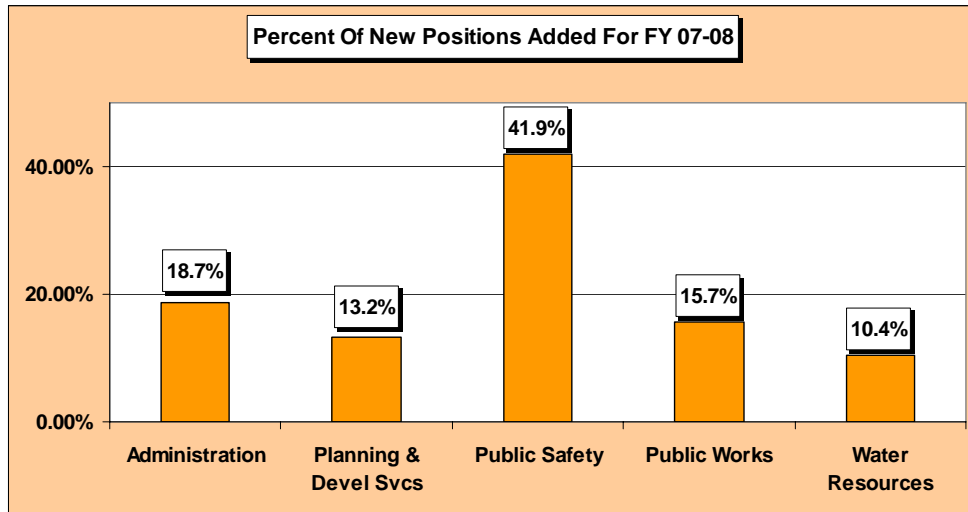
### A. Staff Levels

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 negative 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 negatively impacting 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. As the graph indicates, 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. A total of eighty-nine new positions were approved for the FY 07-08 budget year.



Programs	Number	%
Administration	11	18.7%
Planning & Dev Services	12	13.2%
Public Safety	46	41.9%
Public Works	15	15.7%
Water Resources	5	10.4%
<b>Total New Positions</b>	<b>89</b>	<b>100.00%</b>

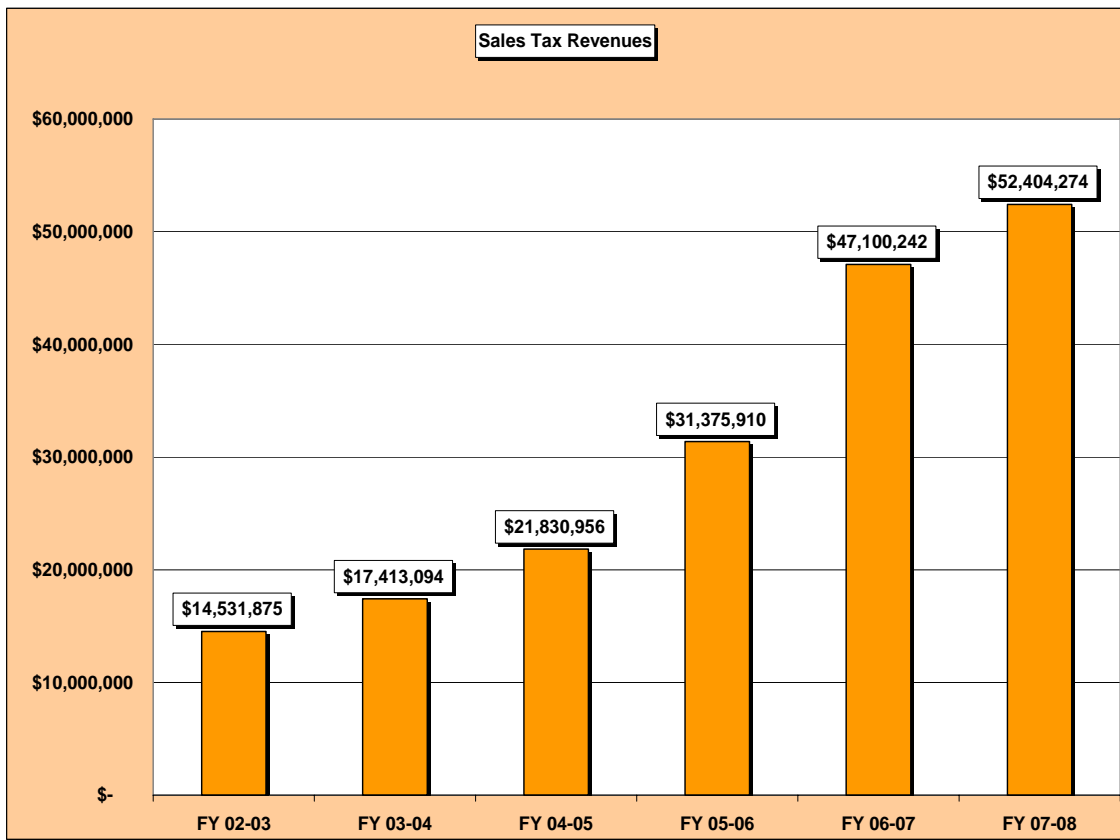
## B. Capital Improvements Program - CIP

Most large capital construction projects permanently increase the city's operating costs for staff, maintenance, repairs, utilities, etc. Also, debt service costs may increase the annual operating costs for term of the bonds. Each year the five year CIP is updated and the impact of the operating costs are evaluated, along with the particular financing methods for the capital cost. The FY 07-08 CIP project categories are shown below.

Categories	Budget FY 07-08	Percent Of Total
Public Safety	1,780,000	.05%
Stadium	75,000,000	20.90%
General Government	3,118,000	.90%
WestCor Improvement District	75,000,000	20.90%
Special Districts	40,000,000	11.10%
Transportation	50,160,014	14.00%
Parks	1,168,428	.03%
Carryover 06/07	54,501,585	15.20%
Water	43,870,710	12.20%
Wastewater	14,473,332	4.00%
<b>Total Expenditures</b>	<b>359,072,069</b>	<b>100.00%</b>

### 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, or the new revenues used for one-time expenditures, not to balance a single year's budget. City sales tax budgeted revenues are shown below. The City increased the contracting activities tax from 2% to 3.5% January 1, 2005. The resulting increase had a significant impact in FY06-07.



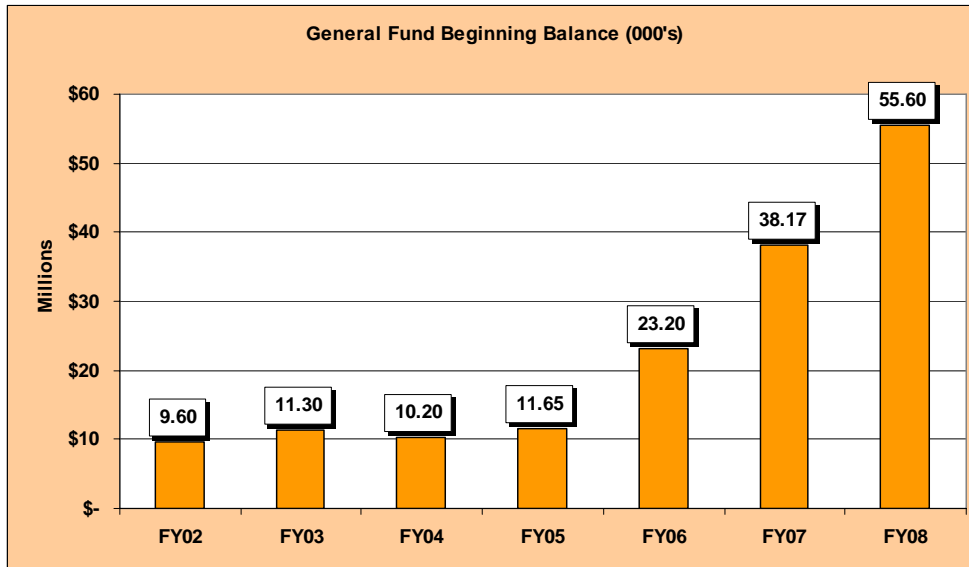
### III. Short Term Strategies

#### 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.

### Short Term Strategies Con't

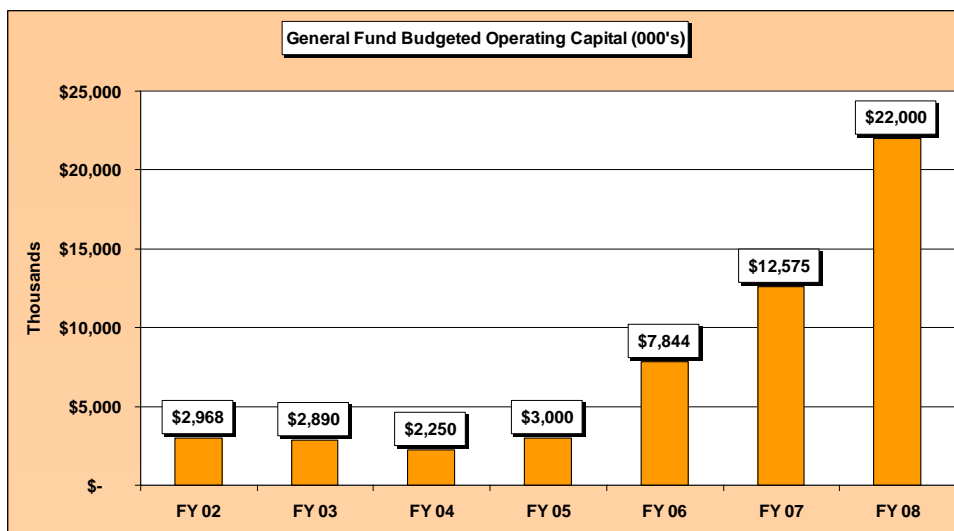
A more important role of fund balance is to cover unanticipated drops in revenue or increases in costs. It can act like a spring to absorb short-term fluctuations in the local economy.



### 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.



## Operating Capital Con't

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 now used for capital project expenditures. The City currently utilizes approximately 100% 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.

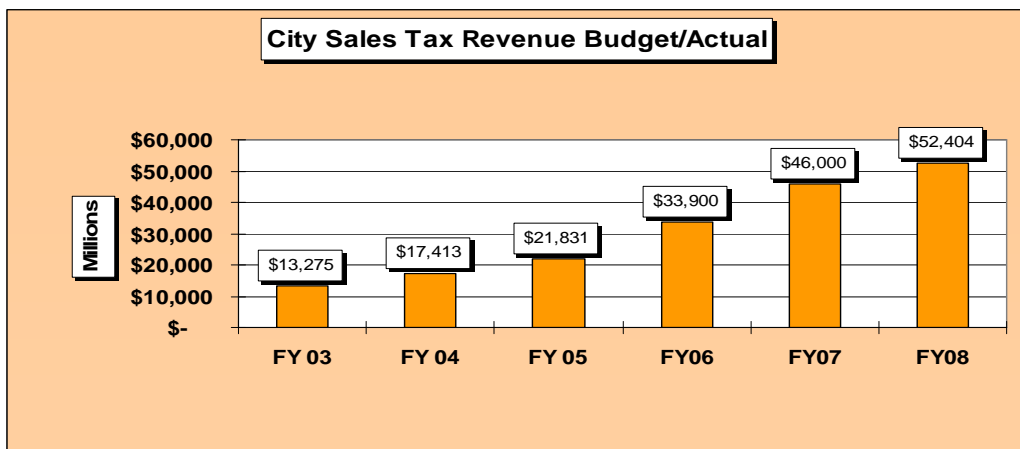
## IV. Implementing the Strategy

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.

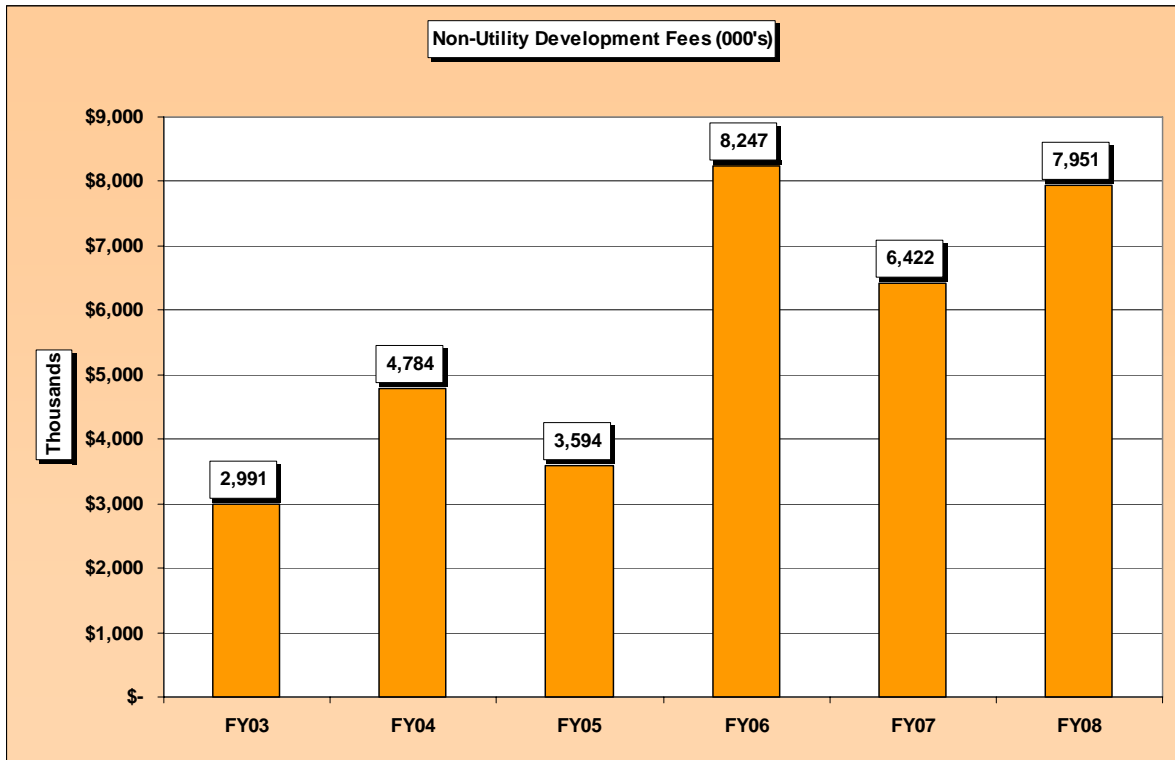


### Stabilize Sales Tax Con't

A Council Budget Work-session 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. For FY 07-08, 100% of construction sales tax revenues will be used for capital purposes only.

## 2. Increase Operating Capital

Pay-as-you-go capital revenues (construction sales taxes, development fees, and fund balances) should be used for one-time & capital expenditures. This will increase operating capital and reduce the amount of funding from bonds. Decreased bonding reduces the annual debt service payments, thereby, reducing the operating budget and lessening the need for pay-go revenues to support operations.



Non-Utility Development Fees collected from FY 02-03 to FY 06-07 totaled \$26,039,934. It is estimated that FY 07-08 non-utility development fees will total \$7,951,743. 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 non-utility infrastructure.

**Increase Operating Capital Con't**

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.

**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 07-08 is \$21,600,000. The current contingency fund is set at \$20,000,000 for FY07-08.

<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	\$ 198,465
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
2006	391,377,371	0.00025	97,844
2007	494,913,013	0.00025	123,728
2008	764,237,139	0.00025	191,059
<b>Total</b>			<b>\$ 2,501,263</b>

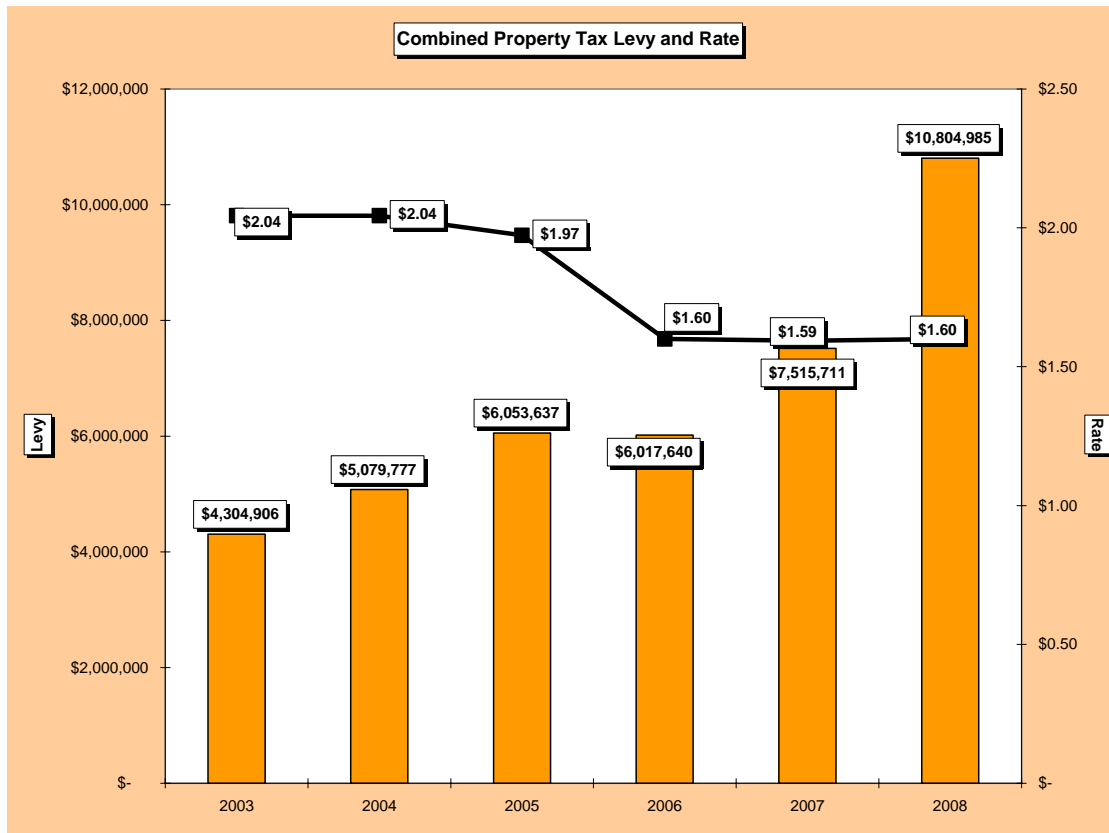
Operating Budget, Section 4, City Financial Policies. General Fund Appropriations

“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).”

	<b>Budget FY 04-05</b>	<b>Budget FY 05-06</b>	<b>Budget FY 06-07</b>	<b>Budget FY 07-08</b>
Beginning Balance	\$3,579,952	\$4,225,710	19,483,436	15,000,000
10% City Sales Tax	1,762,782	3,200,000	3,400,000	5,200,000
Cash Basis Fund	81,798	2,186,476	2,310,204	2,501,263
Less expend./appropriations	(1,198,822)	(500,000)	10,193,640	2,701,263
Balance	4,225,710	9,112,186	15,000,000	20,000,000
<b>Budget</b>	<b>\$4,225,710</b>	<b>\$19,483,436</b>	<b>\$15,000,000</b>	<b>\$20,000,000</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.

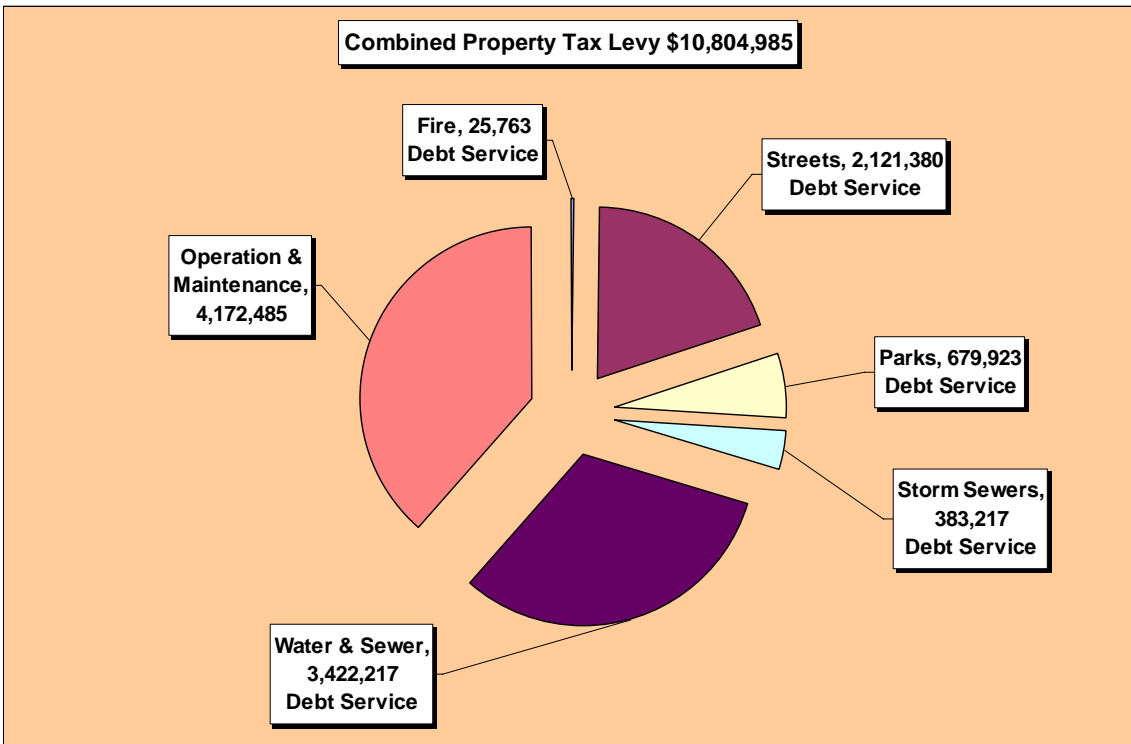


**Stabilize Property Tax Con't**

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 \$1.60 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.



## **5. Municipal Service Cost Centers**

A citizen cost study committee is preparing a recommendation to the City Council with a three-year Business Plan to make the water, and sewer enterprise funds self-supporting by year 2009.

During the FY 99-00 budget work-sessions, the staff presented and the City Council approved a Cost Allocation Methodology to allocate support service operating costs to the direct service delivery departments.

The Cost Allocation Methodology was the result of a Small City Best Practices.

Project sponsored by the Arizona City/County Management Association (ACMA) and the City Managers of the following cities:

- Goodyear
- Show Low
- Flagstaff
- Prescott
- Sierra Vista

The primary purpose in cost allocation is to allocate the costs of operating the City's internal support departments to the departments that provide a product or service to the public. Through the process of cost allocation, support service costs generated by the support service departments are assigned to the various direct service delivery departments that receive a service or benefit from the support departments. Assigning costs of delivering goods or services allows the City to make an informed determination in setting user fees and the level of tax subsidy it wants to maintain as a matter of public policy.

There are a variety of allocation methods, which can be used in assigning costs. Factors in choosing a methodology are (1) it must be a readily available measure and (2) its selection should result in service costs being allocated to cost centers in proportion to the amount of service or benefit received. Ease of application and understandability are also major considerations.

The methodology consists of the following six elements:

1. Operating expenditures are defined as all expenditures except:
  - Capital Outlay
  - Capital Projects
  - Secondary Property Tax Debt Service
  - Depreciation
2. Allocation of basic overhead costs (Mayor & Council, City Manager, DCM, HR, City Clerk, etc.) will be per Authorized Fulltime Position.
3. Allocation of the Risk Management, Attorney, Finance, Budget Office, and CFD Administration expenditures will be by direct charges and/or percent of operating expenditures.

**Municipal Service Cost Centers Con't**

4. Allocation of Public Works Administrative expenditures will be by Authorized FTE.
5. Allocation of Fleet Services expenditures will be by direct charges/work orders and/or per Assigned Number of Vehicles.
6. Allocation of Building Services, and the Interim Office Building (IOB) expenditures will be by Square Footage.

**FY07-08 Operating Budget Cost Allocation**

	Before	Amount	Markup	After	Percent
<b>Department</b>	<b>Allocation</b>	<b>Allocated</b>	<b>Percentage</b>	<b>Allocation</b>	<b>Of Total</b>
Attorney	642,834	(610,658)		32,176	0.04%
Building Services	3,084,089	(3,032,286)		51,803	0.06%
City Clerk	1,068,089	(861,863)		206,226	0.24%
City Manager	2,531,270	(2,150,501)		380,769	0.45%
Community Services	1,543,686	(1,229,094)		314,592	0.37%
Finance	2,628,126	(2,504,863)		123,263	0.15%
Fleet Services	-	-		-	0.00%
Human Resources	2,651,307	(2,373,157)		278,150	0.33%
ITS	1,958,912	(1,590,609)		368,303	0.44%
Mayor and Council	489,822	(434,273)		55,549	0.07%
Public Works Admin	1,247,141	(1,154,653)		92,488	0.11%
<b>Support Services Subtotal</b>	<b>17,845,276</b>	<b>(15,941,957)</b>		<b>1,903,319</b>	<b>2.26%</b>
City Court	942,950	360,492	38.23%	1,303,442	1.55%
CD & Engineering	9,069,975	2,107,654	23.24%	11,177,629	13.26%
Economic Development	1,682,911	211,156	12.55%	1,894,067	2.25%
Fire & Emergency Services	11,064,848	4,012,032	36.26%	15,076,880	17.88%
Parks	4,458,475	1,388,361	31.14%	5,846,836	6.93%
Police	12,478,567	3,240,435	25.97%	15,719,002	18.64%
Prosecutor	522,490	135,421	25.92%	657,911	0.78%
Recreation & Aquatics	1,313,421	375,903	28.62%	1,689,324	2.00%
Sanitation	5,005,397	1,005,451	20.09%	6,010,848	7.13%
Sewer	5,017,287	911,931	18.18%	5,929,218	7.03%
Streets	6,448,974	1,006,274	15.60%	7,455,248	8.84%
Water	8,464,414	1,186,847	14.02%	9,651,261	11.45%
<b>Direct Services Subtotal</b>	<b>66,469,709</b>	<b>15,941,957</b>	<b>23.98%</b>	<b>82,411,666</b>	<b>97.74%</b>
<b>Total</b>	<b>84,314,985</b>	<b>-</b>		<b>84,314,985</b>	<b>100.00%</b>

# City Of Goodyear 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 to 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.

### ***Financial Policies Con't***

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 Depreciation/Replacement Reserves. A rate structure will be established annually to provide sufficient funds for replacement of each item.
7. 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.
8. 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. 28-6543)
9. Debt Management
  - A. 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.
  - B. Annual short-term debt payments should not exceed 5% of annual revenue or 20% of total annual debt.

### ***Financial Policies Con't***

- C. Annual debt service on long term general obligation debt should not exceed 10% of annual general fund revenues.
- D. 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.
- E. Maintain and Sell New General Obligation Bonds only when the combined Property Tax Rate of \$1.60 or lower can be achieved.
- F. Maintain Bond rating of at least Baa1 from Moody's or Standard and Poore's.
- G. Enterprise Funds should finance water and sewer bonds sales where appropriate.
- H. 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.

### **10. Budget Amendment Policies**

- A. 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).
- B. Uses of contingency appropriations must be specifically approved by the City Council. This may be by Council motion rather than resolution.
- C. 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.

### **11. Budgetary Control System**

- A. Monthly budget status reports will be reviewed by the City Manager and then presented to the full City Council.
- B. Annually update Strategic Financial Plan in order to validate and adjust the Plan and assumptions to remain viable and in compliance with State Statutes.
- C. 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.

### **12. Revenue Policies**

- A. A diversified and stable revenue system will be maintained to ensure fiscal health and absorb short run fluctuations in any one revenue source.

### ***Financial Policies Con't***

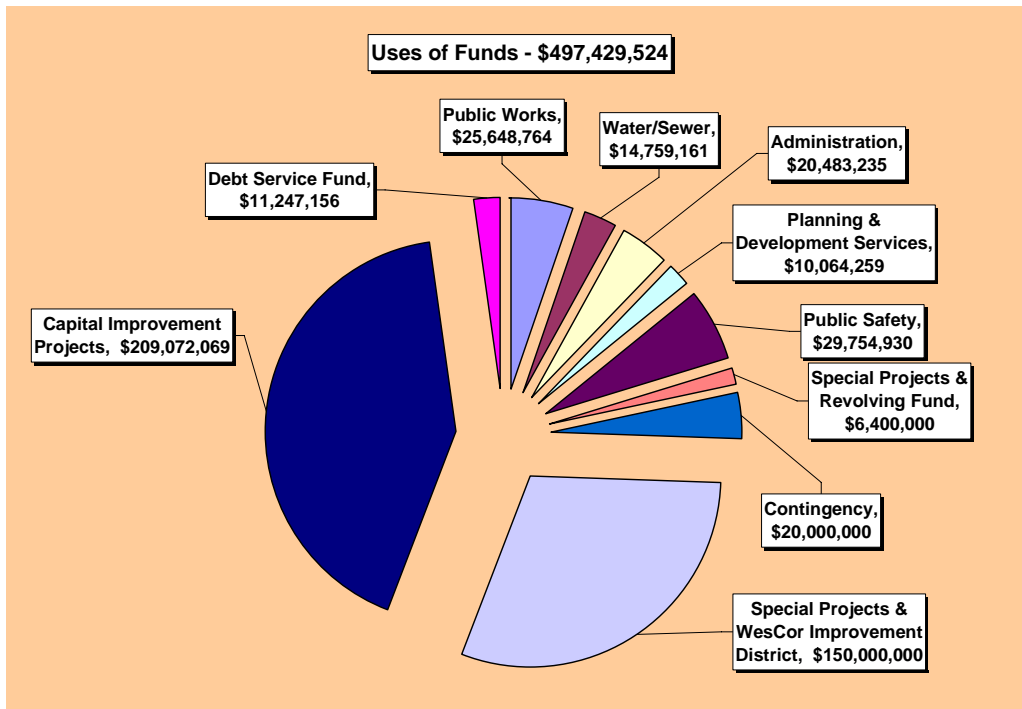
- B. User fees for all operations will be examined annually to ensure that fees cover direct and indirect cost of service. Rate adjustments for enterprises will be based on five-year enterprise fund plans.
- C. Development fees for one time capital expenses attributable to new development will be reviewed annually to ensure that fees match development related expenses.
- D. Cost analysis should be performed for all services in order to determine if fees collected are covering cost of service.

### **13. Capital Budget**

- A. 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.
- B. Each department must, when planning capital projects, estimate the impact on the City’s operating budget over the next three to five years.
- C. 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

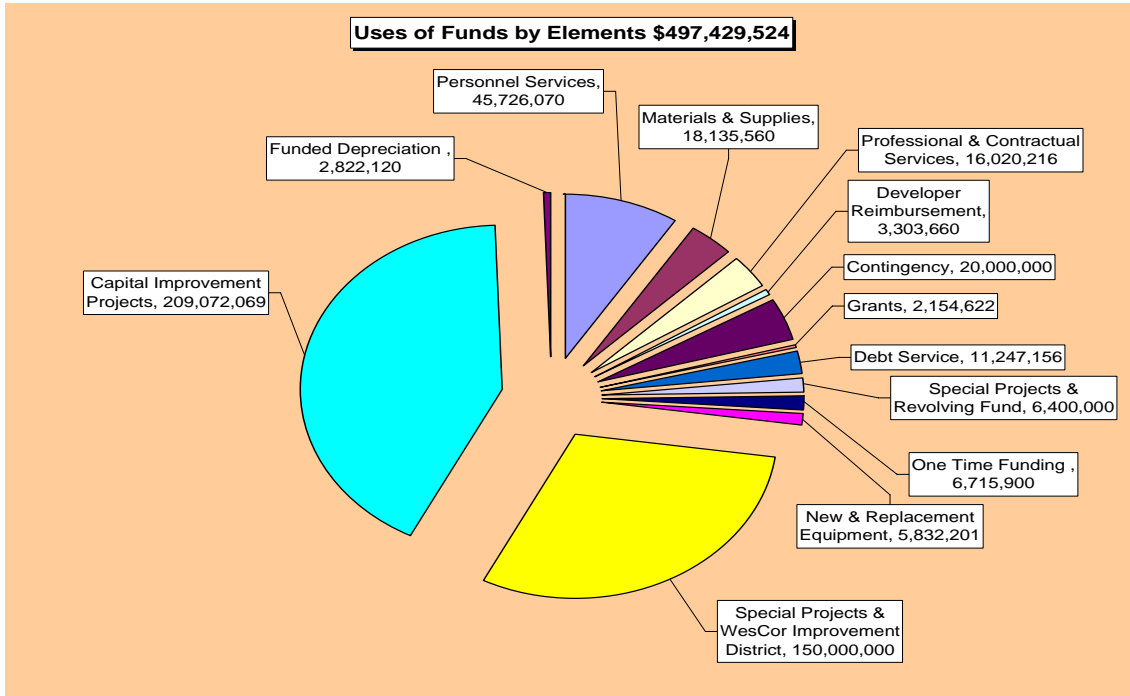
The total proposed budget for FY 07-08 is \$497,429,574 including transfers. Of this total budget Public Works is supported by \$25,648,764 or 5.16%. Water and Sewer is supported by \$14,759,161 or 2.97%. Administration functions are supported by \$20,483,235 or 4.12%. Planning & Development Services are supported by \$10,064,259 or 2.02%. Public Safety functions are supported by \$29,754,930 or 5.98%. The Contingency fund represents 4.02% or \$20,000,000. The Debt Service fund is supported by \$11,247,156 or 2.26%, and the Capital Improvement Program equals \$209,072,069 or 42.03%. The total expenditures by Program are graphically displayed below.



Administration	20,483,235	4.12%
Public Safety	29,754,930	5.98%
Planning & Development Services	10,064,259	2.02%
Public Works	25,648,764	5.16%
Water/Sewer	14,759,161	2.97%
Contingency	20,000,000	4.02%
Debt Service (Non Water/Sewer Funds)	11,247,156	2.26%
CIP	209,072,069	42.03%
Special Projects & Revolving Fund	6,400,000	1.29%
Special Project-Stadium/WestCor IM	150,000,000	30.16%
<b>Total Expenditures</b>	<b>\$497,429,524</b>	<b>100.00%</b>

**Budget Summary Con't**

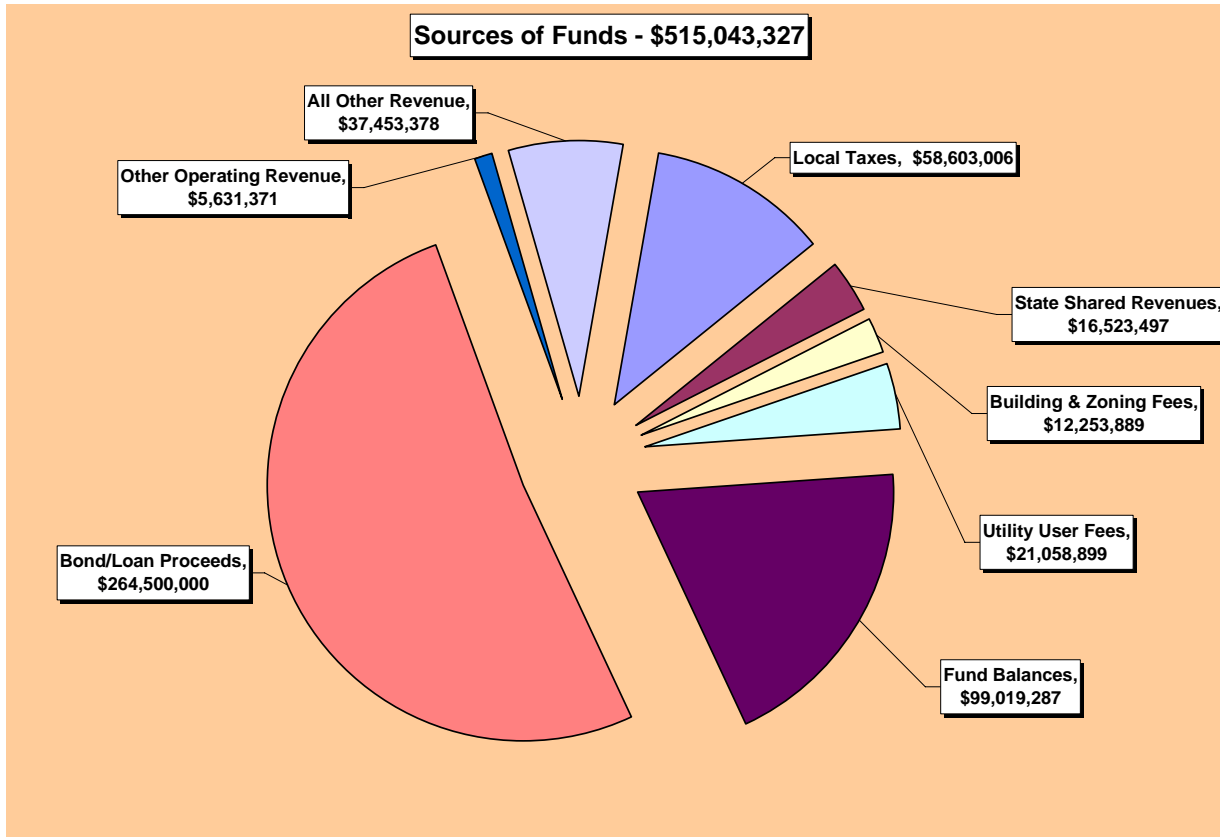
The total proposed budget measured by its element expenditures are: personnel services \$45,726,070 or 9.19%, materials & supplies \$18,135,560 or 3.65%, professional & contract services \$16,020,216 or 3.22%, developer reimbursements \$3,303,660 or 0.66%, contingency fund \$20,000,000 or 4.02%, grants \$2,154,622 or 0.43%, debt service \$11,247,156 or 2.26%, one time funding projects \$6,715,900 or 1.35%, new & replacement equipment \$5,832,201 or 1.17%, capital improvement program \$209,072,069 or 42.03% and funded depreciation at \$2,822,120 or 0.57%. The total expenditures by Element are graphically displayed below.



Personnel Services	45,726,070	9.19%
Materials & Supplies	18,135,560	3.65%
Professional & Contractual Services	16,020,216	3.22%
Developer Reimbursement	3,303,660	0.66%
Contingency	20,000,000	4.02%
Debt Service	11,247,156	2.26%
One Time Funding	6,715,900	1.35%
New & Replacement Equipment	5,832,201	1.17%
Capital Improvement Projects	209,072,069	42.03%
Funded Depreciation	2,822,120	0.57%
Grants	2,154,622	0.43%
Special Projects & Revolving Fund	6,400,000	1.29%
Special Projects-Stadium & WestCor IM	150,000,000	30.16%
<b>Total Uses of Funds by Element</b>	<b>497,429,574</b>	<b>100.00%</b>

**Budget Summary Con't**

The funding sources for the proposed FY 07-08 Budget total \$515,043,327. Of this total, \$99,019,287 or 19.23% is estimated beginning fund balances. Total revenues are projected to be \$416,024,040 or 80.77% of the total sources.



Local Taxes	58,603,006	11.38%
State Shared Revenues	16,523,497	3.21%
Building & Zoning Fees	12,253,889	2.38%
Utility User Fees	21,058,899	4.09%
Fund Balances	99,019,287	19.23%
Bond/Loan Proceeds	264,500,000	51.35%
Other Operating Revenue	5,631,371	1.09%
All Other Revenue	37,453,378	7.27%
<b>Total Revenues</b>	<b>515,043,327</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.

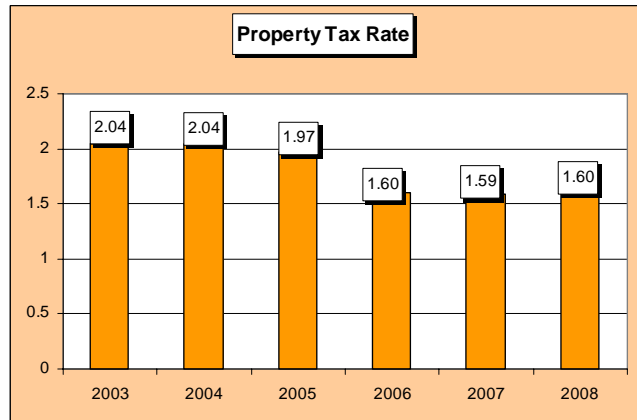
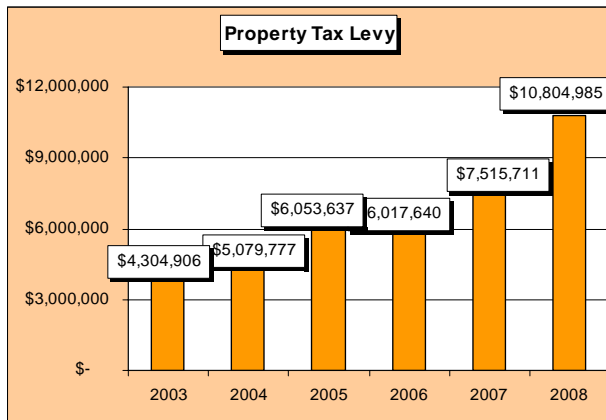
### General Fund Revenues

Total resources available for the FY 07-08 expenditures include an estimated beginning fund balance of \$99,019,287, and revenues of \$416,024,04 (operating \$92,270,662 and capital \$323,753,378). Total available resources for FY 07-08 are \$515,043,237.

Revenues	Budget FY 06-07	Percent Of Total
City Sales Taxes	30,404,274	32.95%
All Other Local Taxes	6,398,732	6.93%
Utility Fees	21,058,899	22.82%
State Shared Revenues	16,523,497	17.91%
Building & Zoning Fees	12,253,889	13.28%
All Other Revenues	5,631,371	6.10%
<b>Total Revenues</b>	<b>92,270,662</b>	<b>100.00%</b>

### Summary of General Fund Revenues

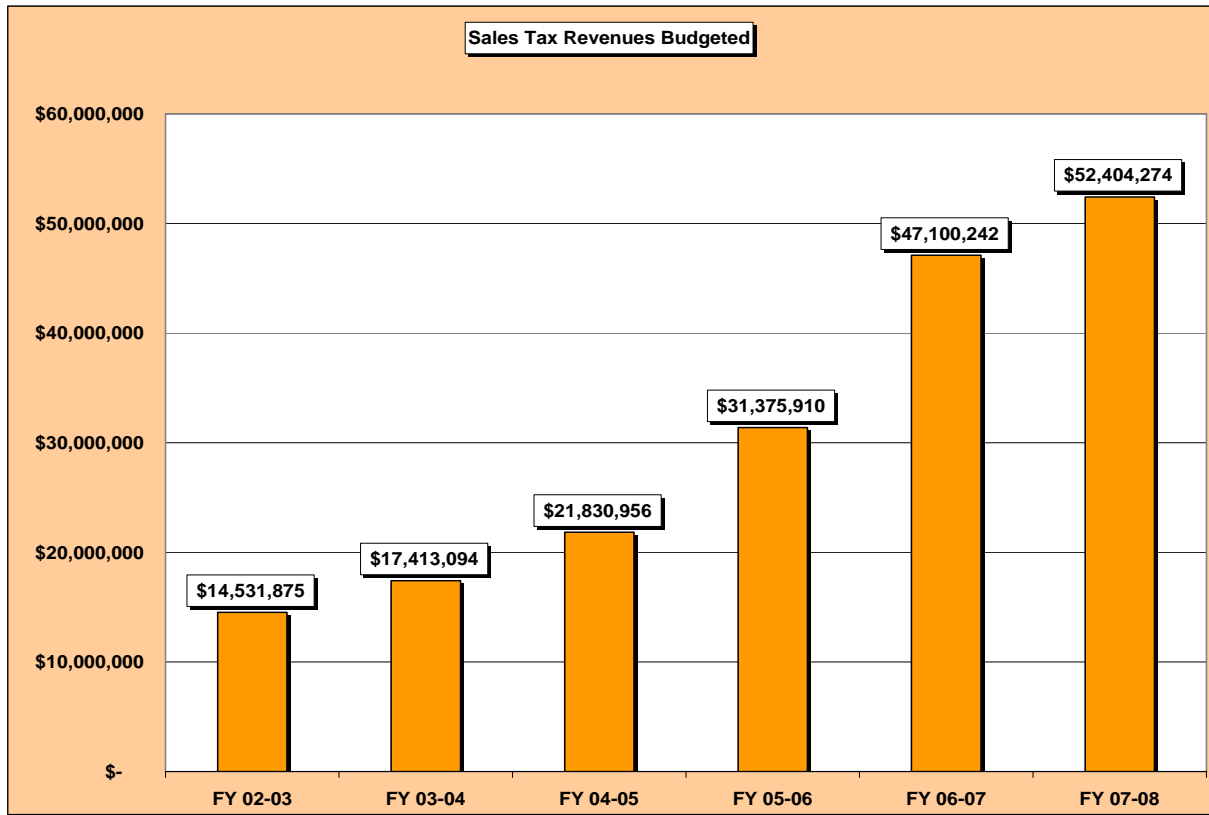
**Primary Property Tax Levy** - The City's primary assessed valuation, a primary property tax rate of \$0.7321 per \$100 assessed value will result in revenues of \$4,172,485. Secondary property tax will generate \$6,632,500 at a rate of \$0.8679 per \$100 assessed value for payment of principal and interest (the secondary levy is applied directly to the Debt Service Fund). The total tax rate is estimated to be \$1.60 per \$100 assessed value and provide total property tax revenues of \$10,515,711.



**General Fund Summary Con't**

**Franchise Fees** - The franchise fees of \$2,226,247 are projected to increase 11.999% over the prior year's revenues of \$1,987,721. The fees are based on the gross receipts of the applicable utility franchises (cable, water, electric, and gas). The increases in the revenues are due to residential development.

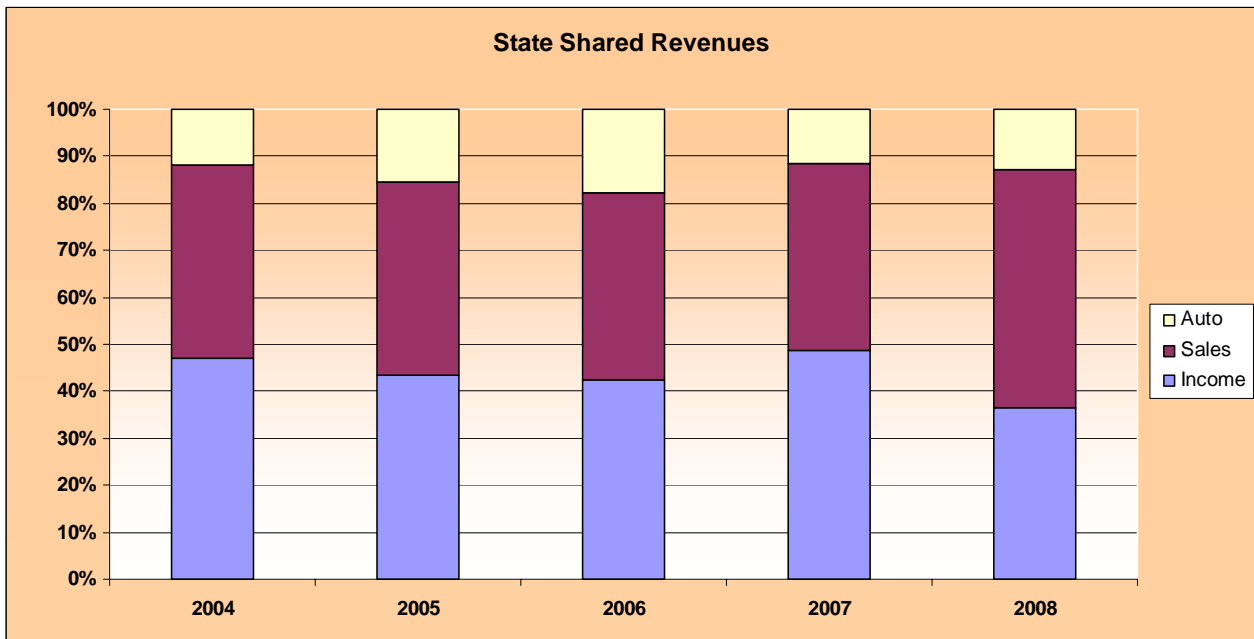
**City Sales Taxes** – Project revenue is \$47,100,242 for City sales tax collections for FY 06-07. City sales taxes account for approximately 45% of the General Fund revenues for FY 06-07, and are estimated to increase 41% above budget amount of \$34,150. Construction Sales Tax accounted for 23% of the 41% increase. The City increased the contracting activities sales tax from 2% to 3.5% January 1, 2005.



**Building & Zoning Fees** - Building and zoning fees include building permits, right-of-way permits, plan check fees, and rezoning fees. The estimated revenues for FY 07-08 are \$12,253,889 the same amount as collected in FY 06-07. By Policy, the City budgets the next year's revenues to be the same as the prior's years collections.

**General Fund Summary Con't**

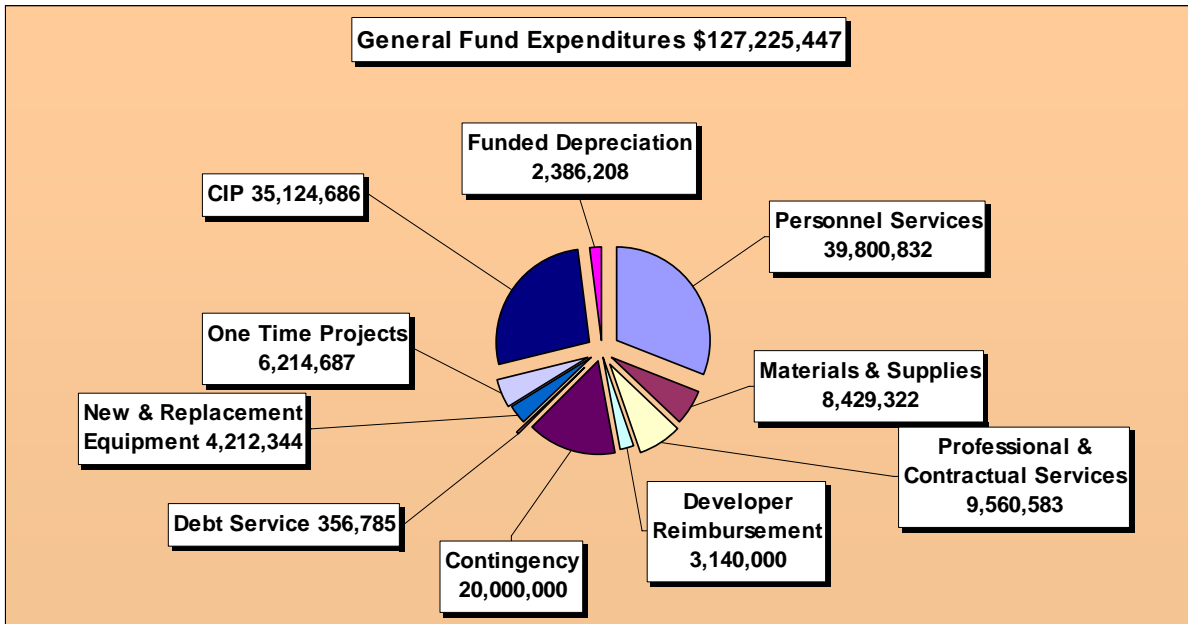
**State Shared Revenues** - The State of Arizona shares a portion of its sales, income, motor vehicle taxes, gasoline taxes, and lottery proceeds with cities, based on a formula set by state law. The gasoline taxes and lottery proceeds are restricted to the Highway User Revenue Fund and are not included in the General fund. The Arizona State Department of Revenue (ADOR) provides estimates for these revenues. The formula for sharing state revenues (SSR) is based on population figures. The state shared revenues for FY 07-08 are estimated as follows: sales tax \$4,706,473; income tax \$6,508,614 and vehicle tax \$1,655,116, for a total of \$12,870,203.



	2004	2005	2006	2007	2008
<b>Income</b>	1,706,817	1,740,622	1,979,188	3,800,000	4,706,473
<b>Sales</b>	1,496,120	1,632,974	1,852,453	900,000	6,508,614
<b>Auto</b>	425,385	620,000	825,000	3,100,000	1,655,116
<b>Total</b>	<b>3,628,322</b>	<b>3,993,596</b>	<b>4,656,641</b>	<b>7,800,000</b>	<b>12,870,203</b>

## General Fund Expenditures

Total General Fund expenditures for FY 07-08 are \$129,213,252. Also, there are transfers out totaling \$6,957,656. The expenditures consist of personnel services, materials and supplies, professional and contract services, debt service, funded depreciation, contingency, new and replacement equipment, and projects.



Personnel Services	39,800,832	30.80%
Materials & Supplies	8,429,322	6.52%
Professional & Contractual Services	9,520,583	7.40%
Developer Reimbursement	3,140,000	2.43%
Contingency	20,000,000	15.48%
Debt Service	356,785	0.28%
New & Replacement Equipment	4,212,344	3.26%
One Time Projects	6,214,687	4.81%
CIP	35,124,686	27.18%
Funded Depreciation	2,386,208	1.85%
<b>Total General Fund Expenditures</b>	<b>129,225,447</b>	<b>100.00%</b>

## Summary of General Fund Expenditures

### Net Transfer to Other Funds - \$2,887,071

There are two transfers from the General Fund to other funds. The first is \$609,273 to cover debt service. The second is \$2,277,798 to the Highway User Fund to support street operations and maintenance.

## ***General Fund Expenditures Con't***

### **Personnel Services - \$39,800,832**

Personnel expenditures consist of the current staffing of 471 positions plus an additional 89 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.

### **Materials and Supplies - \$8,429,322**

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

### **Professional and Contract Services - \$9,560,583**

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 - \$20,000,000**

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 - \$356,785**

The debt service consists of the principal and interest payments for the Interim Office Building at 190 North Litchfield Road..

### **Funded Depreciation - \$2,386,208**

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

### **New and Replacement Equipment and One Time Projects - \$4,212,344**

### **Developer Reimbursements - \$3,140,000**

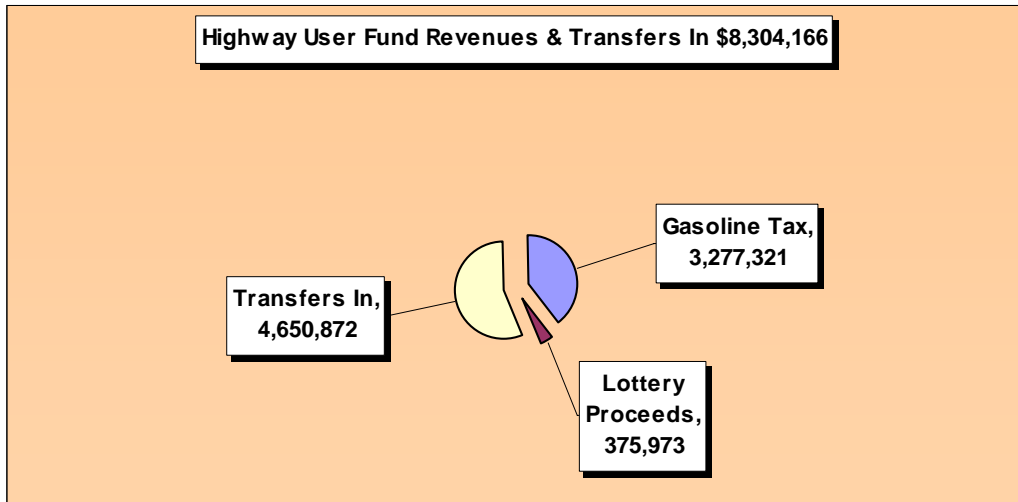
This element includes reimbursements to sales tax generators that have added 'net new' sales tax dollars to the City's general fund in accordance with specific development agreements.

## Highway User Fund Summary

The Highway User Fund (HURF) includes all direct expenditures of the street department.

### Highway User Fund Revenues

Total resources available for the FY 07-08 expenditures include transfers from the General Fund of \$4,650,872, and revenues of \$3,653,294.



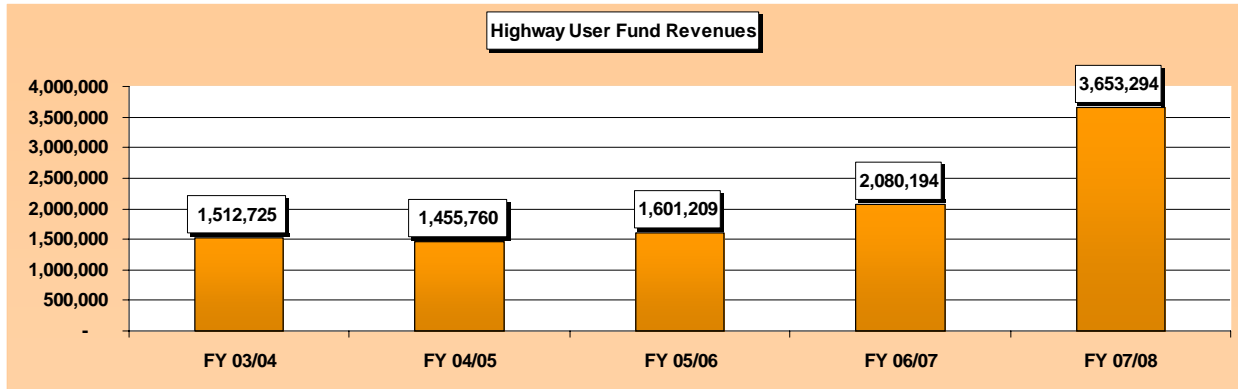
Revenues & Transfers In	Budget FY 07-08	Percent Of Total
Gasoline Tax	3,277,321	39.47%
Lottery Proceeds	375,973	4.53%
Transfers In	4,650,872	56.01%
<b>Total Revenues &amp; Transfers</b>	<b>\$8,304,166</b>	<b>100.00%</b>

### Summary of HURF Revenues

**Gasoline Tax** – The gasoline 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 gasoline tax. Revenues estimates for FY 07-08 are \$3,277,321.

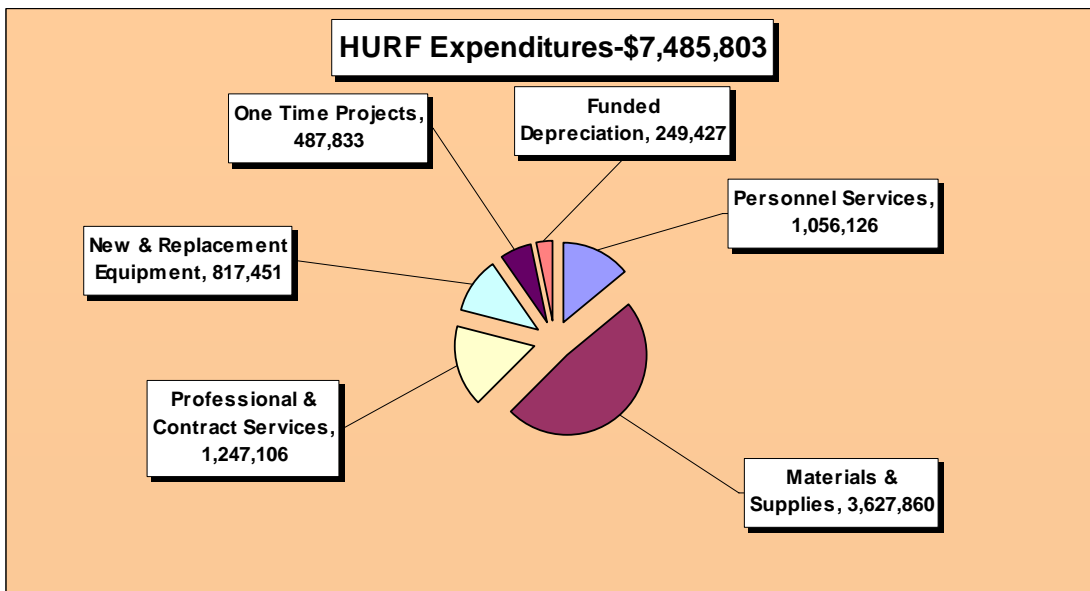
**Lottery Proceeds** – The lottery revenues are received from the State based on a formula set by State Law. The Arizona Department of Revenue (ADOR) provides estimates for the lottery revenues. Revenue estimates for FY 07-08 are \$375,973.

## Highway User Fund Con't



## Highway User Fund Expenditures

Total Highway User Fund expenditures for FY 07-08 are \$7,485,803. The expenditures consist of personnel services, materials and supplies, professional and contract services, funded depreciation, new/replacement equipment and one time expenditures.



Expenditures	Budget FY 07-08	Percent Of Total
Personnel Services	1,056,126	14.11%
Materials & Supplies	3,627,860	48.46%
Professional & Contractual Services	1,247,106	16.66%
New & Replacement Equipment	817,451	10.92%
One Time Projects	487,833	6.52%
Funded Depreciation	249,427	3.33%
<b>Total HURF Expenditures</b>	<b>\$7,485,803</b>	<b>100.00%</b>

## ***Highway User Fund Con't***

### **Summary of HURF Expenditures**

#### **Personnel Services - \$1,056,126**

Personnel expenditures consist of the current staffing of 15 positions plus an additional 2 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.

#### **Materials and Supplies - \$3,627,860**

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

#### **Professional and Contract Services - \$1,247,106**

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 - \$249,427**

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

#### **New and Replacement Equipment - \$817,451**

#### **One Time Projects – \$487,833**

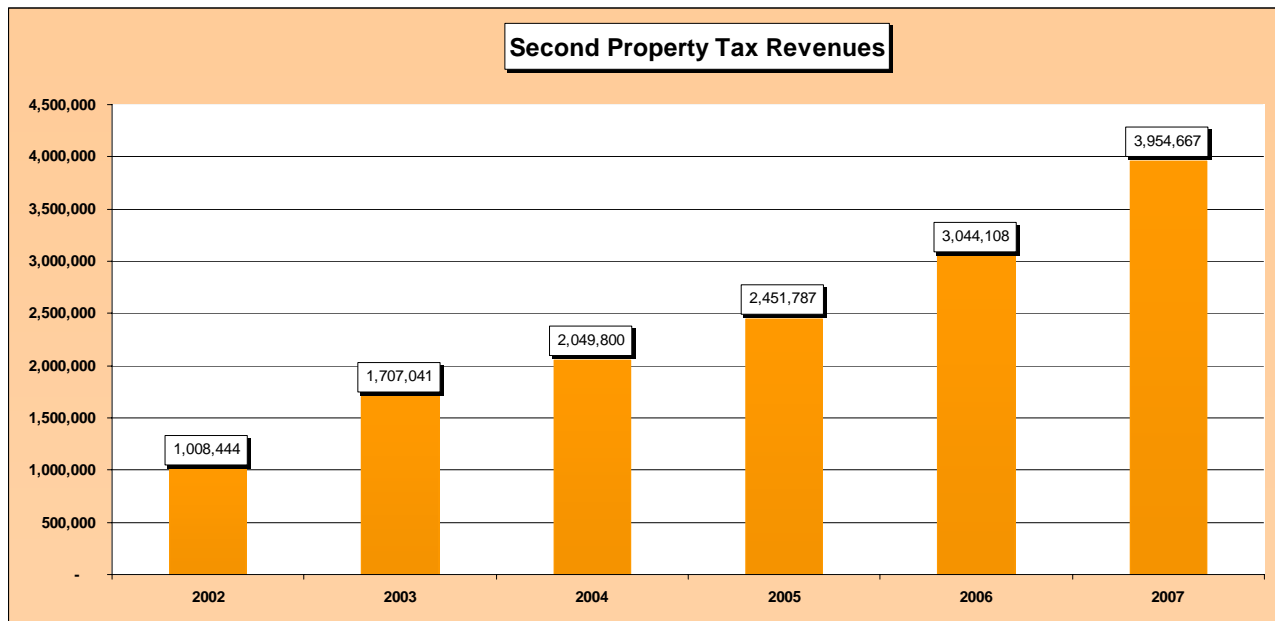
## Debt Service Fund Summary

The Debt Service fund includes the principal and interest payments 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

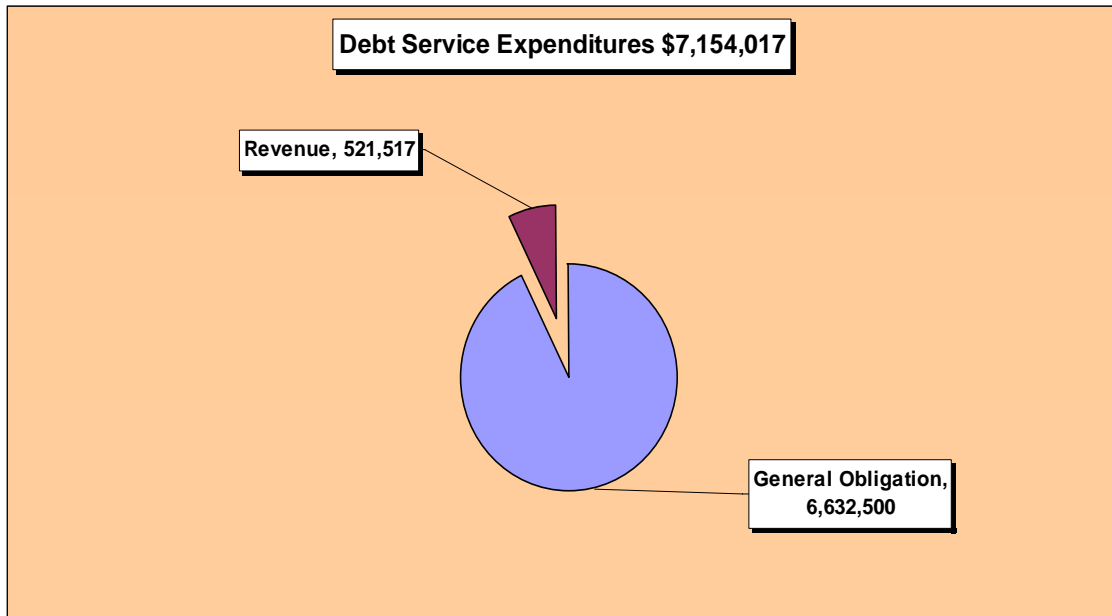
Total resources available for FY 07-08 expenditures include revenues of \$6,632,500 and transfers in of \$969,117.

**Secondary Property Tax** - Given estimates of a 26% increase in the City's secondary assessed valuation, the assessed value for secondary tax purposes will generate \$6,632,500 at a rate of \$0.7991 per \$100 of assessed value for payment of General Obligation Bond principal and interest payments. The secondary rate has increased from \$0.78 in FY 05-06 to \$0.79 in FY06-07.



### Debt Service Fund Expenditures

Total Debt Service Fund expenditures for FY 07-08 are \$7,154,017.



<b>Expenditures</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
GO Bonds	1,678,864	2,049,800	2,451,787	3,044,108	3,954,667	6,632,500
Revenue Bonds	618,842	617,280	617,280	614,567	614,567	521,517
<b>Total Expenditures</b>	<b>2,297,706</b>	<b>2,667,080</b>	<b>3,069,067</b>	<b>3,658,675</b>	<b>4,569,234</b>	<b>7,154,017</b>

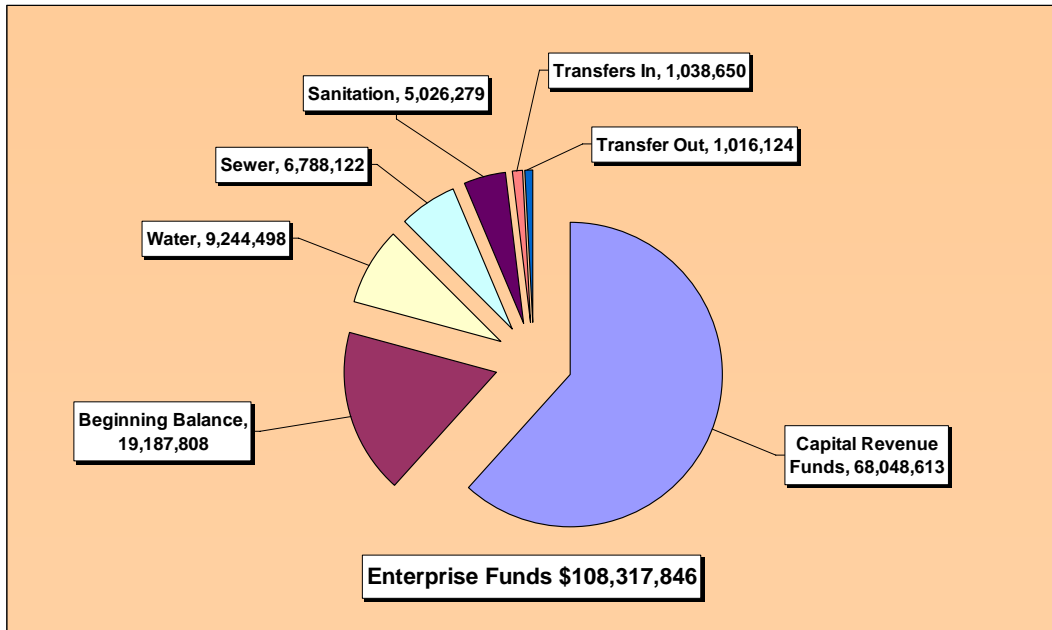
The City issued \$29.3 million general obligation bonds in June 2005. The first year's debt service is included in the 2006 expenditures.

## Enterprise Fund Summary

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

### Enterprise Fund Revenues

Total resources available for FY 07-08 expenditures include an estimated beginning fund balance of \$19,187,808, transfers from the General Fund of \$1,038,650, and revenues of \$89,107,512 (operating \$21,058,899 and capital \$68,048,613). Total available resources for FY 07-08 are \$109,333,970.

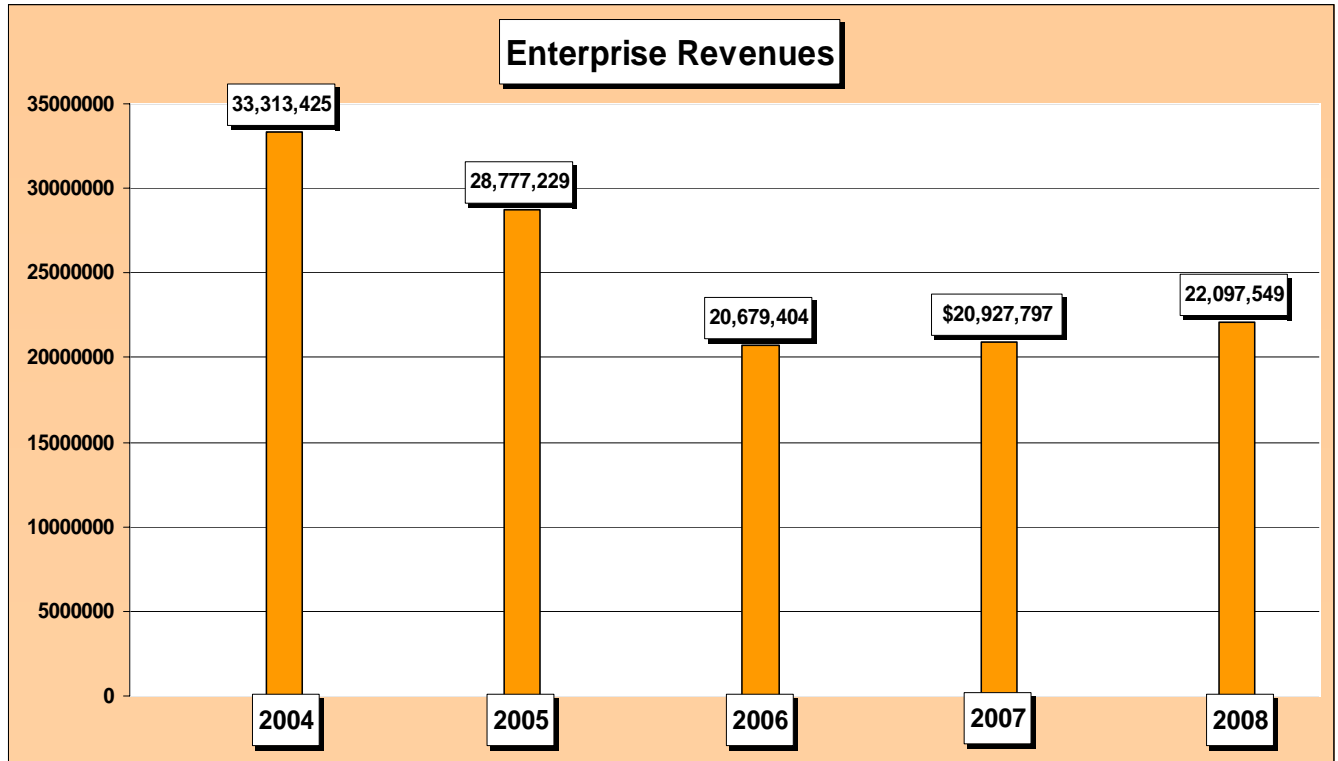


Revenues	Budget FY 07-08	Percent Of Total
Water	9,244,498	43.85%
Sewer	6,788,122	32.20%
Sanitation	5,026,279	23.84%
Transfers In	1,038,650	4.93%
Transfer Out	-1,016,124	-4.82%
<b>Total Revenues</b>	<b>21,081,425</b>	<b>100.00%</b>

### Summary of projected revenue sources:

The revenue sources include water, sewer, and sanitation user fees. The revenues may vary from year to year based upon the capital projects and capital revenues each year.

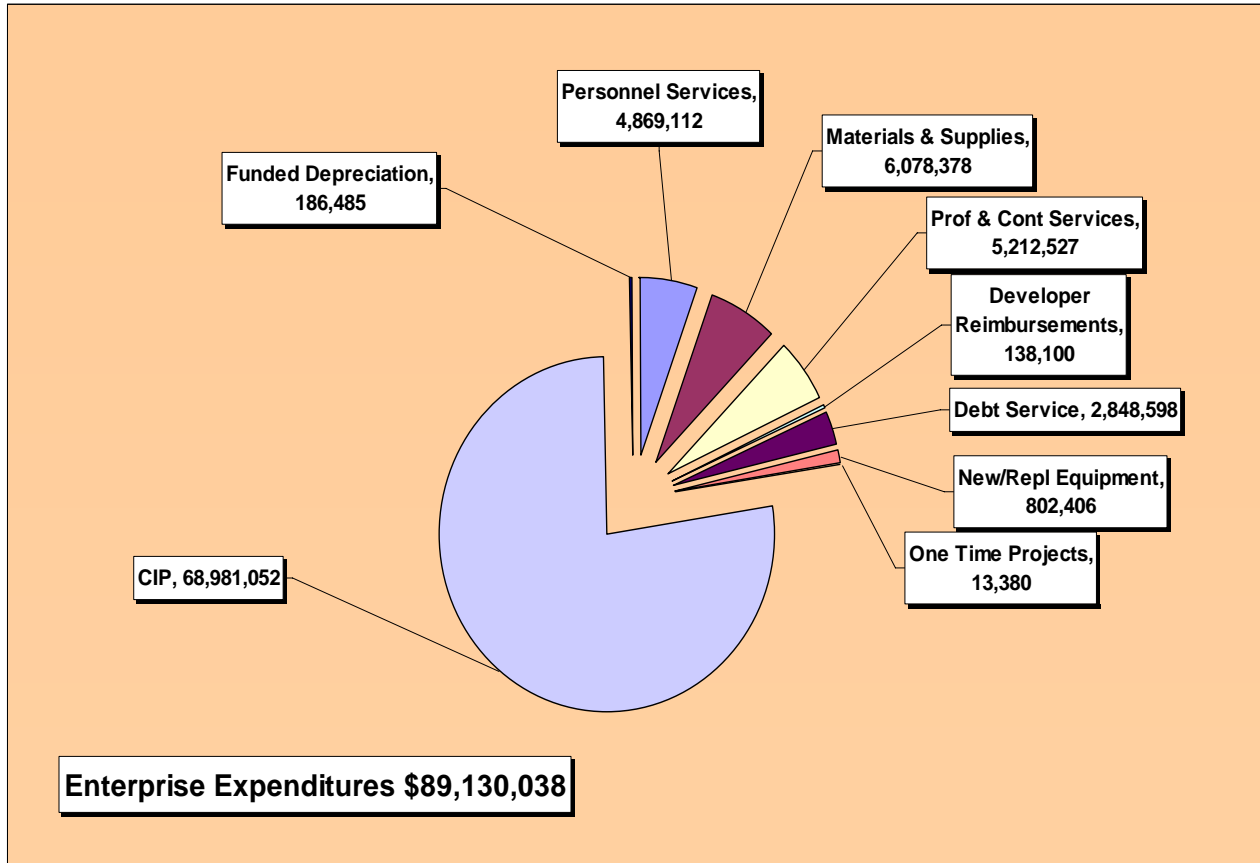
**Enterprise Fund Con't**



Revenues	2003	2004	2005	2006	2007	2008
Water	6,527,448	11,350,529	16,327,687	10,689,610	8,268,965	9,244,498
Sewer	10,093,646	19,613,296	9,828,563	6,625,384	6,095,362	6,788,122
Sanitation	1,929,263	2,349,600	2,620,979	3,364,410	4,212,664	5,026,279
<b>Total Revenues</b>	<b>18,550,357</b>	<b>33,313,425</b>	<b>28,777,229</b>	<b>20,679,404</b>	<b>20,927,797</b>	<b>22,097,549</b>

## Enterprise Fund Expenditures

Total Enterprise Fund expenditures for FY 07-08 are \$89,130,038. The expenditures consist of personnel services, materials and supplies, professional and contract services, debt service, funded depreciation, new and replacement equipment, and projects.



Expenditures	Budget FY 05-06	Percent Of Total
Personnel Services	4,869,112	5.46%
Materials & Supplies	6,078,378	6.82%
Professional & Contractual Services	5,212,527	5.85%
Developer Reimbursement	138,100	.15%
Debt Service	2,848,598	3.20%
New & Replacement Equipment	802,406	.90%
One Time Projects	13,380	.02%
CIP	68,981,052	77.39%
Funded Depreciation	186,485	.21%
<b>Total Expenditures</b>	<b>89,130,038</b>	<b>100.00%</b>

## **Summary of Enterprise Fund Expenditures**

### **Personnel Services - \$4,869,112**

Personnel expenditures consist of the current staffing of 71 positions plus an additional 6 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.

### **Materials and Supplies - \$6,078,378**

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

### **Professional and Contract Services - \$5,212,527**

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 - \$2,848,598**

The debt service consists of the principal and interest payments on outstanding bonds and loans.

### **Funded Depreciation - \$186,485**

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

### **New and Replacement Equipment and One Time Projects - \$802,406**

### **Developer Reimbursements - \$138,100**

This element includes reimbursements to developers in accordance with specific development agreements.

### **Capital Improvement Projects (CIP) - \$68,981,052**

Water Projects - \$46,336,871

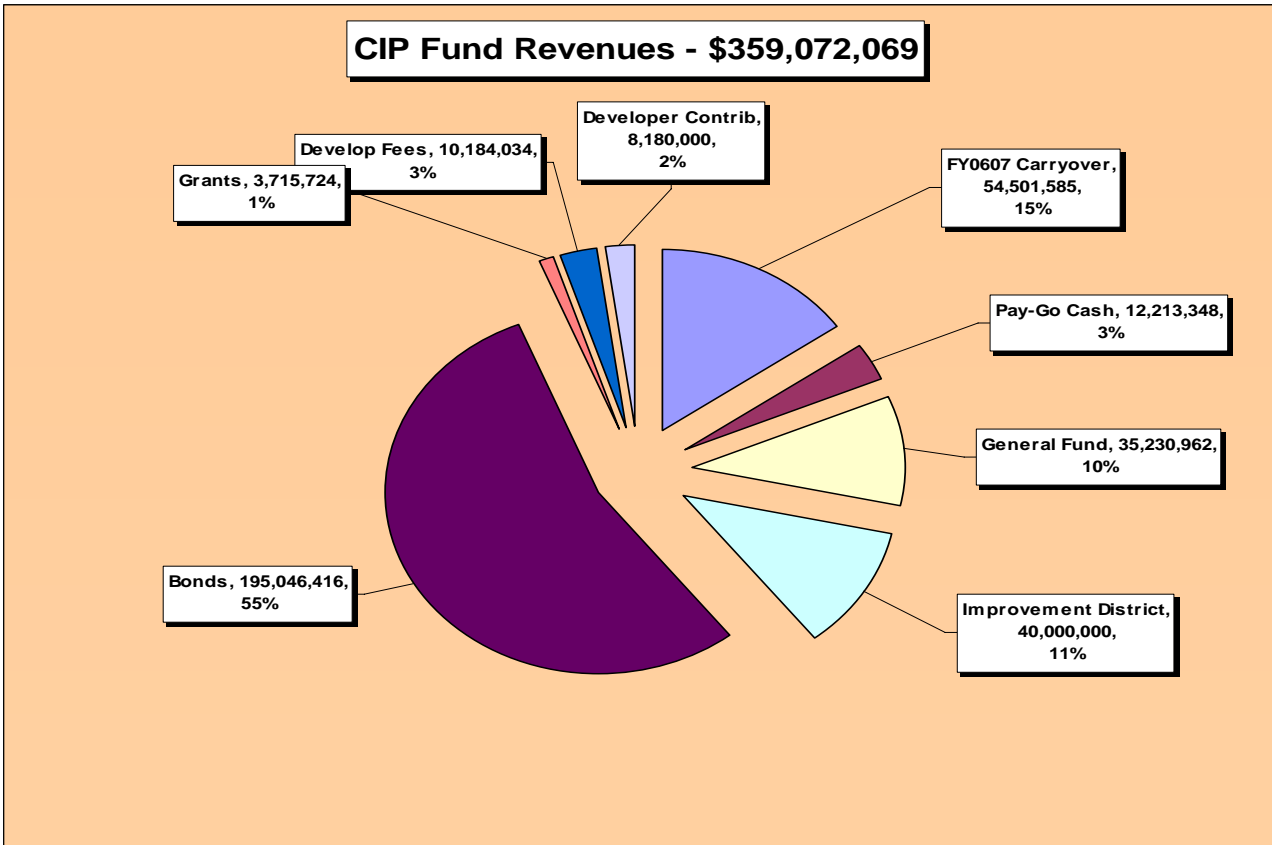
Sewer projects - \$22,644,181

## Capital Improvement Project (CIP) Fund Summary

The total proposed CIP for FY07-08 is \$359,072,069 and includes all city infra-structure projects.

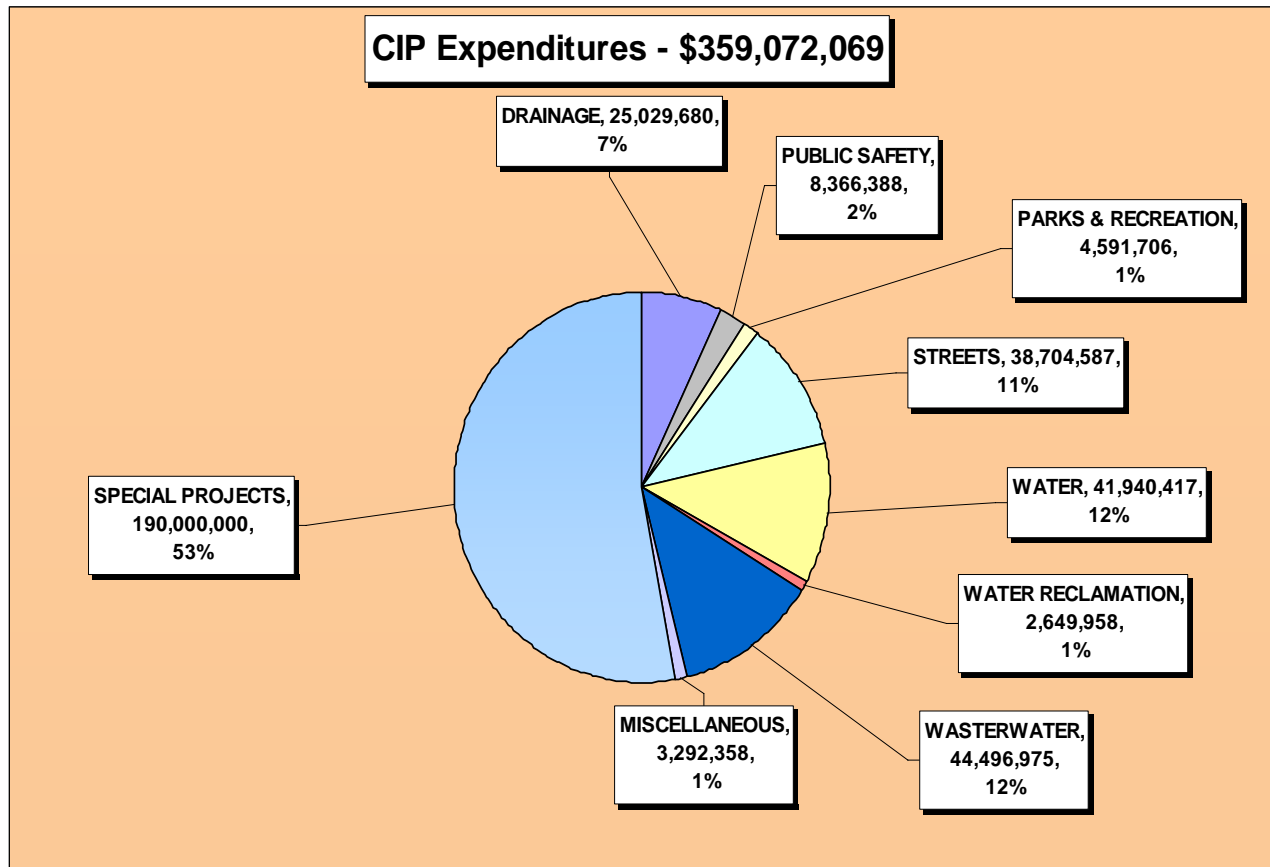
### CIP Fund Revenues

Total resources available for the proposed FY07-08 expenditures include an estimated beginning fund balance of \$40,200,009 and revenues of \$318,872,000. Total available resources are \$359,072,069.



Revenues	Budget FY 07-08	Percent Of Total
Pay-Go-Cash	12,213,348	3.00%
General Fund	35,230,962	10.00%
Special District Revenues	40,000,000	11.00%
Bonding Program	195,046,416	55.00%
Developer Contributions	8,180,000	2.00%
Grants	3,715,724	1.00%
Development Fees	10,184,034	3.00%
FY0607 Carryover	54,501,585	15.00%
<b>Total Revenues</b>	<b>359,072,069</b>	<b>100.00%</b>

## CIP Expenditures



Expenditures	Budget FY 07-08	Percent Of Total
Public Safety	8,366,388	2.00%
Drainage	25,029,680	7.00%
Special Projects	190,000,000	53.00%
Miscellaneous	3,292,358	1.00%
Parks	4,591,706	1.00%
Streets	38,704,587	11.00%
Water	41,940,417	12.00%
Wastewater	44,496,975	12.00%
Water Reclamation	2,649,958	1.00%
<b>Total Expenditures</b>	<b>359,072,069</b>	<b>100.00%</b>

## **MAYOR & COUNCIL**

The citizens elect the Mayor and Council, who serve them by acting as the legislative and policymaking body for the City. The Mayor and Council adopt ordinances and resolutions, and take necessary actions to achieve the best interests of the citizenry. In so doing, the Mayor and Council set forth the vision and guiding principles for City, and provide a forum for active public participation and input. The Mayor and Council frequently act as representatives of the City's interests in various regional bodies and in the State. The Department's Goals, Priorities, and Major Projects for the upcoming fiscal year are to further the policies of the City by supporting the following efforts:

### **2006-07 ACCOMPLISHMENTS:**

- Commitment for a Recreational Sports and Spring Training Complex and for the Cleveland Indians as one of the teams.
- Intentions of three universities to bring education programs to Goodyear: Franklin Pierce University, University of St. Francis, and University of the Incarnate Word.
- Estrella Falls Regional Mall committed to developing a regional mall.
- Undertook city-wide Management Assessment and received report.
- Entered into three-city agreement to fund carrying costs for acceleration of the I-10 widening, and completed design phase.
- Committed to redevelopment of nonproductive properties from previous contamination as part of the National Brownfields Association.
- Gained two major employers: Macy's and Cancer Treatment Center of America
- Continued quality commercial and residential development, in conjunction with necessary infrastructure.
- Annexed nearly 68 square miles.
- Provided funding and support for community projects.
- Broadened and strengthened regional relationships.
- Fully-staffed department with a Chief of Staff, Assistant to Mayor and Council, and Executive Assistant.

### **2007-08 OBJECTIVES:**

- Support efforts to improve transportation and reduce PM-10 particulates.
- Continue to recruit major employers to provide quality jobs for our citizenry.
- Support the implementation of the results of the city wide Management Assessment.
- Actively support the implementation of bringing higher education facilities to Goodyear.
- Provide ongoing support for a Recreational Sports and Spring Training Complex.
- Continue to support the development of the City Center Project.
- Continue to support the partnerships with universities.
- Maintain support for the development of the Estrella Falls Regional Mall and its nearby retail power centers.

**2007-08 OBJECTIVES (Con't)**

- Improve development with infrastructure.
- Support continued improvement for police and fire services.
- Continue to provide funding and support for community projects.
- Sustain ongoing efforts to meet the ever-changing dynamics of demands for water.
- Prioritize Capital Improvement Projects based on available resources.
- Continue to broaden, strengthen and enhance regional partnerships.
- Recognize business, developer and persons for their contributions to the City (Annual awards).
- Develop citizen involvement through commissions and committees.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>MAYOR &amp; COUNCIL</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$300,673	\$140,628	\$307,399
Professional & Contract Services	120,625	82,740	167,625
Materials & Supplies	14,798	13,084	14,798
New & Replacement Equipment	-	-	-
Funded Depreciation	26,166	-	20,933
Debt Service	-	-	-
Developer Reimbursement	-	-	-
One-Time Projects*	350,000	199,573	70,000
Capital Outlay	-	-	-
Transfer Out Credit	-	-	-
<b>TOTAL</b>	<b>\$812,262</b>	<b>\$436,025</b>	<b>\$580,755</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Administrative Assistant	1	1	1
Assistant to Mayor & City Council	-	-	1
Chief of Staff	-	-	1
Management Assistant	1	1	-
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>3</b>

<b>PERFORMANCE INDICATORS</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Council Meetings	21	21	21
Work Sessions	20	20	20
Community Meetings	11	11	11
Special Meetings	14	14	14
Taste 'N Tunes Attendance	2,000	N/A	N/A
Goodyear Rodeo Days Attendance	3,000	3,000	3,000
Community Funding Support	\$186,144	\$186,144	\$186,144

## **CITY ATTORNEY**

We are responsible for providing legal services to City Departments, Boards, and Commissions, as well as the Mayor, City Manager, and City Council. We represent the City in local, state, and federal courts, as well as before administrative agencies and legislative bodies. In addition to representing the City in litigation and settlement negotiations, the city's attorneys work with the Departments they represent in drafting ordinances, contracts, and other legal documents. We advise City Officials regarding election issues and advise Departments regarding personnel issues and draft ordinances, resolutions, contracts, and prepare written legal opinions and correspondence. We are responsible for interpreting and providing advice concerning the City Charter and Code, and Arizona and Federal law.

### ***2006-07 ACCOMPLISHMENTS:***

- Assisted City in creating new city code sections dealing with graffiti, water theft, and noise issues.
- Identified a consultant to assist the department with technology needs.
- Assist with drafting SOP's/Manual for contract review and approval process.
- Evaluate individual job responsibilities to meet the needs of the City.
- 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 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.
- Supervised and provided growth opportunities to the City Prosecutor, Assistant City Attorneys, Legal Services Coordinator and Legal Assistant.
- Participated as registered lobbyists and assisted with legislation; impact fees and tax incentives.
- Participated in process improvement teams/committees; Insurance Committee, Procurement Information Exchange Group, Records Retention Committee, Web Development Committee, Technology Steering Committee, Budget Liaison Committee and Customer Service Task Force.
- Negotiated and drafted numerous Development Agreements and Memorandums of Understanding.
- Negotiated and drafted numerous IGA's; Joint Use of School Facilities, Cotton Lane Bridge, Bullard Wash and Transportation Services.
- Investigated and processed numerous personnel issues.

**2007-08 OBJECTIVES:**

- Identify, select, and implement an office case management system.
- Draft a policy and procedures manual for the City Attorney's Office.
- Create a numeric filing system corresponding with each department.
- Recruit and hire and a Legal Services Coordinator.
- Prepare boilerplates/templates for contracts and agreements.
- Assist with drafting SOP's/Manual for contract review and approval process.
- 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 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>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$440,978	\$485,637	\$462,216
Professional & Contract Services	168,900	74,151	166,900
Materials & Supplies	13,718	11,356	13,718
New and Replacement Equipment	-	-	-
Funded Depreciation	-	-	-
Debt Service	-	-	-
Developer Reimbursement	-	-	-
One-Time Projects	-	-	-
Capital Outlay	-	-	-
Transfer Out Credit	-	-	-
<b>TOTAL</b>	<b>\$623,896</b>	<b>\$571,144</b>	<b>\$642,834</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Assistant City Attorney	2	2	2
City Attorney	1	1	1
Legal Services Coordinator	1	1	1
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>

\*\*No performance indicators at this time. Will develop for the FY08-09 budget.

## **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.

### **2006-07 ACCOMPLISHMENTS:**

- Implemented electronic Agenda Manager Software to streamline the Agenda Manager process.
- Conducted fair and impartial election for March 2007 Mayor/Council Election.
- Continued to try to Increase voter participation through education outreach program; increased polling places from eight to eleven.
- Coordinated two Council/Staff Advances.
- Administered efficient support to Mayor and Council by streamlining the minute taking process through Granicus, making it possible to have draft minutes completed in 24 hours.
- Continued Phase II of City-wide Records Management Program and developing a City-Wide Records Management Policy and Procedures Manual; submitted Record Retention Schedule to State Library and Archives to approve.
- Created and implemented a Laser fiche Training Program for city staff.
- Continued to develop the Resource Library.

### **2006-07 ACCOMPLISHMENTS (Con't)**

- Substantially reduced the numbers of copies for Council Agenda Packets by encouraging staff to print off necessary reports from the Web Page.
- Held sixth annual department strategic planning meeting and updated the five year plan through 2010.
- Increased mail services and plan for future growth.
- Staff served on various Boards in City and other associations throughout the state.

### **2007-08 OBJECTIVES:**

- Conduct election for March 2007 Mayor/Council Election.
- Coordinate Council Inauguration Event.
- Conduct fair and impartial special elections if necessary.
- Increase voter participation through education outreach program.
- Continue to meet all legal requirements as required by state statues by publishing all legal notices, opening all City and Community Facilities District bids, processing all ordinances, resolutions and contracts and maintained and codify the City Code.
- Coordinate two Council/Staff Advances.
- Administer efficient support to Mayor and Council through minutes and documentation.
- Enable Council decision making by providing accurate agenda packets.
- Substantially reduced the numbers of copies for Council Agenda Packets by encouraging staff to print off necessary reports from the Web Page.
- Streamline the Agenda process by finalizing the implementation of automation software.
- Continue Phase II of City-wide Records Management Program and develop a City-Wide Records Management Policy and Procedures Manual.
- Implement new Record Retention Schedule Program after Arizona State Library and Archives approval.
- Establish a City-wide Electronic Records Management Program.
- Continue to develop the Resource Library.
- Manage City Microfilming and Imaging programs.
- Organize and prepare historical documents and photographs for preservation.
- Continue to provide professional, quality services to the community.
- Continue to implement Laser fiche Training Program for city staff.
- Increase mail services and plan for future growth.
- Issue necessary licenses/permits.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>CITY CLERK</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$598,014	\$552,849	\$734,563
Professional & Contract Services	112,006	55,605	122,006
Materials & Supplies	208,572	68,157	211,520
New & Replacement Equipment	-	-	-
Funded Depreciation	17,088	-	13,062
Debt Service	-	-	-
Developer Reimbursement	-	125,326	-
One-Time Projects*	1,800	1,540	-
Capital Outlay	-	-	-
Transfer Out Credit	-	-	-
<b>TOTAL</b>	<b>\$937,480</b>	<b>\$803,477</b>	<b>\$1,081,151</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Administrative Assistant	1	1	1
City Clerk	1	1	1
Deputy City Clerk	1	1	1
Mail and Copy Clerk	1	1	1
Records Analyst I	1	1	-
Records Analyst II	1	1	1
Records Specialist	-	-	1
Senior Mail and Copy Clerk	1	1	1
Staff Assistant	-	1	1
<b>TOTAL</b>	<b>7</b>	<b>8</b>	<b>8</b>

<b>PERFORMANCE INDICATORS</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Registered Voters	20,000	20,159	20,159
% of voter turnout	15%	3.22%	N/A
Number of polling places	5	6	6
Ordinances administered and indexed	45	57	60
Resolutions administered and indexed	65	105	100

**PERFORMANCE INDICATORS****(Continued)**

	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Council actions processed	340	451	460
Council meetings posted	24	21	21
Special meetings posted	14	20	20
Work sessions posted	20	22	22
Open and record public bids	110	70	70
Contracts processed	318	262	200
Processed new liquor license applications	8	11	8
Processed special event applications	75	72	70
Record requests	378	577	500

## **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. In addition, the City Manager provides direct oversight for the following departments: Human Resources, Legal staff, Economic Development, and the City Clerk's Office.

The City Manager's Office provides staff support to the City Council, provides direction to City departments, handles press and media relations, provides grant administration, intergovernmental relations, administration of the Capital Improvement Program, special project implementation, and strategic planning.

The department includes two Deputy City Managers. One provides direction for the Community Development, Courts, Finance, Information Technology, and Police departments. The other provides direction for the Community Services, Engineering, Fire, Public Works, and Water Resource departments.

Negotiated development agreements such as Rose Properties, Westcor, Federated,

### ***2006-07 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 were planned or discussed.
- Represented the City in regional partnerships.
- Negotiated development agreements such as Rose Properties, Westcor, Federated, and Montage.
- Responded to citizen inquiries and issues on behalf of Mayor and City Council.
- Supported and coordinated City Council Advance.
- Coordinated and supported Council in the preservation of Luke Air Force Base.
- Identified Federal and State grant programs. Worked with departments to develop grant proposals, maintained up-to-date information on upcoming deadlines and new opportunities and provided research and coordinated projects selected for grant submittals.
  - Entered into a contract for ECivis grant seeking software.
  - Developed and delivered grant seeking training for City Staff.
  - Closed out several old grants resulting in reimbursements to the City of over \$600,000.
- Assisted the Finance Department in the budget process.
- Assisted in the process to fully fund a 5-year Capital Improvement Project plan.
- Hosted and otherwise assisted in the establishment of an Arizona consortium for gathering performance measures.
- Prepared a FY2005-06 year-end report of project statuses for city management.
- Prepared the city-wide operational plan for FY2006-07, from which started monthly project status reporting for city management.
- Provided quarterly project status reporting of Capital Improvement Projects (CIP) to City Council.

### **2006-07 ACCOMPLISHMENTS (Con't)**

- Finalized negotiations with property owners, Major League Baseball team and the Arizona Sports & Tourism Authority (STA) to secure items necessary to construct a spring training facility.
- Instituted citywide employee intranet site to improve communications with employees.
- Instituted the direct mailing of new 12- to 16-page monthly newsletter to all citizens to improve communications with citizens.
- Conducted 2007 Citizen Survey among 400 random households.
- Designed and carried out extensive and highly successful marketing campaigns for the implementation of new curbside trash and recycling services.
- Formed the Hub and Spoke team to track all progress of all major CIP projects.
- Successfully completed the 3-year BMX project, including resolution of outstanding requirements.

### **2007-08 OBJECTIVES:**

- Represent 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.
- Respond to citizen inquiry and issues on behalf of Mayor and City Council.
- Support, plan and coordinate City Council Advance.
- Work with Arizona League of Cities and Towns and City Council on legislative issues for the 2008 session.
- Update the city's strategic plan and coordinate the standardization of department strategic plans, aligning them to the goals of the city.
- Coordinate and assist Council in the preservation of Luke Air Force Base.
- Identify Federal and State grant programs, work with departments to develop grant proposals, maintain up-to-date information on upcoming deadlines and new opportunities and provide research and coordinate projects selected for grant submittals.
- Implement Grants Management System to track grant opportunities and manage the grant application development process.
  - Implement City wide grants policies and procedures.
  - Standardize and centralize the grant file retention and archiving process.
  - Continue to train city staff on basics of grant seeking and management.
- Continued oversight of special projects in implementation phase such as the baseball stadium and universities.
- Oversee management response and implementation plan of the Matrix Assessment.
- Completely overhaul of City's website including new design, navigation system and added video content.
- Produce the City's first Citywide Annual Report that will be direct mailed to citizens and other stakeholders.

**2007-08 OBJECTIVES (Con't)**

- Market city services through production of Public Service Announcements and other short videos for intranet and use in City Hall lobby.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>CITY MANAGER</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$1,425,693	\$1,296,999	\$1,568,040
Professional & Contract Services	341,055	428,273	740,074
Materials & Supplies	179,455	174,446	223,156
New & Replacement Equipment	-	39,393	12,000
Funded Depreciation	115,274	-	92,219
Debt Service	-	-	-
Developer Reimbursement	-	-	-
One-Time Projects*	990,373	1,647,111	1,624,005
Capital Outlay	-	-	-
Transfer Out Credit	-	-	-
<b>TOTAL</b>	<b>\$3,051,850</b>	<b>\$3,586,222</b>	<b>\$4,259,494</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Administrative Assistant	1	1	1
City Manager	1	1	1
Communications Manager	-	-	1
Communications Specialist	1	1	1
Communications Specialist (PI)	-	-	1
Deputy City Manager	2	2	2
Executive Assistant	1	1	1
Grants Specialist	-	-	1
Intergovernmental Program Manager	-	-	1
Management Analyst	1	1	1
Management Assistant	1	3	3
Project Assistant	1	-	-
Public Information Officer	1	1	-
Staff Assistant	-	1	1
Webmaster	-	1	1
<b>TOTAL</b>	<b>10</b>	<b>13</b>	<b>16</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.

### ***2006-07 ACCOMPLISHMENTS:***

- Successfully partnered with the Goodyear Police Department Crisis Services Unit in providing comprehensive victim advocacy services.
- Assisted victims of crime with emotional support and counseling.
- Supported/informed victims regarding orders of protection and injunctions prohibiting harassment.
- Created an inclusive victim pamphlet.
- Modified office protocols to increase the cases involving victim rights.
- Received a positive audit from the Arizona Attorney General's Office regarding victim rights compliance.
- The Arizona Attorney General's Office received no victim complaints regarding any City of Goodyear misdemeanor cases.
- Successfully prosecuted a DUI fatality case.
- Legal Assistant received a certificate for successfully completing the Arizona Victim Assistance Academy.
- Recruited and selected an assistant city prosecutor.
- Successfully prosecuted a high volume of criminal misdemeanor cases.
- Successfully participated in numerous trials.
- Assisted City in creating new city code sections dealing with graffiti, water theft, and noise issues.
- Assisted City with mitigating the day laborer situation.
- Identified a consultant to assist us with our technology needs.
- Effectively drafted and argued many motions advancing constitutional issues.
- Received training and education consistent with assisting Office achieve its mission of administering justice in an equitable, efficient, and expeditious manner while advocating for victim rights and crime prevention.
- Legal assistant completed the first in-house Supervisor Academy.
- Increased community awareness of domestic violence and other crime issues through public presentations to local community associations and educational institutions.
- Actively participated Multi-Jurisdictional Regional Domestic Violence Task Force and Maricopa Association of Governments Domestic Violence Committee.

### **2006-07 ACCOMPLISHMENTS (Con't)**

- Division Participated in the 2006 GAIN event to interact with a diverse group of citizens from neighborhoods throughout the city to gather useful information to assist us in providing prosecutorial services.
- Officer on Board of Directors for the New Life Domestic Violence Center.
- Assisted the New Life Domestic Violence Center with its child development capital campaign.
- Board of Directors for the Leadership West (Chair of Selection Committee).
- Division prepared a SWOT analysis.
- Participated in strategic planning during office advance.
- Participated in a twenty year space plan study.

### **2007-08 OBJECTIVES:**

- To prosecute all cases in an equitable, efficient, and timely manner.
- Recruit and hire a staff assistant.
- Recruit and hire an assistant city prosecutor.
- Identify, select, and implement an office case management system.
- Train Code Enforcement Department on case preparation and presentation.
- Train Goodyear Police Department regarding case documentation and presentation.
- Assist court with space need analysis and security measures.
- Work with Public Works to modify office layout to accommodate additional staff.
- Review and update victim notification protocols and correspondence.
- Have a representative from the Prosecutor's Office become more proficient in Spanish.
- Create a Spanish language victim brochure.
- Convert victim letters into Spanish.
- Assist ITS Department and the Police Department in publishing the HGN Logs and Officer certifications on the City website.
- Team with the City of Goodyear Police Department in providing comprehensive victim services.
- Actively participate in programs and committees that advocate for victim rights and domestic violence prevention and education.
- Continue to implement policies and procedures that streamline existing protocols.
- Continue our commitment to legal education and community awareness through the attendance of legal seminars, conferences, and local meetings.
- Review potential ordinances with enforcement issues in mind.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>CITY PROSECUTOR</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$297,606	\$209,780	\$443,989
Professional & Contract Services	53,016	7,503	58,701
Materials & Supplies	62,805	10,361	19,300
New & Replacement Equipment	-		
Funded Depreciation	-		
Debt Service	-		
Developer Reimbursement	-		
One-Time Projects*	-		100,500
Grant Projects	-		
Capital Outlay	-		
Transfer Out Credit	-	-	
<b>TOTAL</b>	<b>\$413,427</b>	<b>\$227,644</b>	<b>\$622,490</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
City Prosecutor	1	1	1
Assistant City Prosecutor	-	1	2
Staff Assistant	-	-	1
Legal Assistant	1	1	1
<b>TOTAL</b>	<b>2</b>	<b>3</b>	<b>5</b>

**PERFORMANCE INDICATORS**

- Ethically represent the interest of the City of Goodyear in all criminal matters.
- Critically review and analyze all criminal cases to determine if there is a reasonable likelihood for a conviction.
- Advocate for victims' rights.
- Research, write, and argue all motions, appeals, special actions, and petition for review.

<b>PERFORMANCE INDICATORS</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Criminal Complaints reviewed by Prosecutor	120	1	177
Criminal Complaints filed by Prosecutor	50	50	83
Pretrial Conferences	1400	1569	2582
Bench Trials & PTR	15	82	132
Jury Trials	2	1	0
TOTAL # of Victim Cases	225	270	*
Domestic Violence	140	128	*
Non Domestic Violence	85	1046	*

\* Not calculated at this time.

## **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 two separate functions: Building Safety 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 prepare and implement various zoning and development ordinances, such as the Zoning Ordinance, Subdivision Regulations, 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, re-zonings, variances, subdivision plats, site plan reviews, use permits, development agreements, and building construction plans, as well as inspecting new private and public buildings 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.

### ***2006-07 ACCOMPLISHMENTS:***

- The City Center Specific Area Plan was adopted by Council on September 25, 2006.
- Developed and implemented an administrative process for minor subdivision platting.
- Awarded a bid for construction of the first phase of the Citywide Monument Signage Program.
- Completed the rehabilitation of four homes funded by the CDBG/HOME Grant Program.
- Updated the Zoning Ordinance parking standards to encourage large-scale industrial development.
- Initiated and processed a General Plan Amendment to increase the City's Planning Area by 95 square miles and completed the annexation of 67 square miles of this area known as the Sonoran Valley.
- Received an award from the Arizona Planning Association for development and implementation of a Dark Sky Ordinance.
- Streamlined the approval process for Comprehensive Sign Package applications by allowing administrative approval for applications that meet the criteria in the Zoning Ordinance.

**2006-07 ACCOMPLISHMENTS (Con't)**

- Amended the Zoning Ordinance to require a Use Permit application for freeway pylon signs.
- Implemented quarterly Development Advisory Forums with the development community for sharing information and seeking input on ways to improve the development processes and procedures.
- Adopted and implemented the 2006 International Building Codes.

**2007-08 OBJECTIVES:**

- Initiate the development of a Form-Based Zoning Code.
- Purchase and implement mobile inspection units to provide a more efficient and effective means of recording and tracking inspection results.
- Purchase and implement Optiview Document Management Imaging System to allow for the scanning of documents that are processed through H.T.E. in order to improve access to documents.
- Develop and implement a records management system.
- Implement Click to Gov Program to allow developers, builders, and others to view the status of plans and projects on-line.
- Initiate and implement a building code amendment to update the plumbing code.
- Develop an ordinance to address ADA requirements for new single-family homes.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>COMMUNITY DEVELOPMENT</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$2,224,567	\$1,903,450	\$2,766,166
Professional & Contract Services	635,982	1,031,405	1,755,525
Materials & Supplies	173,417	97,878	217,454
New & Replacement Equipment	-	79,766	626,000
Funded Depreciation	109,179	-	87,344
Debt Service	-	-	-
Developer Reimbursement	-	-	-
One-Time Projects*	131,152	28,414	262,920
Grant Projects	-	150,020	-
CIP	-	11,278	-
Capital Outlay	-	-	-
Transfer Out Credit	-	-	-
<b>TOTAL</b>	<b>\$3,274,297</b>	<b>\$3,302,211</b>	<b>\$5,715,409</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Administrative Assistant	1	1	1
Building Permit Tech I	1	2	2
Building Inspector I	-	-	1
Building Inspector II	3	6	5
Building Inspector III	1	2	2
Building Inspection Supervisor	1	1	1
Building Official	-	-	-
Building Permit Tech II	2	1	1
Building Permit Tech III	1	1	1
Building Permit Tech Supervisor	1	1	1
Chief Building Official	1	1	1
Director	1	1	1
Land Management Coordinator	1	1	1
Planner I	1	1	1
Planner II	2	4	3
Planner III	2	1	3
Planning Manager	1	1	2
Planning Technician I	1	1	1
Planning Technician II	1	1	1
Plans Examiner	2	2	3
Plans Review Supervisor	-	-	1
Plans Examiner Supervisor	-	-	-
Records Analyst	-	-	1
Permit Administrator	-	-	1
Senior Planner	1	1	1
<b>TOTAL</b>	<b>25</b>	<b>30</b>	<b>36</b>

<b>PERFORMANCE INDICATORS:</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Turn around times	15 working days	15 working days	15 working days
Fees collected for Planning Cases	\$797,469	\$917,089	1,017,969
Number of Site Plans	78	90	100
Number of Rezoning Cases	25	29	32
Number of Preliminary Plats	20	23	26
Number of Final Plats	54	63	70

<b>PERFORMANCE INDICATORS (Continued)</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Number of Administrative Waivers	38	44	49
General Plan Amendments	8	9	5
Map of Dedications	5	6	7
Model Homes	20	23	25
Residential Design Review	26	30	33
Signage Program	5	6	7
Special Use and Use Permits	24	28	31
Written Interpretation	8	9	10
Zoning Text Amendments	6	11	12
Development Agreements	21	24	27
Annexations	3	4	5
Number of Residential Final Platted Lots	6,416	7,378	-
Number of Permitted Residential Lots	2,800	3,220	-

## COMMUNITY SERVICES

The Community Services Department was launched as Community Initiatives eight years ago in response to the City Council's vision for active resident participation across all neighborhoods and a desire to bring more self-government to its citizens. Core business area tenants that provide the foundation for the department are *Building a Sustainable Community* and *Adapting to Change*.

The Department staff members work with residents and community participants on citizen interests and concerns, citywide projects, neighborhood partnerships, public art, business and community interests. We offer services through the following divisions: Constituent Services, providing individual information referral, complaint resolution, and resident services; Code Compliance, working to ensure voluntary compliance and keep community property standards across the city; Arts & Culture, managing the public art program and community outreach efforts; Neighborhood Services, active in establishing effective neighborhood leadership, and providing education to community leaders and HOA board members; Volunteer Programs, coordinating the recruitment of residents to volunteer in the community and at City Hall, and facilitating resident's participation in special community events.

Our day-to-day efforts include working with service and volunteer organizations, educational and minority groups, communities of faith, businesses, Chamber of Commerce and professional associations and other groups whose opinions are an important consideration 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.

### **2006-07 ACCOMPLISHMENTS:**

- Oversaw the work of a telecommunication's consultant on a city assessment for evaluating the gaps in telecommunication needs and services citywide.
- Developed and participated in community programs to promote city goals such as the Southwest Valley Citizen Academy.
- Continued to educate the community about voluntary code compliance and enforce codes.
- Improved interdepartmental coordination of properties in distress through the GAT cross-departmental team Property Inspection Program subcommittee.
- Promoted continued public participation outreach and development.
- Co-lead the training effort of residents in community emergency response teams (CERT).
- Assisted leaders of HOA's and neighborhoods with their community projects and helped mobilize residents to form Neighborhood Alliances.
- Developed and trained resident HOA board members and neighborhood leaders.

### **2006-07 ACCOMPLISHMENTS (Con't)**

- Established a percent for Public Art ordinance authorizing the Arts & Culture Commission and Public Art program.
- Managed City's three Public Art projects.

### **2007-08 OBJECTIVES:**

- Implement new H.T.E. Wireless code enforcement program.
- Develop workshops on education and voluntary code compliance for neighborhoods and businesses.
- Develop graffiti abatement program.
- Researching possible alternatives for senior center location and services.
- Update and maintain registry of neighborhood and HOA contacts.
- Provide leadership training and on-going assistance to Enrichment Area Neighborhoods (Historic Goodyear, Canada Village, North Subdivisions) needing concentrated City resources.
- Recruit, hire, and train Neighborhood Specialist.
- Provide assistance to Wildflower Ranch HOA and establish working relationships with active HOA boards.
- Provide annual HOA education workshop at Estrella Mountain Community College.
- Partner with Avondale to provide community mediation and training when needed.
- Establish Arts & Culture Commission and serve as City liaison to commission.
- Establish and manage the Public Art program and projects.
- Coordinate the annual Public Art Project Plan.
- Establish and manage citywide G.A.I.N. event and focus on increasing neighborhood participation.
- Coordinate the Neighborhood Day at the Legislature event.
- Create and implement citywide Volunteer Program.
- Establish and implement citywide volunteer recognition program.
- Research other programs to establish volunteer program for spring training.
- Develop opportunities for "make-a-difference" projects to assist and enhance the community.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>COMMUNITY SERVICES</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$820,246	\$762,508	\$1,075,649
Professional & Contract Services	342,632	297,785	377,641
Materials & Supplies	61,302	46,471	90,396
New & Replacement Equipment	-	51,900	12,000
Funded Depreciation	-	-	-
Debt Service	-	-	-
Developer Reimbursement	-	-	-
One-Time Projects*	123,140	73,791	5,240
Grant Projects	-	-	46,490
Capital Outlay	500	-	-
Transfer Out Credit	-	-	-
<b>TOTAL</b>	<b>\$1,347,820</b>	<b>\$1,232,455</b>	<b>\$1,607,416</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Administrative Assistant	1	1	1
Code Compliance Manager	1	1	1
Code Compliance Officer I	1	1	2
Communications Manager*	1	-	-
Community Advocate	1	1	1
Customer Service Advocate**	2	2	2
Director	1	1	1
Grant Specialist***	-	1	-
Neighborhood & Volunteer Specialist	1	1	1
Neighborhood & Volunteer Manager	-	-	1
Public Arts Specialist	-	1	1
Staff Assistant	1	1	1
Volunteer Coordinator	-	1	1
<b>TOTAL</b>	<b>10</b>	<b>12</b>	<b>13</b>

**PERFORMANCE INDICATORS:**

	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Establish and maintain a formalized neighborhood alliance	1	2	3 New Neighborhood Alliances
Citizens Trained in CERT (community emergency response teams)	0	0	15 Residents
Promote and hold SW Valley Citizen Academy, graduating Goodyear residents	1	1	1 Academy
Hold an HOA 101 workshop and an HOA 102 advanced workshop for citizens wanting to serve on an HOA board	0	1	2 Workshops
Expand the "Good Neighbor" program into one more neighborhood	1	1	2 Neighborhoods
Establish City wide G.A.I.N. event and increase participation	-	7	11 Neighborhoods

## **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.

### ***2006-07 ACCOMPLISHMENTS:***

- Macys.com order fulfillment center, which will make significant contributions to the tax and job base in the community.
- Airport Gateway Master Plan concept presented to Council in April 2007, formal submission expected Fall 2007.
- Palm Valley 303 broke ground and will provide flex-industrial space for large corporate users.
- Palm Valley Professional Plaza opened with commercial sales and leasing success, including winning a Best of NAIOP award. Likewise, Phase III of Palm Valley Office Park completed.
- A wave of flex-office/industrial was added to the City with the opening of Goodyear Commerce Center and Venida Business Park.
- Façade Improvement Grant Program was launched, a quality of life initiative for commercial properties in Historic Goodyear.
- Assisted in the McDowell Road Improvement District to support Westcor's planned regional mall, Estrella Falls, as well as other retail and commercial development within the corridor (Evergreen Devco, SunCor, W.M. Grace).
- Develop advertisement materials for retail recruitment in national advertising campaign.
- Surveyed retail and business services-related employers in Goodyear complementing current data and efforts of the Business Registration program.
- Provide information to citizens and staff on new and coming businesses to the City.

### ***2007-08 OBJECTIVES:***

- Focus on extensive research on companies which are a good "fit" for the City of Goodyear, and offer the best potential for providing long-term sustainable employment opportunities for our citizens in non-retail employment (office and industrial).
- Evaluate our existing marketing initiatives to identify strategies that are both efficient and effective to continue, and reduce costs by discontinuing practices that have proven inefficient and have not generated results. Become increasingly results-driven and focused in considering all new marketing initiatives.
- Create a new standard of quality and better utilize technology in our marketing efforts with the introduction of a stand-alone website geared specifically for the following target audiences: site selection consultants, company/corporate real estate executives, prospective employees to Goodyear, existing business leaders and managers, and City elected officials and City staff.

**2007-08 OBJECTIVES (Con't)**

- Continue to work with GPEC to identify a West Valley strategy to work cooperatively with developers on building speculative and build-to-suit commercial and industrial facilities and marketing those effectively.
- Coordinate efforts with major developers within the Employment Corridor and throughout the City in planning and marketing sites for business location and creating new employment.
- Facilitate ongoing meetings between the Mayor and City Council members and large retail developers as they plan tenants for new retail developments proposed in the City of Goodyear to insure high-quality development expectations are met.
- Seek opportunities and original/independently owned concepts new to the marketplace.
- Partner with Community Development (Planning & Zoning) in a team effort to review site plans for proposed retail developments, insist on quality, and work with developers to insure that the City gets high-quality retail stores and development projects.
- Seek City Council input and direction, and the participation of citizens and business owners within Historic Goodyear.
- Continue to market the Litchfield Corridor/Historic Goodyear Façade Improvement Grant Project.
- Research, grant opportunities for additional funding of the preservation and revitalization of the corridor.
- Restructure of the Building Bridges to Business (B3) retention/expansion program
- Provide support to the Mayor, City Council and Management for Special Projects as opportunities arise which have economic development and quality of life impacts, such as the tourism initiatives, City Center, etc.
- Seek out unique opportunities for the City of Goodyear, and be both responsive and responsible.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>ECONOMIC DEVELOPMENT</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$382,251	\$302,386	\$398,594
Professional & Contract Services	209,830	53,234	103,830
Materials & Supplies	34,487	21,524	40,487
New & Replacement Equipment	-	19,515	-
Developer Reimbursement	2,000,000	2,254,295	1,140,000
One-Time Projects*	50,000	9,000	145,000
Capital Outlay	17,500	-	-
<b>TOTAL</b>	<b>\$2,694,068</b>	<b>\$2,659,954</b>	<b>\$1,827,911</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Administrative Assistant	1	1	1
Business Advocate	1	1	1
Director	1	1	1
Project Manager	2	2	-
Sr. Office & Industrial Development Manager	-	-	1
Sr. Retail Development Manager	-	-	1
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>

<b>PERFORMANCE INDICATORS</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
At this time, Economic Development is in the process of determining performance measures. Statistical performance measures will be provided for Fiscal Year 08-09.			

## ENGINEERING

The Engineering Department is responsible for the design, review, and inspection of the City's capital infrastructure including grading and drainage, water, sewer, storm drains, storm water retention, and streets. Engineering reviews site plans, preliminary and final plats, rezoning requests, special use permits, construction drawings, water, sewer, traffic, 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 also provides project management for City Capital Improvement Projects.

### **2006-07 ACCOMPLISHMENTS:**

- Continued updating the Engineering Design Standards and Policies Manual.
- Continued partnering with the Flood Control District of Maricopa County to complete the bridge designs for Bullard Wash at Van Buren Street, McDowell Road and Monte Vista Drive.
- Continued partnering with Maricopa County Department of Transportation to construct the Cotton Lane Bridge over the Gila River.
- Continued partnering with ADOT and MCDOT with the Design Concept Report for the future SR303 Freeway.
- Near completion on the construction of the Van Buren Street widening and Bullard Wash Bridge.
- Continued implementing the requirements of the AZPDES Phase 2 storm water permit.
- Continued reviewing and approving sewer and water master plans in the Central and Southern Planning Areas for incorporation into a City master plan updates.
- Assisted with the development of the City's Five Year CIP to incorporate projects, cost estimates, and schedules.
- Prepared the drywell ordinance for City Council adoption.
- Prepared the Dark Sky ordinance for City Council adoption.
- Completed a Department Strategic Plan.
- Expanded the capabilities of our financial and document tracking system to improve efficiency in plan review and permit tracking.
- Continued to support the development of the Ballpark Village and its infrastructure.
- Continued to support the development of the Estrella Falls Regional Mall and the surrounding improvements of the associated special improvement district.
- Continued to support the Sonoran Valley Annexation and development.
- A new right-of-way agent was hired to manage the acquisition and deposition of all City properties.
- A new Director of Engineering was hired to manage the day to day administration and operation of the department.

**2007-08 OBJECTIVES:**

- Update and evaluate the City’s computer models for water and sewer as new developments occur to determine infrastructure needs for the systems.
- Develop a GIS strategic plan.
- Develop the CIP Project Management Division.
- Hire a Senior Civil Engineer to review preliminary plats and site plans and assist with CIP project management.
- Implement ARC-IMS software to provide access to GIS maps to all city departments.
- Hire a new GIS Analyst to assist with the development of our GIS service.
- Complete the updating of the Engineering Design Standards and Policies Manual and take it to Council for approval.
- Continue partnering with Maricopa County Department of Transportation to complete the construction of the Cotton Lane Bridge over the Gila River.
- Continue partnering with ADOT and MCDOT with the Design Concept Report for the future SR303 Freeway.
- Continue partnering with ADOT on the alignment for the future SR801, I-10 reliever.
- Complete the construction of the Van Buren Street widening and Bullard Wash Bridge.
- Develop a horizontal and vertical control grid for the City.
- Design the Yuma Road street widening from Litchfield Road to Estrella Parkway.
- Continue supporting the Ballpark Development.
- Continue supporting the infrastructure improvements to the Estrella Falls Mall.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>ENGINEERING</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$2,074,800	\$6,880,298	\$2,616,639
Professional & Contract Services	3,143,433	350,532	1,601,909
Materials & Supplies	80,025	742,625	112,282
New & Replacement Equipment	-	638,275	14,000
Funded Depreciation	-	-	-
Debt Service	-	14,283	-
Developer Reimbursement	-	-	-
One-Time Projects*	190,600	128,383	4,020
Grant Projects	-	-	-
Capital Outlay	25,670,000	11,576	-
Transfer Out Credit	-	-	-
<b>TOTAL</b>	<b>\$31,158,858</b>	<b>\$8,765,972</b>	<b>\$4,348,850</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Administrative Assistant	-	1	1
Assistant City Engineer	1	1	1
CIP Manager	1	1	-
City Engineer	1	1	1
Civil Engineer	1	1	2
Construction Inspection Supervisor	1	2	1
Construction Inspector	-	-	2
Construction Inspector II	2	4	4
Director of Engineering	-	1	1
Engineering Inspector	2	-	-
Engineering Permit Technician I	1	2	3
GIS Coordinator	1	1	2
GIS Technician	-	1	1
Landscape Technician	1	1	1
Plan Review Engineer	3	1	2
Plans Examiner	2	4	4
Project Coordinator	-	-	1
Project Manager	-	-	1
Project Manager-Engineer	1	1	-
Right-of-way Agent	-	1	1
Senior Civil Engineer	-	-	-
Senior Engineering Tech	1	1	-
Senior Engineering Permit Tech	-	-	1
Senior GIS Technician	2	1	1
Senior Project Manager	-	1	1
Staff Assistant	-	-	1
<b>TOTAL</b>	<b>21</b>	<b>27</b>	<b>33</b>

<b>PERFORMANCE INDICATORS</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Number of Plats and Site Plan Reviews	490	430	500
Number of Construction Plan Reviews	1,295	1,250	1,300
Number of Permits Issued	1,177	1,240	1,300
Number of Right-of-way Dedications	20	28	40

**FINANCE DEPARTMENT**

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, oversees the procurement process, performs contract administration, performs long-term financial planning, prepares the utility billing notices, collects the water, sewer, garbage, and trash fees, provides administration of the Community Facilities Districts, 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.

**Core services delivery areas of the Finance Department are:**

**1. Accounting**

- a. Payroll
- b. General Ledger
- c. Accounts Payable
- d. Cash Management
- e. Grants
- f. Accounts Receivable

**2. Budget & Research**

- a. Finance Department Administration
- b. Budget Development & Oversight
- c. Purchasing
- d. Contract Administration
- e. Sales Tax Compliance
- f. Business Registration

**3. Community Facilities District (CFD)**

- a. CFD Administration
  - i. General Ledger
  - ii. Accounts Payable
  - iii. Cash Management
  - iv. Accounts Receivable
  - v. Budget Preparation
  - vi. Debt Service

**4. Utility Billing**

- a. Billing of the City's Water, Wastewater and Sanitation Customers
- b. Systems Implementation
- c. Special Projects

**5. Long-Term Financial Planning**

## **2006-07 ACCOMPLISHMENTS:**

### **Accounting**

- Implemented on-line bank to aid in tracking all cash and investment activity.
- Implemented automated Fixed Asset Accounting System.
- Timely completion of the City's Comprehensive Annual Financial Report (CAFR).
- Monthly reporting for Accounts Payable to City Council and Directors.
- Accurate and timely processing of bank reconciliations, monthly and yearly general ledger closing.
- Changing in processing of bi-weekly payroll to allow more time for direct deposit processing.
- Timely processing of vendor invoices. Measurements are now in place to track the terms for processing vendor payments.
- Implementation of the Accounts Receivable Module.

### **Budget & Research Division**

- Billed & collected additional unreported local sales tax in the amount of \$1,143,000.
- Developed local sales tax rebate procedures.
- Developed flyers on rental tax procedures.
- Develop a "how to report local sales tax" brochure.
- Updated City's procurement code for review by upper management.
- Purchased software for new automated procurement systems as part of the movement to a centralized purchasing function.
- Received the GFOA budget Award.
- Successfully established and implemented a business registration program.
- Registered approximately 1,400 businesses to date.
- Established procedures for administration and reporting of the registration program.
- Developed and implemented materials to educate business on new registration requirements.
- Developed new P-Card processing procedures.
- Updated City's Financial Model.
- Provided research data regarding city utilities.
- Worked with direct reports to cross train employees.

### **Utilities**

- Attended Customer Training courses.
- Implemented Creditron and PayMode Concentrator for processing utility payments.
- Implemented the New Sanitation Program.

## **2006-07 ACCOMPLISHMENTS (Con't)**

### **Community Facilities District (CFD)**

- Completion of the Fiscal Year annual audit.
- Completed several assessment modifications (lot splits).
  - Community Facilities General District No.1
    - Relating to Special Assessment Bond Series 1996C.
  - Estrella Mountain Ranch Community Facilities District
    - Relating to Special Assessment Bond Series 2001A (Golf Village Assessment Area)
    - Relating to Special Assessment Bond Series 200 (Desert Village Assessment Area)
- Completed several general obligation bond sales for three Districts
  - Palm Valley Community Facilities District No. 3 - \$4,540,000
  - Centerra Community Facilities District - \$620,000
  - Cortina Community Facilities District - \$955,000

## **2007-08 OBJECTIVES:**

### **Accounting**

- Enhance the department's customer service skill levels.
- Implementing a paperless timesheet.
- Applying for the GFOA Certificate of Achievement for Excellence in Financial Reporting for the CAFR.

### **Budget & Research**

- Develop and implement internal audit procedures.
- Develop and implement collection procedures.
- Hold regular sales tax informational class for the public.
- Implement Procurement Code changes.
- Implement phase I of the BuySpeed (procurement software).
- Research and purchase updated software on business registration which can organize and report information with greater efficiency and professional appearance.
- Receive GFOA Award.
- Complete update of Financial Model so it can be used as a management tool.
- Become familiar with budget/access data base.
- Participate in formation of the bond committee.
- Participate with City Manager's Office in implementing performance measurement program.

**2007-08 OBJECTIVES (Con't)**

**Utilities**

- Enhance the department's customer service skill levels.
- Implement Click2Gov (internet) for processing utility payments.
- Implement Cycle Billing for processing utility bills.
- Implement Delinquent Program.

**Community Facilities District (CFD)**

- Continue documentation of processes for Community Facilities Districts.
- Accurate and timely processing of bank reconciliations, monthly and yearly general ledger closing and payments.
- Complete annual audit(s) timely.
- Form new Community Facilities District(s), if approved.
- Administered assessment modifications (lot splits).
- Accomplish sale of bonds for Districts.

***BUDGET SUMMARY BY DEPARTMENT:***

<b>FINANCE</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$1,804,598	\$1,658,591	\$2,038,194
Professional & Contract Services	391,538	167,587	414,866
Materials & Supplies	174,669	101,038	170,066
New & Replacement Equipment	14,136	13,716	21,000
Funded Depreciation	36,334	-	28,460
Debt Service	-	2,963	5,000
Developer Reimbursement	-	-	2,000,000
One-Time Projects*	7,535,580	68,125	1,643,020
Special Projects & Revolving Fund	-	-	6,400,000
Capital Outlay	-	-	75,000,000
Transfer Out Credit	-	-	-
<b>TOTAL</b>	<b>\$9,956,855</b>	<b>\$2,012,020</b>	<b>\$87,720,606</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 06-07</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Account Clerk II	1	1	1
Accountant	2	3	3
Administrative Assistant	-	1	1
Budget & Research Manager	1	1	1

<b>AUTHORIZED PERSONNEL (Continued)</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Budget & Financial Planning Analyst	-	-	1
Business Registration Technician	-	1	1
Buyer	1	1	-
CFD – Senior Account Clerk	1	1	1
CFD Manager	1	1	1
Controller	1	1	1
Customer Service Coordinator	1	1	-
Customer Service Supervisor	-	-	1
Customer Service Representative	2	3	4
Finance Director	1	1	1
Finance Supervisor	1	1	-
Management Analyst	2	2	2
Procurement Specialist	-	-	2
Procurement Officer	1	1	1
Sales Tax Auditor	1	1	1
Senior Account Clerk	2	3	3
Senior Accountant	1	1	1
Staff Assistant	-	-	1
<b>TOTAL</b>	<b>20</b>	<b>25</b>	<b>28</b>

<b>PERFORMANCE INDICATORS</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Utility billings	196,000	210,000	228,000
Vendor claims paid	7,800	17,338	20,000
Internal audits	87	87	-
Current CFD Districts	10	10	10
Receiving the GFOA Budget Award	Yes	Yes	-

## **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.

### **2006-07 ACCOMPLISHMENTS:**

- Purchased land and selected contractor for Fire Station 185 at Pebble Creek Parkway and Clubhouse Drive.
- Conducted Captain and Engineer promotional processes and Firefighter Recruitment for approved Fire Station 185 staffing.
- Hosted Recruit Academy 06-1.
- Hired an EMS Program Manager (Battalion Chief).
- Moved into temporary office space at Venida and have the Administrative and Community Services in one building for the first time in several years.
- With only 30 days to prepare, successfully provided fire and EMS service to newly annexed Sonoran Valley from temporary Fire Station 187.
- Participated in Public Safety Citizen Advisory Committee.
- Initiated work on a Sonoran Valley Public Safety Master Plan.
- Sent eight (8) firefighters to paramedic school.
- Sent three (3) firefighters to hazardous materials technician school.
- Trained an additional 30 citizens as part of the Community Emergency Response Team (CERT).
- Achieved 99% compliance with National Incident Management System (NIMS) training for all City staff. This is a federal requirement which also makes the City eligible for grant funding.

### **2007-08 OBJECTIVES:**

- Implement Mobile Occupancies for the Fire Prevention Division.
- Hire a civilian Administrative Services Manager and restructure the Administrative Services division to be more efficient.
- Hire a Battalion Chief in Support Services.
- Complete construction of Fire Station 185 at Pebble Creek Parkway and Clubhouse Drive.
- Conduct recruitment and promotional processes for Station 185 and Station 187 staffing.
- Complete Fire Station 181 facility replacement and enhancements as specifically mentioned in the 2006 Employee Satisfaction Survey.
- Complete design of Fire Station 186 (Province).
- Discuss and clarify the City goal for Fire Department emergency response time.

**2007-08 OBJECTIVES (Con't)**

- Provide at least one additional inspector and one additional plans examiner in the Fire Prevention Unit to handle the increase in workload due to new development
- Develop plans for a permanent training facility.
- Develop a formal EMS quality control program that includes targeted and random audits of incidents, involvement of a medical professional, issues identification, training oversight, and skills remediation.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>FIRE</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$7,513,394	\$6,880,298	\$9,632,244
Professional & Contract Services	454,863	350,532	528,363
Materials & Supplies	674,035	742,625	812,850
New & Replacement Equipment	444,234	638,275	630,841
Funded Depreciation	633,088	-	506,470
Debt Service	91,114	14,283	91,391
Developer Reimbursement	-	-	-
One-Time Projects*	115,255	128,383	91,537
Grant Projects	1,580,000	-	1,733,132
CIP	-	11,576	-
Transfer Out Credit	-	-	-
<b>TOTAL</b>	<b>\$11,505,983</b>	<b>\$8,765,972</b>	<b>\$14,026,828</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Administrative Assistant	-	-	1
Administrative Services Manager	-	-	1
Battalion Chief	3	5	7
Building Inspector II	-	-	-
Building Inspector III	-	1	-
Captain	12	13	16
Chief	1	4	1
Community Education Coordinator	1	1	1
Deputy Chief	2	2	2
Deputy Fire Marshal	2	2	-
Emergency Management Coordinator	1	1	1

<b>AUTHORIZED PERSONNEL (Continued)</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Fire Engineer	12	13	18
Fire Equipment Maintenance Worker II	1	1	1
Fire Equipment Maintenance Worker III	1	1	2
Fire Inspector I	-	-	1
Fire Inspector II	-	-	2
Fire Inspector III	-	-	1
Fire Marshal	1	1	1
Firefighter	32	35	42
Management Assistant	1	1	1
Plans Examiner	1	1	2
Staff Assistant	3	3	3
Staffing Administrative Assistant	1	?	-
Staffing Training Program Manager	1	?	-
Training Captain	1	?	-
<b>TOTAL</b>	<b>77</b>	<b>85</b>	<b>104</b>

<b>PERFORMANCE INDICATORS</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Emergency incidents - medical services	3,175	3,524	3,876
Emergency incidents - fire and other	1,661	1,590	1,650
Fire loss within City limits	\$375,000	\$301,600	\$300,000
Annual occupancy inspections	686	800	850
New construction inspections	1,318	1,800	2,200
Plan reviews	1,100	1,150	1,240
Permits issued	134	144	160

## **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, recruitment services.

The Risk Management Division within Human Resources is responsible for the development, implementation and administration of the City's safety, liability and insurance programs. These include, but are not limited to, health, 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.

The Employee Development Division is the City's resource for ways to enhance knowledge, skills, performance and job satisfaction. Whether one employee has questions about personal and professional development or an entire Department has questions – Employee Development has answers. The mission of the Employee Development Division is to provide learning opportunities that attract, retain, develop and motivate employees to give their best performance in support of City of Goodyear goals.

### ***2006-07 ACCOMPLISHMENTS:***

- Rolled out the Employee Satisfaction Survey results to employees and determined what steps will be taken to address employee concerns. Employee meetings were conducted at the end of June. The consultant said our City did the roll out of the findings better than any other employer they had worked with. Department employees are implementing changes that affect their personal lives, work environment, and satisfaction.
- Implemented the new Criteria-based Promotional Program and to date 11 employees have been promoted under the program.
- Implemented the new mid-year merit program for employees below mid-point of their salary range.
- Researched and wrote the guidelines for the new Employee Referral Program. Implementation is scheduled for July 1, 2007.
- Implemented the Vacation Cash Payout Program. Checks were issued December 1, 2006. Seventy-seven employees participated and the cost of this program in the first year was \$112,000 which was \$28,000 under budget.

## **2006-07 ACCOMPLISHMENTS (Con't)**

- An unanticipated accomplishment was coordinating the Citizen's Personnel Committee (to study compensation, retirement and health benefits for our Public Officials). Their recommendations resulted in the Council receiving a salary increase and health, dental, life, and flex plan benefits.
- Eliminated the cap on sick leave and rolled out the program to employees.
- Reviewed the Fire Employee Groups budget recommendations and provided a recommendation to the City Manager.
- Established a selection process guideline for filling future internal "acting" vacancies by June 1, 2007.
- Ranked the best of all departments on the March 2006 Employee Satisfaction Survey in the City.
- Provided Leadership roles in the State: Jeanni Ruddy is the Treasurer for the Arizona Human Resources Directors Association, Kay Wilkinson is the President and Vicki Lackey is a new Board Member for the International Personnel Managers Association, Dean Coughenour is the Vice President for the Arizona Public Risk Managers Association (PRIMA) and Chairman of the Loss Trust Fund Board for the City of Scottsdale and has continued to serve as Board Member and advisor to the Arizona Small Business Association Safety Committee. Kay Wilkinson also qualified for her renewal of her IMPA Certified Professional Certification one year prior to renewal.
- Tracked/analyzed recruitments related to application source, ethnicity, age and gender to determine where we are obtaining the majority of our applicants which resulted in the best use of spending advertising dollars.
- Worked with a Council sub-committee to study information learned in exit interviews.
- Implemented OPAC applicant testing software and set up a testing station which will save the City the cost for using an outside vendor to test employees and provide high quality applicants.
- Began fingerprinting applicants to expedite the process for applicants/employees and as a by-product, the applicant saved time (not having to go the Police Department) and it kept officers patrolling the streets rather than fingerprinting applicants.
- Conducted a contest about why people truly enjoy working here. There were 22 excellent entries.
- Implemented a Position Control System in HTE to track authorized positions in the City. This system makes it easier to track positions vacancies and it maintains historical data on the positions.
- Managed the payroll side of the new telephone stipend program.
- Developed a "How To" Users Manual and taught all supervisors individually how to use the NEOGOV applicant tracking system and taught applicants who needed assistance how to use the system. We are one of the very few cities who has an applicant tracking program that is completely computerized in the Valley.
- Worked with Police and Fire to enhance recruitment processes.

## **2006-07 ACCOMPLISHMENTS (Con't)**

- Provided comprehensive training sessions for City employees in the following topics:
  - Memory Power
  - Brand Your Life, Live Your Brand
  - How to Present to Councils and Boards
  - Leadership
  - 7 Habits for Managers
  - Strategic Planning
  - Performance Management
  - Interviewing and Selection
  - Coaching and Delegation
  - Change Management
  - Corrective Action and Discipline
  - Conflict Resolution
  - Open Mind Policy
  - DISC (Personality Analysis)
  - Ethics/Sexual Harassment Prevention
  - FOCUS: Franklin Covey's Time Management
- Began training employees to enhance service skills and to prepare employees for future advancement opportunities. Training efforts included:
  - Customer Service Values were updated through a city-wide team and customer service classes were taught.
  - Professional Development Series was conducted which focused on building knowledge and skills in 22 core competencies that were determined important for success as a City of Goodyear Supervisor. An individual development plan was prepared and coaching for development was provided. Twenty-one employees graduated from the first program.
  - Succession Planning training targeted mid-level managers for Director level positions and was conducted by an external consultant. 30 employees completed this training.
- Coordinated and hosted the first Arizona Trainers' Network meeting for representatives from cities across the state; strategized how we can serve our customers better by providing a robust variety of learning opportunities in fiscally responsible ways by sharing resources.
- Developed, maintained, and enhanced the Training Library.
- Implemented the "Sum Total" Learning Management System to track workforce training and certifications.
- Changed health insurance carrier from Cigna to United Health Care which resulted in a cost savings of \$249,000.
- Implemented an incentive program for employees who have health care coverage elsewhere to not take the City's health care. This program is saving the City an estimated \$30,000 annually.

## **2006-07 ACCOMPLISHMENTS (Con't)**

- Expanded a Wellness Program including annual influenza vaccinations free to all employees, free mammograms for employees, and a second weight loss challenge
- Program making this a bi-annual event. The success of the Wellness Program and change in carriers has allowed the City to gain a health insurance renewal at a single digit rate for the second year in a row. This comprehensive and ongoing program has saved the City, conservatively, over \$45,000 annually. This savings is anticipated to approach \$100,000 in the upcoming policy period.
- Gained the Insurance Committee support to move forward with restructuring and self insuring Short Term Disability coverage. This move is anticipated to save the City in excess of \$30,000 in the next fiscal year and the savings will grow exponentially thereafter.
- Changed existing auto deductible for comprehensive and collision coverage from \$250/\$500 to \$1,000/\$1,000. This move has and is expected to continue to save the City in excess of \$20,000 annually.
- Reviewed current uninsured/underinsured coverage and remained with current levels of coverage.
- Began teaching defensive driving training for employees as well as all mandatory safety training. Also began Near Miss reports on safety which have made employees more aware of the work environment and should result in lower employee injury rates.
- Completed the application for the Voluntary Protection Program for Arizona O.S.H.A. Unfortunately we did not qualify for this program at this time.
- Gained Council approval from both the City of Goodyear and the Town of Buckeye to proceed with an intergovernmental agreement for shared Risk Management services. This program is the first of its kind that we are aware of in Arizona. The net proceeds are anticipated to provide income to the City of Goodyear of \$30,000 per year for the duration of the agreement.
- Implemented a Risk Management Information System (RMIS) to track and analyze claims.
- Implemented and educated employees on the Retirement Health Savings Plan for the City. This plan allows employees to contribute vacation and sick leave hours into this Plan based on specific criteria and will provide employees an avenue to pay for premiums on a tax free basis after leaving the City.

## **2007-08 OBJECTIVES:**

- Conduct a Comprehensive Classification/Compensation/Benefits Study and tie competencies with performance management and succession planning. Implement findings in July 2008.
- Implement and continue to enhance an HR Intranet by July, 2007 by putting the following on the intranet: Personnel Policies and Procedures, all HR and Risk Forms, all Job Descriptions, benefit information, compensation tables, and other information that is deemed useful.

## 2007-08 OBJECTIVES (Con't)

- Continue the early recruitment program with a goal of advertising within one week of receiving the requisition from the department. Provide a monthly reporting that shows the step in the process for each recruitment.
- Develop a Supervisor's Manual to serve as a process guide for supervisors and managers. Begin with recruitment to be completed by September, 2007. Enhance the product over time to include all pertinent HR topics a supervisor needs to be aware.
- HRIS – if the HTE Platform is changed city-wide, an HRIS System will be pursued. In addition, HR will review the HTE HRIS Program to see if the program has been improved sufficiently to commit dollars and time toward the goal by February 2008.
- Implement items addressed in the FY 07-08 Recruitment and Retention Plan.
- Implement new tax deferred savings program offered by ASRS.
- Conduct a Customer Satisfaction Survey on the Human Resources Department.
- Follow-up in October 2007 with the Mayor and Council to determine if they would like to move forward a year early with another Citizens' Personnel Committee to study compensation, benefits and retirement.
- Prepare a summary report of NEO and the NEO Reunion by August 1, 2007. Include how it helps build and sustain employee satisfaction.
- Conduct two "Brown Bag" lunches to train employees on how to prepare to apply for promotional opportunities within the City (cover letters, resumes, applications, interviewing techniques, etc.)
- Work with Tolleson, El Mirage and Litchfield Park on the possibility of combining efforts in the areas of training and Risk Management.
- Meet with the Town of El Mirage to discuss Shared Risk Management Services in October of 2007 with a goal of providing services by January 2008.
- Review current benefit plans to see which are appropriate to market in the first half of 2008 or if delaying this marketing to 2009 is in the City's best interest.
- Work with Finance to ensure that reserve funds are accounted for in the budget process to allow for use when needed.
- Implement key changes to Risk Management functions of the Town of Buckeye to reduce losses and increase revenue to the City of Goodyear in the form of a percentage of savings from the Workers' Compensation program in the Town of Buckeye by July, 2007.
- Review the feasibility of self insuring our Workers' Compensation program with a stop loss of \$100,000 or less.
- Analyze uninsured/underinsured coverage with a potential recommendation to go from the current \$100,000 to zero.
- Update cost allocation system for General Liability, Property, Vehicle and other lines of coverage for the key work department groups that generate those associated exposures and communicate the information to department heads to gain an understanding of the cost of Risk.

**2007-08 OBJECTIVES (Con't)**

- Create a Talent Pool report for mid level and senior management personnel including experience, interests, skills by May 30, 2007 (send out survey by April 10, 2007 with a May 1, 2007 return date). Continue this effort for all employees to be completed in December.
- Recoup at least 5% of the entire employee development budget through fee-based development opportunities (\$7,400.00).
- Develop customer service training and deliver this session to all new hires and as part of the Professional Development Opportunity.
- Improve management knowledge and skills by 50% through training as measured by pre and post-tests during the Professional Development Series.
- Develop and implement a formal plan to manage succession by 8/31/2007.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>HUMAN RESOURCES</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$983,245	\$784,598	\$1,191,618
Professional & Contract Services	1,175,077	139,681	1,380,100
Materials & Supplies	50,542	608,950	79,589
New & Replacement Equipment	7,000	-	-
Funded Depreciation	3,803	-	3,042
Debt Service	-	-	-
Developer Reimbursement	-	-	-
One-Time Projects	75,020	30,806	138,925
Capital Outlay	-	-	6,300
Transfer Out Credit	-	-	-
<b>TOTAL</b>	<b>\$2,294,687</b>	<b>\$1,564,035</b>	<b>\$2,799,574</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Administrative Assistant	1	1	1
Benefits and Payroll Specialist	-	1	-
Benefits Specialist	-	-	1
Employee Development Specialist	1	1	1
HR Analyst	-	-	1
HR Director	1	1	1
HR Program Manager	1	1	1
HR Specialist	-	-	1
HR Technician	3	3	-
Recruitment Specialist	-	-	2
Risk Manager	1	1	1
Safety Training Compliance Specialist	1	1	1
<b>TOTAL</b>	<b>9</b>	<b>10</b>	<b>11</b>

<b>PERFORMANCE INDICATORS</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Newly Authorized Positions	87	57	78
Total New Hires/Personnel Changes	174	153	175
Total Applicants	6,682	5,500	6,500
Regular Full Time Turnover Rate (Includes Retirements)	13.2%	7.35%	8.1%
Reported Claims	38	41	35
Loss Ratio	58.07%	22%	18%
Employee Attendance at Mandatory Annual Training	-	-	100%
Improve post-test score over pre-test score through training	-	-	50%
Training Participant's Average Customer Satisfaction Rating (out of 5 possible point)	-	-	4

## **INFORMATION & TECHNOLOGY SERVICES**

### **Mission**

Partner with our customers to provide innovative and professional technology services that are responsive to the current and future needs of the City.

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

- Designing, administering, supporting, and securing 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.
- Design, development, and support of in-house databases and software applications.
- Project management services for new software systems (developed internally, purchased-off the shelf, or custom developed by contractors).
- Technology research and testing the practical application within the City.

### **2006-07 ACCOMPLISHMENTS:**

- Facilitated the development of system requirements and led the evaluation and selection of a work management system.
- Implemented the "Go To My PC" remote access system on a broad basis.
- Implemented Blackberries for mobile communications on a broad basis.
- Facilitated the development of an interface to the City's Utility Billing System for the "Radio Read" project which allows for speedy and wireless reading of water meters.
- Completed the technical planning and implementation of the "Learning Management" system.
- Upgraded the enterprise reporting system (QREP) to the latest version enabling more comprehensive reporting from various enterprise modules (personnel/payroll, accounting, building permits, code enforcement, utility billing, etc.).
- Completed the upgrade to the Microsoft version of the c.support help desk system enabling more comprehensive help desk workload and performance reporting and providing customers with an easy to use and informative interface for requesting service and viewing both the status and resolution to their problems and requests.
- Completed the technical implementation of the internet utility billing payment system (Click2Gov) within a test environment.
- Completed the technical implementation of the P-Card module, an online procurement card approval and reconciliation system integrated with the general ledger improving the accountability and reporting of procurement card purchases and improving efficiencies in the monthly reconciliation process (i.e. hours saved through increased automation).

## **2006-07 ACCOMPLISHMENTS (Con't)**

- Completed the technical implementation of the “Internal Affairs” system for the Police Department.
- Established a mechanism by which City Staff and Waste Management can electronically share account and service information as related to the solid waste collection outsourcing contract.
- Completed the technical implementation of the “Agenda Manager” system which automates the COAC development and approval process from start to end.
- Relocated nearly 90 City staff to the new Venida Office complex and established connectivity to the City’s voice and data network.
- Completed the technical implementation of “Wireless Code Enforcement” enabling code compliance officers to access the code enforcement system from the field via laptop/notebook computers.
- Completed the development of the IT Assessment & Master Plan via a consultant engagement (MSS Technologies).
- Completed the network security analysis and design via a consultant engagement (Accuvant).
- Completed the RFP and procurement process for a consultant to analyze and redesign our WAN (Wide area network) and wireless communications infrastructure and develop a transition plan to VoIP (converged voice and data network).
- Increased the communications bandwidth to the Internet and between various municipal buildings and reduced telecommunication costs by nearly \$20K through a contract restructuring.
- Switched to Hewlett Packard desktop computers at a reduced cost of \$300 per PC purchased.
- Increased the support and availability of Macintosh desktop and notebook computers.
- Implemented a more effective e-mail security service (SPAM filtering and virus protection).
- Installed data security software on the AS/400 to better protect City financial data.
- Completed revisions to the Budget Database and assumed responsibility from the vendor for future enhancements.
- Completed version upgrades to the Fire Department BioKey system.
- Completed Bank of America - HTE interface for Account Reconciliation.
- Completed Bank of America - HTE interface for PayMode Concentrator.
- Completed Bank of America - HTE interface for Positive Pay.
- Completed implementation and administration of cell phone management changes City wide.
- Implemented NOMAD software to improve connection persistence for the Police Department Mobile computers.
- Completed documentation of critical support requirements/processes for PD support to enable all ITS staff to assist in the absence of the Public Safety Analyst.

**2006-07 ACCOMPLISHMENTS (Con't)**

- Established a microwave link between the PD Administration building and their new location in the Venida complex.
- Completed installation of the servers for the new Fleet Management and Pavement Management systems.

**2007-08 OBJECTIVES:**

- Complete the implementation of significant enhancements to the City's wired and wireless network infrastructure by addressing the highest priority opportunities emanating from the "Telecommunications Infrastructure Analysis & Redesign" project.
- Transition from Lotus Notes/Domino to Microsoft Outlook/Exchange.
- Develop an RFP for the replacement of the City's enterprise software system and complete the evaluation and selection process for the chosen solution.
- In coordination with the enterprise software system and if grant funding is received, develop an RFP for an enterprise content management system, complete the evaluation and selection process, and begin/complete the implementation.
- Implement service and network management systems to improve system operations and support functions.
- Implement "Wireless Building Permits" enabling inspectors to access the building permitting and inspection system from the field via handheld of notebook computers.
- Implement an enterprise project planning, management, and reporting system.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>INFORMATION &amp; TECHNOLOGY</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$1,066,668	\$841,562	\$1,271,667
Professional & Contract Services	96,525	40,236	97,580
Materials & Supplies	484,040	316,316	589,665
New and Replacement Equipment	-	17,574	-
Funded Depreciation	944,927	-	755,942
Debt Service	-	-	-
Developer Reimbursement	-	-	-
One-Time Projects	427,591	96,988	365,000
Capital Outlay	40,000	-	639,000
Transfer Out Credit	-	-	-
<b>TOTAL</b>	<b>\$ 3,059,751</b>	<b>\$1,312,676</b>	<b>\$3,718,854</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Administrative Assistant	-	-	1
Applications & Business Analyst	-	1	4
Applications & Business Manager	0	1	1
Director	1	1	1
IT Specialist I	1	2	2
IT Specialist II	3	2	2
Lead IT Specialist	1	1	1
Network Administrator	1	1	1
Senior Project Manager	3	3	1
Technical Services Manager	1	1	1
<b>TOTAL</b>	<b>11</b>	<b>13</b>	<b>15</b>

<b>PERFORMANCE INDICATORS</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Customers (City FTEs) served per ITS FTE	38.6	37.1	37.3
Software Applications Supported			
Enterprise Modules			
Enterprise 3 <sup>rd</sup> Party Additions	19	21	24
Other, non-enterprise Applications	7	7	11
	84	91	100
Remote Locations Supported	13	15	-
Workstations Supported (Desktop and Laptop Computers)	460	506	-
Printers	143	165	-
File and Application Servers	46	56	-

## **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 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.

### ***2006-07 ACCOMPLISHMENTS:***

- Processed 12,749 cases during this period.
- Continued to provide high levels of customer service in the midst of significant caseload growth.
- Established meetings of officials from Goodyear's three criminal justice agencies (court, police, and prosecutor).
- Worked cooperatively with representatives of other municipal courts in Maricopa County to evaluate and apply technology to court business processes pursuant to an IGA among participating courts.
- Continued to address the space needs of the Court by investigating opportunities to partner with other municipal entities and the Superior Court of Arizona.
- Migrated to a schedule involving court sessions on all 5 days of each week.

### ***2007-08 OBJECTIVES:***

- Successfully process an anticipated 15,000 cases during this period.
- Continue to work cooperatively with Public Works officials to address the space needs of the court to include minor remodeling of existing facilities and continued planning to address the longer term.
- Continue to evaluate current practices and mitigate the impact of the substantial increases in demand for court services associated with aggressive growth in the local area.
- Conduct a reorganization of the Court including the establishment of 3 distinct divisions.
- Recruit, hire, and train 2 new court clerks.
- Implement recommendations identified in the 2007 Matrix Management Study.
- Continue to work cooperatively with the Arizona Supreme Court and the Goodyear Police Department to research and implement technology that will bridge law enforcement and police automated systems and provide for the electronic filing of citations.
- Set Performance Indicators for Department.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>MUNICIPAL COURT</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$586,988	\$599,035	\$761,993
Professional & Contract Services	76,780	46,372	80,160
Materials & Supplies	93,857	105,304	100,797
New & Replacement Equipment	25,000	1,434	20,000
Funded Depreciation	22,409	-	17,927
Debt Service	-	-	-
Developer Reimbursement	-	-	-
One-Time Projects*	7,000	1,541	5,700
Capital Outlay	-	-	-
Transfer Out Credit	-	-	-
<b>TOTAL</b>	<b>\$812,034</b>	<b>\$753,686</b>	<b>\$986,577</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Court Administrator	1	1	1
Court Clerk Interpreter	1	1	1
Judicial Enforcement Officer	1	1	-
Municipal Court Clerk I	-	1	2
Municipal Court Clerk II	3	3	3
Municipal Court Clerk III	-	-	1
Municipal Court Supervisor	1	1	1
Presiding Judge	1	1	1
<b>TOTAL</b>	<b>8</b>	<b>9</b>	<b>10</b>

<b>PERFORMANCE INDICATORS</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Cases Filed	10,467	12,749	15,000

\* Additional indicators are being set as an FY07/08 Objective.

## **POLICE**

A police department represents a substantial public investment directed toward the preservation of peace and order in any community. Citizens expect a full return for their annual investment of authority and multimillion dollar assets. Faithful and wise execution of this tremendous public trust is no trivial matter. It requires wise executive stewardship, responsible short and long term planning, and involvement from internal and external stakeholders.

To uphold this public trust and investment in our police force, the Police Department adopted a mission statement that speaks directly to the relationship between citizens, community and the department.: “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.”

To fulfill our mission, the 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.

### ***2006-07 ACCOMPLISHMENTS:***

- Actively participated in the Public Safety Citizens Advisory Committee process.
- Assigned an officer as full time liaison to Neighborhood Services and provided neighborhood resources to the community.
- Patrol Officers handled over 53,000 calls for service.
- Patrol and Traffic Officers handled over 13,000 citations.
- The Telecommunications Center handled over 153,000 incoming phone calls.
- The Citizen's Police Academy continued this fiscal year, educating over 40 citizens about the Police Department.
- Partnered with West Valley Police agencies to create and implement the Southwest Crisis Services Center, an innovative center providing essential crisis services to victims.
- Initiated work on a Sonoran Valley Public Safety Master Plan.

### ***2007-08 OBJECTIVES:***

Providing basic law enforcement service remains our foundation and link to the Council and City priorities. Growth and the increased demand for service continue to be the driving force for our focus as well, but it is more complex than just adding police officers to provide service. We must fortify the supervisory and administrative functions of the Police Department to eliminate gaps in service. With this in mind we take a two prong approach to our budget plan by first meeting the demands for today, and second by setting up the

**2007-08 OBJECTIVES (Con't)**

necessary internal infrastructure for the future. Our objectives for next fiscal year, based on our strategic planning processes, are as follows:

- As a part of the zero tolerance towards gang crime policy, address property and street crimes through additional staffing in investigations and patrol.
- Enhance traffic operations as a step towards 24/7 coverage by 2010.
- Provide additional patrol efforts and improve administrative efficiencies in order to increase unassigned patrol time from 9% to 15%. This is part of a multi-year plan to achieve 30% unassigned patrol time for our officers, and enhance the relationship between the community and the police department.
- Prepare for Prepare for major retail and entertainment areas, project construction, and mega events.
- Utilize civilians in a cost savings capacity, in order to offset the workload of patrol.
- Implement the Explosive Ordinance Detection Dog (K9) Program.
- Develop plans for a permanent training facility.
- Implement recommendations of the Public Safety Citizen Advisory Committee.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>POLICE</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$8,631,680	\$8,119,065	\$10,506,640
Professional & Contract Services	723,390	466,814	694,360
Materials & Supplies	966,238	855,808	1,277,567
New & Replacement Equipment	-	1,298,251	1,432,667
Funded Depreciation	932,896	-	746,317
Debt Service	-	-	-
Developer Reimbursement	-	-	-
One-Time Projects*	773,516	116,963	545,780
Capital Outlay	1,143,000	-	-
Grant Funded Projects	-	-	375,000
Transfer Out Credit	-	-	-
<b>TOTAL</b>	<b>\$13,170,720</b>	<b>\$10,856,901</b>	<b>\$15,578,331</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Administrative Assistant	1	1	2
Alarm Coordinator	1	1	1
Chief	1	1	1
Crime Scene Technician	-	1	-
Crime Scene Specialist	-	-	1
Crisis Services Coordinator	1	1	1
Detective	5	6	9
Judicial Enforcement Officer	-	-	1
Investigations Specialist	1	1	1

<b>AUTHORIZED PERSONNEL (Continued)</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Lieutenant	3	3	5
Management Analyst	1	1	1
Management Assistant	-	1	1
Police Commander	1	1	1
Police Officer	48	54	66
Police Records Clerk II	2	2	-
Police Records Specialist	-	-	2
Project Assistant	-	-	1
Sergeant	10	11	11
Telecommunications Manager	1	1	1
Telecommunications Operator	11	11	12
Telecommunications Supervisor	3	4	4
<b>TOTAL</b>	<b>90</b>	<b>101</b>	<b>122</b>

<b>PERFORMANCE INDICATORS</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08**</b>
Telephone Calls	98,000	153,926	190,000
Calls for Service	48,000	53,062	63,048
9-1-1 calls answered	9,000	24,702	30,000
Citations issued	9,350	13,587	16,000
Arrests	2,460	3,104	4,500
Reports taken	6,022	7,500	8,500
Crime Rate per 100 population	5.5	5.7	6.4

\*\*The data for Fiscal Year 2007-2008 is an estimate only. This estimate is based on the historical trend and population projection.

## **PUBLIC WORKS ADMINISTRATION**

Public Works Administration is a key provider of essential services and resources. We are dedicated to providing customer service while maintaining the City's infrastructure and managing 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 provide the essential daily services that citizens expect from their government. We meet new challenges by planning and working with multiple agencies and stakeholders to develop innovative processes. We explore new opportunities to create efficiencies that yield cost-effective results.

Public Works is driven by over 100 dedicated employees who deliver customer-focused services within the divisions of our department. Our services include street and traffic equipment maintenance and repair, engineering services, transportation, solid waste collection, processing and recycling, parks, recreation, equipment management and facility maintenance.

### ***2006-07 ACCOMPLISHMENTS:***

- Implemented Perryville Work program.
- Completed construction of Community Park Phase II.
- Began construction of Estrella Foothills Park.
- Relocated staff from Community Development, Police and Fire Administration, and Engineering to Venida Business Park. Relocated staff from Recreation to Fire Station No.183.
- Hired two Deputy Public Works Directors and promoted Supervisors to Superintendents, hired City Traffic Engineer and a Project Manager.
- Completed a Facilities Master Plan.
- Secured all necessary ROW for the Bullard Avenue traffic interchange and outside widening of I-10.
- Completed a plan for Neighborhood Park Improvements.
- Joined Valley Metro Board of Directors.
- Completed Fleet parking Lot expansion.
- Started Design for Fire Station No.185.
- Started Master Plan for a Public Safety Training Facility.
- Completed design for Traffic Operations Center.
- Upgraded Goodyear Community Park to include:
  - An electronic message board.
  - Extended Skate Park fence.
  - Holiday lighting.
  - A dog park.
  - A sound system.

## **2006-07 ACCOMPLISHMENTS (Con't)**

- Submitted Transportation Improvement Program (TIP) funding application (FY 2012) to MAG for fiber optic interconnect on McDowell Road from Litchfield Road to Sarival Avenue.
- Grant application from MAG awarded for Traffic Signal Optimization Program for Litchfield Road from MC 85 to Wigwam Blvd.
- Joint grant application with Avondale awarded from MAG for Dysart Road and McDowell Road.
- Submitted joint grant application with Avondale for Safe Routes to School funding.
- Submitted application to MAG for close out funds for Litchfield Road fiber optic cable project.
- Reviewed traffic impact studies and plans for traffic signals, signs, pavement markings.
- Represented the City's interests at ADOT design meetings for the Bullard traffic interchange on I-10, I-10 median and outside widening, SR 801 and the Loop 303 alignment.
- Represented the City's interests at the Bullard traffic interchange construction meetings.
- Met with representatives from schools in Goodyear to determine traffic control changes needed near schools.
- Responded to traffic engineering requests from residents.

## **2007-08 OBJECTIVES:**

- Begin design of Phase II Foothills Community Park - Aquatics Facility.
- Construct Foothills Community Park Phase I.
- Complete design of Village 10 Public Safety Facility and begin construction.
- Design a Park and Ride facility.
- Begin implementing neighborhood park improvements.
- Expand court facilities.
- Complete restacking of City Hall.
- Construct Fire Station No.185.
- Begin Public Works Corporate Yard Phase I design.
- Assist in establishing temporary Fire Station No.187 in the Montage Development.
- Complete Master Plan for Public Safety Training Facility.
- Complete Parks Master Plan.
- Implement hourly fixed route service on McDowell Road.
- Coordinate construction efforts with ADOT for the Bullard Traffic Interchange and I-10 median and outside widening.
- Continue representing City's interests regarding the design of State Route 801, Loop 303, and I-10 widening.
- Begin construction of Fiber Optic network and Traffic Operations Center.
- Continue coordination of Safe Routes to School.

**2007-08 OBJECTIVES (Con't)**

- Conduct additional traffic signal warrant studies and install traffic signals as needed.
- Hire Assistant City Traffic Engineer, Facilities Superintendent and Deputy Director.
- Begin Transportation Master Plan.
- Complete Intelligent Transportation Systems Strategic Plan.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>PUBLIC WORKS ADMINISTRATION</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$1,022,869	\$769,991	\$1,119,186
Professional & Contract Services	1,323,900	50,267	97,900
Materials & Supplies	28,075	134,650	30,055
New & Replacement Equipment	-	-	522,500
Funded Depreciation	39,261	-	31,409
Debt Service	-	-	-
Developer Reimbursement	-	-	-
One-Time Projects*	50,000	60,000	2,020
Capital Outlay	9,850,000	707,166	-
Transfer Out Credit	-	-	-
<b>TOTAL</b>	<b>\$12,314,105</b>	<b>\$1,722,074</b>	<b>\$1,803,070</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Admin. Services Manager			1
Administrative Assistant	2	2	3
City Traffic Engineer	1	1	1
Management Assistant	1	1	-
Project Manager	1	1	1
Public Works Deputy Director	-	-	3
Public Works Director	1	1	1
Public Works Superintendent	3	3	-
Staff Assistant	1	1	1
Traffic Engineer II	1	1	1
<b>TOTAL</b>	<b>11</b>	<b>11</b>	<b>12</b>

\* There are no performance indicators. They will be developed for the FY08-09 budget.

## **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. Additionally the Division is responsible for ordering fuel and maintaining the City's 3 fuel sites.

### ***2006-2007 ACCOMPLISHMENTS:***

- Facilitated 100% compliance with state emissions laws and removed vehicles from service not in compliance.
- Scheduled training for Fleet staff on issues related to the mandated use of ultra low sulfur diesel for the 2007 year.
- Maintained an oil analysis program for heavy duty vehicles.
- Maintain equipment maintenance cost and historical records.
- Complied with manufacturers' recommendations for operations, application, service and repair.
- Maintained good parts, components and supply inventories.
- Implemented vehicle and equipment replacement policy.

### ***2007-2008 OBJECTIVES:***

- Replace vehicles and equipment when they have reached their life cycle.
- Implement CCG Fleet management software.
- Implement on site oil changes and preventive maintenance inspections for Fire apparatus and off road equipment.
- Facilitate 100% compliance with State emissions laws and removes vehicles from service not in compliance.
- Maintain an oil analysis program for heavy duty vehicles.
- Maintain equipment maintenance cost and historical records.
- Comply with manufacturers' recommendations for operations, application, service and repair.
- Maintain good parts, components and supply inventories.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>FLEET SERVICES</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$504,023	-	\$525,383
Professional & Contract Services	33,050	-	78,559
Materials & Supplies	653,186	8,319	-
Internal Service Fund	-	1,443,505	592,650
New & Replacement Equipment	-	-	-
Funded Depreciation	17,406	-	17,406
Debt Service	-	-	-
Developer Reimbursement	-	-	-
One-Time Projects*	-	-	-
Capital Outlay	60,000	-	105,027
Transfer Out Credit	-	-	-
<b>TOTAL</b>	<b>\$1,267,665</b>	<b>\$1,451,824</b>	<b>\$1,319,025</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Equipment Management Supervisor	1	1	1
Mechanic Foreman			1
Mechanic I	2	1	1
Mechanic III	2	5	3
Service Advisor	-	-	1
<b>TOTAL</b>	<b>5</b>	<b>7</b>	<b>7</b>

<b>PERFORMANCE INDICATORS</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Equipment maintained	285	337	385
Equipment maintained/mechanic ratio	71:1	87:1	85:1
PM's performed at mileage indicators	Target 90%	Target 90%	Target 90%
Perform Quality PMs insuring 60 percent of work is scheduled	60%	70%	70%
Emissions Compliance	100%	100%	100%

## **FACILITIES MANAGEMENT**

The Facilities Management Division provides preventive, corrective and custodial maintenance for over 150,000 square feet of City buildings. Facilities staff consists of five maintenance employees who routinely make plumbing, electric, carpentry and HVAC repairs and modifications to all city-owned and leased facilities. Newly remodeled areas include upgrades to facilities inside City Hall, Fire Station #1, and Fire Station #3. The Facilities Management Division also managed the tenant improvements and department relocations for leased office space at Venida Business Park.

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

### ***2006-2007 ACCOMPLISHMENTS:***

- Installed a new security gate at the Public Works Operations yard;
- Managed the re-model of office areas in City Hall (IOB), including the former Community Development area and the office for the Chief of Staff;
- Managed the tenant improvements of the leased office space in Venida Business Park;
- Completed the relocation of Engineering, Community Development, Police and Fire Administration to the Venida buildings;
- Installed new office furniture for all leased office space;
- Managed the relocation of the Recreation Division to Fire Station #3;
- Managed the relocation of the entire Finance Department to the first floor of City Hall;
- Cleaned and removed selected building structures at the Patterson property;
- Completed repairs to the roof at Public Works Administration;
- Assisted in the completion of an ADA assessment of City facilities;
- Installed additional security cameras at the Public Works Operations yard;
- Organized the storage area for all divisions at the Public Works Operations yard;
- Managed the expansion and construction of parking at the Equipment Management facility;
- Completed environmental study of Fire Station #2;
- Completed repairs and renovation of the dorm area at Fire Station #1;
- Hired a Facilities Maintenance Worker II;
- Assisted the Water Resources Department with the furniture selection for the new buildings at the Water Treatment Plant;
- Installed sound insulation to the City Attorney's office area;
- Reconfigured leased space in the Goodyear Financial Center to a new training and conference area;
- Replaced one facilities work vehicles;
- Relocated the Victim's Advocate office to the Police Operations building on Litchfield Road.

**2007-2008 OBJECTIVES:**

- Complete the relocation of Economic Development to the first floor of City Hall;
- Continue participation in the planning and construction of Fire Station #5;
- Remodel and expansion of the Human Resources area of City Hall;
- Complete the remodel and expansion of the ITS area of City Hall;
- Installation of new office wall panels at the City Clerk area in City Hall;
- Remodel of the City Attorney's area;
- Complete the construction of additional office space at the Public Works Operations Building;
- Complete the construction of a new fueling station at the Water Resources property;
- Complete the construction of additional office space at the Justice Facility;
- Complete the construction of a new storage area for traffic signal equipment.
- Set Performance Indicators for Division

***BUDGET SUMMARY BY DEPARTMENT:***

<b>FACILITIES MANAGEMENT</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$447,621	\$401,009	\$463,804
Professional & Contract Services	33,000	18,266	25,550
Materials & Supplies	1,658,072	796,472	2,242,950
New and Replacement Equipment	25,000	952,280	-
Funded Depreciation	3,803	-	-
Debt Service	323,865	96,411	351,785
Developer Reimbursement	-	-	-
One-Time Projects	194,000	238,252	1,203,500
Capital Outlay		-	-
Transfer Out Credit	-	-	-
<b>TOTAL</b>	<b>\$2,685,361</b>	<b>\$2,502,690</b>	<b>\$4,287,589</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Building Maintenance Supervisor	1	1	-
Facilities Electrician	-	1	-
Facilities Maintenance Worker I	-	-	1
Facilities Maintenance Worker II	2	2	2
<b>AUTHORIZED PERSONNEL (Continued)</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Facilities Maintenance Worker III	2	2	2
Facilities Maintenance Supervisor	-	-	1
Facilities Maintenance Foreman	-	-	1
Public Works Facilities Foreman	1	1	-
<b>TOTAL</b>	<b>6</b>	<b>7</b>	<b>7</b>

## PARKS DIVISION

**Division Mission:** To promote a vibrant and enjoyable community by providing safe, high quality, clean and attractive parks, open spaces and facilities.

This is achieved by providing park management, ROW contract supervision custodial services and general maintenance (which includes: mowing, litter collection, walking trail maintenance, playground maintenance, dog park maintenance, ramada maintenance, graffiti removal and restroom maintenance). In addition, the Parks Division maintains the landscaping for City facilities, including three fire stations, the Municipal Court facility, the Public Service Memorial, the Police Station, the Water Management site, all well sites and the pool equipment at the Loma Linda Pool.

The Parks Division assists in providing support for special events and recreation programs for the Recreation Division within the Public Works Department, as well as the Goodyear Rodeo and other local special events. The Parks Division also provides support to emergency services by removing plant debris and assisting with flooding during storm events.

### ***2006-07 ACCOMPLISHMENTS:***

- Goodyear Community Park won a "Readers Choice Award" from the West Valley View newspaper for the second year as the Best Community Park.
- Five internal job promotions.
- Successfully hire two new Parks Worker III's and one Parks Worker I employees and integrated in to our system.
- Modified weekend staffing by Parks Division to increase customer service levels.
- Designed and built a Southwestern tree for Holly Jolly Event.
- Five employees attended and passed the Certified Pesticide Applicator training.
- Two employees became a Certified Backflow Inspector.
- One employee passed the Certified Irrigation Tech.
- Prepared bid specifications and coordinated bid for ROW contract modifying the areas to be included in the contract.
- Implemented the Perryville inmate work program which Accepted maintenance responsibility for a new 20 acre Bullard Park on Indian School Road, 25 acres of Bullard Wash between Indian School Road and Camelback Road and 13 acres of Goodyear Community Park phase 2 which included the skatepark facility.
- Accepted maintenance of new 5 acre Fire Station #4 on Yuma Road & Sarival.
- Assisted in design review of construction documents for Estrella Foothills Community Park.
- One employee earned an Associate of Applied Science Degree in Urban Horticulture.
- One employee earned an Associate of Applied Science Degree in Organizational Management.

**2006-07 ACCOMPLISHMENTS (Con't)**

- One employee received Certification as a Certified Turf grass Professional from University of Georgia.
- One employee became a Certified Arborist.
- One employee graduated from the City's Supervisors Academy.
- Assisted in reviewing plans with consultant to complete neighborhood park improvements for several neighborhood parks.
- Completed fencing improvements at Goodyear Community Park which created a second dog park facility in the City.

**2007-08 OBJECTIVES:**

- Provide technical expertise and support for Phase I construction of Estrella Foothills Park and begin maintenance operations when phase 1 is completed.
- Work with the consultant to complete new Parks Master Plan.
- Work with AZ Department of Corrections to expand the Perryville inmate work program.
- Begin maintenance operations of new Litchfield Park Elementary School site park facility at 155th and Turney Road.
- Complete neighborhood park improvements as outlined by consultant study.
- Complete park improvements as identified by new Parks Master Plan.
- Continue to support Recreation Division with their growing number of leagues and special events.
- Expand facilities in Goodyear Community Park to include bocce courts, tether ball courts and horseshoe pits.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>PARKS</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$1,076,627	\$742,330	\$1,633,486
Professional & Contract Services	1,617,210	387,450	1,000,900
Materials & Supplies	1,027,979	727,174	1,824,089
New & Replacement Equipment	-	202,829	246,536
Funded Depreciation	101,132	-	80,906
Debt Service	-	-	-
Developer Reimbursement	480,735	15,336	25,560
One-Time Projects*	320,040	6,273	6,000
Capital Outlay	7,475,089	-	75,000,000
Transfer Out Credit	-	-	-
<b>TOTAL</b>	<b>\$12,098,812</b>	<b>\$2,081,392</b>	<b>\$79,817,477</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Parks Director	-	1	1
Parks Foreman	1	1	1
Parks Supervisor	1	1	1
Parks Worker I	5	5	6
Parks Worker II	4	5	11
Parks Worker III	4	6	8
Sports Turf Manager	-	-	1
Stadium Manager	-	-	1
<b>TOTAL</b>	<b>15</b>	<b>19</b>	<b>30</b>

<b>PERFORMANCE INDICATORS</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Number of Parks	11	13	16
Developed Park Acres	98*	128**	168
Undeveloped Park Acres	194	194	194
Number of Employees	15	18	22
Acres per Full Time Employees	19.5	17.5	16.5

## RECREATION & AQUATICS

The Recreation & Aquatics Programs strive 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. 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 Campfire, day cares and local schools.

### **2006-07 ACCOMPLISHMENTS:**

- Developed and implemented on-line registration for all programs.
- Held a Fourth of July Event attended by over 7,000 people.
- Developed twenty new special interest classes.
- Planned and coordinated movies as well as a comedy series at the Community Park.
- Obtained more sponsorship for special events.
- Planned and coordinated a 5k run in Goodyear.
- Established the Goodyear Special Events Committee.
- Recruited and hired a full-time Recreation & Aquatics Programmer.
- Planned and coordinated the Kicks 4 Kids Soccer program.
- Developed the first recreation brochure.
- Provided a holiday baseball camp with Extra Innings.
- Implemented staffing at the skate park.

### **2007-08 OBJECTIVES:**

- Develop and implement an IGA with the school districts for facility usage and expanded programming.
- Develop a sponsorship packet for businesses.
- Develop at least ten new special interest classes.
- Plan and coordinate an adult softball tournament.
- Plan and coordinate programs that target teens.
- Plan and coordinate programs for seniors.
- Plan and coordinate a special event for seniors.

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

RECREATION/AQUATICS	BUDGET FY 06-07	ESTIMATE FY 06-07	BUDGET FY 07-08
Personnel Services	\$521,393	\$448,352	\$809,245
Professional & Contract Services	67,690	81,796	146,093

<b>RECREATION/AQUATICS</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Materials & Supplies	339,006	291,065	358,083
New and Replacement Equipment	-	68,658	29,500
Funded Depreciation	2,721	-	2,177
Debt Service	-	-	-
Developer Reimbursement	-	-	-
One-Time Projects	78,870	26,933	2,020
Capital Outlay	40,000	-	-
Transfer Out Credit	-	-	-
<b>TOTAL</b>	<b>\$1,049,680</b>	<b>\$916,804</b>	<b>\$1,347,118</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Aquatics & Recreation Supervisor	1	1	-
Recreation & Aquatics Superintendent	-	-	1
Recreation & Aquatics Coordinator	2	2	3
Recreation & Aquatics Programmer	1	1	1
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>5</b>

<b>PERFORMANCE INDICATORS</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Number of recreation programs managed	40	50	60
Percentage of customers rating programs and facilities as very good or excellent	90%	90%	90%
Number of special events	8	14	20
Number of sports leagues	8	10	12
Staff or patron injuries per season	0	0	0
Percentage of staff holding national certifications	100%	100%	100%
Lessons taught per WSI Certified Staff	12	13	11

## STREETS DIVISION

The Street Division maintains City streets, bridges, storm drains, street signs, roadway markings, and traffic signals. The Streets Division currently consists of a Superintendent, two Foreman, three Traffic Signal Technicians, three Equipment Operators assigned to street sweeping, one Traffic Operations Worker, and five Street Maintenance Workers. Our Mission is to maintain safe and efficient public roadways, to be responsive to citizen requests, to assist other departments, and to provide strategic planning for street maintenance.

### **2006-07 ACCOMPLISHMENTS:**

- Through the 2005 Pavement Management Project, contracted placement of 605,662 square yards of Slurry Seal on residential and collector streets and 152,205 square yards of Chip Seal on rural roadways.
- Purchased a new 4000 gallon water truck.
- Added needed equipment to Street's fleet to maintain level of service.
- Installed Storm Water Medallions to each City maintained storm drain.
- Milled and replaced asphalt roadway at MC-85 and Litchfield Road using Nova Chip technology.
- Completed inventory of all Street Division assets through IMS Technologies.
- Acquired new Pavement Management Software and initiated implementation.
- Increased Storm Water outreach program with the addition of truck mounted billboards and bumper stickers.
- Adjusted sweeper routes to increase cycle time from 2 weeks to 3 weeks due to growth and lack of manpower.
- Renovated/repaired traffic signal devices at Litchfield Rd north of Western/Yuma; MC85 and Litchfield Road; Lockheed Martin, south and north; Litchfield Road at Airport Drive; and at Desert Edge High School crosswalk.
- Installed signals, signage and roadway markings for dual left turns for east and west bound traffic on McDowell Rd. at Litchfield Rd.
- Installed GPS clocks at four intersections on Litchfield Rd., to improve the existing time-based coordination system.
- Connected the first traffic signal in the City to fiber optic cable.
- Overseen the construction, inspected, tested, and activated ten intersection traffic signal systems:
  - Falcon/Clubhouse Drive at Indian School Rd.
  - Fillmore/Auto Drive at Litchfield Rd.
  - Cornerstone/Palm Valley at McDowell Rd.
  - Cornerstone North at McDowell Rd.
  - WalMart Market Place at Indian School Rd.
  - Fire Station #4 at Yuma Rd. (Wildflower)
  - Pebble Creek Parkway at Indian School Rd.
  - 136th Drive at McDowell Rd. (West Valley Hospital Entrance) completed 16 weeks ahead of schedule.

### **2006-07 ACCOMPLISHMENTS (Con't)**

- Goodyear Blvd. at Yuma Rd. Completed within 30 days of construction start date.
- Added 4th approach Airport Rd at Litchfield Rd.
- Other Accomplishments
- Installed 1.25 miles of fiber optic conduit and cable on McDowell Rd. east of Litchfield Rd.
- Installed 1.75 miles of fiber optic conduit on McDowell Rd. west of Litchfield Rd.
- Installed 2 miles of quad fiber optic conduit on McDowell Rd. west of Estrella Pkwy.
- Replaced (54) metro sign faces on Litchfield Rd.
- Upgraded 30 controllers and MMU's at 30 signalized intersections.
- Performed annual maintenance and uploaded new software timing programs at all signalized intersections.
- Upgraded time clocks at (4) flashing school zone warning structures.
- Repaired and relamped 21 intersections metro signs.
- Provided intensive professional development training for a Signal Technician I to qualify as a Signal Technician II.

### **2007-08 OBJECTIVES:**

- Adjust sweeper routes to reduce cycle time from 3 weeks to 2 weeks due to increase in dust and debris and stricter PM-10 laws.
- Through the 2006/2007 Pavement Management Project, apply seal coats to 250,000 rural and industrial roadways; slurry seal to 500,000 yards of residential and collector streets; and plastic seal to 500,000 square yards of residential streets.
- Mill and repave Estrella Pkwy between the RID bridges and south to Vinyard Ave.
- Implement new dirt road and shoulder grading program to accommodate newly annexed roadways and comply with increased PM-10 codes.
- Interview and hire for the new Equipment Operator and Signal Foreman.
- Purchase new and replacement equipment in order to maintain service levels.
- Supervise the construction on a day-to-day basis of the Traffic Operations Center;
- Supervise the construction on a day-to-day basis of the Fiber Optic Project on Litchfield Rd.
- Implement new coordination timing plan for Litchfield Rd. corridor.
- Replace 7 traffic signal cabinets and upgrade to TS2 architecture on Litchfield Rd.
- Replace 7 utility power meter pedestals on Litchfield Rd.
- Upgrade all pedestrian indications on Litchfield Rd. to countdown type pedestrian signal heads.
- Install 3 miles of quad bank fiber optic conduit on Van Buren St. west of Litchfield Rd to include fiber optic cable. Interconnect Litchfield Rd. and Estrella Parkway.

**2007-08 OBJECTIVES (Con't)**

- Oversee construction, inspect, test, and activate new signal systems at:
  1. Harrison St. and Sarival Rd.;
  2. Bullard Ave. and I-10 interchange;
  3. Permanent furniture at Pebble Creek and McDowell (replace traffic signal span wire.);
  4. McDowell Rd. at Sarival Rd.;
  5. McDowell Rd. at Commerce Center;
  6. Cotton at Walle Drive;
  7. Cotton at Yuma Rd.;
- Purchase new fiber optic trailer in order to maintain infrastructure.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>STREETS</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$911,648	\$837,214	\$1,056,126
Professional & Contract Services	3,422,048	120,049	1,247,106
Materials & Supplies	1,647,631	1,651,909	3,627,860
New and Replacement Equipment	523,453	312,655	817,451
Funded Depreciation	-	-	249,427
Debt Service	-	80,938	517,882
Developer Reimbursement	311,783	-	-
One-Time Projects	1,955,953	-	487,833
Capital Outlay	-	-	-
Transfer Out Credit	-	909,951	-
<b>TOTAL</b>	<b>\$8,772,516</b>	<b>\$3,912,716</b>	<b>\$8,003,685</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Equipment Operator	2	2	3
Signal Technician II	2	2	2
Signal Technician III	1	1	1
Streets Maintenance Foreman	1	1	1
Streets Maintenance Worker I	-	-	1
Streets Maintenance Worker II	3	3	3
Streets Maintenance Worker III	1	1	1

<b>AUTHORIZED PERSONNEL (Continued)</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Streets Supervisor	1	1	1
Traffic Operations Foreman	-	-	1
Traffic Operations Worker II	1	1	1
<b>TOTAL</b>	<b>13</b>	<b>13</b>	<b>15</b>

<b>PERFORMANCE INDICATORS</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Provide sweeping of 30 curb miles a day per operator	8,500	10,500	12,600
On the job staff injury-accidents	0	0	2
Square yardage of roadways sealed	750,000	950,000	760,000
Response time for repair of pot holes/minor repairs	24 hrs.	24 hrs.	24 hrs.
Total preventative maintenance performed per signal, per year	312	396	440

## **SANITATION**

The Sanitation Division administered one (1) solid waste collection 10-year agreement commencing in FY 06-07 that includes (3) service components. The first component is the automated collections of once per week service of refuse and curbside commingled recycling to include glass. The second is the supply, maintenance and service of automated refuse and recycling containers. The third is the collection of commercial solid waste collections for City Facilities. In addition, Sanitation staff provides weekly residential uncontained solid waste bulk collection and disposal. Other Sanitation Division services include graffiti abatement and two (2) household hazardous waste collection day events annually.

### **FY 2006-2007 ACCOMPLISHMENTS:**

- Prepared bid specifications and coordinated bid for automated containerized residential collections.
- Distributed over 36,000 garbage and recycling containers to all sanitation accounts prior to implementing automated collections.
- Phased in automated collections in five (5) zones throughout the City, serving approximately 18,000 sanitation accounts in October.
- Assisted Finance in setting up over 2,500 new sanitation accounts.
- Conducted two regional Household Hazardous Waste (HHW) collection events. The cities of Goodyear, Avondale and Litchfield Park participated in these events.
- Purchased (2) 32 yard rear loader truck and (2) grapple tractors.
- Designed and implemented a truck chaser collection method for bulk collections reducing crew sizes while increasing collection efficiencies.
- A sanitation staff member placed third in the roll off competition event for the Solid Waste Association of North America Truck Road-e-o and three staff finished in the top ten in other events at the Road-e-o.
- Performed public recycling outreach at the City of Goodyear Spring Spectacular, Western Heritage Parade, Women's Expo, Phoenix Home and Garden Show, KSLX FM recycling interview, Tres Rios Event, Goodyear Safety Day and Public Works Appreciation Week at Palm Valley Elementary School, Palm Valley Science Fair, and the Earth Day celebration at Centex Homes.
- Recycled 8 tons of Christmas trees. Chippings were used as ground cover by Duncan Farms.
- Two (2) Sanitation staff members completed the SWANA Recycling Systems Technical Associates certification exam and received their certification.
- The entire Sanitation staff received the FEMA certification.
- Placed "No Dumping" signs at Lower Buckeye and Estrella Parkway.

**FY 2006-2007 ACCOMPLISHMENTS (Con't)**

- Provided assistance for the Heart and Sole Run in February 2007, the West Valley Symphony and the Goodyear Rodeo, the Spring Spectacular, Star Spangled Fourth, Howling Halloween Bash, Holly Jolly, and the grand opening of Goodyear Community Park phase 2.
- Recruited one (1) Recycling Coordinator.
- Recruited one (1) Sanitation Worker I.
- Recruited two (2) Sanitation Worker II.
- Conducted five (5) public Sanitation Block Parties at Pebble Creek, Estrella Mountain Ranch, Loma Linda Park, Goodyear Community Park, and Desert Edge High School.
- Participated in the Gain Event.
- Entered into a solid waste disposal agreement with Waste Management.
- Council ratified sanitation code modifications for the new sanitation program.
- Develop new sanitation program protocols.
- Coordinated LPSCO cooperation in providing residential water account reports on a monthly basis.

**2007-08 OBJECTIVES:**

- Study and review possible green waste collection program.
- Expand HHW collection of electronic waste more than twice per year.
- Expand HHW collections to include medications.
- Conduct two (2) HHW events.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>SANITATION</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$792,924	\$819,475	\$871,004
Professional & Contract Services	3,089,399	2,709,119	3,813,799
Materials & Supplies	765,014	223,749	320,594
New and Replacement Equipment	-	511,434	359,000
Funded Depreciation	29,260	-	23,408
Debt Service	-	(479)	-
Developer Reimbursement	-	-	-
One-Time Projects	-	70,141	2,020
Capital Outlay	422,000	-	-
Transfer Out Credit	-	-	-
<b>TOTAL</b>	<b>\$5,098,597</b>	<b>\$4,333,439</b>	<b>\$5,389,825</b>

<b>AUTHORIZED PERSONNEL</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Recycling Coordinator	1	1	1
Sanitation Foreman	1	1	1
Sanitation Supervisor	1	1	1
Sanitation Worker I	3	3	2
Sanitation Worker II	6	6	8
Sanitation Worker III	1	1	2
<b>TOTAL</b>	<b>13</b>	<b>13</b>	<b>15</b>

<b>PERFORMANCE INDICATORS</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Residential accounts	15,712	18,935	21,037
Tons of residential bulk collected per year	1,801	2,694.22	2,993.72
Lbs of residential bulk collected per household per day	.67	.78	.78
Tons of residential garbage collected per year	* 20,589	16,821	18,685
Lbs of residential garbage collected per household per day	*7.18	4.87	4.87
Tons of residential recycling collected per year	⌊ 1,239.85	4,947.16	5,496.29
Lbs of residential recycling collected per household per day	⌊ .432	1.43	1.43
Tons of HHW collected per year	23.77	30.33	38.64
Tons of Christmas trees recycled per year	7	8	9

\*All garbage and does not include curbside recycling  
Drop off recycling only and does not include curbside recycling

## WATER RESOURCES

The Water Resources Department was created in January 2004. The current organizational structure is as follows:

- Administration
- Environmental Quality
- Water Services
  - Production
  - Distribution
- Wastewater Services
  - Reclamation
  - Collections

The Department's Mission Statement "The Water Resources Department will deliver quality water services that protect public health, support the environment and promote the economic vitality of the community" speaks to the Department's desire to maintain the public's trust and investment in our department. To fulfill our mission statement, Water Resources utilizes all of our respective divisions, while keeping customer service and the goals of the City in the forefront of all of our actions. Following are all of our divisions along with their immediate responsibilities.

**Administration** oversees the entire department and is responsible for overseeing all department CIP projects in both water and wastewater.

**Environmental Quality** ensures environmental compliance through sampling, laboratory testing, backflow monitoring, permitting and industrial pretreatment monitoring for potable and non-potable water throughout the City.

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

**Distribution** is the delivery of potable water through a network of distribution piping from potable water storage tanks to the customer.

**Reclamation** includes wastewater treatment facilities and recharge sites (SAT Site) and all maintenance activities for the department.

**Collections** is the collection and movement of wastewater through the sewer line network piping and lift stations for delivery and treatment at the wastewater reclamation facility. They also oversee and maintain all reuse sites within the service area.

### **2006-2007 ACCOMPLISHMENTS:**

- Further developed department organizational structure.
- Filled 5 of 6 new approved positions, adding technical and administrative depth to the department.
- Monitored department expenses and cost effectiveness.
- Completed designed and began construction of the Department's administration facility.
- Met or exceeded all state and federal drinking water regulations.
- Developed a strategic plan for the Department.
- Promoted staff training and development.
- Implemented Criteria Based Promotion Program.
- Created and executed an Intern Program for water and wastewater services.
- Improved the efficiency of the Reverse Osmosis (RO) Treatment Facility at Bullard Water Campus.
- Implemented Arsenic treatment at Well 18B.
- Implemented well head treatment though RO at Well 12B.
- Implemented the radio read program for meter reading services.
- Met or exceeded all state and federal wastewater treatment regulations.
- Developed Safeway well, relocated the Centerra Well and converted Well N to a potable water well bringing 2.4 MGD of new potable water into the system.
- Began design and construction of 157th Avenue WRF plant expansion from 3.0 to 6.0 MGD.
- Implemented service line replacements in Historic Goodyear – Arnold Manor.

### **2007-2008 OBJECTIVES:**

- Manage and implement all CIP projects.
- Relocate Department to Administration Facility.
- Develop, produce, and maintain water reserves at 20% over peak demand.
- Implement leak detection project for entire Water Distribution system.
- Develop and implement cyclical meter reading after radio read conversion is complete.
- Design capacity upgrade of Corgett Water Reclamation Facility (WRF) and begin construction.
- Begin design of Phase II capacity upgrade at Rainbow Valley WRF.
- Meet or exceed all state and federal water and wastewater standards.
- Develop, produce, and maintain wastewater reserves at 20% over peak demand.
- Develop and implement an operations and maintenance CMOM/DMOM plan utilizing an asset management program.
- Develop educational programs to increase both water conservation and reuse opportunities.
- Continue implementing SCADA on all pertinent water resource facilities.

**BUDGET SUMMARY BY DEPARTMENT:**

<b>WATER RES ADMINISTRATION</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$699,121	\$726,532	\$813,856
Professional & Contract Services	891,285	275,370	817,877
Materials & Supplies	77,826	59,418	91,426
New & Replacement Equipment	-	7,235	-
Funded Depreciation	56,898	-	45,518
Debt Service	-	-	-
Developer Reimbursement	-	-	-
One-Time Projects*	-	-	-
Capital Outlay	-	-	-
Transfer Out Credit	-	-	-
CIP	-	16,560	-
<b>TOTAL</b>	<b>\$1,725,130</b>	<b>\$1,085,115</b>	<b>\$1,768,677</b>

<b>WATER SERVICES</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$1,586,403	\$1,502,776	\$1,694,274
Professional & Contract Services	9,094,482	287,155	179,922
Materials & Supplies	6,974,567	2,642,280	4,171,210
New & Replacement Equipment	-	103,739	259,334
Debt Service	784,344	-	695,849
Debt Service-OPR	-	(1,839)	-
Debt Service-CAP	-	305,665	143,311
Developer Reimbursement	-	303,025	45,600
One-Time Projects*	750,000	7,090	7,520
Funded Depreciation	-	-	-
Capital Outlay	56,513,045	-	-
Transfer Out Credit	-	-	-
CIP	-	-	-
<b>TOTAL</b>	<b>\$75,702,841</b>	<b>\$5,149,891</b>	<b>\$7,197,020</b>

<b>WASTEWATER</b>	<b>BUDGET FY 06-07</b>	<b>ESTIMATE FY 06-07</b>	<b>BUDGET FY 07-08</b>
Personnel Services	\$1,242,448	\$1,006,005	\$1,489,978
Professional & Contract Services	7,638,989	309,056	400,929
Materials & Supplies	1,327,231	1,253,719	1,495,148
New & Replacement Equipment	-	269,647	184,072
Debt Service	2,081,750	-	-
Debt Service-OPR	-	(931)	1,631,232
Debt Service-CAP	-	641,742	378,206
Developer Reimbursement	1,200,000	454,897	92,500
One-Time Projects*	-	9,243	3,840
Funded Depreciation	146,948	-	117,559
Capital Outlay	43,544,377	-	-
Transfer Out Credit	-	-	-
CIP	-	16,814,703	-
<b>TOTAL</b>	<b>\$57,181,743</b>	<b>\$20,758,081</b>	<b>\$5,793,464</b>

<b>AUTHORIZED PERSONNEL WATER SERVICES</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Administrative Assistant	1	1	2
Customer Service Field Rep	1	1	-
Customer Service Tech III		1	-
Operations Superintendent	1	1	1
Operations Supervisor	2	2	1
Project Manager	1	1	1
Senior Utility Technician			5
Utility Technician I	8	9	10
Utility Technician II	4	4	5
Utility Technician III	4	6	-
Water Quality Technician I		1	-
Water Quality Technician II	1	1	1
Water Quality Technician III		1	1
Water Resource Manager	1	1	1
Water Resources Director	1	1	1
Water Resources Staff Assistant	2	2	1
<b>TOTAL</b>	<b>27</b>	<b>33</b>	<b>30</b>

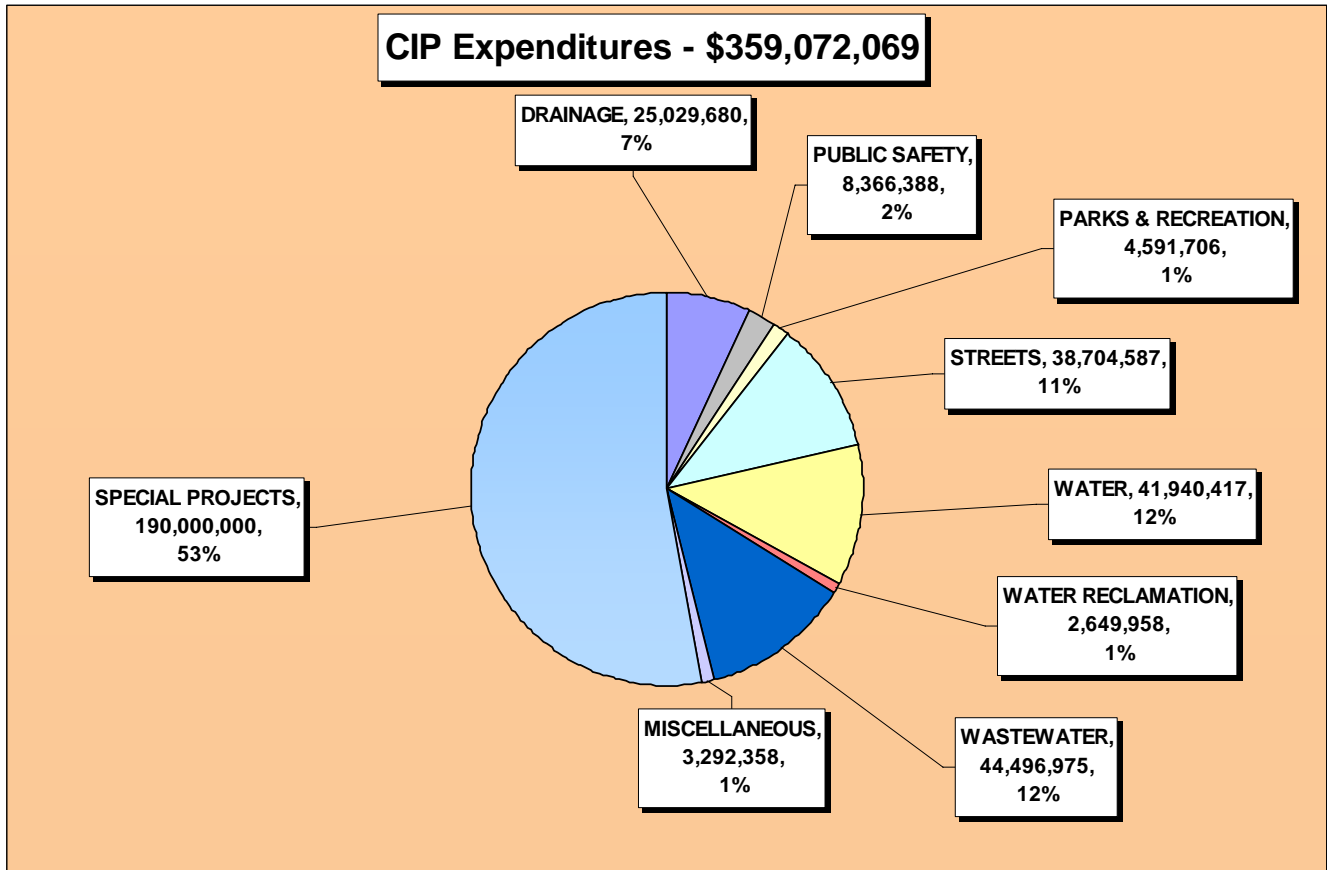
<b>AUTHORIZED PERSONNEL WASTEWATER</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Environmental Compliance Supervisor	1	1	1
Environmental Compliance Officer	-	-	1
Industrial Pretreatment Inspector	1	1	-
Maintenance Mechanic II	2	2	3
Operations Superintendent	1	1	1
Operations Supervisor	1	1	2
Senior Utility Technician	-	-	4
Utility Technician I	4	4	6
Utility Technician II	5	5	6
Utility Technician III	3	3	-
<b>TOTAL</b>	<b>18</b>	<b>18</b>	<b>24</b>

<b>PERFORMANCE INDICATORS</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Operations Staff Certified	100%	100%	100%
Staff with Grade 4 Certification	49%	41%	50 %
Injuries	0	4	0
Water Production Capacity in Gallons per Day	10,200,000	14,300,000	13,832,000
Water consumption Max Day	8,726,000	10,770,000	13,200,000
Total Water Storage	11.1 MG	10.4MG	13.1 MG
Total Number of Water Quality Violations	-	-	-
Total Number of Hydrants	1,990	2,258	2,500
Total Number of complaints (WQ Only)	15	6	0
157 <sup>th</sup> Average Daily Flows (MGD)	2.2	2.5	2.8
Solids Produced (dry tons) Both Plants	698	796	875
Corgett Average Daily Flows (MGD)	.63	.5	0.5
Rainbow Valley Average Daily Flows (MGD)	-	.13	0.20
Million Gallons Recharged	795	840	914
Miles of Collection Pipe	200	210	225

<b>PERFORMANCE INDICATORS (Continued)</b>	<b>12FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>
Number of Sewer System Violations	3	8	0
Wastewater Permit Violations	2	3	0
Number of Lift Stations	12	12	13
Miles of Dist Pipe	198	247	265
New Meter Installations	1,010 To Date	1,400	1,200
Total Number of Service Connections	11,063	12,463	13,663
Total Number of Valves	4,734	5,854	6,400

## Capital Improvement Projects (CIP)

The total proposed CIP for FY 07-08 is \$359,072,069 and includes all city infrastructure projects. The CIP Fund funded projects for FY 07-08 are \$234,753,757. The Enterprise Fund funded projects of \$89,087,350, and the General Fund funded projects of \$35,230,962 make up the balance of the FY 07-08 CIP.



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 \$1.60. 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.

Proj #	PROJECT TITLE/LOCATION	Budget FY 07-08	FY0607 Carryover	Pay-Go Cash	General Fund	Improve District	Bonds	Grants	Develop Fees	Developer Contrib
DR0304	Bridge Design On Van Buren Ave at Bullard Wash	554,000	14,138,767	-			-	554,000	-	
DR0503	Cotton Lane Bridge	18,000,000	-	-	18,000,000		-	-	-	
	<b>DRAINAGE</b>	<b>18,554,000</b>	<b>14,138,767</b>	-	-	-	-	-	-	-
FD0502	Fire Sta. at Peblecreek and Clubhouse Drive 185	1,700,000	2,232,000	-	527,888		-	-	1,172,112	
FD0503	Fire Sta. at King Ranch	-	878,000	-			-	-	-	
FD0601	Fire Station 186	180,000	-	-			-	-	-	180,000
FD0701	Westpac Fire Stations	-	1,000,000	-			-	-	-	
MS0502	Justice Center	478,000	200,035	-			-	-	478,000	
TC0401	Upgrade Police Radio System	1,600,000	108,000	-			-	-	1,600,000	
	<b>PUBLIC SAFETY</b>	<b>3,958,000</b>	<b>4,418,035</b>	-	-	-	-	-	-	-
PK0302	Estrella Foothills Community Park (Phase I)	1,098,428	3,472,050	-			110,000	-	988,428	
PK0304	100 Acre Park on Estrella between Van Buren and Yuma	-	300,000	-			-	-	-	
PK0501	El Rio Project	70,000	130,000	-			-	-	70,000	
PK0502	Parks Master Plan	-	148,674	-			-	-	-	
PK0505	Neighborhood Park Improvements	-	413,546	-			-	-	-	
	<b>PARKS &amp; RECREATION</b>	<b>1,168,428</b>	<b>4,464,270</b>	-	-	-	-	-	-	-

**CIP Con't**

<b>Proj #</b>	<b>PROJECT TITLE/LOCATION</b>	<b>Budget FY 07-08</b>	<b>FY0607 Carryover</b>	<b>Pay-Go Cash</b>	<b>General Fund</b>	<b>Improve District</b>	<b>Bonds</b>	<b>Grants</b>	<b>Develop Fees</b>	<b>Developer Contrib</b>
ST0301	City Share for Paving Bullard Ave from Van Buren to Yuma	730,000	10,966	292,000			-	438,000	-	
ST0302	Estrella Pkwy. From McDowell Rd. to Yuma Rd.(Carryover)	-	280,344	-			-	-	-	
ST0309	Park and Ride Design Concept Report	2,624,655	1,858,923	-			-	2,624,655	-	
ST0501	Yuma Rd. from Litchfield to Estrella Pkwy	-	425,000	-			-	-	-	
ST0505	Transportation Master Plan	150,000	150,000	-			-	-	150,000	
ST0506	Traffic Mgt. System	-	874,933	-			-	-	-	
ST0507	Traffic Operation Center	725,000	72,000	-	211,000		-	-	514,000	
ST0508	Traffic Signals (3 per year)	1,400,000	-	-	306,931		-	99,069	994,000	
ST0602	MC85 from Estrella Parkway to Cotton Lane-MCDOT	2,292,000	2,708,000	-	843,984		1,448,016	-	-	
ST0603	SR303 ROW	2,000,000	-	-	2,000,000		-	-	-	
ST0607	Bullard Traffic Interchange to I-10	-	1,280,815	-			-	-	-	
ST0608	McDowell Road Improvements - Expansion of Lanes	-	1,200,000	-			-	-	-	
ST0701	Bullard-Van Buren to I-10	52,500	-	-			-	-	52,500	
ST0703	Cotton Lane Road Project	9,000,000	-	-	5,000,000		-	-	-	4,000,000
ST0704	Airport Gateway-Bullard-I-10/Van Buren	1,900,000	-	1,448,016			451,984	-	-	
ST0705	Airport Gateway-Bvan Buren/Yuma	2,170,412	-	-			2,170,412	-	-	

**CIP Con't**

<b>Proj #</b>	<b>PROJECT TITLE/LOCATION</b>	<b>Budget FY 07-08</b>	<b>FY0607 Carryover</b>	<b>Pay-Go Cash</b>	<b>General Fund</b>	<b>Improve District</b>	<b>Bonds</b>	<b>Grants</b>	<b>Develop Fees</b>	<b>Developer Contrib</b>
ST0706	Airport Gateway-Yuma/Estrella	2,050,794	-	-			2,050,794	-	-	
ST0707	85-801-Broadway	4,700,000	-	-			4,700,000	-	-	
ST0708	Pebblecreek-McDowell/Virginia	74,650	-	-	74,650		-	-	-	
ST0709	McDowell-Pepplecreek/Loop 303	708,686	-	-	708,686		-	-	-	
ST0710	Bullard to I-10 to McDowell	52,317	-	-			52,317	-	-	
	<b>STREETS</b>	<b>30,631,014</b>	<b>8,860,981</b>	-	-	-	-	-	-	-
WA0305	Water SCADA System	-	101,248	-			-	-	-	
WA0401	Site 11 Improvement-Yuma/Bullard	2,000,000	4,544,158	-			2,000,000	-	-	
WA0404	Safeway Well-Estrella Parkway & Yuma Road	-	247,930	-			-	-	-	
WA0413	Tonopah Irrigation District	380,000	-	-			-	-	380,000	
WA0501	Well 12 RO Treatment	-	468,049	-			-	-	-	
WA0502	Arsenic Compliance	-	310,000	-			-	-	-	
WA0503	Arsenic Compliance	-	516,959	-			-	-	-	
WA0504	Surface Water Supply	-	640,503	-			-	-	-	
WA0506	Meter Radio Read System	-	1,400,000	-			-	-	-	
WA0507	Historic Goodyear Service Connections	-	66,765	-			-	-	-	
WA0508	New Transmission Lines	-	162,505	-			-	-	-	
WA0510	CAP Back Charges	377,817	-	-			-	-	377,817	

CIP Con't

Proj #	PROJECT TITLE/LOCATION	Budget FY 07-08	FY0607 Carryover	Pay-Go Cash	General Fund	Improve District	Bonds	Grants	Develop Fees	Developer Contrib
WA0511	CAP M-I Charges	3,600,000	-	-	2,492,823		-	-	1,107,177	
WA0521	Brine Line - site 11 to 157th WRF	-	237,909	-			-	-	-	
WA0522	Adaman Water Interconnect	20,000,000	-	-			20,000,000	-	-	
WA0523	LPSCO Interconnection - Sarival & McDowell	800,000	-	-			-	-	800,000	
WA0524	Well N - Estrella Parkway	1,000,000	1,279,767	-	1,000,000		-	-	-	
WA0525	New Water Line - Lower Buckeye Parkway	-	524,018	-			-	-	-	
WA0527	Central AZGroundwater Replenishment Dist (CAGR)	600,000	-	-	600,000		-	-	-	
WA0529	Water Distributing Model	-	37,413	-			-	-	-	
WA0530	Centerra well replacement - Estrella & Van Buren	-	52,528	-			-	-	-	
WA0601	Project Management	400,000	192,848	-	400,000		-	-	-	
WA0602	Utility System in West Goodyear			-			-	-	-	
WA0606	King Ranch Water Development	-	2,000,000	-			-	-	-	
WA0607	Type II Water Rights			-			-	-	-	
	<b>WATER</b>	<b>29,157,817</b>	<b>12,782,600</b>	-	-	-	-	-	-	-
WR0701	Non-Potable Distribution System	2,000,000	-	2,000,000			-	-	-	
WR0702	Reuse Enchancements	250,000	-	-	250,000		-	-	-	
WR0703	Injection Wells	400,000	-	-	400,000		-	-	-	
	<b>WATER RECLAMATION</b>	<b>2,650,000</b>	-	-	-	-	-	-	-	-

**CIP Con't**

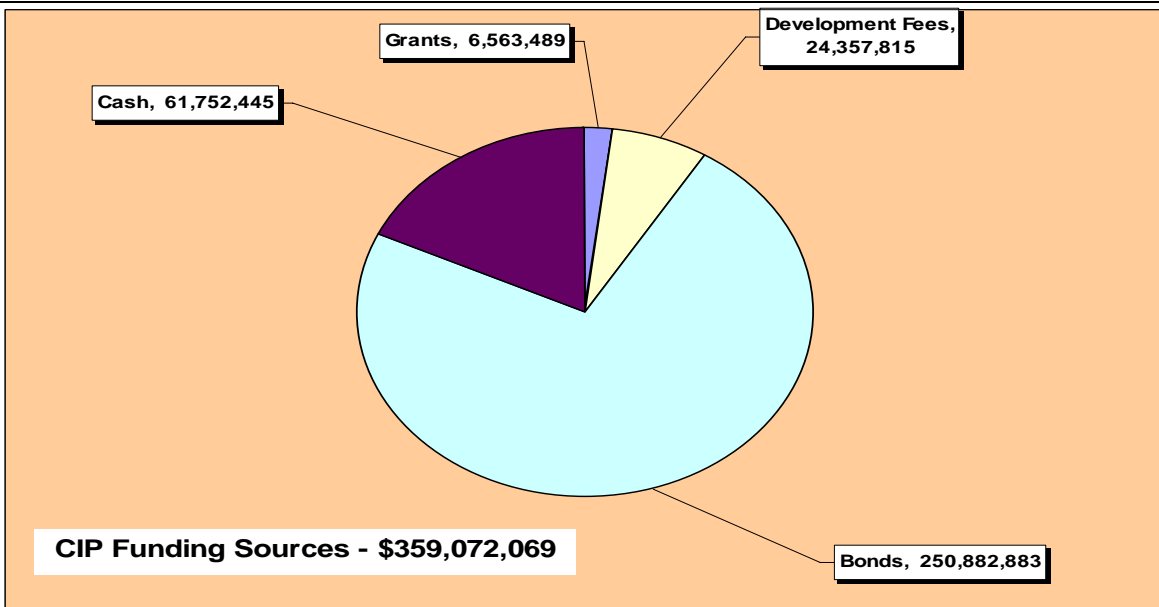
<b>Proj #</b>	<b>PROJECT TITLE/LOCATION</b>	<b>Budget FY 07-08</b>	<b>FY0607 Carryover</b>	<b>Pay-Go Cash</b>	<b>General Fund</b>	<b>Improve District</b>	<b>Bonds</b>	<b>Grants</b>	<b>Develop Fees</b>	<b>Developer Contrib</b>
WW0302	Bullard Wash 39" Interceptor Sewer City share	-	1,181,042	-			-	-	-	
WW0307	Corgett WRF-Regulatory compliance improvements	500,000	-	500,000			-	-	-	
WW0401	Water/Wastewater SCADA System	-	1,477,480	-			-	-	-	
WW0402	Soil Aquifer Treatment (SAT) Site #1 design/permit	-	227,083	-			-	-	-	
WW0403	Capacity Expansion (GWRF) Design/Start construction	18,236,225	6,340,169	2,173,332			12,062,893	-	-	4,000,000
WW0502	Historic GY Service Connections	-	1,371,502	-			-	-	-	
WW0504	Brine Management Study	-	1,143,847	-			-	-	-	
WW0508	Wastewater Collection Lines	1,000,000	413,847	1,000,000			-	-	-	
WW0511	Lift Station Upgrade Project	400,000	238,455	400,000			-	-	-	
WW0601	Project Management	400,000	185,022	400,000			-	-	-	
WW0603	Brine Management - disposal	4,000,000	3,085,114	4,000,000			-	-	-	
FA0403	Water Resources Admin Facility	2,000,000	2,297,189	-	2,000,000		-	-	-	
	<b>WASTEWATER</b>	<b>26,536,225</b>	<b>17,960,750</b>	-	-	-	-	-	-	-
AT0701	Art Projects	250,000	-	-	250,000		-	-	-	
FA0303	City Center Master Plan	-	261,112	-			-	-	-	
FA0501	City Facilities Master Plan	-	266,756	-			-	-	-	
FA0601	Library	-	150,000	-			-	-	-	
MS0301	Historical Goodyear Service Connections	-	350,000	-			-	-	-	

**CIP Con't**

<b>Proj #</b>	<b>PROJECT TITLE/LOCATION</b>	<b>Budget FY 07-08</b>	<b>FY0607 Carryover</b>	<b>Pay-Go Cash</b>	<b>General Fund</b>	<b>Improve District</b>	<b>Bonds</b>	<b>Grants</b>	<b>Develop Fees</b>	<b>Developer Contrib</b>
MS0401	Unspecified Improvement Districts	-	-	-			-	-	-	
MS0405	Monument Entry Signs	100,000	249,490	-	100,000		-	-	-	
MS0503	Patterson Property Environmental Cleanup	-	100,000	-			-	-	-	
TC0301	Data Communication	500,000	-	-			-	-	500,000	
TC0701	ITS up-grades (HTE) Replacement	500,000	-	-			-	-	500,000	
TC0702	ITS up-grades Data Communication	500,000	-	-			-	-	500,000	
TC0703	CIP Software	65,000	-	-	65,000		-	-	-	
	<b>MISCELLANEOUS</b>	<b>1,915,000</b>	<b>1,377,358</b>	-			-	-	-	
MS0401	Improvement District	40,000,000		-		40,000,000	-	-	-	
SD0601	Spring Training Stadium	75,000,000		-			75,000,000	-	-	
N/A	WestCor Mall	75,000,000		-			75,000,000	-	-	
	<b>TOTAL</b>	<b>304,570,484</b>	<b>54,501,585</b>	<b>12,213,348</b>	<b>35,230,962</b>	<b>40,000,000</b>	<b>195,046,416</b>	<b>3,715,724</b>	<b>10,184,034</b>	<b>8,180,000</b>

## CAPITAL IMPROVEMENT PROGRAM FUNDING SOURCES SUMMARY

COSTS	FISCAL YEARS				
	2008	2009	2010	2011	2012
Land & Right-of-Way	11,480,627	2,309,366	2,650,000	2,000,000	2,000,000
Design & Engineering	14,637,350	8,164,000	2,522,000	3,160,000	2,730,000
Construction	113,513,462	42,720,466	41,355,240	32,425,647	52,470,000
Equipment & Furnishings	2,094,449	2,500,000	2,310,000	4,000,000	-
Other	7,768,219	7,222,590	5,585,213	3,753,000	3,753,000
Study	4,062,525	-	-	-	-
Contingency	-	-	-	-	-
Improvement Districts	115,000,000	-	-	-	-
Spring Training Stadium	75,000,000	-	-	-	-
Undestinated	15,515,437	-	-	-	-
<b>TOTAL</b>	<b>359,072,069</b>	<b>62,916,422</b>	<b>54,422,453</b>	<b>45,338,647</b>	<b>60,953,000</b>
<b>CONSTRUCTION FUNDING</b>					
Grants	6,563,489				
Developer	-				
Development Fees	24,357,815				
Bonds	250,882,883				
Cash	61,752,445				
Undestinated Bonds	15,515,437				
<b>TOTAL</b>	<b>359,072,069</b>				
<b>FISCAL IMPACT</b>					
Operating Costs	8,175,002	14,856,246	20,202,981	26,613,885	35,095,946
Operating Savings					
Operating Revenue					



## CIP PROJECTS

<b>Drainage Projects</b>	<b>Varies</b>
Project Title	Project Number
<b>Public Works</b>	<b>Drainage</b>
Program	Sub-Program
<b>CIP Manager</b>	<b>\$19,902,910</b>
Staff Contact Person	Estimated Cost

COSTS	FISCAL YEARS				
	2008	2009	2010	2011	2012
Land & Right-of-Way	940,000	-	-	-	-
Design & Engineering	98,910	-	-	-	-
Construction	18,864,000	-	-	4,500,000	4,500,000
Equipment & Furnishings	-	-	-	-	-
Other	-	-	-	-	-
Study	-	-	-	-	-
Contingency	-	-	-	-	-
<b>TOTAL</b>	<b>19,902,910</b>	<b>-</b>	<b>-</b>	<b>4,500,000</b>	<b>4,500,000</b>
<b>CONSTRUCTION FUNDING</b>					
Grants	554,000	-	-	-	-
Developer	-	-	-	-	-
Development Fees	408,910	-	-	-	-
Bonds	-	-	-	-	-
Cash	18,940,000	-	-	-	-
<b>TOTAL</b>	<b>19,902,910</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	597,087	746,359	932,949	1,301,186	1,761,483
Operating Savings	-	-	-	-	-
Operating Revenue	-	-	-	-	-
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:** Major construction projects consist of bridges on Van Buren, Bullard Wash improvements

**JUSTIFICATION:** Improve Quality of Life for the community.

**RELATION TO ADOPTED PLANS:** Conforms to the General Plan, Flood Control District & funded in the CIP.

**OTHER:**

## CIP PROJECTS

**Miscellaneous Projects**

Project Title

**General Administration**

Program

**CIP Manager**

Staff Contact Person

**Varies**

Project Number

**General Administration**

Sub-Program

**\$2,150,417**

Estimated Cost

COSTS	FISCAL YEARS				
	2008	2009	2010	2011	2012
Land & Right-of-Way	-	-	-	-	-
Design & Engineering	1,167,857	4,300,000	100,000	100,000	2,100,000
Construction	582,560	-	26,997,240	21,485,647	18,000,000
Equipment & Furnishings	-	-	-	4,000,000	-
Other	400,000	253,000	253,000	253,000	253,000
Study	-	-	-	-	-
Contingency					
<b>TOTAL</b>	<b>2,150,417</b>	<b>4,553,000</b>	<b>27,350,240</b>	<b>25,838,647</b>	<b>20,353,000</b>
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees	1,387,050				
Bonds					
Cash	763,367				
<b>TOTAL</b>	<b>2,150,417</b>				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	64,513	217,231	1,092,045	2,140,216	3,285,860
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:**

Monument Entry Signs for City, identification & beautification and other projects.

**JUSTIFICATION:**

Improve Quality of Life for the community.

**RELATION TO ADOPTED PLANS:**

Conforms to the General Plan & funded in the CIP.

**OTHER:**

## CIP PROJECTS

<b>Parks &amp; Recreation</b>	<b>Varies</b>
Project Title	Project Number
<b>Parks &amp; Recreation</b>	<b>Parks &amp; Recreation</b>
Program	Sub-Program
<b>CIP Manager</b>	<b>\$6,094,062</b>
Staff Contact Person	Estimated Cost

COSTS	FISCAL YEARS				
	2008	2009	2010	2011	2012
Land & Right-of-Way	200,000	200,000	-	-	-
Design & Engineering	650,000	520,000	280,000	-	-
Construction	4,529,627	5,651,466	4,700,000	-	-
Equipment & Furnishings	384,949	-	-	-	-
Other	-	-	-	-	-
Study	329,486	-	-	-	-
Contingency					
<b>TOTAL</b>	<b>6,094,062</b>	<b>6,371,466</b>	<b>4,980,000</b>	-	-
<b>CONSTRUCTION FUNDING</b>					
Grants	-				
Developer	-				
Development Fees	3,653,566				
Bonds	2,302,496				
Cash	138,000				
<b>TOTAL</b>	<b>6,094,062</b>				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	182,822	419,671	673,989	842,486	1,053,108
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:**

Community Parks, baseball fields, courts, splash park & picnic areas. Parks master plan & improvements.

**JUSTIFICATION:**

To provide community & recreational opportunities.

**RELATION TO ADOPTED PLANS:**

Conforms to the General Plan & funded in the CIP.

**OTHER:**

## CIP PROJECTS

<b>Public Safety Projects</b>	<b>Varies</b>
Project Title	Project Number
<b>Public Safety</b>	<b>Fire and Police</b>
Program	Sub-Program
<b>CIP Manager</b>	<b>\$14,389,888</b>
Staff Contact Person	Estimated Cost

COSTS	FISCAL YEARS				
	2008	2009	2010	2011	2012
Land & Right-of-Way	4,057,044	-	-	-	-
Design & Engineering	1,597,990	-	-	2,000,000	-
Construction	7,814,854	-	-	-	26,500,000
Equipment & Furnishings	920,000	-	-	-	-
Other	-	-	-	-	-
Study					
Contingency					
<b>TOTAL</b>	<b>14,389,888</b>	<b>-</b>	<b>-</b>	<b>2,000,000</b>	<b>26,500,000</b>
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees	7,421,234				
Bonds					
Cash	6,968,654				
<b>TOTAL</b>	<b>14,389,888</b>				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	3,000,000	3,750,000	4,687,500	5,919,375	8,194,219
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:** Major construction projects consist of three Fire Stations, and a joint Police/Fire Training Facility. Maintain response time.

**JUSTIFICATION:** Improve Quality of Life for the community.

**RELATION TO ADOPTED PLANS:** Conforms to the General Plan & funded by CIP.

**OTHER:**

## CIP PROJECTS

<b>Streets</b>
Project Title
<b>Public Works</b>
Program
<b>CIP Manager</b>
Staff Contact Person

<b>Varies</b>
Project Number
<b>Streets</b>
Sub-Program
<b>\$35,154,945</b>
Estimated Cost

COSTS	FISCAL YEARS				
	2008	2009	2010	2011	2012
Land & Right-of-Way	5,483,583	2,109,366	2,650,000	2,000,000	2,000,000
Design & Engineering	3,566,482	504,000	-	-	-
Construction	24,229,727	12,109,000	-	1,500,000	-
Equipment & Furnishings	789,500	-	-	-	-
Other	835,653	1,711,022	-	-	-
Study	250,000	-	-	-	-
Contingency					
<b>TOTAL</b>	<b>35,154,945</b>	<b>16,433,388</b>	<b>2,650,000</b>	<b>3,500,000</b>	<b>2,000,000</b>
<b>CONSTRUCTION FUNDING</b>					
Grants	5,509,402				
Developer					
Development Fees	2,568,701				
Bonds	11,286,773				
Cash	15,790,069				
<b>TOTAL</b>	<b>35,154,945</b>				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	1,054,648	1,811,312	2,343,640	3,034,550	3,853,188
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:** Projects to maintain traffic flow with streets, roadways, traffic signals, and street infrastructure to new businesses.

**JUSTIFICATION:** Improve Quality of Life for the community.

**RELATION TO ADOPTED PLANS:** Conforms to the General & Traffic Master Plan & funded in the CIP.

**OTHER:**

## CIP PROJECTS

### Technology Projects

Project Title

### ITS

Program

### ITS Project Manager

Staff Contact Person

### Varies

Project Number

### Technology

Sub-Program

**\$3,165,000**

Estimated Cost

COSTS	FISCAL YEARS				
	2008	2009	2010	2011	2012
Land & Right-of-Way	-	-	-	-	-
Design & Engineering	-	-	-	-	-
Construction	-	-	-	-	-
Equipment & Furnishings	-	2,500,000	2,310,000	-	-
Other	-	1,010,000	-	-	-
Study	3,165,000	-	-	-	-
Contingency					
<b>TOTAL</b>	<b>3,165,000</b>	<b>3,510,000</b>	<b>2,310,000</b>	<b>-</b>	<b>-</b>
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees	2,445,000				
Bonds					
Cash	720,000				
<b>TOTAL</b>	<b>3,165,000</b>				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	94,950	223,988	349,284	436,605	545,757
Operating Savings					
Operating Revenue			-	-	-
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:**

Accounting, Data Communication and CIP software & upgrades.

**JUSTIFICATION:**

Improves data & communications for City facilities and CIP software.

**RELATION TO ADOPTED PLANS:**

Conforms to the MSS consultant recommendations & Matrix Study.

**OTHER:**

# CIP PROJECTS

**Improvement Districts**

Project Title

**MS0401**

Project Number

**Improvement Districts**

Program

**Improvement Districts**

Sub-Program

**CIP Manager**

Staff Contact Person

**\$40,000,000**

Estimated Cost

COSTS	FISCAL YEARS				
	2008	2009	2010	2011	2012
Land & Right-of-Way	-	-	-	-	-
Design & Engineering	-	-	-	-	-
Construction	-	-	-	-	-
Equipment & Furnishings	-	-	-	-	-
Other	-	-	-	-	-
Study	-	-	-	-	-
Contingency					
Improvement District	40,000,000	-	-	-	-
<b>TOTAL</b>	<b>40,000,000</b>	-	-	-	-
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees					
Bonds	40,000,000				
Cash					
<b>TOTAL</b>	<b>40,000,000</b>				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs					
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:**

To provide for the creation of Developer requested Improvement Districts.

**JUSTIFICATION:**

To comply with 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 PROJECTS

**Westcor Improvement District**

Project Title

**ST0511-ST0514**

Project Number

**Improvement Districts**

Program

**Improvement District**

Sub-Program

**CIP Manager**

Staff Contact Person

**\$75,000,000**

Estimated Cost

COSTS	FISCAL YEARS				
	2008	2009	2010	2011	2012
Land & Right-of-Way	-	-	-	-	-
Design & Engineering	-	-	-	-	-
Construction	-	-	-	-	-
Equipment & Furnishings	-	-	-	-	-
Other	-	-	-	-	-
Study	-	-	-	-	-
Contingency					
Westcor Improvement District	75,000,000	-	-	-	-
<b>TOTAL</b>	<b>75,000,000</b>	-	-	-	-
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees					
Bonds	75,000,000				
Cash					
<b>TOTAL</b>	<b>75,000,000</b>				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs					
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:**

To provide for the creation of Developer requested Improvement

**JUSTIFICATION:**

To comply with 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 PROJECTS

**Spring Training Stadium**

Project Title

**SD0601**

Project Number

**Improvement Districts**

Program

**Stadium**

Sub-Program

**CIP Manager**

Staff Contact Person

**\$75,000,000**

Estimated Cost

COSTS	FISCAL YEARS				
	2008	2009	2010	2011	2012
Land & Right-of-Way	-	-	-	-	-
Design & Engineering	-	-	-	-	-
Construction	75,000,000	-	-	-	-
Equipment & Furnishings	-	-	-	-	-
Other	-	-	-	-	-
Study	-	-	-	-	-
Contingency					
<b>TOTAL</b>	<b>75,000,000</b>	-	-	-	-
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees					
Bonds	75,000,000				
Cash					
<b>TOTAL</b>	<b>75,000,000</b>				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	1,000,000	4,000,000	5,000,000	6,250,000	7,812,500
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:**

Spring Training/Sports Complex for the Cleveland Indians.

**JUSTIFICATION:**

Improve Quality of Life for the community and community use.

**RELATION TO ADOPTED PLANS:**

**OTHER:**

# CIP PROJECTS

**Water**  
Project Title

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**Water Management**  
Program

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**CIP Manager**  
Staff Contact Person

**Varies**  
Project Number

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**Water**  
Sub-Program

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**\$41,115,120**  
Estimated Cost

COSTS	FISCAL YEARS				
	2008	2009	2010	2011	2012
Land & Right-of-Way	800,000	-	-	-	-
Design & Engineering	3,264,634	1,700,000	1,252,000	520,000	530,000
Construction	31,074,630	8,600,000	2,848,000	2,080,000	2,570,000
Equipment & Furnishings	-	-	-	-	-
Other	5,657,817	4,248,568	5,332,213	3,500,000	3,500,000
Study	318,039	-	-	-	-
Contingency					
<b>TOTAL</b>	<b>41,115,120</b>	<b>14,548,568</b>	<b>9,432,213</b>	<b>6,100,000</b>	<b>6,600,000</b>
<b>CONSTRUCTION FUNDING</b>					
Grants	500,087				
Developer					
Development Fees	2,430,336				
Bonds	30,875,674				
Cash	7,309,023				
<b>TOTAL</b>	<b>41,115,120</b>				
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	1,233,454	1,978,274	2,755,809	3,627,761	4,732,701
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:**

New well design & construction, transmission lines, boosters & storage to meet growing demand. Convert meters to radio read technology, new water resources admin facility and ground water replenishment.

**JUSTIFICATION:**

Improve Quality of Life for the community.

**RELATION TO ADOPTED PLANS:**

Conforms to the Water Master Plan & funded in the CIP.

**OTHER:**

## CIP PROJECTS

<b>Wastewater</b>	<b>Varies</b>
Project Title	Project Number
<b>Water Management</b>	<b>Wastewater</b>
Program	Sub-Program
<b>CIP Manager</b>	<b>\$28,934,290</b>
Staff Contact Person	Estimated Cost

COSTS	FISCAL YEARS				
	2008	2009	2010	2011	2012
Land & Right-of-Way	-	-	-	-	-
Design & Engineering	4,021,477	740,000	490,000	140,000	100,000
Construction	24,038,064	13,160,000	4,410,000	1,260,000	900,000
Equipment & Furnishings	-	-	-	-	-
Other	874,749	-	-	-	-
Study	-	-	-	-	-
Contingency					
<b>TOTAL</b>	<b>28,934,290</b>	<b>13,900,000</b>	<b>4,900,000</b>	<b>1,400,000</b>	<b>1,000,000</b>
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees	4,043,018				
Bonds	16,417,940				
Cash	8,473,332				
<b>TOTAL</b>	<b>28,934,290</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	868,029	1,502,036	2,024,545	2,572,681	3,245,851
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:** New sewer line system, facility/plant expansion, lift stations and brine management disposal,

**JUSTIFICATION:** Improve Quality of Life for the community and expand due to growth.

**RELATION TO ADOPTED PLANS:** Conforms to the General & Sewer Model/Master Plan and funded in the CIP.

**OTHER:**

# CIP PROJECTS

<b>Water Reclamation</b>	<b>Varies</b>
Project Title	Project Number
<b>Water Resources</b>	<b>Water Reclamation</b>
Program	Sub-Program
<b>CIP Manager</b>	<b>\$2,650,000</b>
Staff Contact Person	Estimated Cost

COSTS	FISCAL YEARS				
	2008	2009	2010	2011	2012
Land & Right-of-Way	-	-	-	-	-
Design & Engineering	270,000	400,000	400,000	400,000	-
Construction	2,380,000	3,200,000	2,400,000	1,600,000	-
Equipment & Furnishings	-	-	-	-	-
Other	-	-	-	-	-
Study	-	-	-	-	-
Contingency					
<b>TOTAL</b>	<b>2,650,000</b>	<b>3,600,000</b>	<b>2,800,000</b>	<b>2,000,000</b>	<b>-</b>
<b>CONSTRUCTION FUNDING</b>					
Grants					
Developer					
Development Fees					
Bonds					
Cash	2,650,000				
<b>TOTAL</b>	<b>2,650,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FISCAL IMPACT</b>					
<b>FUND:</b>					
Operating Costs	79,500	207,375	343,219	489,023	611,279
Operating Savings					
Operating Revenue					
<b>COMMENTS:</b>					

**PROJECTION DESCRIPTION:** Reclamation distribution lines and non-potable distribution system

**JUSTIFICATION:** Reuse effluent wastewater instead of potable water.

**RELATION TO ADOPTED PLANS:** Conforms to the General Plan & funded by CIP.

**OTHER:**

**FY 07/08 Sources & Uses**

SOURCES and USES	General Fund	Grants	Highway User Fund	Debt Service Fund	CIP Fund	Non-Utility Development Fees	Water/Sewer Admin	Water Fund	Sewer Fund	Sanitation Fund	Total
Operating Revenues	64,768,888		3,653,294					8,901,886	6,788,122	5,026,279	89,138,469
Sonoran Valley Revenue	2,789,581										2,789,581
Rate Increase								342,612			342,612
<b>Total: Revenues</b>	<b>67,558,469</b>	<b>-</b>	<b>3,653,294</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,244,498</b>	<b>6,788,122</b>	<b>5,026,279</b>	<b>92,270,662</b>
<b>Operational Expenditures</b>											
Personnel Services	39,800,832		1,056,126				813,856	1,694,274	1,489,978	871,004	45,726,070
Materials & Supplies	8,429,322		3,627,860				91,426	4,171,210	1,495,148	320,594	18,135,560
Professional & Contract Services	9,560,583		1,247,106				817,877	179,922	400,929	3,813,799	16,020,216
Revolving Fund & Special Projects	6,400,000										6,400,000
Developer Reimbursement	1,140,000										1,140,000
Debt Service	356,785			609,273				695,849	1,631,232		3,293,139
<b>Total:Expenditures</b>	<b>65,687,522</b>	<b>-</b>	<b>5,931,092</b>	<b>609,273</b>	<b>-</b>	<b>-</b>	<b>1,723,159</b>	<b>6,741,255</b>	<b>5,017,287</b>	<b>5,005,397</b>	<b>90,714,985</b>
<b>Available Funds FY 0708</b>	<b>1,870,947</b>	<b>-</b>	<b>(2,277,798)</b>	<b>(609,273)</b>	<b>-</b>	<b>-</b>	<b>(1,723,159)</b>	<b>2,503,243</b>	<b>1,770,835</b>	<b>20,882</b>	<b>1,555,677</b>
Enterprise Fund Transfers											-
Transfer General Fund to HWY	(2,277,796)		2,277,796								-
Transfer Water Admin to Water Fund											-
Transfer General Fund to Debt Service Fund	(609,273)			609,273			1,723,159	(861,580)	(861,579)		-
Transfer from Enterprise Fund to General Fund	1,016,124							(508,062)	(508,062)		-
<b>Net From Operations (Base)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,133,601</b>	<b>401,194</b>	<b>20,882</b>	<b>1,555,677</b>
<b>Beginning Fund Balance (estimated)</b>	<b>55,584,308</b>	<b>641,123</b>	<b>-832,754</b>	<b>-169,117</b>	<b>3,174,146</b>	<b>21,433,773</b>	<b>0</b>	<b>4,910,598</b>	<b>14,627,661</b>	<b>-350,451</b>	<b>99,019,287</b>
Capital Revenues	22,000,000										22,000,000
<b>Property Taxes</b>				<b>6,632,500</b>							<b>6,632,500</b>
Grants Non-Cap		1,863,499									1,863,499
Grants - CIP		554,000									554,000
CMAQ Funds					3,161,724						3,161,724
CIP Bond Sales					40,437,107			34,062,893			74,500,000
Developer Contributions					2,292,000			4,180,000	4,000,000		10,472,000
Bond and Loan Funds Funds (Special Project)					190,000,000						190,000,000
Development Fee Funds						7,951,743		2,351,392	4,266,520		14,569,655
<b>Total: Capital Source</b>	<b>77,584,308</b>	<b>3,058,622</b>	<b>(832,754)</b>	<b>6,463,383</b>	<b>239,064,977</b>	<b>29,385,516</b>	<b>-</b>	<b>45,504,883</b>	<b>22,894,181</b>	<b>(350,451)</b>	<b>422,772,665</b>
<b>Capital Expenditures</b>											
Capital Improvements Plan	35,124,686	554,000			16,729,247	6,781,332		40,907,887	14,473,332		114,570,484
Special Projects Stadium & Improvement District					150,000,000						150,000,000
Improvement District					40,000,000						40,000,000
Contingency	20,000,000										20,000,000
Grants - Non-CIP		2,154,622									2,154,622
CIP Carryover FY 0607	1,987,805	350,000	(14,391)		30,887,714	7,690,624		5,428,984	8,170,849		54,501,585
Debt Service				7,432,500				143,311	378,206		7,954,017
Short Fall- Cotton Lane Bridge/Road/Line Project											-
Funded Depreciation	2,386,208		249,427					45,518	117,559	23,408	2,822,120
One Time (Non equipment)	6,214,687		487,833					7,520	3,840	2,020	6,715,900
New & Replacement Equipment	4,212,344		817,451					259,334	184,072	369,000	5,832,201
Developer Reimbursement	2,000,000					25,560		45,600	92,500		2,163,660
<b>Total: Capital Expenditures</b>	<b>71,925,730</b>	<b>3,058,622</b>	<b>1,540,320</b>	<b>7,432,500</b>	<b>237,616,961</b>	<b>14,497,516</b>	<b>-</b>	<b>46,838,154</b>	<b>23,420,358</b>	<b>384,428</b>	<b>406,714,589</b>
Capital Transfers	(2,542,191)		2,373,074	169,117							-
Capital Transfers	(1,744,538)					705,888		199,670	124,983	713,997	-
Capital Transfers	(800,000)			800,000							-
<b>Net from Capital</b>	<b>571,849</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,448,016</b>	<b>15,593,888</b>	<b>-</b>	<b>(1,133,601)</b>	<b>(401,194)</b>	<b>(20,882)</b>	<b>16,058,076</b>
<b>Ending Fund Balance</b>	<b>571,849</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,448,016</b>	<b>15,593,888</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,613,753</b>
Restricted - Funded Depreciation											
Restricted Reserve Funds											
Unrestricted Funds	\$571,849	\$0	\$0	\$0	\$1,448,016	\$15,593,888	\$0	\$0	\$0	\$0	\$17,613,753
<b>Total:</b>											<b>497,429,574</b>

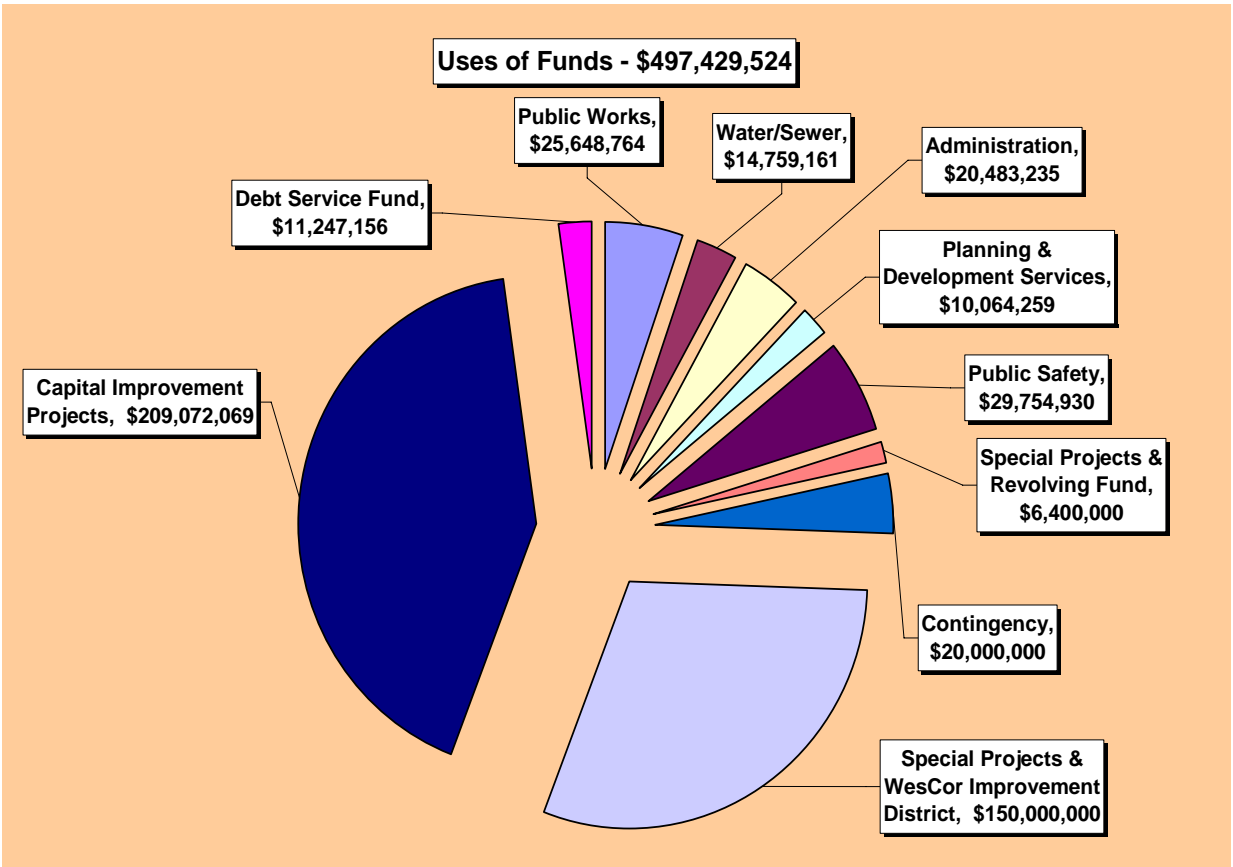
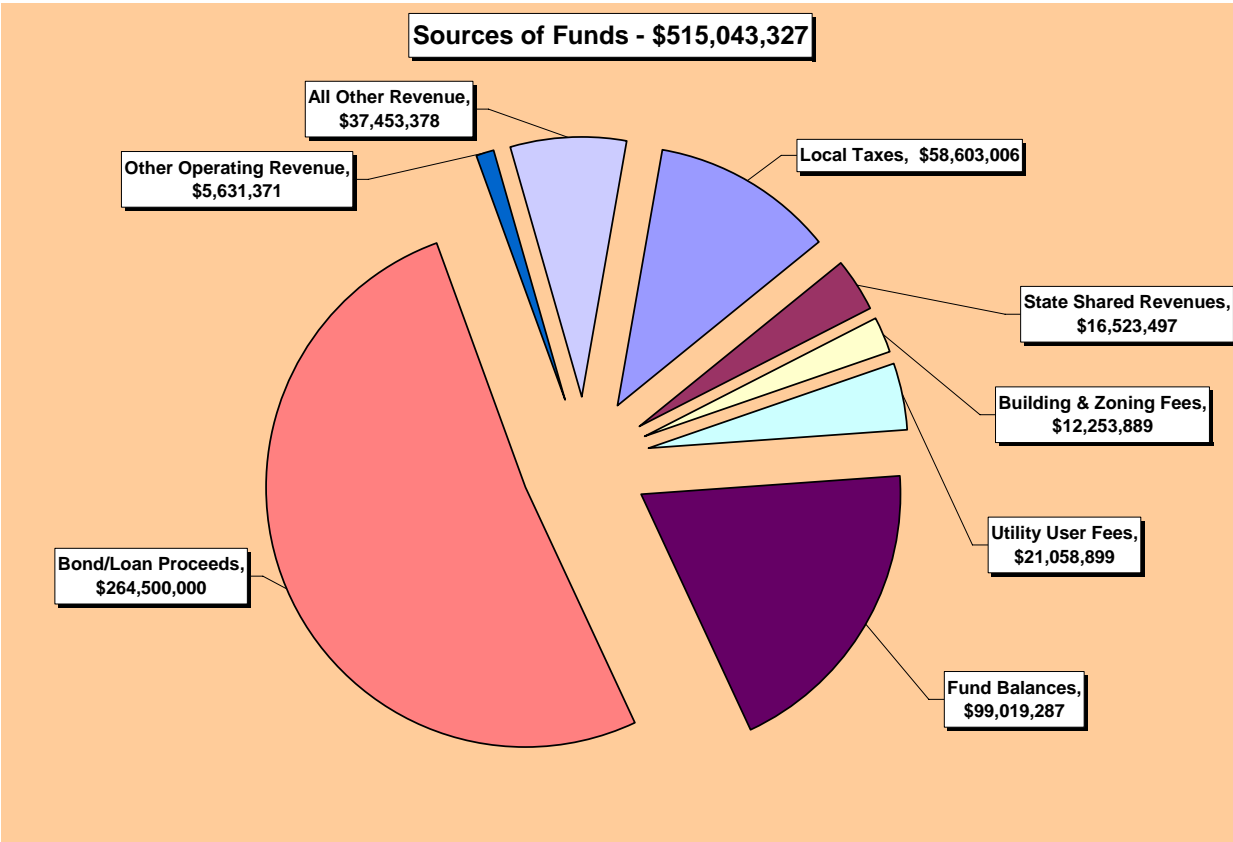
## Budget Overview

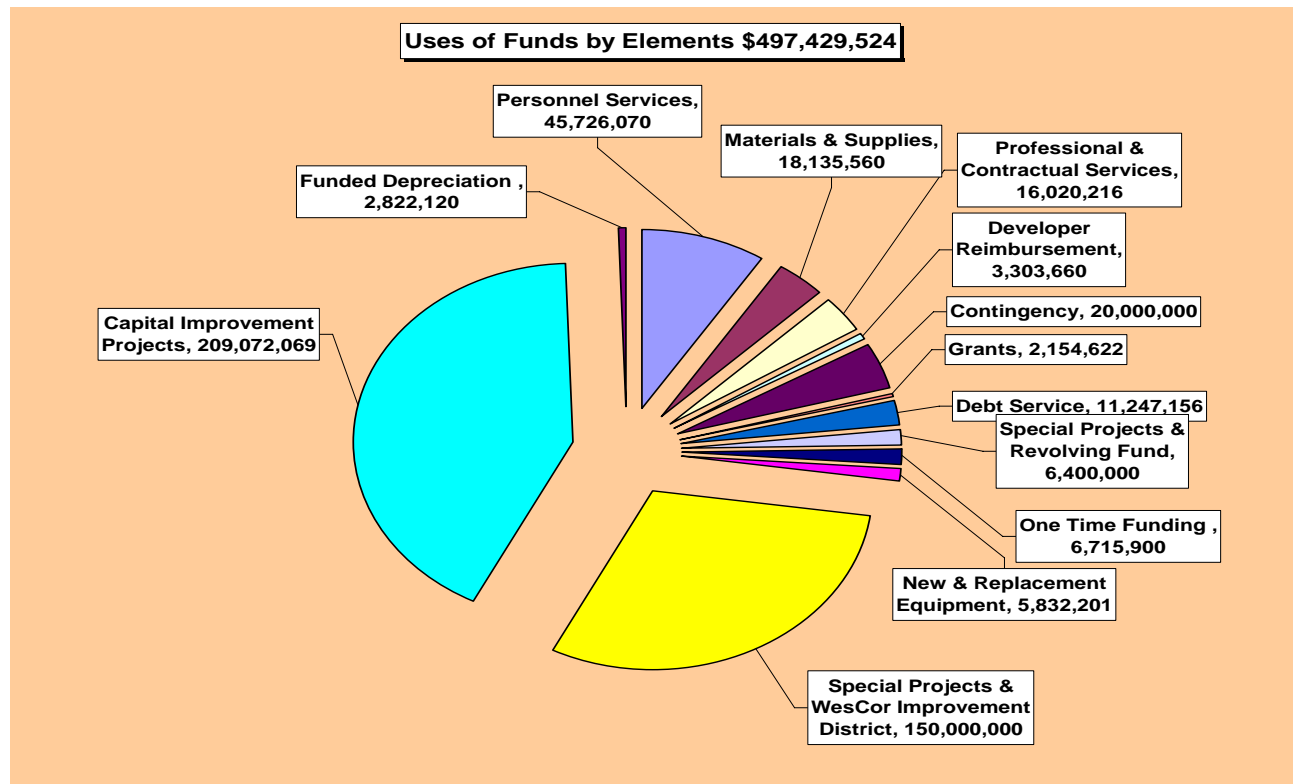
	<b>Budget FY 07-08</b>	<b>Percent Of Total</b>
<b>Sources of Funds</b>		
Fund Balance	99,019,287	19.23%
Revenues	416,024,040	80.77%
<b>Total Sources of Funds</b>	<b>515,043,327</b>	<b>100.00%</b>
<b>Revenues</b>		
Local Taxes	58,603,006	11.38%
State Shared Revenues	16,523,497	3.21%
Building & Zoning Fees	12,253,889	2.38%
Utility User Fees	21,058,899	4.09%
Fund Balances	99,019,287	19.23%
Bond/Loan Proceeds	264,500,000	51.35%
Other Operating Revenue	5,631,371	1.09%
All Other Revenue	37,453,378	7.27%
<b>Total Revenues</b>	<b>515,043,327</b>	<b>100.00%</b>
<b>Uses of Funds</b>		
<b>Programs</b>		
Public Works	25,648,764	5.16%
Water/Sewer	14,759,161	2.97%
Administration	20,483,235	4.12%
Planning & Development Services	10,064,259	2.02%
Public Safety	29,754,930	5.98%
Special Projects & Revolving Fund	6,400,000	1.29%
Contingency	20,000,000	4.02%
Special Projects & WesCor Improvement District	150,000,000	30.16%
Capital Improvement Projects	209,072,069	42.03%
Debt Service Fund	11,247,156	2.26%
<b>Total Uses of Funds by Program</b>	<b>497,429,574</b>	<b>100.00%</b>
<b>Elements</b>		
Personnel Services	45,726,070	9.19%
Materials & Supplies	18,135,560	3.65%
Professional & Contractual Services	16,020,216	3.22%
Developer Reimbursement	3,303,660	0.66%
Contingency	20,000,000	4.02%
Grants	2,154,622	0.43%
Debt Service	11,247,156	2.26%
Special Projects & Revolving Fund	6,400,000	1.29%
One Time Funding	6,715,900	1.35%
New & Replacement Equipment	5,832,201	1.17%
Special Projects & WesCor Improvement District	150,000,000	30.16%
Capital Improvement Projects	209,072,069	42.03%
Funded Depreciation	2,822,120	0.57%
<b>Total Uses of Funds by Element</b>	<b>497,429,574</b>	<b>100.00%</b>

## Budget Overview Summary

	Budget FY 05-06	Budget FY 06-07	Budget FY 07-08	Percent Change
<b>Total Operating Revenues***</b>	<b>58,104,790</b>	<b>76,980,139</b>	<b>92,270,662</b>	<b>19.86%</b>
<b>Operating Expenditures:</b>				
Personnel Services	29,564,688	37,324,858	45,726,070	22.51%
Materials & Supplies	15,369,188	16,775,943	18,135,560	8.10%
Professional & Contract Services	7,978,670	13,419,524	16,020,216	19.38%
Revolving Fund & Special Projects			6,400,000	
Devel. Reimb. Sales Tax	2,090,000	2,000,000	1,140,000	-43.00%
Debt Service	2,937,747	2,646,581	3,293,139	24.43%
<b>Total Operating Expenditures</b>	<b>57,940,293</b>	<b>72,166,906</b>	<b>90,714,985</b>	<b>25.70%</b>
<b>Net from Operations</b>	<b>164,497</b>	<b>4,813,233</b>	<b>1,555,677</b>	<b>-67.68%</b>
<b>Beginning Fund Balance</b>				
Capital Revenues	105,042,779	388,668,649	323,753,378	-16.70%
<b>Total Capital Sources</b>	<b>176,485,217</b>	<b>482,249,616</b>	<b>422,772,665</b>	<b>-12.33%</b>
<b>Capital Expenditures:</b>				
Contingency	19,483,436	15,000,000	20,000,000	33.33%
Grants-Non CIP		2,939,400	2,154,622	
Debt Service	4,042,177	4,809,106	7,954,017	65.39%
Devel. Reimbursements	3,124,550	2,430,735	2,163,660	-10.99%
Funded Depreciation	3,083,313	3,528,407	2,822,120	-20.02%
One Time Expenditures	1,216,910	10,775,117	6,715,900	-37.67%
New & Replacement Equipment	3,358,764	3,569,745	5,832,201	63.38%
Bond & Loan Fund Projects		200,000,000	190,000,000	-5.00%
Capital Improvement Projects	131,406,180	165,333,658	169,072,069	2.26%
<b>Total Capital Expenditures</b>	<b>165,715,330</b>	<b>408,386,168</b>	<b>406,714,589</b>	<b>-0.41%</b>
<b>Net from Capital</b>	<b>10,769,887</b>	<b>73,863,448</b>	<b>16,058,076</b>	<b>-78.26%</b>
<b>Ending Fund Balance</b>	<b>10,934,384</b>	<b>78,676,681</b>	<b>7,613,753</b>	<b>-77.61%</b>

\*\*\* Includes \$2.5 million from Developer of Sonoran Valley





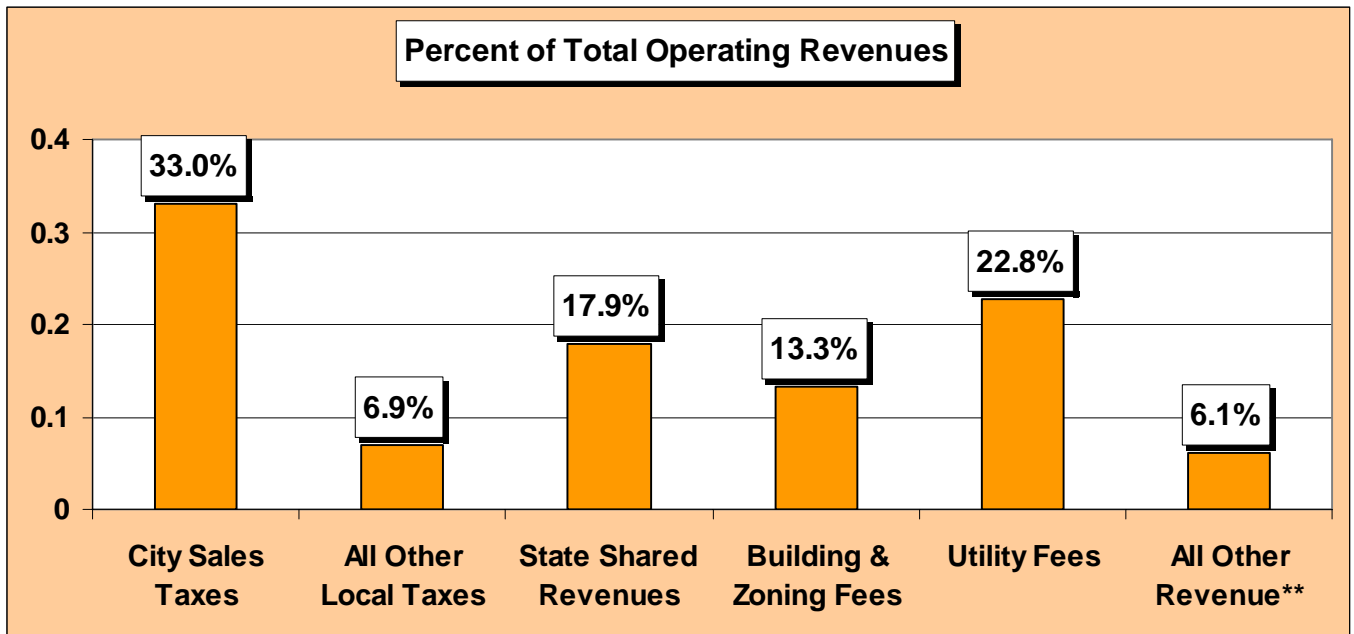
**Revenue Summary FY 07/08 Operating & Capital**

	Budget FY 05-06	Revised FY 05-06	Budget FY 06-07	Budget FY 07-08	Percent Change
<b>Operating Revenues</b>					
<b>Operating Revenues:</b>					
General Fund	42,968,171	48,417,410	56,322,954	67,558,469	19.95%
Highway User Fund	1,601,209	1,776,458	2,080,194	3,653,294	75.62%
Water Fund	5,605,000	6,295,435	8,268,964	9,244,498	11.80%
Sewer Fund	4,566,000	4,827,257	6,095,362	6,788,122	11.37%
Sanitation Fund	3,364,410	3,248,985	4,212,664	5,026,279	19.31%
<b>Total Operating Revenues</b>	<b>58,104,790</b>	<b>64,565,545</b>	<b>76,980,139</b>	<b>92,270,662</b>	<b>19.86%</b>
<b>Capital Revenues:</b>					
General Fund	7,843,809	7,843,809	12,575,553	22,000,000	74.94%
Debt Service Fund	3,044,108	3,044,108	3,954,667	6,632,500	67.71%
Grants-Non-CIP				1,863,499	
CIP Fund	78,763,756	38,763,756	298,878,091	259,507,724	-13.17%
Water CIP	5,084,610	5,084,610	41,898,527	17,531,392	-58.16%
Sewer CIP	2,059,384	2,059,384	24,939,588	8,266,520	-66.85%
Non-Utility Development Fees	8,247,112	8,247,112	6,422,223	7,951,743	23.82%
<b>Total Capital Revenues</b>	<b>105,042,779</b>	<b>65,042,779</b>	<b>388,668,649</b>	<b>323,753,378</b>	<b>-16.70%</b>
<b>Total City Revenues</b>	<b>163,147,569</b>	<b>129,608,324</b>	<b>465,648,788</b>	<b>416,024,040</b>	<b>-10.66%</b>

## Operating Revenue Summary

Operating Revenues	FY 05-06	FY 06-07	FY 06-07	FY 07-08	Percent Of Total
City Sales Taxes	23,532,101	21,574,727	28,400,246	30,404,274	32.95%
All Other Local Taxes	4,399,957	5,244,226	5,548,765	6,398,732	6.93%
State Shared Revenues	6,433,099	9,842,927	14,802,857	16,523,497	17.91%
Building & Zoning Fees	13,261,109	13,261,109	12,253,889	12,253,889	13.28%
Utility Fees	14,371,677	18,576,990	18,496,684	21,058,899	22.82%
All Other Revenue**	2,558,602	8,480,158	4,881,906	5,631,371	6.10%
<b>Total Operating Revenues</b>	<b>64,556,545</b>	<b>76,980,137</b>	<b>84,384,347</b>	<b>92,270,662</b>	<b>100.00%</b>

No construction sales tax is included in the operational budget for 07/08



## Estimate Operating Revenue for Fiscal Year 07/08

Operating Revenues	FY 05-06	FY 06-07	FY 06-07	FY 07-08	% Change in Projected
City Sales Taxes-Retail	7,800,000	9,204,000	12,200,000	14,274,000	17.0%
City Sales Taxes-Construction	5,956,101	1,224,447	1,224,447	-	
City Sales Tax - Restaurant/Bars	2,860,195	3,823,552	4,301,314	4,860,485	13.0%
City Sales Tax - Lodging	760,305	950,805	987,000	1,115,310	13.0%
City Sales Taxes-Other	5,748,128	6,280,624	8,850,000	10,000,500	13.0%
City Sales Tx-Water Sales	77,372	91,299	137,485	153,979	12.0%
City Sales Tax- Audit	330,000	-	700,000		
<b>City Sales Taxes</b>	<b>23,532,101</b>	<b>21,574,727</b>	<b>28,400,246</b>	<b>30,404,274</b>	7.1%
TLD&B Tax					
Primary Property Tax	2,973,532	3,561,044	3,561,044	4,172,485	17.2%
Franchise Tax-Electric	930,441	1,097,921	1,284,652	1,438,810	12.0%
Franchise Tax-Gas	132,731	156,622	273,232	306,020	12.0%
Franchise Tax-Cable TV	357,105	421,384	429,386	480,912	12.0%
Franchise Tax-Water	6,148	7,255	451	505	12.0%
<b>Local Taxes</b>	<b>27,932,058</b>	<b>26,818,953</b>	<b>33,949,011</b>	<b>36,803,006</b>	8.4%
State Shared Sales Tax	1,852,453	3,100,000	4,421,982	4,706,473	6.4%
State Income Tax	1,979,188	3,800,000	5,239,811	6,508,614	24.2%
Auto In-Lieu Tax	825,000	900,000	1,576,301	1,655,116	5.0%
State Gasoline Tax	1,418,250	1,630,988	3,206,772	3,277,321	2.2%
Lottery Revenue	358,208	411,939	357,991	375,973	5.0%
<b>State Shared Revenues</b>	<b>6,433,099</b>	<b>9,842,927</b>	<b>14,802,857</b>	<b>16,523,497</b>	11.6%
<b>Building &amp; Zoning Fees</b>	<b>13,261,109</b>	<b>13,261,110</b>	<b>12,253,889</b>	<b>12,253,889</b>	0.0%
<b>Water Fees</b>	<b>6,295,435</b>	<b>8,268,965</b>	<b>7,948,112</b>	<b>9,244,498</b>	16.3%
<b>Sewer Fees</b>	<b>4,827,257</b>	<b>6,095,362</b>	<b>6,060,823</b>	<b>6,788,122</b>	12.0%
<b>Sanitation Fees</b>	<b>3,248,985</b>	<b>4,212,664</b>	<b>4,487,749</b>	<b>5,026,279</b>	12.0%
Court Fees	457,414	503,154	595,809	667,306	12.0%
Interest Earnings	1,100,000	1,241,379	1,707,340	1,224,811	-28.3%
Grants				-	
Police & Fire O&M		750,000	1,572,063	72,063	-95.4%
WestCaps Fiscal Agent					
Miscellaneous Other Revenue	1,001,188	985,625	1,006,692	3,667,191	264.3%
Unanticipated revenue)		5,000,000			
<b>All Other Revenue</b>	<b>2,558,602</b>	<b>8,480,158</b>	<b>4,881,906</b>	<b>5,631,371</b>	15.4%
<b>Total Operating Revenues</b>	<b>64,556,545</b>	<b>76,980,139</b>	<b>84,384,347</b>	<b>92,270,662</b>	9.3%

### Capital Revenue Detail

Capital Revenues	FY 05-06	Budget FY 06-07	Revised FY 06-07	Budget FY 07/08	Percent Change
City Sales Tax	7,843,809	12,575,553	19,775,553	22,000,000	74.94%
Grants -	-	-	-	-	
<b>General Fund</b>	<b>7,843,809</b>	<b>12,575,553</b>	<b>19,775,553</b>	<b>22,000,000</b>	<b>74.94%</b>
Secondary Property Tax Levy	3,044,108	3,954,667	3,954,667	6,632,500	67.71%
<b>Debt Service Fund</b>	<b>3,044,108</b>	<b>3,954,667</b>	<b>3,954,667</b>	<b>6,632,500</b>	<b>67.71%</b>
Parks, Open Space, Comm. Facilities	1,256,700	1,743,703	608,883	608,883	-65.08%
General Government	1,091,079	821,229	791,867	1,963,516	139.09%
Public Works	940,342	645,168	689,588	1,701,654	163.75%
Fire	1,175,883	736,893	429,402	764,710	3.77%
Police	873,438	538,872	990,131	990,131	83.74%
Transportation	2,200,000	1,425,502	1,548,742	1,548,742	8.65%
Library	709,670	510,856	374,107	374,107	-26.77%
<b>Non-Utility Development Fees</b>	<b>8,247,112</b>	<b>6,422,223</b>	<b>5,432,720</b>	<b>7,951,743</b>	<b>23.82%</b>
Grants	2,762,500			3,715,724	
Grants - Non CIP		2,939,400	174,040	1,863,499	
Grants - CMAC		2,547,678			
Developer Contribution	1,191,169	4,391,013			
Inmprovement District			1,742,735		
Interest			84,065	2,292,000	
Bond & Loan Funds	7,250,000	289,000,000		253,500,000	-12.28%
Bond Proceeds	29,210,087				
<b>CIP Fund</b>	<b>40,413,756</b>	<b>298,878,091</b>	<b>2,000,840</b>	<b>261,371,223</b>	<b>-12.55%</b>
Developer Contribution		37,168,170		4,180,000	-88.75%
Other			894,944	73,812	
Revenue Bond Proceeds				11,000,000	
WIFA Loan Proceeds					
Water Development Fees	1,430,400	2,134,350	784,736	618,585	-71.02%
Water Resource Fees	2,004,210	2,596,007	1,638,727	1,658,995	-36.09%
<b>Water CIP</b>	<b>3,434,610</b>	<b>41,898,527</b>	<b>3,318,407</b>	<b>17,531,392</b>	<b>-58.16%</b>
Developer Contribution	500,000	22,887,700	2,153,856	4,000,000	
Sewer Development Fees	1,559,384	2,051,888	1,025,560	2,449,365	19.37%
Other			843,436	1,817,155	
WIFA Loan Proceeds					
Revenue Bond Proceeds					
<b>Sewer CIP</b>	<b>2,059,384</b>	<b>24,939,588</b>	<b>4,022,852</b>	<b>8,266,520</b>	<b>-66.85%</b>
<b>Capital Revenues</b>	<b>65,042,779</b>	<b>388,668,649</b>	<b>38,505,039</b>	<b>323,753,378</b>	<b>-16.70%</b>
<b>Total City Revenues</b>	<b>129,599,324</b>	<b>465,648,788</b>	<b>130,775,701</b>	<b>416,024,040</b>	<b>-10.66%</b>

## Expenditure Summary

Fund	FY 05-06	Budget FY 06-07	Revised FY 06-07	Budget FY 07-08	Percent Change
General Fund	38,291,452	48,128,121	46,950,338	65,687,522	36.5%
Highway User Fund	4,388,642	5,518,909	5,225,869	5,931,092	7.5%
Water Fund	7,950,526	9,468,638	7,450,000	8,464,414	-10.6%
Sewer Fund	4,050,487	4,264,333	4,250,000	5,017,287	17.7%
Sanitation Fund	2,644,621	4,172,338	4,172,300	5,005,397	20.0%
Debt Service Fund	614,567	614,567	614,567	609,273	-0.9%
<b>Total Operating Expenditures</b>	<b>57,940,293</b>	<b>72,166,906</b>	<b>68,663,074</b>	<b>90,714,985</b>	<b>25.7%</b>
General Fund	25,255,232	44,834,759	43,681,959	71,925,730	72.96%
Highway User Fund	574,740	488,275	-	1,540,320	-100.00%
Grants - Non-CIP		2,939,400	502,269	3,058,622	
Non-Utility Development Fees		14,179,293	14,169,371	14,497,516	
Water Fund	2,922,607	44,937,133	24,700,869	46,838,154	745.17%
Sewer Fund	2,164,259	35,082,410	25,748,861	23,420,358	1089.73%
Sanitation Fund	348,204	746,260	666,478	384,428	91.40%
Debt Service Fund	3,044,108	3,651,161	3,651,161	7,432,500	19.94%
Bond & Loan Fund Projects		200,000,000		150,000,000	
CIP Fund	131,406,180	61,527,477	48,463,371	87,616,961	-63.12%
<b>Total Capital Expenditures</b>	<b>165,715,330</b>	<b>408,386,168</b>	<b>161,584,339</b>	<b>406,714,589</b>	<b>-2.49%</b>
<b>Total City Expenditures</b>	<b>223,655,623</b>	<b>480,553,074</b>	<b>230,247,413</b>	<b>497,429,574</b>	<b>2.95%</b>

## Financial Program Summary

Department/Program	Budget FY 06-07	Budget FY 07-08	Increase (Decrease)	Percent Of Total
Mayor & Council	812,262	580,755	(231,507)	0.12%
Attorney	623,596	642,834	19,238	0.13%
Human Resources	2,294,687	2,799,574	504,887	0.56%
Manager	3,051,850	4,258,994	1,207,144	0.86%
Clerk	937,480	1,081,151	143,671	0.22%
Community Services	1,347,820	1,607,416	259,596	0.32%
ITS	3,058,991	3,718,854	659,863	0.75%
Finance	9,956,855	12,720,606	2,763,751	2.56%
<b>Administration</b>	<b>22,083,541</b>	<b>27,410,184</b>	<b>5,326,643</b>	<b>5.51%</b>
Public Works Admin	1,236,105	1,803,070	566,965	0.36%
Recreation and Aquatics Facility	1,049,680	1,347,118	297,438	0.27%
Parks	3,819,920	4,817,477	997,557	0.97%
Building Services	2,685,361	4,287,589	1,602,228	0.86%
Streets	6,842,419	8,003,685	1,161,266	1.61%
Sanitation	5,098,597	5,389,825	291,228	1.08%
<b>Public Works</b>	<b>20,732,082</b>	<b>25,648,764</b>	<b>4,916,682</b>	<b>5.16%</b>
Water	10,947,424	8,081,358	(2,866,066)	1.62%
Sewer	6,654,818	6,677,803	22,985	1.34%
<b>Water/Sewer</b>	<b>17,602,242</b>	<b>14,759,161</b>	<b>(2,843,081)</b>	<b>2.97%</b>
<b>Contingency</b>	<b>15,000,000</b>	<b>20,000,000</b>	<b>5,000,000</b>	<b>4.02%</b>
<b>Debt Service Fund</b>	<b>3,651,161</b>	<b>7,432,500</b>	<b>3,781,339</b>	<b>1.49%</b>
<b>CIP</b>	<b>365,333,658</b>	<b>359,072,069</b>	<b>(6,261,589)</b>	<b>72.19%</b>
Economic Development	2,697,111	1,827,911	(869,200)	0.37%
Community Development	3,361,254	5,715,409	2,354,155	1.15%
Engineering	4,223,858	4,348,850	124,992	0.87%
<b>Planning &amp; Development Services</b>	<b>10,282,223</b>	<b>11,892,170</b>	<b>1,609,947</b>	<b>2.39%</b>
Court	812,034	986,577	174,543	0.20%
Prosecutor	413,427	622,990	209,563	0.13%
Police	13,062,720	15,578,331	2,515,611	3.13%
Fire	11,579,986	14,026,828	2,446,842	2.82%
<b>Public Safety</b>	<b>25,868,167</b>	<b>31,214,726</b>	<b>5,346,559</b>	<b>6.28%</b>
<b>Total City</b>	<b>480,553,074</b>	<b>497,429,574</b>	<b>16,876,500</b>	<b>100.00%</b>
Fleet Services (Internal Service Fund)	1,267,665	1,319,025	51,360	0.27%

**Department Summary - Fiscal Year 07/08**

**OPERATING & CAPITAL**

Department	Prof and			New &		Operating			Special Projects & Revolving Fund	Capital		Debt Service Capital	CIP	Total
	Person Services	Contract Services	Materials & Supplies	Replace. Equip.	Funded Deprec	Debt Service Operating	Devel. Reimb.	One Time Expend	Grant Projects	Developer Reimb.				
1100-Mayor & Council	\$307,399	\$167,625	\$14,798		\$20,933			\$70,000						\$580,755
1200-City Clerk	\$734,563	\$122,006	\$211,520		\$13,062									\$1,081,151
1300-City Manager's Office	\$1,568,040	\$740,074	\$223,156	\$12,000	\$92,219			\$1,624,005						\$4,259,494
1400-City Attorney	\$462,216	\$166,900	\$13,718											\$642,834
1500-Community Services	\$1,075,649	\$377,641	\$90,396	\$12,000				\$5,240		\$46,490				\$1,607,416
1600-Finance	\$2,038,194	\$414,866	\$170,066	\$21,000	\$28,460	\$5,000		\$1,643,020	\$6,400,000		\$2,000,000		\$75,000,000	\$87,720,606
1700-Information & Technology	\$1,271,667	\$97,580	\$589,665	\$639,000	\$755,942			\$365,000						\$3,718,854
1800-Human Resources/Rsk Mgt	\$1,191,618	\$1,380,100	\$79,589	\$6,300	\$3,042			\$138,925						\$2,799,574
2100-Police	\$10,506,640	\$694,360	\$1,277,567	\$1,432,667	\$746,317			\$545,780		\$375,000				\$15,578,331
2200-Fire & Emergancy Services	\$9,632,244	\$528,363	\$812,850	\$630,841	\$506,470	\$91,391		\$91,537		\$1,733,132				\$14,026,828
2300-Municipal Court	\$761,993	\$80,160	\$100,797	\$20,000	\$17,927			\$5,700						\$986,577
2400-City Prosecutor	\$443,989	\$58,701	\$19,300					\$100,500						\$622,490
3200-Economic Development	\$398,594	\$103,830	\$40,487				\$1,140,000	\$145,000						\$1,827,911
3300-Community Development	\$2,766,166	\$1,755,525	\$217,454	\$626,000	\$87,344			\$262,920						\$5,715,409
3400-Engineering	\$2,616,639	\$1,601,909	\$112,282	\$14,000				\$4,020						\$4,348,850
4010-PW-Admin	\$1,119,186	\$97,900	\$30,055	\$522,500	\$31,409			\$2,020						\$1,803,070
4200-PW-Build Service	\$463,804	\$25,550	\$2,242,950			\$351,785		\$1,203,500						\$4,287,589
4300-PW-Parks	\$1,633,486	\$1,000,900	\$1,824,089	\$246,536	\$80,906			\$6,000			\$25,560		\$75,000,000	\$79,817,477
4400-Public Works/Recreation & Aquatics	\$809,245	\$146,093	\$358,083	\$29,500	\$2,177			\$2,020						\$1,347,118
4600-PW-Streets	\$1,056,126	\$1,247,106	\$3,627,860	\$817,451	\$249,427	\$517,882		\$487,833						\$8,003,685
4900-Sanitation	\$871,004	\$3,813,799	\$320,594	\$359,000	\$23,408			\$2,020						\$5,389,825
5010-Water Management	\$813,856	\$817,877	\$91,426		\$45,518									\$1,768,677
5100-Water Administration	\$1,694,274	\$179,922	\$4,171,210	\$259,334		\$695,849		\$7,520			\$45,600	\$143,311		\$7,197,020
5200- Wastewater	\$1,489,978	\$400,929	\$1,495,148	\$184,072	\$117,559	\$1,631,232		\$3,840			\$92,500	\$378,206		\$5,793,464
9500-Reserves									\$20,000,000					\$20,000,000
800-Debt Service Fund												\$7,432,500		\$7,432,500
301-CIP													\$209,072,069	\$209,072,069

<b>Total</b>	\$45,726,570	\$16,019,716	\$18,135,060	\$5,832,201	\$2,822,120	\$3,293,139	\$1,140,000	\$6,716,400	\$26,400,000	\$2,154,622	\$2,163,660	\$7,954,017	\$359,072,069	\$497,429,574
<b>Percent Of Total</b>	9.2%	3.2%	3.6%	1.2%	0.6%	0.7%	0.2%	1.4%	5.3%	0.4%	0.4%	1.6%	72.2%	100.0%
4100-Public Works/Fleet Services - ISF-	\$525,383	\$97,309	\$573,900	\$105,027	\$17,406									\$1,319,025

**Department Summary - Fiscal Year 07/08  
OPERATING**

<b>Department</b>	<b>Personnel Services</b>	<b>Prof and Contract Services</b>	<b>Materials &amp; Supplies</b>	<b>Debt Service Operating</b>	<b>Operating Devel. Reimb.</b>	<b>Special Projects &amp; Revolving Fund</b>	<b>Total</b>
1100-Mayor & Council	\$307,399	\$167,625	\$14,798				\$489,822
1200-City Clerk	\$734,563	\$122,006	\$211,520				\$1,068,089
1300-City Manager's Office	\$1,568,040	\$740,074	\$223,156				\$2,531,270
1400-City Attorney	\$462,216	\$166,900	\$13,718				\$642,834
1500-Community Services	\$1,075,649	\$377,641	\$90,396				\$1,543,686
1600-Finance	\$2,038,194	\$414,866	\$170,066	\$5,000		\$6,400,000	\$9,028,126
1700-Information & Technology	\$1,271,667	\$97,580	\$589,665				\$1,958,912
1800-Human Resources/Rsk Mgt	\$1,191,618	\$1,380,100	\$79,589				\$2,651,307
2100-Police	\$10,506,640	\$694,360	\$1,277,567				\$12,478,567
2200-Fire & Emergency Services	\$9,632,244	\$528,363	\$812,850	\$91,391			\$11,064,848
2300-Municipal Court	\$761,993	\$80,160	\$100,797				\$942,950
2400-City Prosecutor	\$443,989	\$58,701	\$19,300				\$521,990
3200-Economic Development	\$398,594	\$103,830	\$40,487		\$1,140,000		\$1,682,911
3300-Community Development	\$2,766,166	\$1,755,525	\$217,454				\$4,739,145
3400-Engineering	\$2,616,639	\$1,601,909	\$112,282				\$4,330,830
4010-Public Works/Administration	\$1,119,186	\$97,900	\$30,055				\$1,247,141
4200-Public Works/Building Services	\$463,804	\$25,550	\$2,242,950	\$351,785			\$3,084,089
4300-Public Works/Parks	\$1,633,486	\$1,000,900	\$1,824,089				\$4,458,475
4400-Public Works/Recreation & Aquatics	\$809,245	\$146,093	\$358,083				\$1,313,421
4600-Public Works/Streets	\$1,056,126	\$1,247,106	\$3,627,860	\$517,882			\$6,448,974
4900-Sanitation	\$871,004	\$3,813,799	\$320,594				\$5,005,397
5010-Water Management	\$813,856	\$817,877	\$91,426				\$1,723,159
5100-Water Administration	\$1,694,274	\$179,922	\$4,171,210	\$695,849			\$6,741,255
5200- Wastewater	\$1,489,978	\$400,929	\$1,495,148	\$1,631,232			\$5,017,287
800-Debt Service Fund							\$0
<b>Total</b>	<b>\$45,726,570</b>	<b>\$16,019,716</b>	<b>\$18,135,060</b>	<b>\$3,293,139</b>	<b>\$1,140,000</b>	<b>\$6,400,000</b>	<b>\$90,714,485</b>

<b>Percent Of Total</b>	<b>50.4%</b>	<b>17.7%</b>	<b>20.0%</b>	<b>3.6%</b>	<b>1.3%</b>	<b>7.1%</b>	<b>100.0%</b>
4100-Public Works/Fleet Services -ISF-	\$525,383	\$97,309	\$573,900				\$1,196,592

**Departmental Operating Budget Summary  
FY 07-08 Cost Allocation**

<b>Department</b>	<b>Before Allocation</b>	<b>Amount Allocated</b>	<b>Markup Percentage</b>	<b>After Allocation</b>	<b>Percent Of Total</b>
Attorney	642,834	(610,658)		32,176	0.04%
Building Services	3,084,089	(3,032,286)		51,803	0.06%
City Clerk	1,068,089	(861,863)		206,226	0.24%
City Manager	2,531,270	(2,150,501)		380,769	0.45%
Community Services	1,543,686	(1,229,094)		314,592	0.37%
Finance	2,628,126	(2,504,863)		123,263	0.15%
Fleet Services	-	-		-	0.00%
Human Resources	2,651,307	(2,373,157)		278,150	0.33%
ITS	1,958,912	(1,590,609)		368,303	0.44%
Mayor and Council	489,822	(434,273)		55,549	0.07%
Public Works Admin	1,247,141	(1,154,653)		92,488	0.11%
<b>Support Services Subtotal</b>	<b>17,845,276</b>	<b>(15,941,957)</b>		<b>1,903,319</b>	<b>2.26%</b>
City Court	942,950	360,492	38.23%	1,303,442	1.55%
CD & Engineering	9,069,975	2,107,654	23.24%	11,177,629	13.26%
Economic Development	1,682,911	211,156	12.55%	1,894,067	2.25%
Fire & Emergency Services	11,064,848	4,012,032	36.26%	15,076,880	17.88%
Parks	4,458,475	1,388,361	31.14%	5,846,836	6.93%
Police	12,478,567	3,240,435	25.97%	15,719,002	18.64%
Prosecutor	522,490	135,421	25.92%	657,911	0.78%
Recreation & Aquatics	1,313,421	375,903	28.62%	1,689,324	2.00%
Sanitation	5,005,397	1,005,451	20.09%	6,010,848	7.13%
Sewer	5,017,287	911,931	18.18%	5,929,218	7.03%
Streets	6,448,974	1,006,274	15.60%	7,455,248	8.84%
Water	8,464,414	1,186,847	14.02%	9,651,261	11.45%
<b>Direct Services Subtotal</b>	<b>66,469,709</b>	<b>15,941,957</b>	<b>23.98%</b>	<b>82,411,666</b>	<b>97.74%</b>
<b>Total</b>		<b>-</b>			<b>100.00%</b>

|

| **84,314,985** |

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| **84,314,985** |

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**FY 07-08 Operating Revenue Allocations**

	Operating	City Sales Taxes	Property Taxes	2% TLD&B Taxes	Franchise Taxes	Building & Zoning Fees	State Shared Revenues	All Other Revenue	Water Fees	Sewer Fees	Sanitation Fees	Operating Revenues
Department	Budget	\$19,236,190	\$4,249,230	\$3,262,358	\$1,538,752	\$9,200,000	\$6,257,850	\$825,000	\$5,605,000	\$4,566,000	\$3,364,410	58,104,790
Admin Support Services	44,611						44,611					44,611
Attorney	36,910						36,910					36,910
Building Services	24,542						24,542					24,542
City Clerk	161,611						161,611					161,611
City Manager	105,625					25,000	80,625					105,625
Community Initiatives	206,216	6,853					199,363					206,216
Deputy City Manager	40,607					40,607						40,607
Finance	115,682						4,931	110,751				115,682
Fleet Services	46,184						46,184					46,184
Human Resources	206,217						71,042	135,175				206,217
ITS	248,094						248,094					248,094
Mayor and Council	49,001						49,001					49,001
Public Works Admin	288,367	106,217					182,150					288,367
City Court	853,638	254,619					274,019	325,000				853,638
Community Development	6,125,264					6,125,264						6,125,264
Economic Development	2,868,296					2,868,296						2,868,296
Fire & Emergency Services	8,891,636	5,169,814	2,124,615	649,002	75,000	88,934	680,838	103,433				8,891,636
Streets	5,895,834	2,565,178			497,838	51,899	2,780,919					5,895,834
Parks	3,016,660	400,000		1,310,683	889,367		416,610					3,016,660
Police	10,388,989	6,555,389	2,124,615	649,002	76,547		911,470	71,966				10,388,989
Prosecutor	306,213	261,283					44,930					306,213
Recreation & Aquatics	954,661	222,315		653,671				78,675				954,661
Sanitation	3,184,808										3,184,808	3,184,808
Sewer	5,460,400	894,400							4,566,000			5,460,400
Water	8,420,228	2,752,687						5,605,000		62,541		8,420,228
<b>Unallocated Revenues</b>	<b>57,940,294</b>	<b>47,435</b>	-	-	-	-	-	-	-	-	<b>117,061</b>	<b>164,496</b>

**City Of Goodyear  
Debt Capacity Analysis  
(Arizona Constitutional Limit)  
As Of June 30, 2007**

FY 06-07 Secondary Assessed Valuation (AV)	\$ 764,237,139
Debt Limit 6% Of Assessed Valuation (1)	\$ 45,854,228
Bonds Outstanding At June 30, 2007	\$ -
Excess Available At June 30, 2007	\$ 45,854,228
Debt Limit 20% Of Assessed Valuation (2)	\$ 152,847,428
Bonds Outstanding At June 30, 2007	\$ 90,195,000
Excess Available At June 30, 2007	\$ 62,652,428
	 \$ 108,506,656

(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, 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 streets, water, artificial light, sewers, and for the acquisition and development of land for open space preserves, parks, playgrounds, and recreational facilities.

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
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	OUTSTANDING PREMIUM	07/01/07 Payment	07/01/06 Payment	GO DEBT LIMITS 6% 20%	
CITY OF GOODYEAR	GO	WATER/SEWER	12/1/1992	5000	7.400	7/1/2006	1,200,000	300,000	900,000	-	-	-	150,000	-	
CITY OF GOODYEAR	GO	PARKS/S. SEWER/LIGHTS	11/1/1998	5000	4.750	7/1/2013	5,340,000	190,000	-	5,150,000	-	190,000	-	5,150,000	
CITY OF GOODYEAR	GO	STREETS	11/1/1998	5000	4.200	7/1/2013	2,770,000	2,770,000	-	-	-	545,000	300,000	-	
CITY OF GOODYEAR	GO	FIRE FACILITIES REFUNDING	7/1/2002	5000	5.250	7/1/2008	750,000	750,000	-	-	-	-	70,000	-	
CITY OF GOODYEAR	GO	WATER/SEWER REFUNDING	7/1/2002	5000	3.250	7/1/2008	1,550,000	1,100,000	-	450,000	-	455,000	645,000	450,000	
CITY OF GOODYEAR	GO	STREETS	7/1/2002	5000	3.900	7/1/2017	6,800,000	2,120,000	-	4,680,000	-	750,000	560,000	4,680,000	
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	
CITY OF GOODYEAR	GO	WATER/SEWER	6/1/2005	5000	4.000	7/1/2020	29,260,000	1,155,000	-	28,105,000	-	885,000	270,000	28,105,000	
CITY OF GOODYEAR	GO	WATER/SEWER	6/1/2007	5000	3.000	7/1/2026	16,040,000	-	-	16,040,000	-	-	-	16,040,000	
CITY OF GOODYEAR	GO	PARKS/RECREATION	6/1/2007	5000	3.000	7/1/2026	14,945,000	-	-	14,945,000	-	-	-	14,945,000	
CITY OF GOODYEAR	GO	STREETS	6/1/2007	5000	3.000	7/1/2026	5,765,000	-	-	5,765,000	-	-	-	5,765,000	
<b>TOTAL CITY OF GOODYEAR GENERAL OBLIGATION BONDS</b>							<b>99,480,000</b>	<b>8,385,000</b>	<b>900,000</b>	<b>90,195,000</b>		<b>2,825,000</b>	<b>1,995,000</b>	<b>-</b>	<b>90,195,000</b>
CITY OF GOODYEAR	Rev/CAB	WTR/SWR/REFUNDING BONDS	2/11/1999	5000	4.780	7/1/2018	3,395,000	875,000	-	2,460,000	2,445,000	120,000	130,000		
PUB IMPROV CORP	MPC	FACILITIES	11/1/2002	5000	4.625	7/1/2021	4,265,000	945,000	-	3,320,000		165,000	155,000		
<b>TOTAL CITY OF GOODYEAR REVENUE BONDS</b>							<b>9,470,000</b>	<b>2,245,000</b>	<b>-</b>	<b>5,780,000</b>	<b>2,445,000</b>		<b>285,000</b>		
CITY OF GOODYEAR	REV	STREETS/FIRE	10/1/1998	5000	4.625	8/1/2013	6,570,000	3,385,000	-	3,185,000		460,000	440,000		
<b>TOTAL GREATER ARIZONA DEVELOPMENT AUTHORITY (GADA) LOAN</b>							<b>6,570,000</b>	<b>3,385,000</b>	<b>-</b>	<b>3,185,000</b>				<b>440,000</b>	
CITY OF GOODYEAR	REV	SEWER	5/31/2002		4.056	7/1/2021	8,122,884	1,583,047	-	6,539,837		342,930	328,931		
CITY OF GOODYEAR	REV	WATER	5/31/2002		4.056	7/1/2021	4,276,667	833,468	-	3,443,199		180,205	173,181		
<b>TOTAL WATER INFRASTRUCTURE FINANCE AUTHORITY (WIFA) LOAN</b>							<b>12,399,551</b>	<b>2,416,515</b>	<b>-</b>	<b>9,983,036</b>				<b>502,112</b>	
CFD GEN DIST #1	SA	STREETS/FACILITIES	9/1/1996	5000	6.75-7.25	7/1/2016	6,670,000	3,519,000	-	3,151,000		-	200,000		
<b>TOTAL CFD GEN DIST #1 SPECIAL ASSESSMENTS</b>							<b>6,670,000</b>	<b>3,519,000</b>	<b>-</b>	<b>3,151,000</b>				<b>200,000</b>	
												07/15/06 Payment	07/15/05 Payment		
CFD GEN DIST #1	GO	FIRE TRUCK	8/1/1994	5000	7.500	7/15/2009	230,000	160,000	-	70,000		20,000	20,000		
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	9/1/1998	5000	5.000	7/15/2023	2,150,000	240,000	-	1,910,000		65,000	60,000		
CFD GEN DIST #1	GO	STREETS/FACILITIES	12/1/2000	5000	5.200	7/15/2025	5,725,000	160,000	-	5,565,000		160,000	-		
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>560,000</b>	<b>-</b>	<b>13,340,000</b>				<b>80,000</b>	
CFD UTL DIST #1	GO	SEWER	8/1/1996	5000	7.000	7/15/2021	1,470,000	1,470,000	1,350,000	-	-	-	-		
CFD UTL DIST #1	GO	STREETS/FACILITIES	9/1/1998	5000	5.000	7/15/2023	6,975,000	820,000	-	6,155,000		220,000	210,000		
CFD UTL DIST #1	GO	STREETS/S. SEWER	12/1/2000	5000	5.200	7/15/2025	7,075,000	175,000	-	6,900,000		175,000	-		
CFD UTL DIST #1	GO	STREETS/FACILITIES	12/1/2003	5000	5.350	7/15/2028	7,870,000	-	-	7,870,000		-	-		
CFD UTL DIST #1	GO	INFRASTRUCTURE	3/31/2005	5000	4.500	7/15/2029	7,190,000	-	-	7,190,000		-	-		
CFD UTL DIST #1	GO	SEWER REFUNDING	3/31/2005	5000	4.300	7/15/2021	1,455,000	-	-	1,455,000		-	-		
<b>TOTAL CFD UTL DIST #1 GO</b>							<b>32,035,000</b>	<b>2,465,000</b>	<b>1,350,000</b>	<b>29,570,000</b>				<b>210,000</b>	
WFR CFD GEN #1	GO	STREETS/PARKS	8/1/1997	5000	6.500	7/15/2022	650,000	115,000	-	535,000		20,000	20,000		
WFR CFD GEN #1	GO	STREETS/PARKS	12/1/1998	5000	5.500 & 5.750	7/15/2023	750,000	120,000	-	630,000		20,000	15,000		
<b>TOTAL WFR CFD GEN DIST #1 GO</b>							<b>1,400,000</b>	<b>235,000</b>	<b>-</b>	<b>1,165,000</b>				<b>35,000</b>	

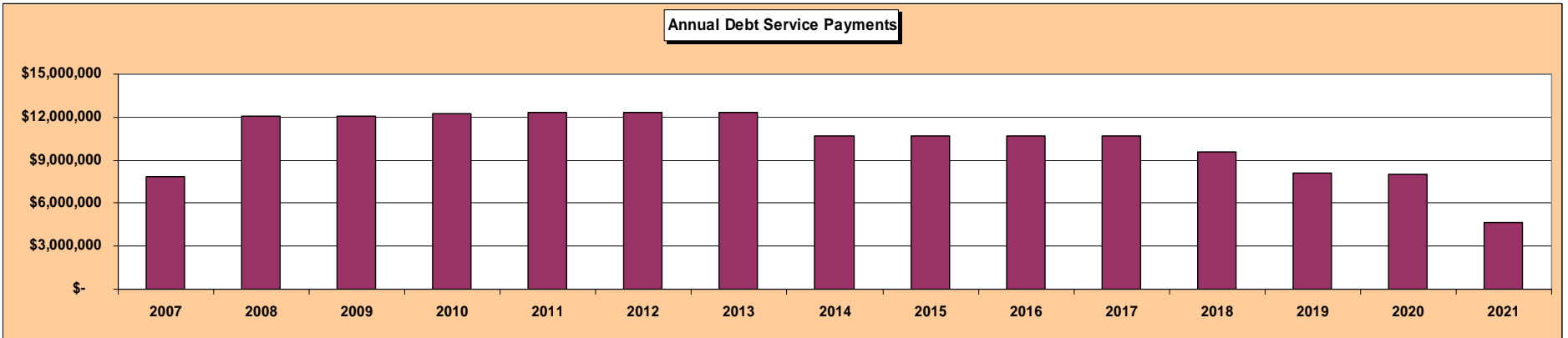
WFR CFD GEN #2	GO	STREETS/WATER	7/1/2000	5000	7.000	7/15/2025	720,000	75,000	-	645,000		15,000	15,000		
WFR CFD GEN #2	GO	STREETS/WATER/LANDSCAPING	10/1/2001	5000	5.900	7/15/2026	770,000	75,000	-	695,000		20,000	20,000		
							<b>TOTAL WFR CFD GEN DIST #2 GO</b>	<b>1,490,000</b>	<b>150,000</b>	<b>-</b>	<b>1,340,000</b>		<b>35,000</b>		
EMR CFD #1	GO	STREETS	2/1/2001	100	8.000	7/15/2025	200,000	200,000	179,600	-			3,300		
EMR CFD #1	GO	INFRASTRUCTURE	9/14/2005	5000	5.800	7/15/2031	5,005,000	135,000	-	4,870,000		135,000	-		
							<b>TOTAL EMR CFD DIST #1 GO</b>	<b>5,205,000</b>	<b>200,000</b>	<b>179,600</b>	<b>4,870,000</b>		<b>3,300</b>		
CTFLR CFD #1	GO	INFRASTRUCTURE	7/1/2003	5000	5.700	7/15/2028	1,760,000	85,000	-	1,675,000		45,000	40,000		
CTFLR CFD #1	GO	INFRASTRUCTURE	6/10/2004	5000	6.750	7/15/2028	1,325,000	25,000	-	1,300,000		25,000	-		
							<b>TOTAL CTFLR CFD DIST #1 GO</b>	<b>3,085,000</b>	<b>110,000</b>	<b>-</b>	<b>2,975,000</b>		<b>40,000</b>		
CENTERRA CFD	GO	INFRASTRUCTURE	5/24/2005	5000	5.500	7/15/2029	2,400,000	40,000	-	2,360,000		40,000	-		
CENTERRA CFD	GO	INFRASTRUCTURE	11/16/2006	5000	5.150	7/15/2031	620,000	-	-	620,000		-	-		
							<b>TOTAL CENTERRA CFD</b>	<b>3,020,000</b>	<b>110,000</b>	<b>-</b>	<b>2,980,000</b>		<b>-</b>		
CORTINA CFD	GO	INFRASTRUCTURE	5/24/2005	5000	5.700	7/15/2029	1,700,000	25,000	-	1,675,000		25,000	-		
		INFRASTRUCTURE	8/30/2006	5000	5.375	7/15/1931	955,000	-	-	955,000		-	-		
							<b>TOTAL CORTINA CFD</b>	<b>2,655,000</b>	<b>110,000</b>	<b>-</b>	<b>2,630,000</b>		<b>-</b>		
PALM VALLEY CFD	GO	INFRASTRUCTURE	8/30/2006	5000	5.300	7/15/2031	4,540,000	-	-	4,540,000		-	-		
							<b>TOTAL PALM VALLEY CFD</b>	<b>4,540,000</b>	<b>-</b>	<b>-</b>	<b>4,540,000</b>		<b>-</b>		
												07/01/07	07/01/06		
												Payment	Payment		
EMR CFD #1	SA	STREETS/SEWER	2/1/2001	100000	7.875	7/1/2025	8,088,000	1,403,000	-	6,685,000		168,000	156,000		
EMR CFD #1	SA	STREETS/SEWER	12/1/2002	100000	7.375	7/1/2027	4,950,000	434,000	-	4,516,000		97,000	92,000		
							<b>TOTAL EMR CFD DIST #1 SA</b>	<b>13,038,000</b>	<b>1,837,000</b>	<b>-</b>	<b>11,201,000</b>		<b>248,000</b>		
													10/01/05		
													Payment		
IDA	REV	MANUFACTURING	5/1/1995	5000	VR	5/1/2015	8,000,000	5,700,000	-	2,300,000			-		
IDA	REV	WATER/SEWER	4/1/1999	5000	5.950	10/1/2023	5,335,000	820,000	-	4,515,000		155,000	145,000		
							<b>TOTAL CITY OF GOODYEAR IDA</b>	<b>13,335,000</b>	<b>6,520,000</b>	<b>-</b>	<b>6,815,000</b>		<b>145,000</b>		
							<b>GRAND TOTALS ALL BONDS</b>	<b>223,752,551</b>	<b>32,247,515</b>	<b>2,429,600</b>	<b>189,180,036</b>	<b>2,445,000</b>	<b>4,218,412</b>	<b>-</b>	<b>90,195,000</b>
Address: 190 N. Litchfield Road, PO Box 5100, Goodyear, AZ 85338-0601			Phone: (623) 932-3015			Fax: (623) 932-3003									
I, Larry Lange, Finance Director of the City of Goodyear, do hereby certify that the foregoing statement is a full, true and correct abstract of the bonded indebtedness of the City of Goodyear of Maricopa County as of June 30, 2007.															

## Debt Service Summary

Description Of Issue	Date	Amount	Rate Of Issue	Final Maturity Date	Amount Outstanding	For FY 07-08			
						Principal	Interest	Total	
<b>General Obligation Bonds:</b>									
Water & Sewer	1992	1,200,000	6.00-8.00	2008	-	-	-	-	
Water & Sewer Refunding	2002	1,550,000	3.25-5.25	2008	450,000	450,000	14,625	464,625	
Water & Sewer	2005	14,310,000	5.00	2020	13,800,000	550,000	549,563	1,099,563	
		Water & Sewer User Fee Supported				1,000,000	564,188	1,564,188	
Streets	1998	2,770,000	4.00-6.00	2013	-	-	-	-	
Parks	1998	2,040,000	4.00-6.00	2013	1,963,093	309,643	88,893	398,536	
Storm Sewers	1998	3,000,000	4.00-6.00	2013	2,886,907	455,357	130,725	586,082	
Street Lights	1998	300,000	4.00-6.00	2013	300,000	-	14,250	14,250	
Fire Facilities Refunding	2002	750,000	3.25-5.25	2008	-	-	-	-	
Streets	2002	6,800,000	3.65-4.25	2017	4,680,000	775,000	214,790	957,916	
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	150,000	19,713	169,713	
Streets	2003	2,000,000	3.00-4.50	2011	2,000,000	600,000	78,850	678,850	
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	
Water & Sewer	2005	14,950,000	5.00	2020	14,305,000	450,000	550,098	1,000,098	
Water & Sewer	2007	16,040,000	3.00-5.00	2026	16,040,000	-	432,841	432,841	
Parks	2007	14,945,000	3.00-5.00	2026	14,945,000	-	403,293	403,293	
Streets	2007	5,765,000	3.00-5.00	2026	5,765,000	-	155,569	155,569	
		Property Tax Supported General Government					2,740,000	2,572,091	5,280,218
		<b>Total General Obligation Bonds</b>					<b>3,740,000</b>	<b>3,136,279</b>	<b>6,844,405</b>
<b>Revenue Bonds:</b>									
PIC Issue	2002	4,050,000	4.00-6.00	2021	3,320,000	175,000	150,785	325,785	
Water & Sewer Refunding	1999	3,335,000	Varies	2018	2,460,000	115,000	70,000	185,000	
Streets GADA	1998	5,570,000	Varies	2013	2,671,812	402,705	117,328	520,033	
Fire GADA	1998	1,000,000	Varies	2013	513,188	72,295	22,514	94,809	
Water & Sewer WIFA	2002	12,399,551	4.056	2021	9,983,036	543,669	404,912	948,581	
		<b>Total Revenue Bonds</b>					<b>1,308,669</b>	<b>765,539</b>	<b>2,074,208</b>
					<b>Total Debt Service</b>	<b>5,048,669</b>	<b>3,901,818</b>	<b>8,918,613</b>	

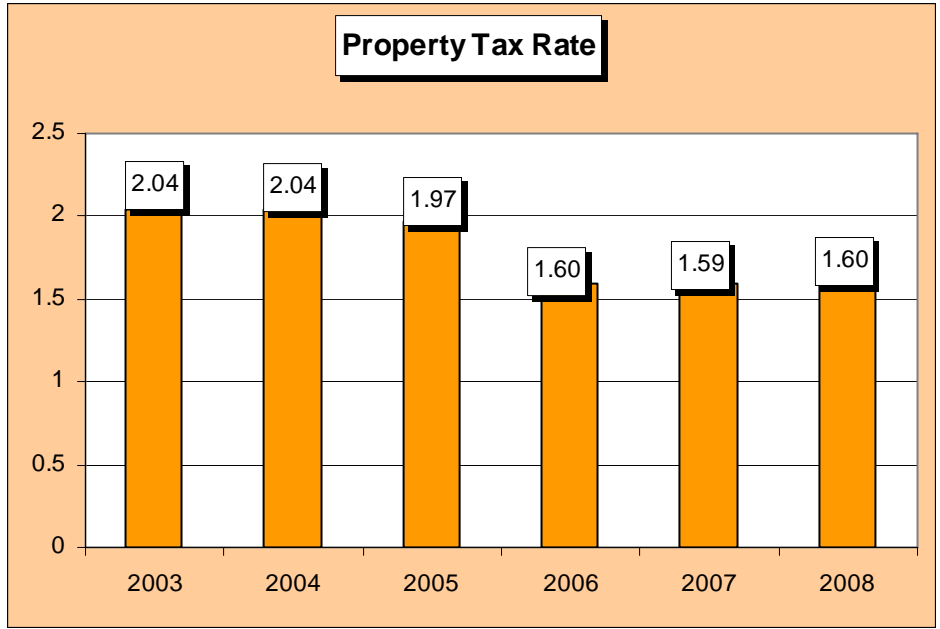
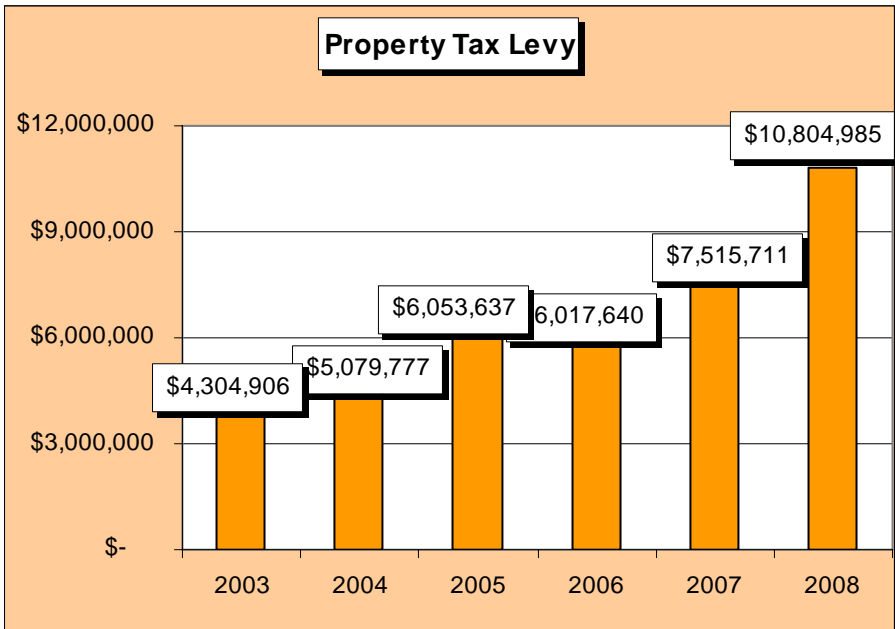
**SCHEDULE OF ANNUAL DEBT SERVICE PAYMENTS**

FYE	Property Taxes	Rates	Rates	Devel Fees	Water Fees	Sewer Fees	Excise Taxes	Existing Total D/S	New GO Bonds Debt Service				Total Debt Service
		Water GO Bonds	Water Bonds	Water WIFA Loan					Property Taxes	Water User Fees	Sewer User Fees	Sewer Devel. Fees	
2007	2,546,161	186,002	60,000	321,603	567,605	1,895,587	938,432	5,947,785	1,473,171	174,000	256,000		7,850,956
2008	3,288,416	185,600	55,500	321,603	562,703	1,885,489	940,628	6,677,236	4,156,984	260,800	554,200	423,750	12,072,970
2009	3,274,803	185,600	142,500	321,603	649,703	1,395,614	935,415	6,255,535	4,420,313	319,600	679,150	412,500	12,087,098
2010	3,257,802	185,600	139,500	321,603	646,703	1,388,614	942,178	6,235,297	4,621,063	319,200	678,300	426,250	12,280,110
2011	3,278,478	185,600	145,500	321,603	652,703	1,402,614	936,863	6,270,658	4,613,438	318,400	676,600	413,750	12,292,846
2012	3,304,678	185,600	147,000	321,603	654,203	1,406,114	940,011	6,305,006	4,575,938	317,200	674,050	426,250	12,298,444
2013	3,333,463	185,600	142,500	321,603	649,703	1,395,614	940,873	6,319,653	4,536,719	323,600	687,650	437,500	12,305,122
2014	2,338,638	185,600	142,500	321,603	649,703	1,395,614	324,233	4,708,188	4,523,813	321,200	682,550	422,500	10,658,251
2015	2,359,281	185,600	150,000	321,603	657,203	1,413,114	324,332	4,753,930	4,518,813	310,400	659,600	432,500	10,675,243
2016	2,379,969	185,600	142,500	321,603	649,703	1,395,614	328,758	4,754,044	4,499,313	323,600	687,650	416,250	10,680,857
2017	2,392,688	185,600	120,000	321,603	627,203	1,343,114	327,257	4,690,262	4,493,563	343,600	730,150	425,000	10,682,575
2018	1,300,000	185,600	120,000	321,603	627,203	1,343,114	330,037	3,600,354	4,470,563	346,000	735,250	432,500	9,584,667
2019				321,603	321,603	1,063,114	332,319	1,717,036	4,450,813	475,600	1,010,650	413,750	8,067,849
2020				321,603	321,603	1,063,114	333,906	1,718,623	4,428,813	470,400	999,600	420,000	8,037,436
2021				321,603	321,603	1,063,114	334,800	1,719,517	2,922,750				4,642,267
2022									2,910,250				
2023									2,892,750				
2024									2,895,250				
2025									2,879,375				
2026									2,884,000				
<b>Total</b>	<b>33,054,377</b>	<b>2,227,602</b>	<b>1,507,500</b>	<b>4,824,040</b>	<b>8,559,142</b>	<b>20,849,563</b>	<b>9,210,042</b>	<b>71,673,124</b>	<b>77,167,687</b>	<b>4,623,600</b>	<b>9,711,400</b>	<b>5,502,500</b>	<b>154,216,686</b>

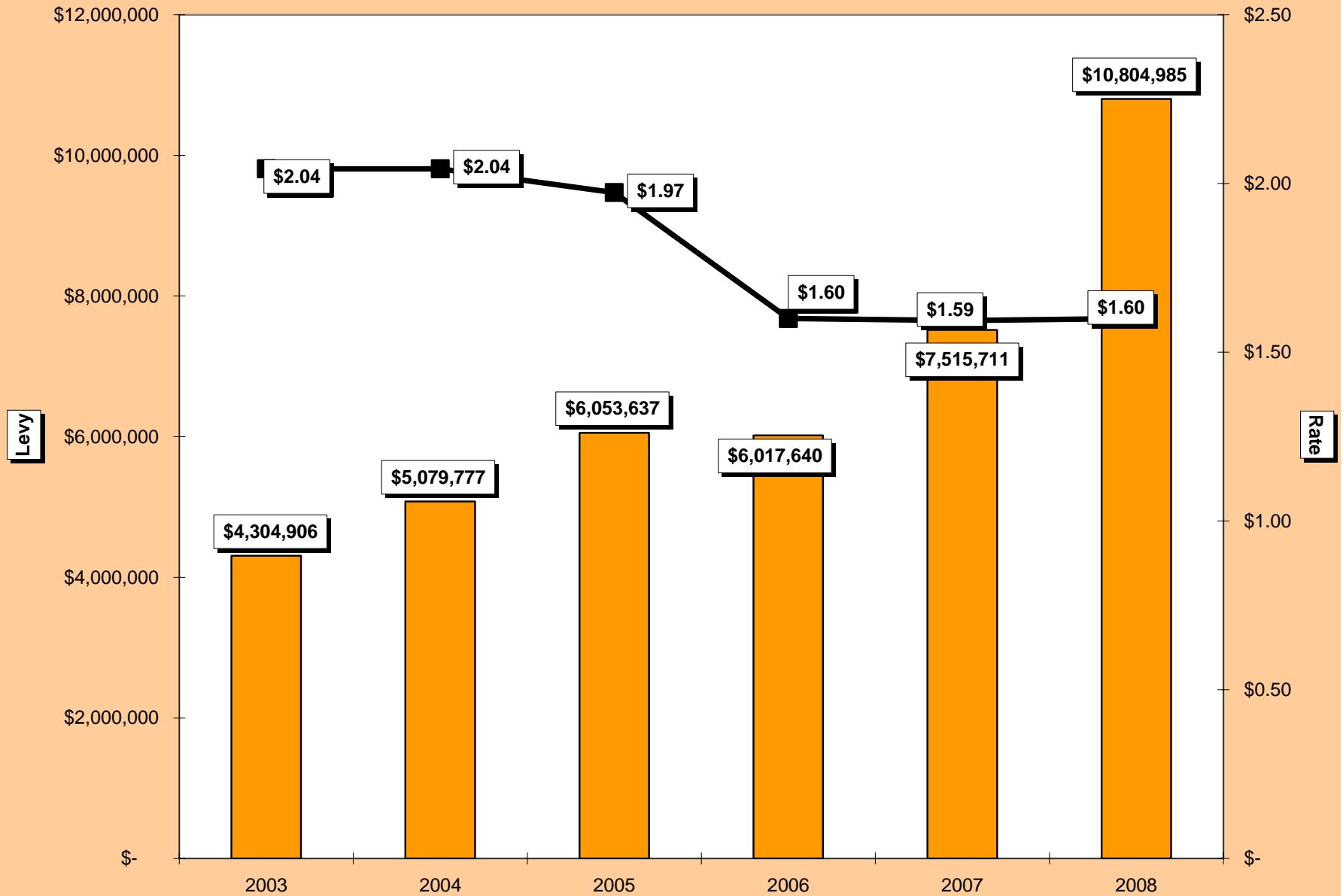


### Property Tax Levies & Rates

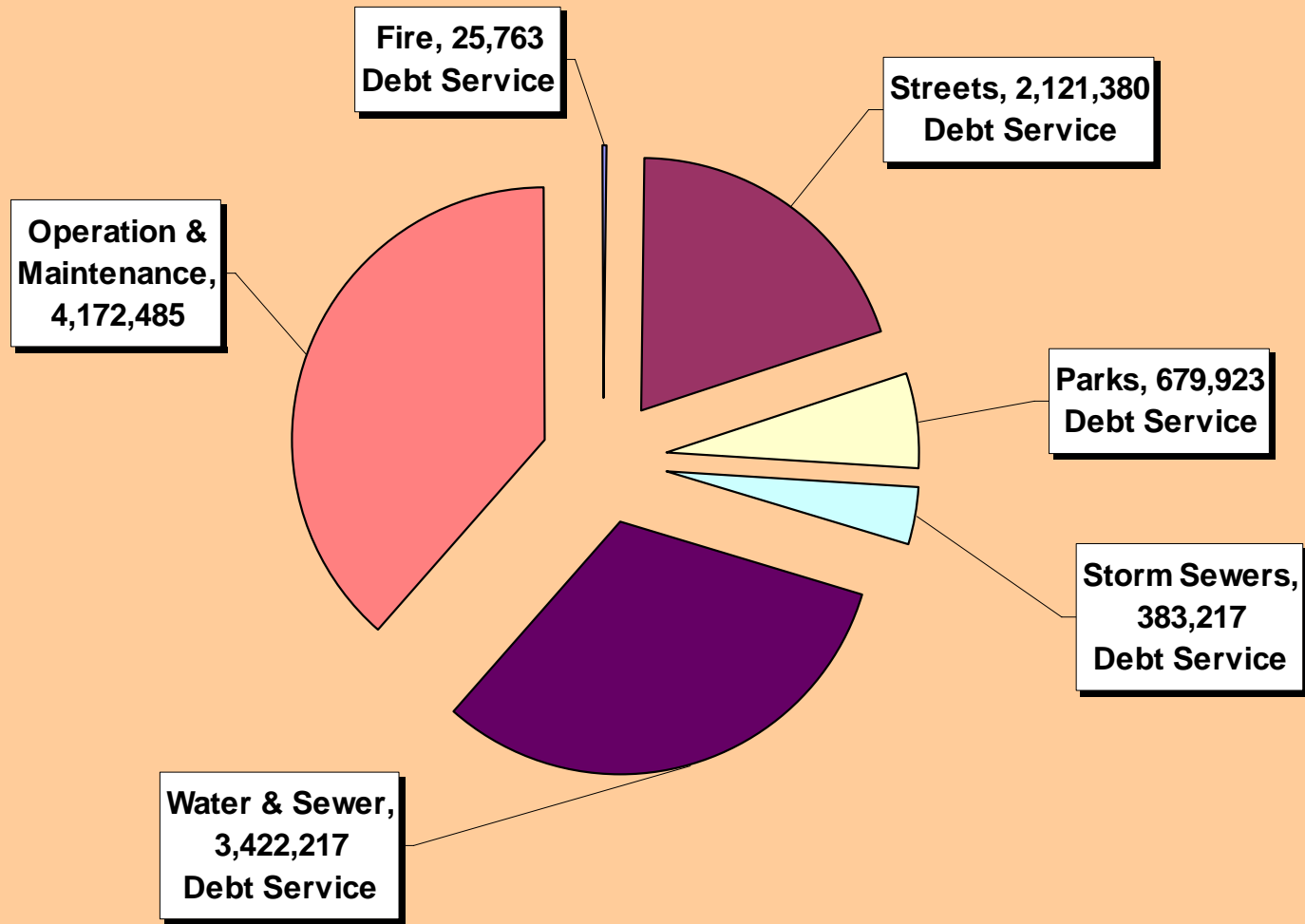
Fiscal Year	Secondary			Primary			Combined	Combined Rate Per \$100 Of Assessed
	AV	Rate	Levy	AV	Rate	Levy	Levy	Value
2003	222,388,265	\$ 0.7575	1,707,041	201,979,064	\$ 1.2862	2,597,865	4,304,906	\$ 2.0437
2004	264,638,241	\$ 0.7746	2,049,800	238,750,061	\$ 1.2691	3,029,977	5,079,777	\$ 2.0437
2005	327,191,619	\$ 0.7493	2,451,787	294,282,805	\$ 1.2239	3,601,850	6,053,637	\$ 1.9733
2006	391,377,371	\$ 0.7778	3,044,108	361,667,416	\$ 0.8222	2,973,532	6,017,640	\$ 1.6000
2007	494,913,013	\$ 0.7991	3,954,667	448,211,802	\$ 0.7945	3,561,044	7,515,711	\$ 1.5936
2008	764,237,139	\$ 0.8679	6,632,500	569,933,791	\$ 0.7321	4,172,485	10,804,985	\$ 1.6000



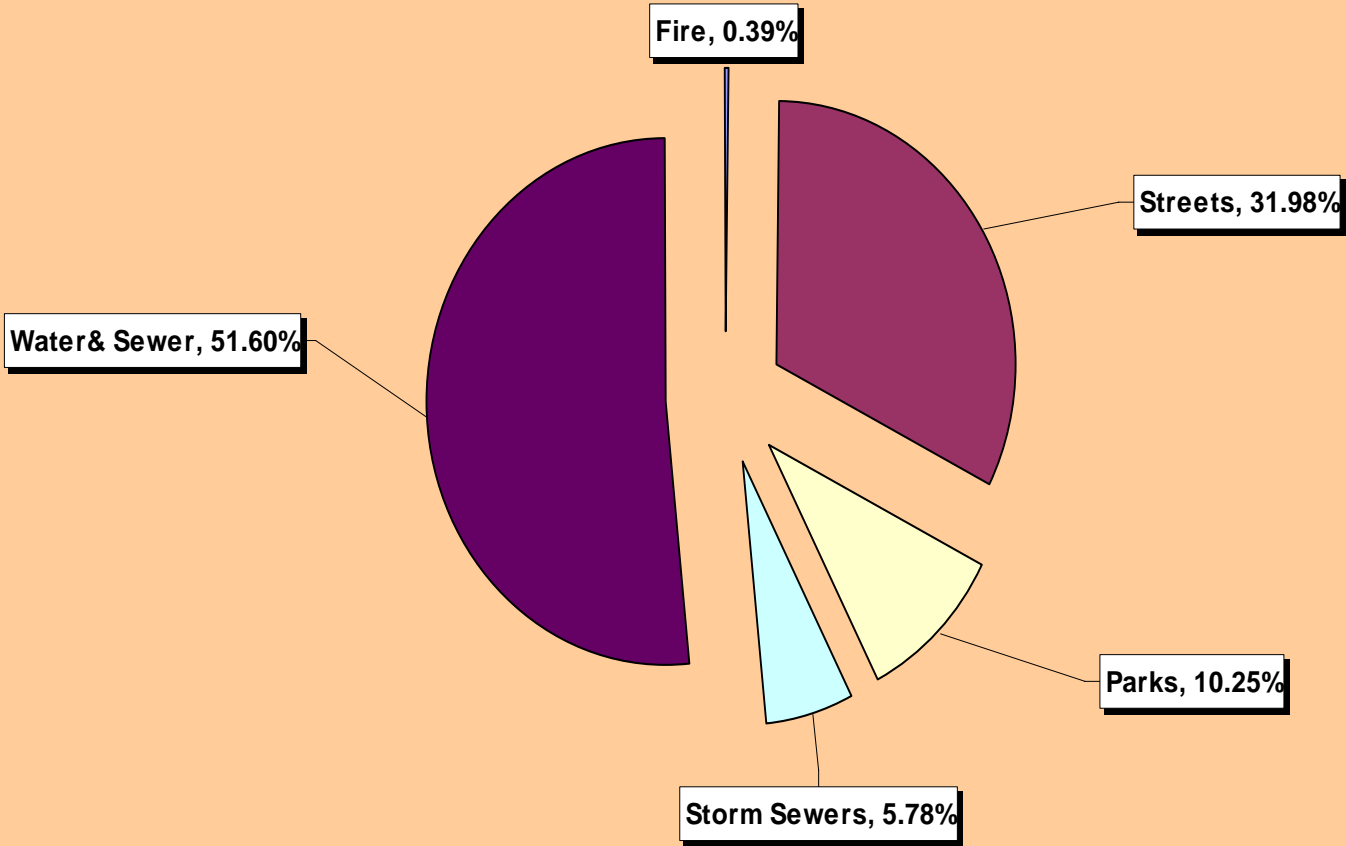
### Combined Property Tax Levy and Rate



**Combined Property Tax Levy \$10,804,985**



**Combined Property Tax Rate  
\$1.60 per \$100.00 of Assesses Valuation**



**Authorized Fulltime Positions  
FY07-08**

Dept/Div	Position Title	FY 03-04	FY 04-05	FY 05-06	FY 06-07	New		Total
						FY 07-08	FY 07-08	
<b>Mayor &amp;</b>	Executive Assistant	1	1	1	1	-		1
<b>Council</b>	Assistant to Mayor & City Council				1			1
	Chief of Staff				1	-		1
<b>Court</b>	Court Clerk Interpreter	1	1	1	1	-		1
	Municipal Court Supervisor	-	1	1	1	-		1
	Court Administrator	1	1	1	1	-		1
	Municipal Court Clerk II	3	3	3	3	-		3
	Municipal Court Clerk III					1		1
	Municipal Court Clerk I				1	1		2
	Judge				1	-		1
<b>Attorney</b>	Assistant City Attorney	1	1	2	2	-		2
	Legal services Coordinator	-	1	1	1	-		1
	City Attorney	1	1	1	1	-		1
<b>Prosecutor</b>	City Prosecutor	1	1	1	1	-		1
	Assistant City Prosecutor				1	1		2
	Staff Assistant					1		1
	Legal Assistant	1	1	1	1	-		1
<b>City Mgr</b>	City Manager	1	1	1	1	-		1
	Executive Assistant	1	1	1	1	-		1
	Communications Manager	1	1	1	1	-		1
	Communications Specialist	-	-	1	1	-		1
	Management Assistant	1	1	1	3	-		3
	Mgr of Org Effectiveness	1	-	-	-	-		-
	Deputy City Manager	1	2	2	2	-		2
	CIP Manager	1						
	Grants Specialist							1
	Communications Specialist (PI)					1		1
	Staff Assistant	1	1	1	1	-		1
	Administrative Assistant	1	1	1	1	-		1
	Management Analyst	1	1	1	1	-		1

Dept/Div	Position Title	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 07-08
<b>City Mgr Con't</b>	Intergovernment Prog Manager				1	-	1
	Webmaster				1	-	1
<b>Community</b>	Administrative Assistant	1	1	1	1	-	1
<b>Services</b>	Customer Services Advocate	2	2	2	2	-	2
	Code Compliance Manager	1	1	1	1	-	1
	Community Advocate	1	1	1	1	-	1
	Code Compliance Officer I	-	1	1	2	-	2
	Director	1	1	1	1	-	1
	Neighborhood & Volunteer Specialist	1	1	1	1	1	1
	Staff Assistant	-	-	1	1	-	1
	Public Arts Specialist				1	-	1
	Volunteer Coordinator				1	-	1
	Neighborhood & Volunteer Manager						1
<b>Human</b>	Human Resources Program Manager	1	1	1	1	-	1
<b>Resources</b>	HR Specialist	1	2	3	3	-	1
	Recruitment Specialist						2
	Administrative Assistant	-	1	1	1	-	1
	Employee Development Specialist	-	-	1	1	-	1
	Human Resources Director	1	1	1	1	-	1
	Benefits and Payroll Specialist	1		-	-	-	-
	HR Analyst				1	-	1
<b>Risk Mgmt</b>	Risk Manager	1	1	1	1	-	1
	Benefits Specialist					1	1
	Safety Training Compliance Specialist	-	1	1	1	-	1
<b>City Clerk</b>	City Clerk	1	1	1	1	-	1
	Deputy City Clerk	1	1	1	1	-	1
	Senior Mail and Copy Clerk		1	1	1	-	1
	Mail and Copy Clerk	1	1	1	1	-	1
	Records Analyst II	1	1	1	1	-	1
	Administrative Assistant	1	1	1	1	-	1

Dept/Div	Position Title	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 07-08
<b>City Clerk Con't</b>	Staff Assistant				1	-	1
	Records Specialist	1	1	1	1	-	1
	Application Specialist	-	-	-	-	-	-
<b>Information &amp; Technology Services</b>	Director of ITS	1	1	1	1	-	1
	IT Specialist II	2	2	2	2	-	2
	IT Specialist I	1	1	1	2	-	2
	Lead I.T. Specialist	-	-	1	1	-	1
	Programmer Analyst	-	-	-	-	-	-
	Technical Services Manager	1	1	1	1	-	1
	Applications & Business Manager	-	1	1	1	-	1
	Network Administrator	1	1	1	1	-	1
	Senior Project Manager					1	1
	Applications & Business Analyst	3	3	3	3	1	4
	Administrative Assistant				1	-	1
<b>Finance</b>	Accountant	3	2	2	2	-	2
	Controller		1	1	1	-	1
	Customer Service Supervisor	-	-	1	1	-	1
	Finance Director	1	-	1	1	-	1
	Senior Account Clerk	2	2	2	2	-	2
	Financial Services Manager	1	-	-	-	-	-
	Senior Account Clerk		1	1	1	-	1
	Senior Accountant		1	1	1	-	1
	Staff Assistant					1	1
	Account Clerk II	1		1	1	-	1
	Customer Service Rep	-	1	2	3	1	4
	Administrative Assistant				1	-	1
<b>Budget &amp; Research Office</b>	Procurement Specialist	-	-	1	1	1	2
	Management Analyst	-	2	2	2	-	2
	Budget & Research Manager	-	1	1	1	-	1
	Budget & Financial Planning Analyst						1

Dept/Div	Position Title	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 07-08
<b>Budget Con't</b>	Procurement Officer	-	1	1	1	-	1
	Sales Tax Auditor	-	-	1	1	-	1
	Business Registration Technician				1	-	1
<b>CFD</b>	CFD Manager	1	1	1	1	-	1
	CFD - Senior Account Clerk	-	1	1	1	-	1
	Accountant				1	-	1
<b>Economic</b>	Administrative Assistant	1	1	1	1	-	1
<b>Development</b>	Economic Development Director	1	1	1	1	-	1
	Sr. Office & Industrial Dev Manager	2	2	2	2	-	1
	Sr. Retail Development Mgr.						1
	Business Advocate	-	1	1	1	-	1
<b>Community</b>	Community Development Director	1	1	1	1	-	1
<b>Development</b>	Planner II	2	4	4	4	-	3
	Planner III			1	2	-	3
	Permit Administrator					1	1
	Senior Planner			1	1	-	1
	Planner I	3	1	1	1	-	1
	Planning Manager	1	1	1	1	1	2
	Planning Technician I	1	1	1	1	-	1
	Planning Technician II	1	1	1	1	-	1
	Records Analyst					1	1
	Plans Review Supervisor					1	1
	Administrative Assistant	1	1	1	1	-	1
	Land Management Coordinator	-	1	1	1	-	1
<b>Building</b>	Building Inspector II	3	3	4	6	-	5
<b>Safety</b>	Building Permit Tech I	1	2	2	2	-	2
	Building Inspector I						1
	Building Permit Tech II				1	-	1
	Chief Building Official	1	1	1	1	-	1

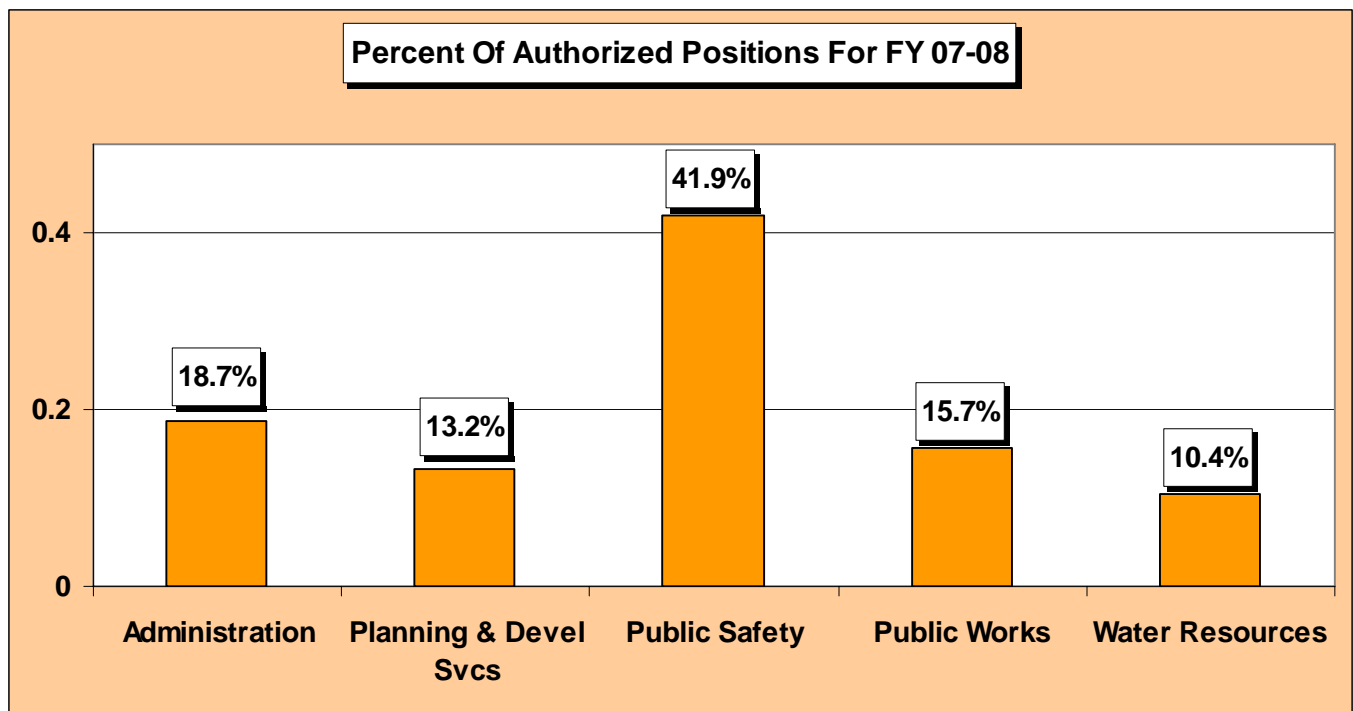
Dept/Div	Position Title	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 07-08
<b>Bldg Safety Con't</b>	Plans Examiner	1	1	2	3	-	3
	Building Permit Tech III	-	1	1	1	-	1
	Building Permit Supervisor	1	1	1	1	-	1
	Building Inspection Supervisor	-	1	1	1	-	1
	Building Inspector III	1	1	1	2	-	2
<b>Engineering</b>	Assistant City Engineer	1	1	1	1	-	1
<b>Services</b>	Director of Engineering				1	-	1
	Project Coordinator	-	1	1	1	-	1
	Project Manager	-	-	1	1	-	1
	Senior Project Manager				1	-	1
	Plans Examiner	-	2	4	5	-	4
	City Engineer	1	1	1	1	-	1
	Engineering Permit Technician I	1	2	2	2	1	3
	Senior Engineering Permit Tech	1	1	1	1	-	1
	Civil Engineer	-	1	1	2	-	2
	Construction Inspection Supervisor		1	1	1	-	1
	Construction Inspector II	2	2	2	4	-	4
	Construction Inspector				2	-	2
	Plan Review Engineer	3	1	1	1	-	2
	GIS Coordinator	-	-	1	1	1	2
	Senior GIS Technician		1	1	1	-	1
	GIS Technician	1		1	1	-	1
	Landscape Technician		1	1	1	-	1
	Right of Way Agent				1	-	1
	Staff Assistant						1
	Administrative Assistant				2	-	1
<b>Public Works</b>	Project Manager	-	1	1	1	-	1
<b>Administration</b>	City Traffic Engineer	-	1	1	1	-	1
	Public Works Director	1	1	1	1	-	1
	Traffic Engineer II			1	1	-	1

Dept/Div	Position Title	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 07-08
<b>PW-Admin Con't</b>	Deputy Public Works Director	2	2	3	3	-	3
	Staff Assistant	3	1	1	1	-	1
	Administrative Assistant		2	2	2	1	3
	Admin. Services Manager	1	1	1	1	-	1
<b>Fleet</b>	Mechanic I	2	-	-	1	-	1
	Service Advisor						1
	Mechanic III	2	4	4	5	-	3
	Mechanic Forman						1
	Equip Management Supervisor	1	1	1	1	-	1
<b>Parks</b>	Parks Foreman	1	1	1	1	1	1
	Sports Turf Manager						1
	Parks Worker I	2	4	5	5	2	6
	Parks Worker II	4	4	4	5	4	11
	Parks Worker III	1	2	4	6	2	8
	Parks Supervisor	1	1	1	1	1	1
	Parks Director				1	-	1
	Stadium Manager						1
<b>Aquatics/Rec</b>	Recreation and Aquatics Coordinator	-	2	2	2	-	3
	Recreation & Aquatics Superintendent	1	1	1	1	-	1
	Recreation & Aquatics Programer				1	1	1
<b>Facilities</b>	Facilities Maintenance Supervisor	1	1	1	1	-	1
	Facilities Maintenance Foreman	-	-	1	1	-	1
	Facilities Maintenance Worker III	1	2	2	2	-	2
	Facilities Maintenance Worker II	2	2	2	2	-	2
	Facilities Maintenance Worker I				1	-	1
<b>Streets</b>	Equipment Operator	2	2	2	2	1	3
	Signal Technician II	2	2	2	2	-	2
	Traffic Operations Foreman					1	1
	Signal Technician III	-	-	1	1	-	1

Dept/Div	Position Title	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 07-08
<b>Streets Con't</b>	Streets Maintenance Foreman	1	1	1	1	-	1
	Streets Maintenance Worker II	3	3	3	3	-	3
	Street Maintenance Worker III			1	1	-	1
	Streets Maintenance Worker I	-	-	1	1	-	1
	Streets Supervisor - Sievwright	1	1	1	1	-	1
	Traffic Operations Worker II	1	1	1	1	-	1
<b>Police</b>	Administrative Assistant	1	1	1	1	1	2
	Chief	1	1	1	2	-	1
	Detective	3	4	5	5	3	9
	Lieutenant	2	2	3	3	2	5
	Police Commander	1	1	1	1	-	1
	Police Officer	35	41	48	54	12	66
	Police Records Specialist	2	2	2	2	-	2
	Sergeant	7	9	10	11	-	11
	Investigations Specialist	1	1	1	1	-	1
	Project Assistant					1	1
	Crisis Services Coordinator	1	1	1	1	-	1
	Management Analyst		1	1	1	-	1
	Alarm Coordinator	1	1	1	1	-	1
	Management Assistant				1	-	1
Crime Scene Specialist				1	-	1	
Judicial Enforcement Officer						1	
<b>Telecomm.</b>	Telecommunications Manager	1	1	1	1	-	1
	Telecommunications Supervisor	2	3	3	4	-	4
	Telecommunications Operator	10	10	11	11	1	12
<b>Fire</b>	Management Assistant	1	1	1	1	-	1
	Captain	9	10	13	13	4	16
	Chief	1	1	1	4	-	1
	Community Education Coordinator	1	1	1	1	-	1
	Deputy Chief	2	2	2	2	-	2

Dept/Div	Position Title	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 07-08
<b>Fire Con't</b>	Administrative Services Manager					1	1
	Administrative Assistant		-	1	1	-	1
	Fire Engineer	9	9	12	13	5	18
	Fire Marshal	1	1	1	1	-	1
	Plans Examiner	-	-	1	2	-	2
	Fire Equipment Maintenance Worker II	-	1	1	1	-	1
	Fire Equipment Maintenance Worker III		1	1	1	-	2
	Emergency Management Coordinator	-	1	1	1	-	1
	Firefighter	19	24	32	35	7	42
	Staff Assistant	1	3	3	3	-	3
	Battalion Chief	3	3	4	5	2	7
	Fire Inspector II					1	2
	Fire Inspector III				1	-	1
	Fire Inspector I						1
<b>Water</b>	Administrative Assistant	-	1	1	1	-	2
	Operations Superintendent	-	-	1	1	-	1
	Utility Technician I		5	5	5	-	5
	Utility Technician I	5	3	3	4	1	5
	Utility Technician II	1	1	4	4	-	5
	Sr. Utility Technician		1	4	6	-	5
	Water Management Director	1	1	1	1	-	1
	Water Resources Manager		1	1	1	-	1
	Project Manager			1	1	-	1
	Staff Assistant	-	1	2	2	-	1
	Water Quality Technician II		1	1	1	-	1
	Water Quality Technician III				1	-	1
	Operations Supervisor		1	1	1	-	1
	Operations Supervisor	1	1	1	1	-	1
	Water Conservation Specialist						1

Dept/Div	Position Title	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 07-08
<b>Wastewater</b>	Environmental Compliance Officer	1	1	1	1	-	1
	Maintenance Mechanic II	1	1	2	2	1	3
	Operations Supervisor	1	1	1	1	-	2
	Utility Tech I		1	1	1	3	6
	Utility Tech II	1	4	5	5	-	6
	Sr. Utility Technician	-	3	3	3	-	4
	Environmental Compliance Supervisor	1	1	1	1	-	1
	Wastewater Operator I	-	-	-	-	-	-
	Operations Superintendent	1	1	1	1	-	1
<b>Sanitation</b>	Sanitation Worker I	2	3	3	3	-	2
	Recycling Coordinator				1	-	1
	Sanitation Worker II	-	3	6	6	-	8
	Sanitation Foreman	-	1	1	1	-	1
	Sanitation Worker III	1	1	1	1	1	2
	Sanitation Supervisor	1	1	1	1	-	1
	<b>Total</b>	<b>257</b>	<b>329</b>	<b>401</b>	<b>472</b>	<b>78</b>	<b>560</b>



## Fulltime Authorized Positions Per 1000 Capita

Department/Program	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08
Mayor & Council	1	1	2	2	2	2
Manager's Office	4	5	5	5	16	19
CM - Admin Support Services	4	4	2	2	-	-
CM - Deputy City Manager	3	3	5	5	-	-
City Budget Office	2	2	3	4	5	6
Clerk	5	6	7	7	8	8
Human Resources	3	4	5	7	8	9
Risk Management	1	1	2	2	2	2
Attorney	2	2	3	4	4	4
CFD Admin	1	1	2	2	3	3
Community Services	5	6	7	9	11	13
ITS	8	9	10	11	13	15
Finance	6	8	10	15	17	19
<b>Administration</b>	<b>45</b>	<b>52</b>	<b>63</b>	<b>75</b>	<b>89</b>	<b>100</b>
Percent Of Total	17.65%	18.51%	18.64%	18.29%	18.90%	17.86%
Econ Development	4	4	5	5	5	5
Comm Development	7	10	12	14	18	24
Engineering	7	10	14	19	26	32
Building Safety	8	8	11	13	13	13
<b>Planning &amp; Devel Svcs</b>	<b>26</b>	<b>32</b>	<b>42</b>	<b>51</b>	<b>62</b>	<b>74</b>
Percent Of Total	10.20%	11.39%	12.43%	12.44%	13.16%	13.21%
Court	5	5	6	6	7	10
Prosecutor	2	2	2	2	3	5
Police	52	55	65	75	84	104
Telecomm	12	13	14	15	17	17
Fire	46	50	60	77	86	107
<b>Public Safety</b>	<b>117</b>	<b>125</b>	<b>147</b>	<b>175</b>	<b>197</b>	<b>243</b>
Percent Of Total	45.88%	44.48%	43.49%	42.68%	41.83%	43.39%
Public Works Admin	8	8	9	10	10	11
Fleet Services	5	5	5	5	7	7
Building Services	4	5	5	6	7	7
Aquatics/Recreation	1	1	3	3	4	5
Parks	9	9	12	15	19	29
Streets	10	10	10	14	14	16
Sanitation	7	7	9	12	13	14

**Fulltime Authorized Positions Per 1000 Capita Con't**

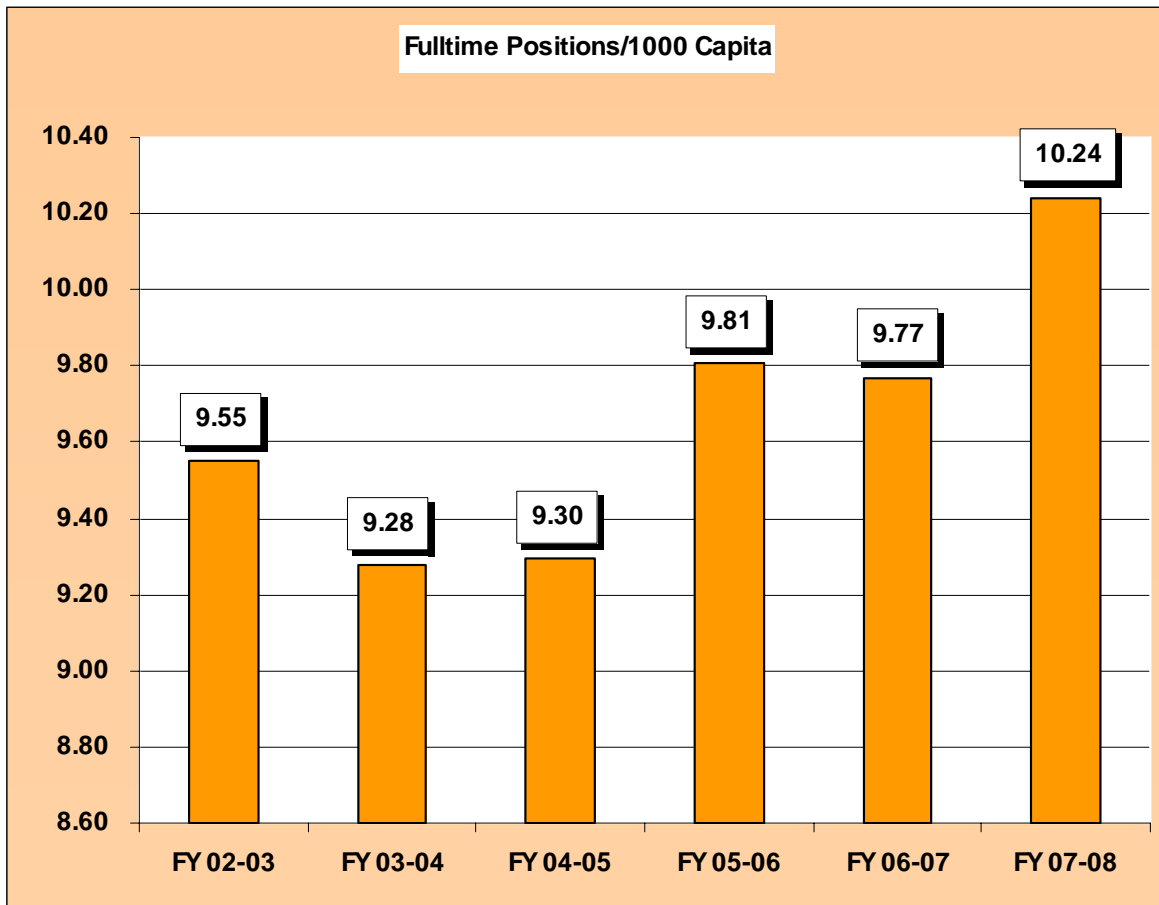
<b>Public Works</b>	<b>44</b>	<b>45</b>	<b>53</b>	<b>65</b>	<b>74</b>	<b>89</b>
Percent Of Total	17.25%	16.01%	15.68%	15.85%	15.71%	15.89%

Water	11	15	18	25	30	31
Sewer	12	12	15	19	19	23

<b>Water Resources</b>	<b>23</b>	<b>27</b>	<b>33</b>	<b>44</b>	<b>49</b>	<b>54</b>
Percent Of Total	9.02%	9.61%	9.76%	10.73%	10.40%	9.64%

<b>Total City</b>	<b>255</b>	<b>281</b>	<b>338</b>	<b>410</b>	<b>471</b>	<b>560</b>
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<b>Population</b>	<b>26,700</b>	<b>30,290</b>	<b>36,358</b>	<b>41,799</b>	<b>48,210</b>	<b>54,692</b>
<b>Positions/1000 Capita</b>	<b>9.55</b>	<b>9.28</b>	<b>9.30</b>	<b>9.81</b>	<b>9.77</b>	<b>10.24</b>



### Listing of New and Replacement Equipment For Fiscal Year 07/08

Item Number	Department Name	Equipment Description	Cnt	Total Costs
E-137-1310-08	City Manager's Office	Copier Equipment	1	\$12,000
E-24-1510-08	Community Services	Copier	1	\$5,000
E-154-1710-08	ITS	Business Continuity	1	\$85,000
E-171-1720-08	ITS	WAN Infrastructure One-time	1	\$355,000
E-177-1720-08	ITS	Testing Environment -- Hardware & Software	1	\$25,000
E-182-1720-08	ITS	Web Security	1	\$35,000
C-163-1730-08	ITS	Work Management C.O.	1	\$60,000
E-141-1730-08	ITS	Work Management Software	1	\$25,000
E-142-1730-08	ITS	Wireless Inspection Software	1	\$47,000
C-307-2110-08	Police	Police Vehicle on Order to be Received after 6/30/07	2	\$66,365
E-11-2110-08	Police	Vehicle - Police Sedan Equipment	8	\$160,000
E-11-2110-08	Police	Vehicle - Police Sedan	8	\$176,000
E-12-2110-08	Police	Vehicle - Police SUV Equipment	1	\$22,000
E-12-2110-08	Police	Vehicle - Police SUV	1	\$30,000
E-200-2110-08	Police	Vehicle - Police Sedan Equipment	2	\$40,000
E-200-2110-08	Police	Additional Equipment	1	\$25,000
E-200-2110-08	Police	Vehicle - Police Sedan	2	\$44,000
E-295-2110-08	Police	Vehicle - Police SUV Equipment	1	\$22,000
E-295-2110-08	Police	Vehicle - Police SUV	1	\$30,000
E-299-2110-08	Police	Police Motorcycles and Equipment	3	\$90,000
E-321-2110-08	Police	GMC Yukon 4WD # 160	1	\$57,615
E-321-2110-08	Police	Ford Crown Vic PD Package # 166	1	\$43,512
E-321-2110-08	Police	Ford Crown Vic PD Package # 167	1	\$43,512
E-321-2110-08	Police	Ford Crown Vic PD Package # 171	1	\$43,512
E-321-2110-08	Police	Ford Crown Vic PD Package # 172	1	\$43,512
E-321-2110-08	Police	Ford Crown Vic PD Package # 176	1	\$43,512
E-321-2110-08	Police	Chevy Tahoe Spec SRV # 227	1	\$57,615
E-321-2110-08	Police	Ford Crown VIC PD Package #122	1	\$43,512
E-32-2210-08	Fire	Vehicle - Fire Sedan	1	\$25,000
E-55-2220-08	Fire	Automatic external defibrillators	5	\$20,000
E-56-2220-08	Fire	Community Education Trailer	1	\$7,000
E-42-2230-08	Fire	Vehicle - Truck (Fire)	1	\$25,000
E-68-2230-08	Fire	Equipment for Fire Engine	1	\$100,000
E-68-2230-08	Fire	Vehicle - Small SUV	1	\$22,500
E-68-2230-08	Fire	EMS Response Vehicle	1	\$100,000
E-31-2240-08	Fire	Vehicle equipment	2	\$17,500
E-31-2240-08	Fire	Vehicle - Truck (Fire)	1	\$25,000
E-320-2240-08	Fire	Trailer #24	1	\$5,000
E-320-2240-08	Fire	Chevy Astro Van #110	1	\$19,691
E-39-2240-08	Fire	SCBA Tester	1	\$13,700
E-51-2240-08	Fire	AirMobile Downloaders	3	\$45,000
E-59-2240-08	Fire	Replacement SCBA equipment	1	\$62,250
E-62-2240-08	Fire	Replacement PPE Washer	1	\$3,200
E-63-2240-08	Fire	Cut off saws	2	\$1,900
E-63-2240-08	Fire	Chain saws	2	\$1,600
E-63-2240-08	Fire	Thermal imaging cameras	2	\$25,000
E-63-2240-08	Fire	TNT extrication tools	1	\$14,500

Item Number	Department Name	Equipment Description	Cnt	Total Costs
E-53-2250-08	Fire	Mobile Computer Terminal (MCT)	1	\$15,000
E-273-3360-08	Sonoran Valley Reimbursable Equipment	Vehicle (fire truck)	1	\$380,000
E-273-3360-08	Sonoran Valley Reimbursable Equipment	Vehicle (incident command)	1	\$115,000
E-273-3360-08	Sonoran Valley Reimbursable Equipment	Vehicle (PD SUV)	1	\$30,000
E-273-3360-08	Sonoran Valley Reimbursable Equipment	Computers	1	\$5,000
E-273-3360-08	Sonoran Valley Reimbursable Equipment	Communications Equipment	1	\$5,000
E-222-4010-08	PW-Administration	Triple Trailer	1	\$500,000
E-249-4010-08	PW-Administration	Vehicle - Small SUV	1	\$22,500
E-259-4310-08	Parks	Rotary mower	1	\$25,000
E-259-4310-08	Parks	Infield groomer	1	\$15,000
E-259-4310-08	Parks	Line marker	1	\$6,000
E-259-4310-08	Parks	20 ft trailer	1	\$12,000
E-259-4310-08	Parks	Utility vehicle	1	\$14,000
E-259-4310-08	Parks	Wing Rotary Mower	1	\$55,000
E-259-4310-08	Parks	Vehicle - Truck (Public Works)	1	\$26,000
E-259-4310-08	Parks	Vehicle - 3/4 Ton Regular Cab Pick Up	1	\$16,536
E-276-4320-08	Parks	Vehicle - Small Truck 1/2 Ton	1	\$18,500
E-276-4320-08	Parks	Vehicle - Truck (Public Works)	1	\$26,000
E-276-4320-08	Parks	Vehicle - Small Truck 1/2 Ton	1	\$18,500
E-315-4420-08	Recreation	Vehicle - Small SUV	1	\$22,500
E-275-4610-08	Streets	Replacement Vehicle for Unit #100	1	\$15,396
E-270-4620-08	Streets	Chevy 2500 4 X 4 SRV Body # 144	1	\$32,021
E-271-4620-08	Streets	LED Electronic Message Boards #18 & #19	2	\$50,000
C-120-4630-08	Streets	Roller Trailer	1	\$7,013
C-127-4630-08	Streets	Asphalt Roller	1	\$34,512
C-128-4630-08	Streets	Self Contained Patch Truck	1	\$189,942
C-131-4630-08	Streets	4000 Gallon Water Truck	1	\$135,588
E-243-4640-08	Streets	PM-10 Street Sweeper	1	\$9,975
E-269-4640-08	Streets	PM-10 Compliant Sweepers	2	\$350,000
E-313-4650-08	Streets	Vehicle - 3/4 Ton Crew Cab 8' Royal Service Body	1	\$27,529
E-209-4910-08	Sanitations	3/4 ton pickup truck w/Tommy Lift tailgate	1	\$32,000
E-322-4910-08	Sanitations	Freightliner FL80 Rolloff #200	1	\$150,000
E-322-4910-08	Sanitations	Intern 4900 Rear Loader #250	1	\$170,000
E-184-5120-08	Water	Crew truck for Distribution	1	\$150,000
E-324-5120-08	Water	Flatbed TR # 30	1	\$20,000
E-324-5120-08	Water	Cement Mixer	1	\$2,742
E-324-5120-08	Water	Chevy 3500HD SRV Body	1	\$40,535
E-169-5130-08	Water	Vehicle - 3/4 Ton Regular Cab Pick Up	1	\$16,536
E-325-5130-08	Water	Chevy 2500 HD SRV Body	1	\$28,021
E-261-5252-08	Wastewater	Crane Truck	1	\$95,000
E-250-5220-08	Wastewater	Easement Machine	1	\$50,000
E-90-5220-08	Wastewater	Vehicle - 3/4 Ton Regular Cab Pick Up	1	\$16,536
E-287-5252-08	Wastewater	Vehicle - 3/4 Ton Regular Cab Pick Up	1	\$16,536
<b>Total:</b>				<b>\$5,231,926.00</b>

## Fiscal Year 07/08 - Non CIP Projects

<b>Description</b>	<b>Supplemental Number</b>	<b>Lead Department</b>	<b>Amount</b>
University Recruitment Efforts	E-202-1110-08	Mayor & Council	\$45,000
Sister Cities Program	E-204-1110-08	Mayor & Council	\$5,000
Super Bowl Host Committee	E-291-1110-08	Mayor & Council	\$25,000
Implementation of Matrix, Committee Recommendations	E-148-1310-08	City Manager's Office	\$1,494,485
Rodeo Production	E-234-1350-08	City Manager's Office	\$21,000
Centralized Matching Grant Funds	E-89-1520-08	Community Services	\$100,000
Southwest Valley Citizen Academy	E-106-1530-08	Community Services	\$1,500
Heritage Grant	E-88-1530-08	Community Services	\$46,490
Graffiti Abatement Program	E-82-1540-08	Community Services	\$1,000
EDU Study	E-159-1610-08	Finance	\$50,000
Sonoran Valley Dev. Impact Fee Study	E-164-1610-08	Finance	\$80,000
Buy Speed	C-170-1630-08	Finance	\$32,000
Business Continuity	E-154-1710-08	ITS	\$85,000
Plan conversion to MS Outlook	E-143-1730-08	ITS	\$50,000
Classification/Compensation Survey	E-265-1810-08	Human Resources	\$125,000
CAD Project completion	E-292-2140-08	Police	\$50,000
Case Management Study	C-238-2410-08	City Prosecutor	\$15,500
Façade Improvement Grant	C-189-3210-08	Economic Development	\$125,000
Economic Development/Website	E-188-3210-08	Economic Development	\$20,000
Document Management System	E-300-3320-08	Community Development	\$58,800
Form-Base Zoning Code	E-134-3320-08	Community Development	\$150,000
Click to Government Program	E-138-3343-08	Community Development	\$29,400
Stadium Practice Facility	E-276-4320-08	Parks	\$955,624
Neighborhood Circulator Study	E-304-4610-08	Streets	\$34,000
Payment Management Program	C-139-4630-08	Streets	\$350,000
Inmate Work Program	E-318-5010-08	Water	\$10,000
<b>Total:</b>			<b>\$3,959,799</b>

## FY07-08 CIP

Proj #	PROJECT TITLE/LOCATION	Budget FY 07-08	FY0607 Carryover	TOTAL
DR0304	Bridge Design On Van Buren Ave at Bullard Wash	554,000	14,138,767	14,692,767
DR0503	Cotton Lane Bridge	18,000,000	-	18,000,000
FD0502	Fire Sta. at Pebblecreek and Clubhouse Drive 185	1,700,000	2,232,000	3,932,000
FD0503	Fire Sta. at King Ranch	-	878,000	878,000
FD0601	Fire Station 186	180,000	-	180,000
FD0701	Westpac Fire Stations	-	1,000,000	1,000,000
MS0502	Justice Center	478,000	200,035	678,035
TC0401	Upgrade Police Radio System	1,600,000	108,000	1,708,000
PK0302	Estrella Foothills Community Park (Phase I)	1,098,428	3,472,050	4,570,478
PK0304	100 Acre Park on Estrella between Van Buren and Yuma	-	300,000	300,000
PK0501	El Rio Project	70,000	130,000	200,000
PK0502	Parks Master Plan	-	148,674	148,674
PK0505	Neighborhood Park Improvements	-	413,546	413,546
ST0301	City Share for Paving Bullard Ave from Van Buren to Yuma	730,000	10,966	740,966
ST0302	Estrella Pkwy. From McDowell Rd. to Yuma Rd.(Carryover)	-	280,344	280,344
ST0309	Park and Ride Design Concept Report	2,624,655	1,858,923	4,483,578
ST0501	Yuma Rd. from Litchfield to Estrella Pkway	-	425,000	425,000
ST0505	Transportation Master Plan	150,000	150,000	300,000
ST0506	Traffic Mgt. System	-	874,933	874,933
ST0507	Traffic Operation Center	725,000	72,000	797,000
ST0508	Traffic Signals (3 per year)	1,400,000	-	1,400,000
ST0602	MC85 from Estrella Pkway to Cotton Lane-MCDOT	2,292,000	2,708,000	5,000,000
ST0603	SR303 ROW	2,000,000	-	2,000,000
ST0607	Bullard Traffic Interchange to I-10	-	1,280,815	1,280,815
ST0608	McDowell Road Improvements - Expansion of Lanes	-	1,200,000	1,200,000
ST0701	Bullard-Van Buren to I-10	52,500	-	52,500
ST0703	Cotton Lane Road Project	9,000,000	-	9,000,000
ST0704	Airport Gateway-Bullard-I-10/Van Buren	1,900,000	-	1,900,000
ST0705	Airport Gateway-Van Buren/Yuma	2,170,412	-	2,170,412
ST0706	Airport Gateway-Yuma/Estrella	2,050,794	-	2,050,794

	<b>FY07-08 CIP Con't</b>			
ST0707	85-801-Broadway	4,700,000	-	4,700,000
ST0708	Pebblecreek-McDowell/Virginia	74,650	-	74,650
ST0709	McDowell-Pebblecreek/Loop 303	708,686	-	708,686
ST0710	Bullard to I-10 to McDowell	52,317	-	52,317
WA0305	Water SCADA System	-	101,248	101,248
WA0401	Site 11 Improvement-Yuma/Bullard	2,000,000	4,544,158	6,544,158
WA0404	Safeway Well-Estrella Parkway & Yuma Road	-	247,930	247,930
WA0413	Tonopah Irrigation District	380,000	-	380,000
WA0501	Well 12 RO Treatment	-	468,049	468,049
WA0502	Arsenic Compliance	-	310,000	310,000
WA0503	Arsenic Compliance	-	516,959	516,959
WA0504	Surface Water Supply	-	640,503	640,503
WA0506	Meter Radio Read System	-	1,400,000	1,400,000
WA0507	Historic Goodyear Service Connections	-	66,765	66,765
WA0508	New Transmission Lines	-	162,505	162,505
WA0510	CAP Back Charges	377,817	-	377,817
WA0511	CAP M-I Charges	3,600,000	-	3,600,000
WA0521	Brine Line - site 11 to 157th WRF	-	237,909	237,909
WA0522	Adaman Water Interconnect	20,000,000	-	20,000,000
WA0523	LPSCO Interconnection - Sarival & McDowell	800,000	-	800,000
WA0524	Well N - Estrella Parkway	1,000,000	1,279,767	2,279,767
WA0525	New Water Line - Lower Buckeye Parkway	-	524,018	524,018
WA0527	Central AZGroundwater Replenishment Dist (CAGR)	600,000	-	600,000
WA0529	Water Distributing Model	-	37,413	37,413
WA0530	Centerra well replacement - Estrella & Van Buren	-	52,528	52,528
WA0601	Project Management	400,000	192,848	592,848
WA0602	Utility System in West Goodyear			-
WA0606	King Ranch Water Development	-	2,000,000	2,000,000
WA0607	Type II Water Rights			-
WR0701	Non-Potable Distribution System	2,000,000	-	2,000,000
WR0702	Reuse Enhancements	250,000	-	250,000
WR0703	Injection Wells	400,000		

			-	400,000
	<b>FY07-08 CIP Con't</b>			
WW0302	Bullard Wash 39" Interceptor Sewer City share	-	1,181,042	1,181,042
WW0307	Corgett WRF-Regulatory compliance improvements	500,000	-	500,000
WW0401	Water/Wastewater SCADA System	-	1,477,480	1,477,480
WW0402	Soil Aquifer Treatment (SAT) Site #1 design/permit	-	227,083	227,083
WW0403	Capacity Expansion (GWRF) Design/Start construction	18,236,225	6,340,169	24,576,394
WW0502	Historic GY Service Connections	-	1,371,502	1,371,502
WW0504	Brine Management Study	-	1,143,847	1,143,847
WW0508	Wastewater Collection Lines	1,000,000	413,847	1,413,847
WW0511	Lift Station Upgrade Project	400,000	238,455	638,455
WW0601	Project Management	400,000	185,022	585,022
WW0603	Brine Management - disposal	4,000,000	3,085,114	7,085,114
FA0403	Water Resources Admin Facility	2,000,000	2,297,189	4,297,189
AT0701	Art Projects	250,000	-	250,000
FA0303	City Center Master Plan	-	261,112	261,112
FA0501	City Facilities Master Plan	-	266,756	266,756
FA0601	Library	-	150,000	150,000
MS0301	Historical Goodyear Service Connections	-	350,000	350,000
MS0401	Unspecified Improvement Districts	-	-	-
MS0405	Monument Entry Signs	100,000	249,490	349,490
MS0503	Patterson Property Environmental Cleanup	-	100,000	100,000
TC0301	Data Communication	500,000	-	500,000
TC0701	ITS up-grades (HTE) Replacement	500,000	-	500,000
TC0702	ITS up-grades Data Communication	500,000	-	500,000
TC0703	CIP Software	65,000	-	65,000
MS0401	Improvement District	40,000,000		40,000,000
SD0601	Spring Training Stadium	75,000,000		75,000,000
N/A	WestCor Mall	75,000,000		75,000,000
	<b>TOTAL</b>	<b>304,570,484</b>	<b>54,501,585</b>	<b>359,072,069</b>

**ADOPTED CIP PLAN 2008-2012 (Non-Utility)**

<b>Project #</b>	<b>Project Title</b>	<b>Prior FY Funding</b>	<b>FY07-08</b>	<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12</b>	<b>Total Project FY07-12</b>
<b>DRAINAGE</b>								
DR0301	Bullard Wash	-	-	-	-	5,400,000	4,500,000	9,900,000
DR0304	Van Buren Bridge	14,138,767	554,000	-	-	-	-	14,692,767
DR0502	Storm Water Disposal Report	-	-	-	-	-	-	-
DR0503	Cotton Lane Bridge	-	18,000,000	-	-	-	-	18,000,000
DR0701	Estrella Pkwy Bridge	-	-	-	-	-	-	-
DR1101	Estrella Pkwy Bridge	-	-	-	-	-	-	-
<b>PARKS</b>								
PK0301	Existing ADOT basins	-	-	-	-	-	-	-
PK0302	EMR Comm. Park	3,472,050	1,098,428	6,251,466	-	-	-	10,821,944
PK0304	100 Acre Community Park	300,000	-	-	4,900,000	-	-	5,200,000
PK0402	Real Property Acquisition	-	-	-	-	-	-	-
PK0501	El Rio	130,000	70,000	120,000	80,000	-	-	400,000
PK0502	Parks Master Plan	148,674	-	-	-	-	-	148,674
PK0503	Multi Generation Center	-	-	-	-	-	-	-
PK0505	Neighborhood Parks Improvements	413,546	-	-	-	-	-	413,546
New	Park	-	-	-	-	-	-	-
<b>STREETS</b>								
ST0301	Bullard Ave, Van Buren to Yuma	10,966	730,000	-	-	-	-	740,966
ST0302	Estrella Pkwy, MC85 to McDowell Road	280,344	-	-	-	-	-	280,344
ST0309	Regional Park and Ride	1,858,923	2,624,655	1,709,366	-	-	-	6,192,944
ST0501 and DR0302	Yuma Rd, Estrella Pkwy to Litchfield Rd	425,000	-	-	-	-	-	425,000
ST0505	Transportation Master Plan	150,000	150,000	-	-	-	-	300,000
ST0506	Traffic Management System	874,933	-	-	-	-	-	874,933
ST0507	Traffic Operation Center	72,000	725,000	-	-	-	-	797,000
ST0508	Traffic Signals (2 per year)	-	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	7,000,000
ST0601	Estrella Pkwy, MC85 to Vineyard (w/o bridge)	-	-	-	-	-	-	-
ST0602	MC85, Estrella Pkwy to Cotton Lane by MCDOT	2,708,000	2,292,000	-	-	-	-	5,000,000
ST0603	SR303 ROW	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
ST0604	Cotton Lane Tijerina	-	-	-	-	-	-	-
ST0605	Pebblecreek Parkway	-	-	-	-	-	-	-
ST0606	Harrison Street	-	-	-	-	-	-	-

## Adopted Non-Utility CIP Plan Con't

Project #	Project Title	Prior FY Funding	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	Total Project FY07-12
ST0607	Bullard Traffic Interchange to I-10	1,280,815						
ST0608	McDowell Road Improve-Expansion of Lanes	1,200,000						
ST0701	Bullard Ave, Van Buren to I-10	-	52,500	2,997,000	-	-	-	3,049,500
New	Elliot Rd, 185 Ave to Rainbow Valley Rd	-	-	-	-	-	-	0
ST0703	Cotton Lane Road	-	9,000,000	-	-	-	-	9,000,000
ST0704	Airport Gateway infrastructure build out	-	1,900,000	-	-	-	-	1,900,000
ST0705	Airport Gateway infrastructure build out	-	2,170,412	-	-	-	-	2,170,412
ST0706	Airport Gateway infrastructure build out	-	2,050,794	-	-	-	-	2,050,794
ST0707	85-801 infrastructure build out	-	4,700,000	-	-	-	-	4,700,000
ST0708	Pebblecreek Pkwy, North of McDowell to Virginia	-	74,650	-	-	-	-	74,650
ST0709	McDowell road, Pebblecreek to Loop 303	-	708,686	-	-	-	-	708,686
ST0710	Bullard Ave, I-10 to McDowell	-	52,317	-	-	-	-	52,317
New	McDowell Road, Litchfield to Bullard	-	-	-	-	-	-	0
ST0901	Estrella Pkwy Realignment (with King Ranch, PIR & County)	-	-	150,000	650,000	1,500,000	-	2,300,000
<b>TECHNOLOGY</b>								
TC0301	Data Communication Infrastructure	-	500,000	-	-	-	-	500,000
TC0401	Police Radio Replacement	108,000	1,600,000	1,010,000	810,000	-	-	3,528,000
TC0701	IT upgrades	-	500,000	2,500,000	1,500,000	-	-	4,500,000
TC0702	IT upgrades	-	500,000	2,500,000	1,500,000	-	-	4,500,000
TC0703	CIP management software	-	65,000	3,000	3,000	3,000	3,000	77,000
<b>FACILITIES</b>								
CP0302	City Wide Training Facility	-	-	-	-	-	-	-
CP0402	PD/Fire Public Safety Admin Office	-	-	-	-	2,000,000	26,500,000	28,500,000
FA0301	Public Works Corporate Yard	-	-	-	-	-	20,000,000	20,000,000
FA0303	City Center	261,112	-	4,200,000	22,408,408	21,356,815	-	48,226,335
FA0501	City Facilities Master plan	266,756	-	-	-	-	-	-
FA0601	Library	150,000	-	1,200,000	4,588,832	4,128,832	-	10,067,664

## Adopted Non-Utility CIP Plan Con't

Project #	Project Title	Prior FY Funding	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	Total Project FY07-12
FD0502	Fire Station 185	2,232,000	1,700,000	-	-	-	-	3,932,000
FD0503	Firestation	878,000	-	-	-	-	-	-
FD0601	EMR Fire Station (Site 804)	-	180,000	-	-	-	-	180,000
FD0701	Westpac Fire Stations	1,000,000	-	-	-	-	-	1,000,000
<b>MISCELLANEOUS</b>								
MS0301	Historic Goodyear - Grant	350,000						
MS0405	Monument Entry Signs	249,490	100,000	100,000	100,000	100,000	100,000	749,490
MS0502	Justice Center	200,035	478,000	-	-	-	-	678,035
MS0503	Patterson Property Environmental Cleanup	100,000						
AT0701	Art Projects	-	250,000	250,000	250,000	250,000	250,000	1,250,000
	<b>TOTAL</b>	<b>23,758,277</b>	<b>56,226,442</b>	<b>26,390,832</b>	<b>40,190,240</b>	<b>38,138,647</b>	<b>54,753,000</b>	<b>244,883,001</b>



Curb Gutters Installed



McDowell Road Construction



Neighborhood Park

**ADOPTED CIP PLAN 2008-2012 (Utility)**

Project #	Project Title	Prior FY Funding	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	Total Project Cost
	<b>WATER</b>							
WA0305	Water SCADA Project	101,248	-	-	-	-	-	101,248
WA0401	Site 11 Improvements - Yuma Road & Bullard Avenue	4,544,158	2,000,000	6,200,000	-	-	-	12,744,158
WA 0404	Safeway Well - Estrella Parkway & Yuma Road	247,930	-	-	-	-	-	247,930
WA0411	30" water line - Cotton Lane	-	-	-	2,700,000	-	-	2,700,000
WA0413	Tonopah Irrigation District	-	380,000	-	-	-	-	380,000
WA0501	Site 12 R O Treatment - Cotton Lane & Lower Buckeye	468,049	-	-	-	-	-	468,049
WA0502	Arsenic Compliance Well 12B - Cotton Lane & Lower Buckeye	310,000	-	-	-	-	-	310,000
WA0503	Arsenic Compliance Well 18B - Van Buren & Palo Verde	516,959	-	-	-	-	-	516,959
WA0504	Water Master Plan	640,503	-	-	-	-	-	640,503
WA0506	Radio Read Meter System	1,400,000	-	-	-	-	-	1,400,000
WA0507	Historic Goodyear Service Connections	66,765	-	-	-	-	-	66,765
WA0508	Water / WW Transmission Lines	162,505	-	1,000,000	1,000,000	-	-	2,162,505
WA0510	CAP M-I Charges	-	377,817	1,224,568	1,299,782	-	-	2,902,167
WA0511	CAP Back Charge	-	3,600,000	-	-	-	-	3,600,000
WA0521	Brine Line	237,909	-	-	-	-	-	237,909
WA0522	Adaman Water Interconnect	-	20,000,000	3,000,000	2,000,000	2,500,000	2,500,000	30,000,000
WA0523	LPSCO Interconnection - Sarival & McDowell	-	800,000	-	-	-	-	800,000
WA0524	Well N - Estrella Parkway	1,279,767	1,000,000	-	-	-	-	2,279,767
WA0525	New Water Line - Lower Buckeye Parkway	524,018	-	-	-	-	-	524,018
WA0527	Central Arizona Groundwater Replenishment District (CAGR)	-	600,000	1,774,000	2,300,000	-	-	4,674,000
WA0529	Water Distributing Modeling	37,413	-	-	-	-	-	37,413
WA0530	Centerra well replacement - Estrella Parkway & Van Buren	52,528	-	-	-	-	-	52,528
WA0601	Project Management	192,848	400,000	-	-	-	-	592,848
WA0606	Kings Ranch Water Development	2,000,000	-	-	-	-	-	2,000,000
WA0607	Type II Water Rights	-	-	1,250,000	-	-	-	1,250,000
WA0701	Lease back GRIC	-	-	-	-	3,500,000	3,500,000	7,000,000
NEW	SCADA Phase II	-	-	-	600,000	100,000	600,000	1,300,000
FA0403	Water Resources Admin Facility	2,297,189	2,000,000	-	-	-	-	4,297,189
	<b>WASTEWATER</b>							
WW0302	Bullard Wash Interceptor Sewer Lower Buckeye Parkway to Estrella Parkway	1,181,042	-	-	-	-	-	1,181,042
WW0307	Corgett WRF - Regulatory Compliance Improvements	-	500,000	500,000	500,000	-	-	1,500,000

Project #	Project Title	Prior FY Funding	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	Total Project Cost
WW0401	Wastewater SCADA System	1,477,480	-	-	-	-	-	1,477,480
WW0402	Soil Aquifer Treatment (SAT) site #1 Design/Permit	227,083	-	-	-	-	-	227,083
WW0403	GWRF Capacity Expansion	6,340,169	18,236,225	8,000,000	-	-	-	32,576,394
WW0501	Citrus Transmission Outfall	-	-	-	-	-	-	-
WW0502	Historic GY Service Connections	1,371,502	-	-	-	-	-	1,371,502
WW0504	Brine Management Study	1,143,847	-	-	-	-	-	1,143,847
WW0508	Wastewater Collection lines	413,847	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,413,847
WW0511	Lift Station Upgrade Project	238,455	400,000	400,000	400,000	400,000	-	1,838,455
WW0601	Project Management	185,022	400,000	-	-	-	-	585,022
WW0603	Brine Management - disposal	3,085,114	4,000,000	3,000,000	3,000,000	-	-	13,085,114
WW0401	Wastewater SCADA System	-	-	1,000,000	-	-	-	1,000,000
	<b>WATER RECLAMATION</b>							
WR0701	Non-Potable Distribution System	-	2,000,000	-	-	2,000,000	-	4,000,000
WR0702	Reuse enhancements	-	250,000	-	-	-	-	250,000
WR0703	Injection Wells	-	400,000	-	-	-	-	400,000
NEW	Reclaimed, Reuse Distribution System and Expansion	-	-	1,600,000	1,300,000	-	-	2,900,000
NEW	Alternative Recharge Facilities	-	-	2,000,000	1,500,000	-	-	3,500,000
	<b>TOTAL</b>	<b>30,743,308</b>	<b>58,344,042</b>	<b>31,948,568</b>	<b>17,599,782</b>	<b>9,500,000</b>	<b>7,600,000</b>	<b>155,735,742</b>

**Fire Station 184**



**Mall Ground Breaking**



Waste Water Treatment



Community Parks - Water Resources



Splash Pad



City Growth Infrastructure

Cotton Lane Bridge



## FINANCIAL INDICATORS

Indicators	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	6 Year Change
<b>Population</b>	26,715	30,290	35,810	41,225	48,210	54,692	105%
Annual Percent Change	56.37%	13.38%	18.22%	15.12%	16.94%	13.45%	
<b>GDP Inflation Index</b>	105.50	107.25	109.32	111.50	114.85	118.80	13%
Annual Percent Change	6.23%	1.65%	1.93%	2.00%	3.00%	3.44%	
<b>Sales Tax Revenues</b>	14,531,875	17,413,094	21,830,956	31,375,910	47,100,242	52,404,274	261%
Annual Percent Change	64.57%	19.83%	25.37%	43.72%	50.12%	11.26%	
<b>Net Assessed Valuation (NAV)</b>	222,388,265	264,638,241	327,191,619	391,377,371	494,913,013	764,237,139	244%
Annual Percent Change	117.16%	19.00%	23.64%	19.62%	26.45%	54.42%	
<b>Operation Revenues/Deflated/Capita</b>	1,220	1,188	1,197	1,264	1,390	1,420	16%
Annual Percent Change	-15.64%	-2.60%	0.72%	5.61%	9.99%	2.14%	
<b>Property Tax Levies (TI)</b>	4,304,906	5,079,777	6,053,637	6,017,640	7,515,711	10,804,985	151%
Annual Percent Change	107.33%	18.00%	19.17%	-0.59%	24.89%	43.77%	
<b>Operation Expend/Deflated/Capita</b>	1,176	1,169	1,182	1,260	1,303	1,388	18%
Annual Percent Change	-13.93%	-0.59%	1.13%	6.60%	3.41%	6.53%	
<b>Fulltime Positions/1000Capita</b>	9.55	9.28	9.21	9.95	9.77	10.09	6%
Annual Percent Change	-8.89%	-2.81%	-0.68%	7.99%	-1.81%	3.28%	
<b>Debt Service as a % of NAV</b>	1.96%	1.76%	1.55%	1.68%	1.32%	0.89%	-55%
Annual Percent Change	-23.35%	-10.36%	-12.09%	8.42%	-21.47%	-32.32%	
<b>Operating Revenues</b>	34,388,563	38,603,349	46,854,474	58,104,790	76,980,139	92,270,662	168%
Annual Percent Change	40.12%	12.26%	21.37%	24.01%	32.49%	19.86%	
<b>Operating Expenditures</b>	33,149,464	37,981,439	46,287,881	57,940,393	72,166,906	90,215,321	172%
Annual Percent Change	42.96%	14.58%	21.87%	25.17%	24.55%	25.01%	

# FINANCIAL TRENDS

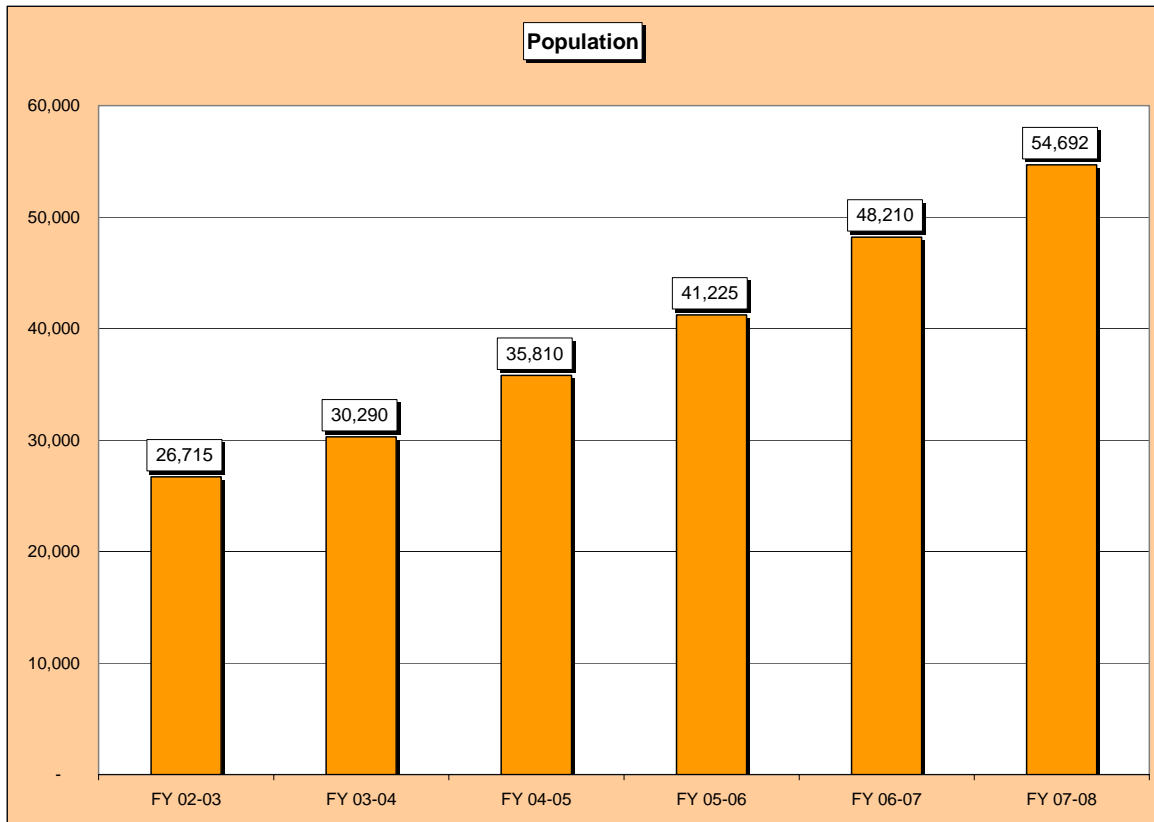
## Population

### 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 levels appear 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 17.5 percent. The population doubled during the measurement period.



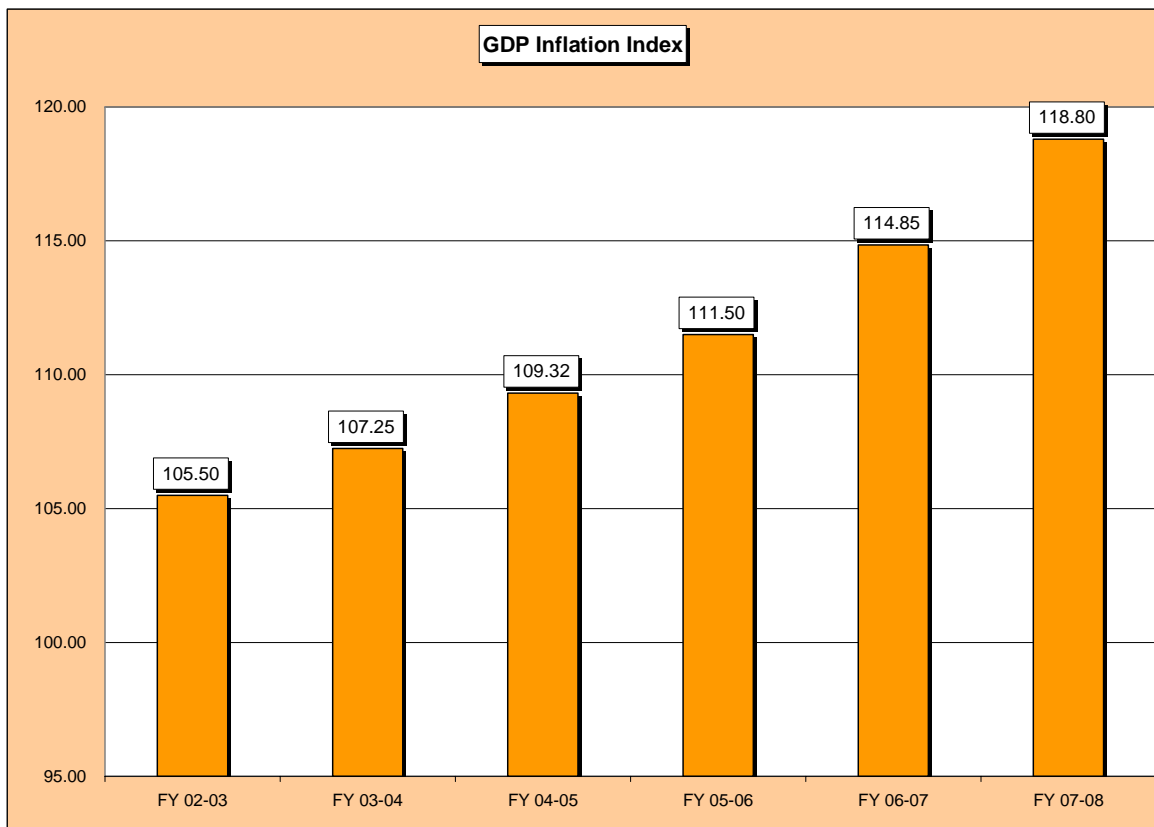
# Inflation

## Description

The Gross Domestic Product 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 less than 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.



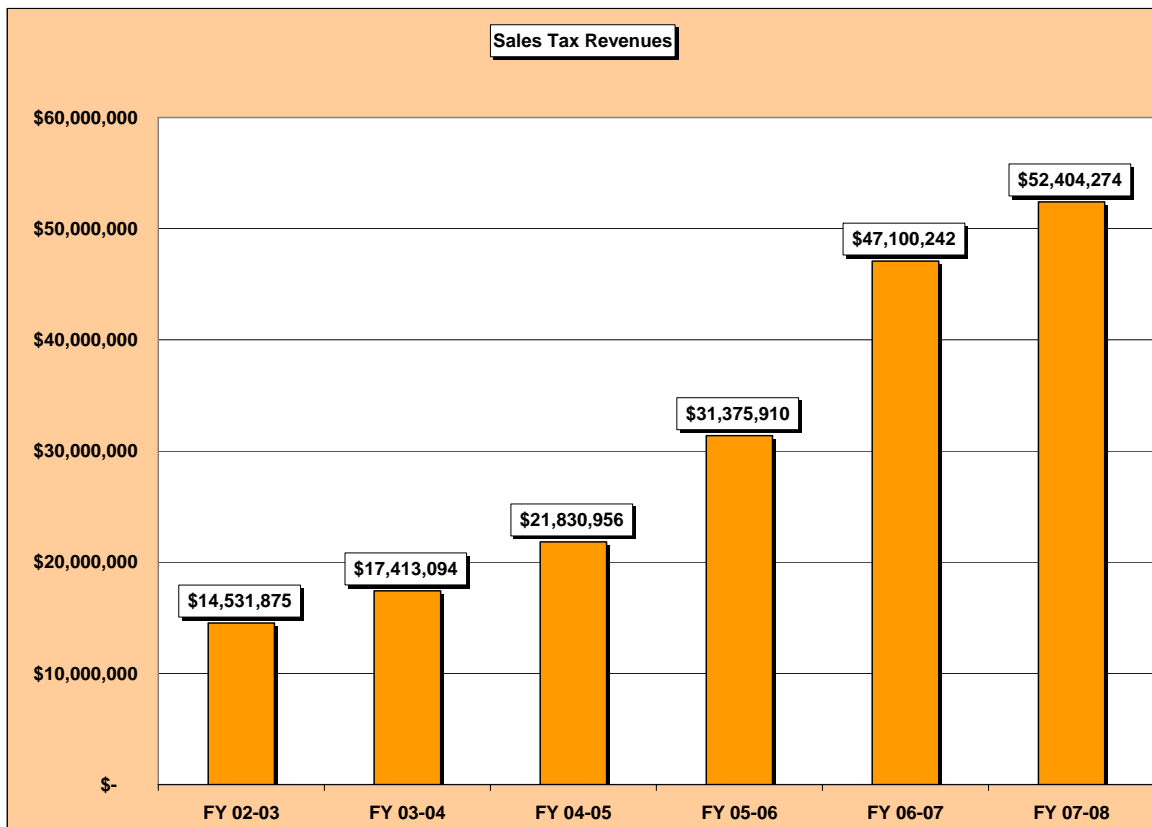
# Business Activity

## 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 six years. Sales tax revenues have tripled during the measurement period. This trend is considered very favorable. Goodyear's business activity has benefited from the economic expansion, and high consumer confidence. In addition, median household income has increased over the measurement period and directly supports the increase in sales tax revenue. City increased the contracting activities tax from 2% to 3.5% January 1, 2005. Construction Sales Tax accounted for \$8 million of the spike in sales tax from FY05-06 to FY06-07.



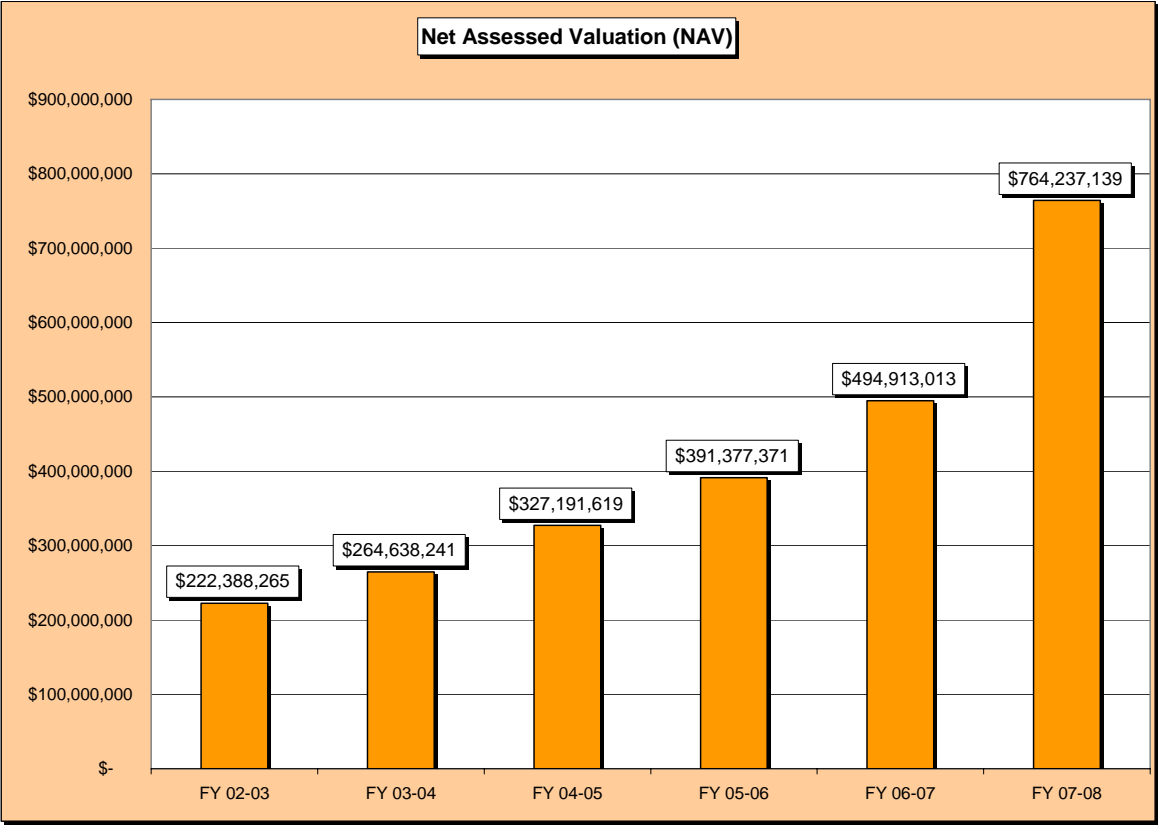
# Property Value

## Description

Property value is important because property tax is used for both operating and debt service expenditures. 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 more than tripled during the measurement period.



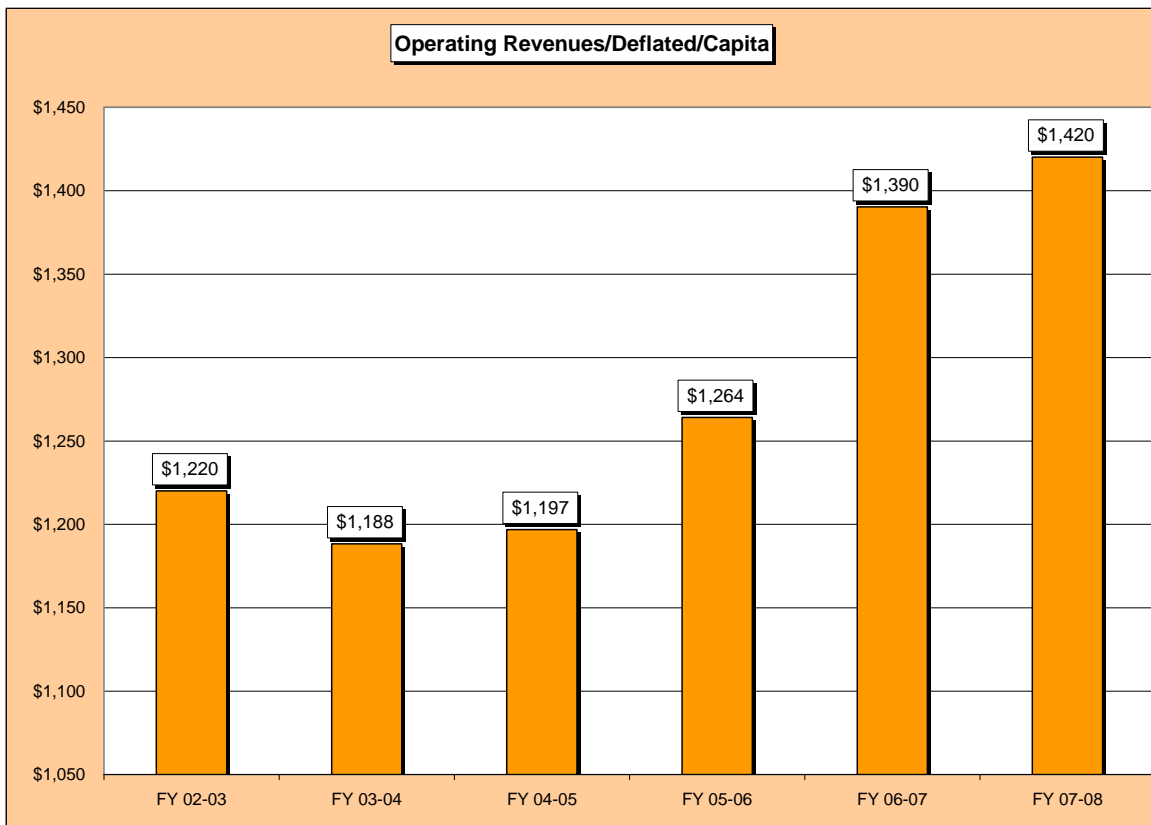
# Operating Revenue Per Capita

## 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 increased 16 percent over the measurement period. In addition, during this same time period, service demands have increased.



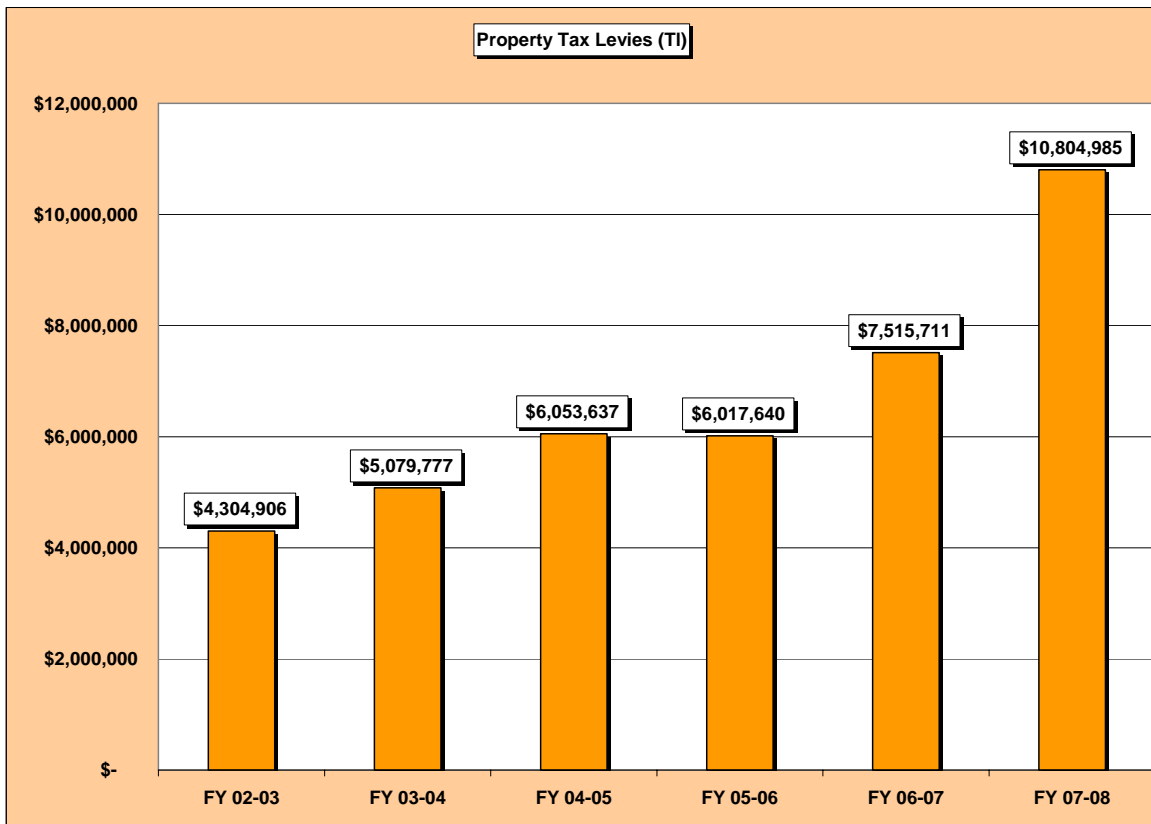
# Property Tax Revenue

## Description

Property tax revenue is an important source to consider individually because it comprises the General Fund's third largest single revenue source next to the City sales tax revenue, and zoning & building fees. The primary component of property tax is for maintenance and operations of the City and is solely dedicated to Public Safety. The secondary component is restricted for voter approved debt service payments.

## Analysis

Property tax revenue has increased 151% over the study period, significantly more than the 105% increase in population. Based on continued residential and commercial growth, property tax revenue should increase in the coming year with assessed property values expected to grow by 10 percent. Goodyear's FY 07-08 combined tax rate is expected to stay at \$1.60.



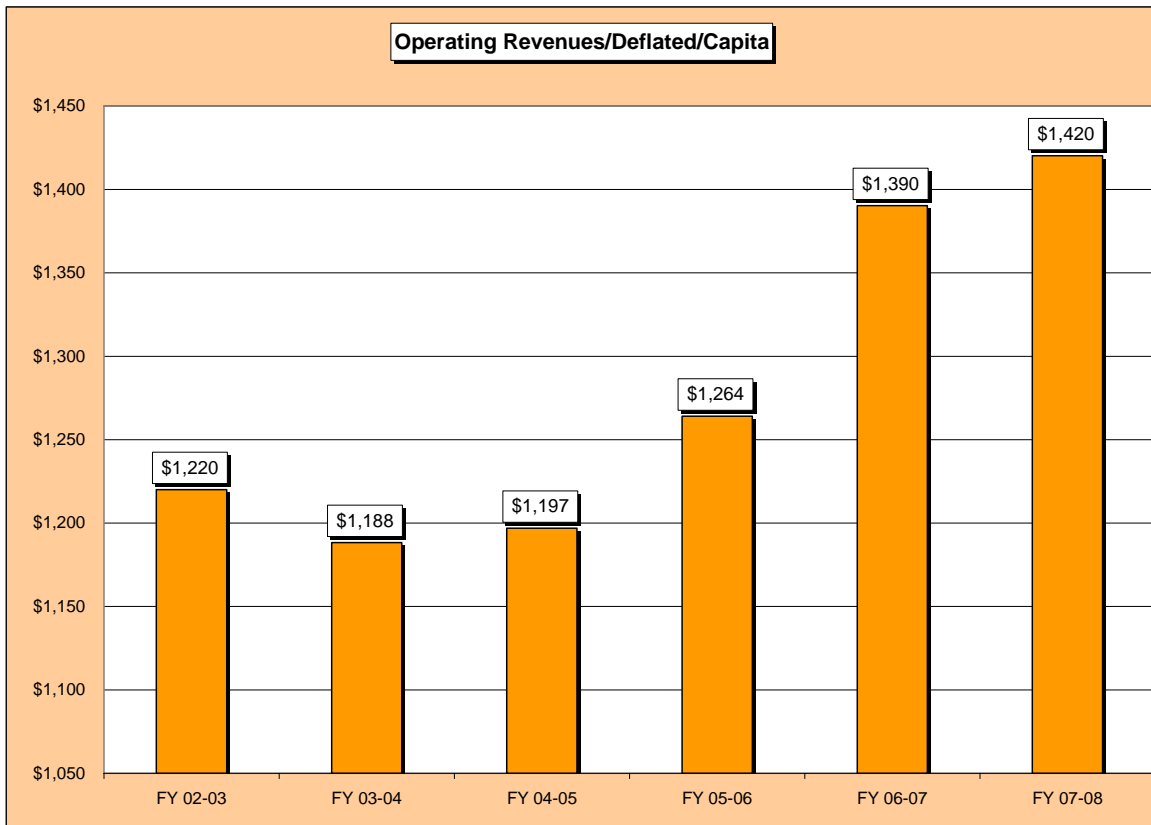
# Operating Expenditures Per Capita

## 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 increased 18% over the measurement period. In addition, during this same time period, service demands have increased. 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.



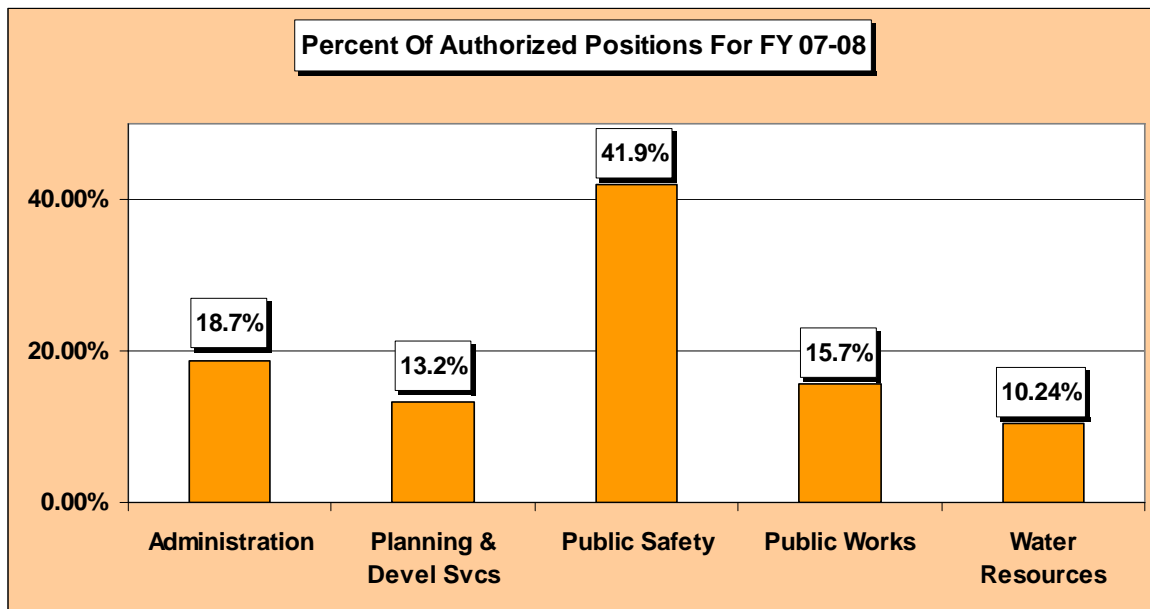
# Employees Per Capita

## 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, and 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 increased 7% over the measurement period, with the addition of 89 new positions. Major investments in facilities from the CIP, and new Programs require additional positions, in addition to the population increases.



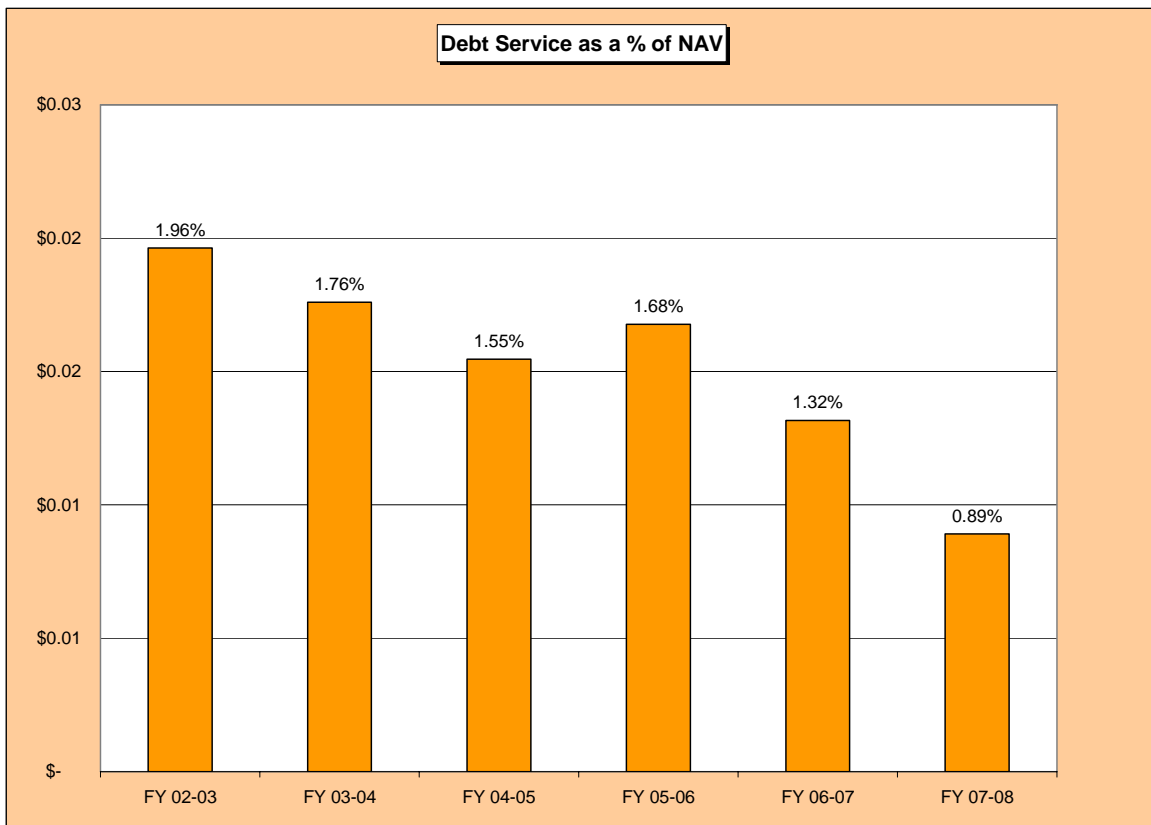
# Debt Service As A Percent Of Assessed Valuation

## Description

Debt Service is the annual principal and interest payments that the City has incurred for the addition of needed infrastructure. Debt service includes all payments for debt the City has issued including General Obligation Bonds, Revenue Bonds, and Excise Tax Pledged Bonds. It does not include debt of overlapping jurisdictions (school districts, CFDs, and County). The assessed value is the most generally available measure of community wealth. The concern is that long-term debt should not exceed the City's resources for paying the debt.

## Analysis

Long-term debt as a percent of assessed valuation over the measurement period has decreased by 55%. The debt burden is expected to meet the needs of a growing city. In addition, median household income has increased over the measurement period and is an indicator of the community's ability to pay for the required debt.



## 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.

### **ACCRUAL BASIS OF ACCOUNTING**

A method of accounting whereby income and expense items are recognized and recorded when income is earned and expense is incurred, regardless of when cash is actually received or paid

### **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.

### **BALANCED BUDGET**

A balanced budget occurs when the total sum of money a government collects in a year is equal to the amount it spends on goods, services, and debt interest.

### **BUDGETING PROCESS**

Steps by which governments create and approve a budget. Goodyear's budgeting process is demonstrated in the format of a calendar.

### **BUILDING PERMIT**

A document authorizing the holder to construct a building of a particular kind on a particular lot issued by the municipality

### **CAPITAL BUDGET**

The appropriation of bonds or operating revenue for improvements to city facilities, including buildings, streets, water & sewer lines, and parks.

## **CAPITAL FUND (SEE REVENUE FUNDS)**

### **CAPITAL OUTLAY**

Fixed assets which have a value of \$5,000 or more and have a useful economic life of more than one year.

### **CIP (CAPITAL IMPROVEMENT PLAN OR PROGRAM)**

A long-range study or plan of financial wants, needs, expected revenues and policy intentions. CIP is defined capital expenditures/projects, in general, as the purchase or construction of long-lived, high-cost, tangible assets. "Long-lived" implies a useful life in excess of one year. "High-cost" means that the project costs are substantial. "Tangible" assets exclude contractual services except those that are necessary for putting a tangible asset into service.

### **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.

## **DEBT SERVICE FUND (SEE REVENUE FUNDS)**

### **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.

### **DIVISION**

An organized unit within a department.

**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.

**ENTERPRISE FUND (SEE REVENUE FUNDS)****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 years adopted budgets.

**GAAP (GENERAL ACCEPTED ACCOUNTING PRINCIPLES)**

A standard established by the Accounting Practices Board of the American Institute of Certified Public Accountants. These rules, conventions, and procedures define accepted accounting practices.

## **GENERAL FUND (SEE REVENUE FUNDS)**

### **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.

## **INTERNAL SERVICE FUND (SEE REVENUE FUNDS)**

### **MODIFIED ACRUALL METHOD OF ACCOUNTING**

Based on revenues being recognized in the period when they become available and measurable (known). To be used to pay expenditures are incurred, regardless of when the receipt or payment of cash takes place.

### **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.

**PERFORMANCE (MEASURES) INDICATORS**

Performance Indicators are quantifiable measurements, agreed to beforehand, that reflect the critical success factors of an organization. Whatever performance Indicators are selected, they must reflect the organization's goals, they must be key to its success and they must be quantifiable (measurable). Performance Indicators usually are long-term considerations. The definition of what they are and how they are measured do not change often. The goals for a particular performance Indicator may change as the organization's goals change, or as it gets closer to achieving a goal.

**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).

**PROPRIETARY FUNDS**

Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds. See these two definitions under revenue funds.

**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.

## **REVENUE FUNDS**

Income collected by municipalities for public use.

### **CAPITAL FUND -**

Fund used to accumulate the revenues and expenditures for the acquisition or repair and replacement of the capital assets in a municipality. In general, capital assets refer to buildings, equipment, infrastructure, arenas, trucks, graders, roads, water/sewer systems and the like.

### **DEBT SERVICE FUND -**

Fund established for the cash required over a given period for the repayment of interest and principal on a debt.

### **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.

### **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.

### **INTERNAL SERVICE FUND -**

Finance and account for the operations of agencies that provide services to other agencies, institutions, or other governmental units on a cost-reimbursed basis.

### **SPECIAL ASSESSMENT FUND -**

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.

### **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.

## **SALES TAX**

Tax based on a percentage of the selling price of goods and services. State and local governments assess sales tax and decide what percentage to charge. The retail buyer pays the sales tax to the retailer, who passes it on to the sales tax collection agency of the government.

## **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 FUND (SEE REVENUE FUNDS)**

## **STATE-SHARED REVENUES**

Revenues including state income tax, sales tax, and motor vehicle registration fees. In accordance with longstanding agreements, these revenues are collected by the State of Arizona and distributed to cities and towns on a population-based formula. The State also allocates a portion of gas tax revenues and lottery proceeds to cities which is used to fund city road & transportation projects.

## **STEWARDSHIP OF RESOURCES**

In general, stewardship is responsibility for taking good care of resources.

## **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 (SEE REVENUE FUNDS)**

## **USER CHARGES**

The payment of a fee for direct receipt of a public service by the party who benefits from the service.

## **WASTEWATER RECLAMATION**

It is a process by which water used in houses and businesses goes down the drain and becomes wastewater, which is then cleaned using biological and chemical processes so the water can be returned to the environment safely to augment the natural systems from which they came.

## **Community Characteristics**

The City of Goodyear, encompassing an area of approximately 115 square miles, is situated in central Maricopa County. The City is located approximately 16 miles west of downtown Phoenix, adjacent to the communities of Avondale, Litchfield Park and Buckeye. Phoenix is Arizona's major economic, political and population center.

Goodyear was established in 1916 when the Goodyear Tire and Rubber Company purchased approximately 20,000 acres of undeveloped desert land in the Salt River Valley for the production of Pima cotton to be used in the manufacture of a new tire cord. In 1942, the original town site was moved to its present location and in 1946 it was formally incorporated.

The City elevation is approximately 1,000 feet above sea level, with average maximum and minimum temperatures of 87.3 degrees and 53.0 degrees, respectively. Average annual rainfall is 7.5 inches. Mild winters, warm summers and low humidity allow a year-round growing season for the outlying farmlands.

### **Government and Organization**

The City adopted the charter form of government in a special election in February, 1988. This election was approved by the Governor of the State of Arizona in April 1988.

The City operates under a council-manager form of government and provides the following services authorized by its charter: public safety (police and fire), highways and streets, sanitation, public improvements, planning and zoning and general administrative services. Six council members and a mayor are elected at large on a non-partisan ballot. Council members serve four-year staggered terms, and the mayor serves a four-year term.

### **Population**

The City has grown from 2,765 people in 1980 to over 41,000 in 2005. An annual growth rate of 16% is anticipated through the year 2010.

### **Transportation**

Both Interstate 10 and County Highway 85 traverse the City. Highway 85 provides a primary connection between Phoenix and San Diego while Interstate 10 is the main route to Los Angeles from Phoenix. Interstate 10 connects the City to Central Phoenix, and Loop 303 connects it to the Northwest Valley. The main line of the Burlington-Southern Pacific Railroad passes through the employment area of the community. The Phoenix-Goodyear Municipal Airport, located within the City, provides services for general aviation aircraft and commercial airline avionics service. National, regional and local air service is available at Phoenix Sky Harbor International Airport, 25 minutes east of the City.

## Economic Development

During the past year, a business advocate position was established in the Economic Development Department. This position will manage the City's business retention and expansion program and will be the main contact person for programs that will support the economic health and vitality of existing Goodyear businesses. This is especially critical at a time when the growth and attention appears to be on recruitment efforts.

## Retail/Hospitality

- Sales tax revenues for calendar year 2007 for wholesale/retail trade, restaurants/bars and lodging increased by \$1,943,264 over calendar year 2006, which represents a 15% increase.
- The Comfort Inn, located in Parkway Village on the corner of Estrella Parkway and Roosevelt is expected to open in November 2007. This will be an 84-room "all- suite hotel".
- The following businesses opened this past fiscal year:

AutoZone	OzDogs
AZ Enlightenment Center	Planet Beach
Brelje & Associates PLC-Immig Law	Pur Skin Spa
Bruno's Pizza & Wings	Quizno's Subs
Country West Cleaners	Rose Properties Southwest
Darrin D Sherer, Family Practice	Rue 21
Darrin M Saikley, MD/Family Pract.	Salad Creations
Desert Systems Landscape	Sally's Beauty Supply
Dino's Greek and Italian Grill	Salon Vaunt
Feminine Fashions	San Plumbing
Fred Astaire Dance Studio	Shasta Pools
G Dental Studio	Sherwin-Williams Paint Store
Good Night Sleep Services	State Farm Insurance
Ground Control (Coffee & Wine Bar)	Sun Valley Urgent Care
Gymboree Play & Music	Super Cleaners
Hot Locks Salon	The Little Gym
Kumon Math & Reading Ctr.	Tomo Japanese Cuisine
Labor Ready	Total Changez Medi-Spa
Manuel's Mexican Restaurant	Val's Brazilian Cuisine
Millennium Dental Arts	Washburn Pianos
Oh! Formaggio	Westridge Dental
Once Upon A Child	White Cap Construction Supply
O'Pena Internal Medicine	Wilhelm Automotive

## Industrial and Commercial

- Federated will be opening a direct-to-consumer internet sales warehouse that will be part of Goodyear Crossing located between Cotton Lane and Sarival Avenue near the former Rubbermaid facility. The facility is scheduled to open in 2008. It is expected to employ a minimum of 500 full-time employees within six years of the completion of the first phase.
- Synder's of Hanover added 90,000 SF to the existing 110,000 SF of their snack-food manufacturing facility, almost doubling in size. This expansion brought 80 additional jobs and capital investment for the City.

## MAJOR PRIVATE SECTOR EMPLOYERS:

800	Lockheed Martin - Arizona	Defense Systems, Aerospace,
500	McLane Distributing	Grocery Distributor
475	CAVCO Industries	Modular Homes
350	West Valley Hospital	Healthcare Services
260	Rudolfo Brothers	Plastering, Masonry, Framing
135	Lufthansa Airline Training Center	Intn'l Commercial Pilot Training
120	Kysor Panel	Commercial Refrigerators
120	Snyder's of Hanover	Pretzels, Snack Foods
110	Inventure Group (Poore Brothers)	Potato Chips, Snack Foods
80	Adapto	Precision Machining, Air Bag
80	Lorts	Manufacturing, Home Furnishings
65	Arizona Galvanizing	Commercial Steel Galvanizing
60	Global Organics	Fertilizer Manufacturing
58	Del Monte Fresh Produce	Fruit/Vegetable Merchant Wholesaler
50	Simpson Norton	Turf Maintenance Equipment
49	Imsamet of Arizona	Remediation Services, Aluminum Mining
47	Oxford Aviation	Flight Training, Education
28	Southwest Specialty Foods	Food Manufacturing, Sauces & Salsas
26	Keogh Engineering	Advanced Business Svcs, Engineering
25	Waterhill Arizona Corporation	Manufacturing, Woof Furniture
20	US Finishing	Manufacturing Machine Tool
20	Unimast Corporation	Construction, Drywall & Insulation
20	Creative Products	Manufacturing, Vending Machines
17	Galaxy International	FAA Certified Repair Station
15	BM Concrete	Construction, Specialty Trade
14	WR Meadows	Manufacturing, Paper Products
12	Rickbaugh Inc.	Manufacturing, Cabinets/Counters

## Redevelopment

City Council approved the Façade Improvement Pilot Program in March 2007. The program was launched to assist commercial businesses with grant reimbursement funds for exterior improvements. Funding for FY07/08 implementation is \$125,000.

## 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 Arts Council	623-935-6384
White Tanks Rotary Club	623-877-0667
YMCA – 2919 N. Litchfield Rd	623-935-5193

## AREA BANKS

Bank Of America	Estrella & Van Buren	800-432-1000
Bank One	1370 N. Litchfield Rd	623-589-3757
Stearns Bank	14122 W McDowell	623-547-0101
Wells Fargo Bank	600 E Van Buren St.	623-528-7307
Wells Fargo Bank	14139 W. Indian School Bypass	623-935-1274
M & I Bank	2828 N. Litchfield Rd	623-547-4500
National Bank of Arizona	250 N Litchfield Rd	623-882-1354
Washington Federal	1744 N Litchfield Rd	623-535-0057

## 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 Air Force Base, Glendale	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

Avondale Elem. School  
District Office  
235 West Western Ave  
Avondale, AZ 85338  
623-932-3051

Buckeye Union High  
District Office  
902 East Eason Ave  
Buckeye, AZ 85326  
623-386-4423

Palm Valley Elem. School  
2801 N. 135<sup>th</sup> Ave  
Goodyear, AZ  
623-935-0050

Wildflower Ranch Elem. School  
325 South Wildflower Drive  
Goodyear, AZ 85338  
623-932-0810

Estrella Mtn Comm College  
Thomas & Dysart Road  
Avondale, AZ 85323  
623-935-8000

Estrella Mtn Elem School  
10963 South San Miguel  
Goodyear, AZ 85338  
623-386-3515

Litchfield Elem School  
District Office  
553 Plaza Circle  
Litchfield Park, AZ 85340  
623-935-0000

Western Sky Middle School  
4095 N. 144<sup>th</sup> Ave  
Goodyear, AZ 85338  
623-935-0060

Millennium High School  
14802 W. Wigwam Blvd.  
Goodyear, AZ 85338  
623-932-7301

## **PUBLIC SCHOOLS**

St. John Vianney Elementary  
539 La Pasada  
Goodyear, AZ 85338  
623-932-3313

Pioneer Elementary School  
540 E. La Pasada  
Goodyear, AZ 85338  
623-772-4300

Desert Edge High School  
15778 W. Yuma Rd  
Goodyear, AZ 85338  
623-932-7500

Estrella Foothills High School  
13033 S. Estrella Pkwy  
Goodyear, AZ 85338  
623-327-2403

Desert Thunder Elementary  
16750 W. Garfield Ave  
Goodyear, AZ 85338  
623-772-4700

Westar Elementary School  
1777 W. Westar Dr  
Goodyear, AZ 85338  
623-327-2840

# Schedule A

City Of Goodyear  
Summary Schedule of Estimated Revenues and Expenditures/Expenses  
Fiscal Year 2007-2008

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES 2006-07*	ESTIMATED EXPENDITURES/EXPENSES 2006-07**	ESTIMATED FUND BALANCE 7-1-07**	DIRECT PROPERTY TAX REVENUES 2007-08	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2007-08	OTHER FINANCING 2007-08		INTERFUND TRANSFERS 2007-08		TOTAL FINANCIAL RESOURCES AVAILABLE 2007-08	BUDGETED EXPENDITURES/EXPENSES 2007-08
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 79,920,832	\$ 52,301,412	\$ 55,584,308	\$ 4,172,485	\$ 85,385,984			\$ 1,016,124	\$ (7,364,527)	\$ 138,794,374	\$ 137,690,252
2. Special Revenue Funds	8,946,584	6,021,576	(191,631)		6,603,066			4,650,872		11,062,307	11,062,307
3. Debt Service Funds Available	3,651,161	3,606,998	(169,117)	6,632,500				969,117		7,432,500	7,432,500
4. Less: Designation for Future Debt Retirement											
5. Total Debt Service Funds	3,651,161	3,606,998	(169,117)	6,632,500				969,117		7,432,500	7,432,500
6. Capital Projects Funds	365,333,658	146,592,698	24,607,919		243,310,301	253,500,000	(253,500,000)	705,888		268,624,108	252,114,477
7. Enterprise Funds Available	22,700,839	17,574,814	19,187,808		69,919,704			1,038,650	(1,016,124)	89,130,038	89,130,038
8. Less: Designation for Future Debt Retirement						0	0			0	
9. Total Enterprise Funds	22,700,839	17,574,814	19,187,808		69,919,704			1,038,650	(1,016,124)	89,130,038	89,130,038
10. Permanent Funds										0	
11. Internal Service Funds	1,267,665	1,430,864	0							0	1,319,025
12. TOTAL ALL FUNDS	\$ 480,553,074	\$ 226,097,498	\$ 99,019,287	\$ 10,804,985	\$ 405,219,055	\$ 253,500,000	\$ (253,500,000)	\$ 8,380,651	\$ (8,380,651)	\$ 515,043,327	\$ 497,429,574

**EXPENDITURE LIMITATION COMPARISON**

	FY 06-07	FY 07-08
1. Budgeted expenditures/expenses	\$ 480,553,074	\$ 497,429,574
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	480,553,074	497,429,574
4. Less: estimated exclusions	318,651,871	287,134,773
5. Amount subject to the expenditure limitation	\$ 161,901,203	\$ 210,294,801
6. EEC or voter-approved alternative expenditure limitation	\$ 166,716,195	\$ 210,294,801

\* Includes Expenditure/Expense Adjustments Approved in 2005-06 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.

**Schedule B**

City Of Goodyear			
Summary Of Tax Levy and Tax Rate Information			
For Fiscal Year FY 07-08			
		FY 06-07	FY 07-08
		Fiscal Year	Fiscal Year
1.	Maximum allowable primary property tax levy. A.R.S. 42-17051(A).	\$ 5,088,997	\$ 4,172,485
2.	Amount received from primary property taxation in FY 04-05 in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. 42-17102(A)(18).		
3.	Property tax levy amounts		
	A. Primary property taxes	\$ 3,864,550	\$ 4,172,485
	B. Secondary property taxes	\$ 3,651,161	\$ 6,632,500
	C. Total property tax levy amounts	\$ 7,515,711	\$ 10,804,985
4.	Estimated property taxes collected		
	A. Primary property taxes		
	(1) FY 07-08 levy		
	(2) Prior year's levy		
	(3) Total primary property taxes		
	B. Secondary property taxes		
	(1) FY 07-08 levy		
	(2) Prior year's levy		
	(3) Total secondary property taxes		
	C. Estimated total property taxes collected		
5.	Property tax rates		
	A. City tax rate		
	(1) Primary property tax rate	\$ 0.8623	\$ 0.7321
	(2) Secondary property tax rate	\$ 0.7377	\$ 0.8679
	(3) Total City property tax rate	\$ 1.6000	\$ 1.6000
	B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, ten (10) Community Facilities Districts for which property taxes are levied were formed and levying property taxes in the City. For information pertaining to these Special assessment districts and their tax rates, please contact the City.			

## Schedule C

City Of Goodyear			
Summary by Fund of Revenues Other Than Property Taxes			
For Fiscal Year FY 07-08			
Sources	Budget FY 06-07	Estimated FY 06-07	Budget FY 07-08
<b>General Fund:</b>			
Local Taxes	23,257,910	30,387,963	32,630,521
State Shared Revenues	7,800,000	11,238,094	12,870,203
Building & Zoning Fees	13,261,109	12,253,889	12,253,889
Court Revenues	503,155	595,809	667,306
City Construction Sales Tax	12,575,553	19,775,553	22,000,000
Miscellaneous Revenues	7,939,736	4,929,853	4,964,065
<b>Total General Fund</b>	<b>65,337,463</b>	<b>79,181,161</b>	<b>85,385,984</b>
<b>Special Revenue Funds</b>			
State Gasoline Tax	1,630,988	3,206,772	3,277,321
Lottery Revenue	411,939	334,168	364,738
Miscellaneous Revenues	37,267	23,823	11,235
Grants	2,939,400	174,040	2,949,772
<b>Total Special Revenue Funds</b>	<b>5,019,594</b>	<b>3,738,803</b>	<b>6,603,066</b>
<b>Enterprise Funds:</b>			
Water Fees	8,268,965	7,948,112	9,244,498
Sewer Fees	6,095,362	6,060,823	6,788,122
Utility Development Fees	6,782,245	8,341,259	14,797,912
Bond Funds			34,062,893
Sanitation Fees	4,212,664	4,487,749	5,026,279
<b>Total Enterprise Funds</b>	<b>25,359,236</b>	<b>26,837,943</b>	<b>69,919,704</b>
<b>Capital Improvement Project Funds:</b>			
CIP/Capital Revenues			
Other Capital Revenue	64,446,883	14,059,696	1,759,727
CMAQ Funds	2,547,678		3,161,724
Bond & Loan Funds	289,000,000	1,742,735	230,437,107
Non-Utility Development Fees	6,422,223	5,432,740	7,951,743
<b>Total CIP Funds</b>	<b>362,416,784</b>	<b>21,235,171</b>	<b>243,310,301</b>
<b>Total All Funds</b>	<b>458,133,077</b>	<b>130,993,078</b>	<b>405,219,055</b>

## Schedule D

City Of Goodyear				
Summary by Fund of Other Financing Sources/Uses and Interfund Transfers				
For Fiscal Year FY 07-08				
Fund	Other Financing		Interfund Transfers	
	Sources	Uses	In	Out
General Fund			1,016,124	7,364,527
Highway User Fund			4,650,872	
Debt Service Fund			969,117	
<b>Total General Fund</b>	-	-	<b>6,636,113</b>	<b>7,364,527</b>
<b>Stadium &amp; WesCor Improvement District</b>	150,000,000	150,000,000	-	-
<b>Bonds &amp; Improvement District</b>	103,500,000	103,500,000		
<b>Enterprise Funds</b>			1,038,650	1,016,124
<b>Non-Utility development Fees</b>			705,888	
<b>Total All Funds</b>	<b>253,500,000</b>	<b>253,500,000</b>	<b>8,380,651</b>	<b>8,380,651</b>

# Schedule E

City Of Goodyear				
Summary by Department of Expenditures Within Each Fund				
For Fiscal Year FY 07-08				
	Adopted Budget FY 06-07	Approved Budget Adjustments FY 06-07	Estimated Expenditures FY 06-07	Adopted Budget FY 07-08
<b>Departments</b>				
<b>GENERAL FUND</b>				
1110-Mayor & Council	812,262		614,282	580,755
1200-City Clerk	937,480		893,857	1,081,151
1300-City Manager	3,051,850	172,707	3,147,024	4,258,994
1310-Administrative Services (City Manager's Office)	-		-	
1410-City Attorney	623,596		623,596	642,834
1500-Community Services	1,347,820	69,033	1,153,760	1,810,926
1600-Finance	9,956,855	(550,447)	2,298,634	14,694,020
1700-Information & Technology	3,058,991		1,649,808	3,718,854
1800-Human Resources	2,294,687		1,923,908	2,799,574
2100-Police	13,062,720		10,774,398	15,203,331
2200-Fire	11,579,986	68,000	9,608,312	12,293,696
2310-Municipal Court	812,034		804,870	986,577
2410-City Prosecutor	413,427		182,190	622,990
3110-Deputy City Manager (City Manager's Office)	-		-	
3210-Economic Development	2,697,111		2,568,967	1,827,911
3300-Community Development	3,361,254	150,707	3,301,352	5,815,409
3400-Engineering (formerly part of CD)	4,223,858	90,000	4,112,187	28,132,186
4010-Public Works/Administration	1,236,105		936,467	
4110-Public Works/Fleet Services	-		-	
4210-Public Works/Building Services	2,685,361	1,500,000	3,788,473	
4310-Public Works/Parks	3,819,920		2,935,390	
4420-Public Works/Recreation & Aquatics	1,049,680		983,937	
40-44 - Public Works Department				16,078,221
5100-Water				6,092,823
5200-Wastewater				1,050,000
9510-Contingency	15,000,000	(1,500,000)	-	20,000,000
<b>Total General Fund</b>	<b>82,024,997</b>	<b>0</b>	<b>52,301,412</b>	<b>137,690,252</b>
4600-I IURF Fund (Streets Department)				8,003,685
Street Grant				554,000
CDBG Grants				396,490
Police Grants				375,000
Fire Grants				1,733,132
<b>Total Special Revenue Funds</b>	<b>6,842,419</b>		<b>6,021,576</b>	<b>11,062,307</b>
<b>Total Debt Service Fund</b>	<b>3,651,161</b>		<b>3,606,998</b>	<b>7,432,500</b>
Community Facilities Development Fees				1,538,428
General Government Development Fees				3,295,867
Public Works Development Fees				374,221
Fire Development Fees				1,900,000
Police Development Fees				1,708,000
Transportation Development Fees				5,505,440
Library Development Fees				150,000
Capital Projects Funds				47,298,010
Stadium Project Fund				75,000,000
Westcor Improvement District Fund				75,000,000
Special Districts				40,000,000
County Road Money Fund				344,511
<b>Total Capital Projects Funds</b>	<b>365,333,658</b>		<b>146,592,698</b>	<b>252,114,477</b>
Water Operations				9,750,097
Water Resource Fee Fund				1,864,994
Water CIP Funds				30,477,373
Water Development Fees				1,147,211
Wastewater Operations				16,174,296
Wastewater Development Fees				4,725,741
Wastewater CIP Funds				19,600,501
Total Water & Wastewater Enterprise Funds				83,740,213
Sanitation Operations				5,389,825
<b>Total Enterprise Funds</b>	<b>22,700,839</b>		<b>17,574,814</b>	<b>89,130,038</b>
<b>Total All Funds</b>	<b>480,553,074</b>	<b>-</b>	<b>226,097,498</b>	<b>497,429,574</b>
<b>Internal Service Fund - 4110 PW/Fleet Services</b>	<b>1,267,665</b>		<b>1,430,864</b>	<b>1,319,025</b>

# Schedule F

## City of Goodyear Summary by Department of Expenditures/Expenses Fiscal Year 2007-08

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2006-07	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2006-07	ACTUAL EXPENDITURES/ EXPENSES 2006-07*	BUDGETED EXPENDITURES/ EXPENSES 2007-08
Community Services	\$	\$	\$	\$
General Fund				1,810,926
Grant Funds				48,490
<b>Department Total</b>	\$	\$	\$	\$ <b>1,857,416</b>
Finance	\$	\$	\$	\$
General Fund				14,694,020
Grants				350,000
Community Facilities Dev. Fee Fund				480,000
General Government Dev. Fee Fund				527,867
Public Works Dev. Fees Fund				374,221
Fire Dev. Fee Fund				1,900,000
Police Dev. Fee Fund				108,000
Transportation Dev. Fee Fund				4,150,536
Library Dev. Fee Fund				150,000
CIP - General Fund				30,887,714
CIP Water Enterprise Fund				5,428,984
CIP Wastewater Enterprise Fund				8,170,849
Special District Fund				40,000,000
Wescor Improvement District				75,000,000
<b>Department Total</b>	\$	\$	\$	\$ <b>182,222,191</b>
Police	\$	\$	\$	\$
General Fund				15,203,331
Police Dev. Fee Fund				1,600,000
Grant Funds				375,000
<b>Department Total</b>	\$	\$	\$	\$ <b>17,178,331</b>
Fire	\$	\$	\$	\$
General Fund				12,293,696
Grant Funds				1,733,132
<b>Department Total</b>	\$	\$	\$	\$ <b>14,026,828</b>
Engineering	\$	\$	\$	\$
General Fund				28,132,186
CIP - General Fund				15,603,523
Transportation Dev. Fee Fund				52,500
Grant Funds				554,000
<b>Department Total</b>	\$	\$	\$	\$ <b>44,342,209</b>
Public Works	\$	\$	\$	\$
General Fund				16,078,221
Community Facilities Dev. Fee Fund				1,058,428
Highway User Fund				7,485,803
General Government Dev. Fee Fund				1,703,000
Transportation Dev. Fee Fund				1,302,404
CIP - General Fund				5,331,284
Stadium Fund				75,000,000
Sanitation Fund				5,389,825
<b>Department Total</b>	\$	\$	\$	\$ <b>113,348,965</b>
ITS	\$	\$	\$	\$
General Fund				3,718,854
General Government Dev. Fees				1,065,000
<b>Department Total</b>	\$	\$	\$	\$ <b>4,783,854</b>
Water Resources Department	\$	\$	\$	\$
General Fund				7,142,823
Water Operational Funds				8,880,937
Wastewater Operational Funds				14,164,858
Water CIP Funds				23,910,594
Wastewater CIP Funds				16,155,393
Wastewater Development Fees				4,725,741
<b>Department Total</b>	\$	\$	\$	\$ <b>74,980,346</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

AGENDA ITEM # S.F.A.  
DATE: June 25, 2007  
COAC: 07-3425

**CITY OF GOODYEAR  
CITY COUNCIL ACTION FORM**

<b>SUBJECT:</b> Resolution 07-1165 adopting the Final Budget for FY 07-08.	<b>STAFF PRESENTER:</b> Larry Lange <b>COMPANY:</b> <b>CONTACT:</b>
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**RECOMMENDATION:**

Council will conduct a Public Hearing to discuss adoption of Resolution 07-1165, which adopts the final estimates of proposed expenditures by the City of Goodyear for the fiscal year beginning July 1, 2007 and ending June 30, 2008.

Council approve Resolution 07-1165 adopting the final estimates of proposed expenditures by the City of Goodyear for the fiscal year beginning July 1, 2007 and ending June 30, 2008.

**COMMUNITY BENEFIT:**

Required to adopt the City's budget for fiscal year 07/08.

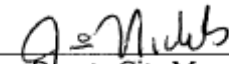
**DISCUSSION:**

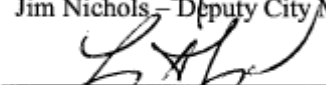
The attached statements and schedules are presented for Council adoption as the final budget for the City of Goodyear for fiscal year 2007-08. The final budget is the same as the tentative budget that was adopted on May 29, 2008.

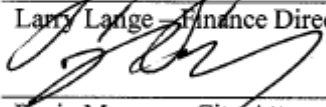
**FISCAL IMPACT:**


The final budget for FY 07-08 will be \$497,429,574 if Resolution is adopted as presented.

**REVIEWED BY:**

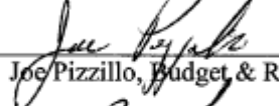
  
\_\_\_\_\_  
Jim Nichols – Deputy City Manager

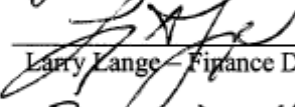
  
\_\_\_\_\_  
Larry Lange – Finance Director


  
\_\_\_\_\_  
Roric Massey – City Attorney

  
\_\_\_\_\_  
Stephen Cleveland – City Manager

**PREPARED BY:**

  
\_\_\_\_\_  
Joe Pizzillo, Budget & Research Manager

  
\_\_\_\_\_  
Larry Lange – Finance Director

  
\_\_\_\_\_  
Brian Dalke, Deputy City Manager

**RESOLUTION 07-1165**

**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, 2007 AND ENDING JUNE 30, 2008.**

**WHEREAS**, in accordance with the provisions of Title 42, Chapter 17, Articles 1 - 5, Arizona Revised Statutes, the City Council did, on the 29th day of May, 2007 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 Statutes and following due public notice, the Council met on June 25, 2007 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 9, 2007, in the Justice Facility, at 986 South Litchfield Road, Goodyear, AZ 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 A.R.S. §42-17051(A);

**WHEREAS**, the Mayor and Council of the City of Goodyear are required by establishment of the same to annually adopt a budget within the 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 2007-08.

**PASSED AND ADOPTED** by the Mayor and Council of the City of Goodyear, Maricopa County, Arizona this 25th day of June, 2007.

  
Mayor

ATTEST:

Heidi Muehler  
City Clerk

APPROVED AS TO FORM:

[Signature]  
City Attorney

CERTIFICATION OF RECORDING OFFICER

STATE OF ARIZONA     )  
  ) ss.  
County of Maricopa     )

I, the undersigned Dee Cockrum, being the duly appointed, qualified City Clerk of the City of Goodyear, Arizona, certify that the foregoing Resolution No 07-1165, is a true, correct and accurate copy of Resolution No. 07-1165 passed and adopted at a meeting of the Council of the City of Goodyear, Maricopa County, Arizona held on the 25 day of June, 2007, at which a quorum was present.

Given under by hand and seal, this 26 day of June, 2007.

Heidi Muehler  
City Clerk





**PRESENT**

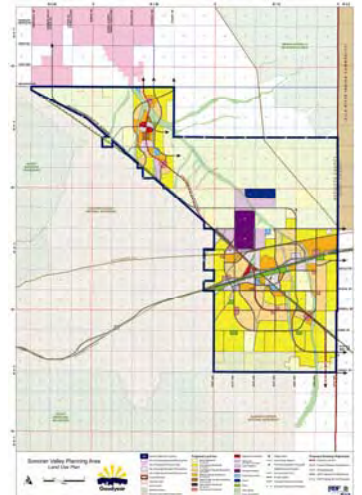
# CITY HALL



**FUTURE**



**ESTRELLA FALLS**



**SONORAN VALLEY**



**CLEVELAND INDIANS**



**City of Goodyear**  
Budget and Research Office  
190 N. Litchfield Road  
Goodyear, AZ 85338  
(623) 882-7055



**I-10 WIDENING**