



City of Glendale

5850 West Glendale Avenue
Glendale, AZ 85301

City Council Workshop Agenda

Mayor Jerry Weiers
Vice Mayor Ian Hugh
Councilmember Jamie Aldama
Councilmember Joyce Clark
Councilmember Ray Malnar
Councilmember Lauren Tolmachoff
Councilmember Bart Turner

Tuesday, May 2, 2017

1:30 PM

Council Chambers

Workshop

One or more members of the City Council may be unable to attend the Workshop or Executive Session Meeting in person and may participate telephonically, pursuant to A.R.S. § 38-431(4).

AMENDED WORKSHOP AGENDA

On April 28, 2017 at 4:25 p.m., the agenda was amended to add Item #1 to the Workshop Session.

CALL TO ORDER

ROLL CALL

WORKSHOP SESSION

1. [17-163](#) FY17-18 BUDGET WORKSHOP
Staff Contact and Presenter: Vicki Rios, Director, Budget and Finance
Staff Presenter: Tom Duensing, Assistant City Manager
Staff Presenter: Terri Canada, Budget Administrator

Attachments: [Draft to Final CIP Worksheet](#)
[Complete Report](#)

2. [17-158](#) WHAT WORKS CITIES OPEN DATA PROJECT UPDATE
Staff Contact: Jean Moreno, Executive Officer, Strategic Initiatives and Special Projects
Staff Contact: Darcie McCracken, Deputy City Clerk

Attachments: [WWC Fact Sheet](#)
[Draft Resolution - Open Data Program](#)

3. [17-186](#) STRATEGIC PLANNING & BALANCED SCORECARD INITIATIVE
 Staff Contact: Jean Moreno, Executive Officer Strategic Initiatives and
 Special Projects

Attachments: [Exec Team Assessments](#)
 [Advanced Strategy Center Transcript](#)

CITY MANAGER'S REPORT

This report allows the City Manager to update the City Council. The City Council may only acknowledge the contents to this report and is prohibited by state law from discussing or acting on any of the items presented by the City Manager since they are not itemized on the Council Workshop Agenda.

CITY ATTORNEY'S REPORT

This report allows the City Attorney to update the City Council. The City Council may only acknowledge the contents to this report and is prohibited by state law from discussing or acting on any of the items presented by the City Attorney since they are not itemized on the Council Workshop Agenda.

COUNCIL ITEMS OF SPECIAL INTEREST

Councilmembers may indicate topic(s) they would like to have discussed by the Council at a future Workshop and the reason for their interest. The Council does not discuss the new topics at the Workshop where they are introduced.

MOTION AND CALL TO ENTER INTO EXECUTIVE SESSION

EXECUTIVE SESSION

1. LEGAL MATTERS

A. The City Council will meet with the City Attorney for legal advice, discussion and consultation regarding the city's position in pending or contemplated litigation, including settlement discussions conducted in order to avoid or resolve litigation. (A.R.S. § 38-431.03(A)(3)(4))

B. Council will meet to discuss and consider records exempt by law from public inspection and are specifically required to be maintained as confidential by state or federal law. (A.R.S. § 38-431.03(A)(4))

2. LEGAL MATTERS - PROPERTY & CONTRACTS

A. Discussion/consultation with the City Attorney to consider its position, and to provide instruction/direction to the City Attorney regarding Glendale's position in connection with a contract relating to property in the area of 91st Avenue and Glendale Avenue which is the subject of negotiations. (A.R.S. §§ 38-431.03 (A)(3)(4)(7))

B. Discussion/consultation with the City Attorney to consider its position, and to provide instruction/direction to the City Attorney regarding Glendale's position in connection with a contract relating to property in the area of 99th Avenue and Bethany Home Road which is the subject of negotiations. (A.R.S. §§ 38-431.03 (A)(3)(4)(7))

3. PERSONNEL MATTERS

A. Various terms have expired on boards, commissions and other bodies. The City Council will be discussing appointments involving the following boards, commissions and other bodies. (A.R.S. § 38-431.03(A)(3)(4))

1. Arts Commission
2. Aviation Advisory Commission
3. Board of Adjustment
4. Citizens Bicycle Advisory Committee
5. Citizens Transportation Oversight Commission
6. Commission on Persons with Disabilities
7. Community Development Advisory Committee
8. Glendale Municipal Property Corporation
9. Historic Preservation Commission
10. Industrial Development Authority
11. Judicial Selection Advisory Board
12. Library Advisory Board
13. Parks and Recreation Advisory Commission
14. Personnel Board

15. Planning Commission
16. Public Safety Personnel Retirement Board/Fire
17. Public Safety Personnel Retirement Board/Police
18. Risk Management/Workers Compensation Trust Fund Board
19. Citizens Utility Advisory Commission

ADJOURNMENT

Upon a public majority vote of a quorum of the City Council, the Council may hold an executive session, which will not be open to the public, regarding any item listed on the agenda but only for the following purposes:

- (i) discussion or consideration of personnel matters (A.R.S. § 38-431.03(A)(1));
- (ii) discussion or consideration of records exempt by law from public inspection (A.R.S. § 38-431.03(A)(2));
- (iii) discussion or consultation for legal advice with the city's attorneys (A.R.S. § 38-431.03(A)(3));
- (iv) discussion or consultation with the city's attorneys regarding the city's position regarding contracts that are the subject of negotiations, in pending or contemplated litigation, or in settlement discussions conducted in order to avoid or resolve litigation (A.R.S. § 38-431.03(A)(4));
- (v) discussion or consultation with designated representatives of the city in order to consider its position and instruct its representatives regarding negotiations with employee organizations (A.R.S. § 38-431.03(A)(5)); or
- (vi) discussing or consulting with designated representatives of the city in order to consider its position and instruct its representatives regarding negotiations for the purchase, sale or lease of real property (A.R.S. § 38-431.03(A)(7)).

Confidentiality

Arizona statute precludes any person receiving executive session information from disclosing that information except as allowed by law. A.R.S. § 38-431.03(F). Each violation of this statute is subject to a civil penalty not to exceed \$500, plus court costs and attorneys' fees. This penalty is assessed against the person who violates this statute or who knowingly aids, agrees to aid or attempts to aid another person in violating this article. The city is precluded from expending any public monies to employ or retain legal counsel to provide legal services or representation to the public body or any of its officers in any legal action commenced for violation of the statute unless the City Council takes a legal action at a properly noticed open meeting to approve of such expenditure prior to incurring any such obligation or indebtedness. A.R.S. § 38-431.07(A)(B).

SPECIAL ACCOMMODATIONS

For special accommodations please contact the City Clerk's Office at 623-930-2252, Option 1, at least 3 business days prior to the meeting.

POSTING VERIFICATION

This agenda was posted on 05/01/2017 at 9:00 a.m. by DRW.



Legislation Description

File #: 17-163, Version: 1

FY17-18 BUDGET WORKSHOP

Staff Contact and Presenter: Vicki Rios, Director, Budget and Finance

Staff Presenter: Tom Duensing, Assistant City Manager

Staff Presenter: Terri Canada, Budget Administrator

Purpose and Policy Guidance

The purpose of this item is for staff to present information regarding the Fiscal Year 2017-2018 (FY17-18) proposed Capital Improvement Plan. Council will have the opportunity to give feedback to staff regarding the proposed budget.

Background

At the December 20, 2016 City Council Workshop, staff presented the Five-Year Financial Forecasts for the General Fund and other major operating funds of the city. Budget discussion continued at six more budget workshops from February through May. During the planning process for the FY17-18 budget, a series of budget workshops were scheduled to seek policy guidance and input from the Council on various budgetary items. During this budget process, staff will advise Council of the potential impacts of budgetary decisions on the long-term financial forecasts.

This is the final budget workshop before the Tentative Budget adoption which is currently scheduled for May 23, 2017. The public hearing and final budget adoption is scheduled for June 13, 2017. At Council's direction, additional budget workshops may be scheduled; or currently scheduled workshops may be cancelled depending upon the need.

Analysis

At the workshop, staff will review the FY2018-2027 Capital Improvement Plan and also any follow up items from the FY17-18 budget requests as presented on April 24 and 28, 2017. Staff will provide financial and departmental information, and respond to specific Council questions. The workshop on the proposed Capital Improvement Plan and operating budgets provide Council with an opportunity to identify changes or seek clarification relative to capital projects and funding city services.

Previous Related Council Action

On April 28, 2017, the second of two all-day budget workshops included presentation on several city department operating budgets for the FY17-18 Budget.

On April 24, 2017 the first of two all-day budget workshops included presentation on several city department

operating budgets for the FY17-18 Budget.

On April 4, 2017 the FY17-18 Budget Workshop included follow-up presentations on the City's Draft FY2018-2027 Capital Improvement Plan.

On March 21, 2017 the FY17-18 Budget Workshop included presentation of the Draft FY2018-2027 Capital Improvement Plan.

On March 7, 2017 the FY17-18 Budget Overview including; revenues and other future discussion items were presented to the City Council at the second in a series of budget workshops.

February 7, 2017, the FY17-18 Budget Overview including; calendar, process, legal requirements, major budget components and future discussion items was presented to the City Council at the first in a series of budget workshops.

On December 20, 2016, the General Fund and Major Operating Funds Five-Year Financial Forecast was presented at Council Workshop and initiated the FY17-18 budget process.

Community Benefit/Public Involvement

The community benefit of the City's budget process, policy direction, and budgetary decisions demonstrates sound financial decisions are made through a transparent and public process where ultimate budgetary decisions align with the strategic direction of the City and provide the public with information on services provided and Council priorities.

Budget and Financial Impacts

Budget and financial impacts are based on Council feedback.

City of Glendale
FY 2018 CIP First Draft (March 21st) to Second Draft (May 2nd) Comparison

This document summarizes the changes in the CIP between the initial draft presented at the Budget Workshop on March 21, 2017 and the revised draft which will be presented at the May 2nd, Budget Workshop. In addition to these changes, the revised draft includes the estimated carryover funding for multi-year projects.

Fund	Action	Fund Description	Project #	Project Description	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023-27
1980	Added	Street/Parking Bonds	68129	Westgate Area Signage	350,000					
2140		Open Space/Trails	No Changes							
2060	Added	Parks Construction	T1822	Oneil Park Pool Replacement						5,460,000
2160		Library Construction	No Changes							
2130		Cultural Facility	No Changes							
2040	Changed funding source	Public Safety Construction	T1801	TDMA Upgrade for RWC	(117,528)	(314,868)	(257,923)	(74,170)		
2100		Economic Development Construction	No Changes							
2180		Flood Control Construction	No Changes							
1600	Changed funding source	DIF Roadway Improvements	67814	59th and Olive Ave	(713,766)					
1601	Changed funding source	DIF Roadway Improvements	67820	59th and Olive Ave	713,766					
1520	Added back	DIF Citywide Open Space	70454	Pasadena Park	139,157					
1520	Changed funding source	DIF Citywide Open Space	70457	Bike Park at Foothills Park	(139,157)					
1461	Added	DIF Citywide Parks	73475	Citywide Park Improvements	105,917					
1480		DIF Citywide Rec Facilities	No Changes							
1541	Added	DIF Park Dev Zone 1	73525	Picnic Ramada Expansion	52,303					
1542	Added	DIF Park Dev Zone 1 East	73575	Picnic Ramada Expansion	177,578					
1542	Changed funding source	DIF Park Dev Zone 1 East	73576	Bike Park Foothills Park	140,000					
1543	Added	DIF Park Dev Zone 2 West	73625	New River Trail Zn 2	58,312					
1560		DIF Park Dev Zone 2	No Changes							
1580		DIF Park Dev Zone 3	No Changes							
1380		DIF Libraries	No Changes							
1500		DIF Libraries	No Changes							
1420		DIF Fire Protection Facilities	No Changes							
1440		DIF Police Dept Facilities	No Changes							

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Fund	Action	Fund Description	Project #	Project Description	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023-27
2360		Water and Sewer	No Changes							
2400		Water	No Changes							
2420		Sewer	No Changes							
2210	Change Project Title	Transportation Construction	65102	Arterial Roadway Improvements						
2000	Reduced to fund LED's	HURF/Street Bonds	68917	Pavement Mmgt HURF	(2,729,723)					
2000	Deleted Project	HURF/Street Bonds	68920	Street Lighting ROAM Upgrade	(1,590,650)					
2000	Added	HURF/Street Bonds	68919	Street Light LED Replacement	5,740,150					
2000	Changed funding source	HURF/Street Bonds	68923	Emergency Vehicle Preemption	329,789					
1650		Transportation Grants	No Changes							
2480		Sanitation	No Changes							
2440	Corrected error	Landfill	78520	Landfill Bulldozer Replacement				302,515	1,358,393	(534,000)
2440	Reduced project	Landfill	T1809	Landfill Bulldozer Replacement				(1,306,147)	(1,358,393)	
2120		Airport Capital Grants	No Changes							
1840		Other Federal and State Grants	No Changes							
2070	Changed funding source	General Government Capital Projects	70810	TDMA Upgrade for RWC (*refund)	1,183,422					
2070	Shifted funding by 1 year	General Government Capital Projects	70803	Capital Repair Arena				(500,000)	500,000	(2,500,000)
2070	Split funding over 2 years	General Government Capital Projects	70806	Replacement of Airpacks	(813,850)	813,850				
2070	Changed funding source	General Government Capital Projects	70809	Emergency Vehicle Preemption	(329,789)					
2070	Reduced cost and moved	General Government Capital Projects	70810	Citywide ERP Solution	(2,500,000)	(2,500,000)	(1,000,000)			
2593	Updated cost and moved	Citywide ERP Solution	72000	Citywide ERP Solution	2,862,221	1,132,837				
1220		Arts Commission	No Changes							

City of Glendale
Capital Improvement Plan (CIP)
FY 2018-2027



City Council Workshop
May 2, 2017

**City of Glendale
Capital Improvement Plan FY2018-2027**

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City of Glendale

Capital Improvement Plan FY2018-2027

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What are Capital Improvements?

The Capital Improvement Plan (CIP) is a ten-year roadmap for creating, maintaining and paying for Glendale's present and future infrastructure needs. The CIP outlines project costs, funding sources and estimated future operating costs associated with each capital improvement. The plan is designed to ensure that capital improvements will be made when and where they are needed, and that the city will have the funds to pay for and maintain them.

Capital improvement projects are non-routine capital expenditures that generally cost more than \$50,000 and result in the purchase of equipment, acquisition of land, design and construction of new assets, or the renovation, rehabilitation or expansion of existing capital assets. Capital projects usually have an expected useful life of at least five years.

Capital improvements make up the bricks and mortar, or infrastructure that all cities must have in place to provide essential and quality of life services to current and future residents, businesses and visitors. They also are designed to prevent the deterioration of the city's existing infrastructure, and respond to and anticipate the future growth of the city. A wide range of projects comprise capital improvements as illustrated by the examples below:

- fire and police stations;
- libraries, court facilities and office buildings;
- parks, trails, open space, pools, recreation centers and other related facilities;
- water and wastewater treatment plants, transmission pipes, storage facilities, odor control facilities and pump stations;
- roads, bridges, traffic signals and other traffic control devices including fiber optic infrastructure needed for the operation of intelligent transportation systems;
- landscape beautification projects;
- computer software and hardware systems other than personal computers and printers;
- flood control drainage channels, storm drains and retention basins;
- and major equipment purchases such as landfill compactors, street sweepers and sanitation trucks.

Glendale, like many cities in the Phoenix metropolitan area, faces a special set of complex problems because much of the city is built out except for scattered areas requiring infill development and the far western edge of the city, which is not built out. These cities need to build new roads, add public amenities such as parks and expand public safety services to accommodate new residential and non-residential development. They also must simultaneously maintain, replace, rehabilitate and/or upgrade existing capital assets such as roads, parks, buildings and underground pipes for the water and sewer system.

Paying for Capital Improvements

In many respects, the city planning process for selecting, scheduling and financing capital improvements parallels the way an individual might plan for buying a new house or car. This process entails an assessment of many valid competing needs, a determination of priorities, an evaluation of operating costs as well as financing options for the capital costs, and an establishment of realistic completion timeframes. The analysis process involves many familiar questions.

- Can I wait another year or two?
- Are there other alternatives such as remodeling, using public transit or carpooling?
- What other purchases will I need to forego?
- What can I afford and how can I pay for it?
- Do I need outside financing and what will it cost?
- Will there be additional monthly costs associated with the purchase?

If the purchase plan moves forward, a decision must be made about the down payment. A good planner might have started a replacement fund a few years ago in anticipation of the need. Other cash sources might include a savings account or a rainy day emergency fund. The city, just like most families, needs to find longer-term financing to cover certain costs for capital improvements. Repayment of the loan might require cutting other expenses like eating at restaurants or increasing income by taking a second part-time job. An unanticipated inheritance may speed up the timetable; a negative event, such as a flood or unanticipated medical expense, might delay the plan.

Similarly, most large capital improvements cannot be financed solely from a single year's revenue stream or by simply increasing income or decreasing expenses.

Guidelines and Policies Used in Developing the CIP

City Council's strategic goals and financial policies provide the broad parameters for development of the annual capital plan. For example, Council's financial policies on Capital Asset and Debt Management state that the 10-year capital plan will address capital needs in the following order:

- A. Improve existing assets
- B. Replace existing assets
- C. Construct new assets

These financial policies further state that projected life cycle costing will be evaluated for projects considered for funding in the near future. Life cycle costing is a method of calculating the total cost of a physical asset throughout its life. It is concerned with all costs of ownership

and takes into account the costs incurred by an asset from its acquisition to its disposal, including design, installation, operating and maintenance costs.

Additional considerations include the following:

- Does a project qualify as a capital project, i.e., cost more than \$50,000 and have an expected useful life of at least five years?
- Does a project satisfactorily address all federal, state and city legal and financial requirements?
- Does a project support the city's favorable investment ratings and financial integrity?
- Does a project support the city's goal of ensuring all geographic areas of the city have comparable quality in the types of services that are defined in the Public Facilities section of the General Plan?
- Does a project prevent the deterioration of the city's existing infrastructure?
- Does a project respond to and, if possible, anticipate future growth in the city?
- Does a project encourage and sustain quality economic development?
- Can a project be financed through growth in the tax base or development fees, when possible, if constructed in response to residential or commercial development?
- Is a project responsive to the needs of residents and businesses within the constraints of reasonable taxes and fees?
- Does a project leverage funds provided by other units of government (e.g., Maricopa County Flood Control District, Arizona Department of Transportation, etc.) where appropriate?

Master plans also help determine which projects should be included in the CIP and the timeframes in which the projects should be completed. For example, the Parks and Recreation Master Plan's guidelines for neighborhood parks include 3.3 acres of park land per 1,000 residents. When population growth causes an area to exceed this threshold, that neighborhood will rise on the capital plan's priority list for park development. The Water and Sewer Master Plan, Parks Master Plan, Storm Water Master Plan, GO Transportation Plan and five-year plans for landfill and solid waste collection services also provide valuable guidance in the preparation of the CIP.

Economic forecasts also are a critical source of information and guidance throughout the capital planning process. The forecasts assess external factors such as whether the local economy is growing or contracting, population growth, inflation for construction materials, the value of land, and other variables that may affect the city's ability to finance needed services and capital projects.

Glendale's Annual CIP Development Process

In conjunction with the annual budgeting process, the Finance and Technology Department manages the citywide process of revising and updating the city's capital plan. City staff members from all departments participate in an extensive review of projects in the existing

plan and the identification of new projects for inclusion in the CIP. The City Council's commitment to the needs and desires of Glendale's citizens is a critical factor considered during the capital planning process, as well as compliance with legal limits and financial resources.

Once projects are selected for inclusion in the capital plan, decisions must be made about which projects should be recommended for inclusion in the first five years of the plan. Determining how and when to schedule projects is a complicated process. It must take into account City Council's strategic goals as well as all of the variables that affect the city's ability to generate the funds to pay for these projects without jeopardizing its ability to provide routine, ongoing services and one-time or emergency services when needed.

The financial projections used to develop the CIP are based on staff's best prediction of future real estate values, construction costs, interest rates, and other relevant variables. These financial projections are jointly developed by the Finance and Technology Department and Public Works Department in conjunction with the Assistant City Manager. They are updated annually to reflect changes in the economic environment.

Although only the first year of the plan is appropriated, the first five years of the plan are financially balanced. This means the first five years of the plan

- Comply with the state's constitutional debt limits;
- Comply with the available voter authorization required for municipal bonds;
- Balance the use of incoming revenue streams with the use of fund balance, while maintaining a fund balance in compliance with bond covenants and policies regarding debt management and;
- Identify the source of revenue to finance various projects.

Financial and legal constraints make it impossible for the city to fund every project on its priority list. For example, it is not possible for the city to fund concurrently several large-scale projects that have significant operating budget impacts. Also, revenues used to pay the debt service are not limitless. Therefore, implementation timetables are established to stagger projects over time based on Council's strategic goals and the estimated financial resources expected for the future.

A critical element of financing capital projects is the ability to manage within available resources, including the overall debt incurred for past projects and any new debt for future projects. Limited staff resources to undertake new capital projects also must be considered. Capital projects often require significant time to manage effectively, and project managers in the departments typically manage several capital projects concurrently.

The city also must coordinate the timing of many of its capital projects with federal, state, county and municipal governments and outside entities. For example, street improvements are coordinated with utility companies, when possible, to minimize the amount of new street surface that must be cut to lay new or replacement utility and fiber optic lines. Also, flood

control capital improvements are coordinated with the Maricopa County Flood Control District to maximize matching funds that the district makes available for eligible projects.

The availability of unanticipated financing, such as federal or state transportation grants may cause the city to accelerate a particular project. In addition, a scheduled project may be delayed in order to take advantage of an unusual one-time opportunity such as the receipt of non-governmental grant monies.

Types of CIP Projects and Funding Sources

The ten-year CIP is developed with identified funding sources for each CIP project. For example, a street project might be funded through one or more of the following financing sources: Highway User Revenue Fund (HURF) bonds, general obligation (G.O.) bonds, federal or state grants, development impact fees (DIFs), Glendale's dedicated transportation sales tax or Glendale's general fund excise taxes. In many cases, a large or multi-year project will be financed using a mix of these funding sources.

General Obligation (G.O.) Bond Funded Projects

G.O. bonds are direct and general obligations of the city. Glendale uses G.O. bonds to fund most large-scale capital improvements except water, sewer, sanitation, landfill, many transportation-related projects and professional sports-related facilities such as the Gila River Arena, home of the National Hockey League's Arizona Coyotes, and Camelback Ranch, spring training home of the Chicago White Sox and the Los Angeles Dodgers. G.O. bonds are backed by "the full faith and credit" of the city.

Arizona State law mandates the separation of city property taxes into two components, the primary tax levy and the secondary tax levy. A municipality's secondary property tax revenue can be used only to pay the principal, interest and redemption charges on bonded indebtedness or other lawful long-term obligations that are issued or incurred for a specific capital purpose. In contrast, primary property tax revenue may be used for any lawful purpose.

There are two separate categories of G.O. bond funded projects. These categories correspond to the 6% and 20% Arizona State Constitutional limits for G.O. bonded indebtedness. Funds that have been established for the 6% category include the Economic Development, Cultural Facility, Government Facilities and Library Bond Funds. Active funds for the 20% category include the Flood Control, Open Space & Trails, Parks, Public Safety and Street/Parking Bond Funds. Water and sewer bonds are also included in the 20% category. Secondary property tax revenue can be used to pay water/sewer debt, but it is preferable for water/sewer capital debt service to be paid with water and sewer revenue.

Development Impact Fee Funded Projects

Impact fees are one-time charges to developers that are used to offset a city's capital costs resulting from new development. Developers pay Development Impact Fees (DIF) when they construct new residential and commercial developments. These fees are designed to cover a

city's increased costs for providing new or expanded infrastructure in the following categories: roadway improvements, parks, libraries, police, fire, and water/sewer.

Planning and zoning information, such as anticipated population growth and expected density of residential and commercial development, is the foundation for impact fee revenue estimates. Given this information, the city then estimates the amount of impact fee revenue available to pay for growth-related capital projects.

In a growing economic condition, a number of DIF funded projects would more likely be included in the capital plan to supplement the growth related portion of projects funded with other resources such as G.O. bonds. However with the decline in property values, and the imperativeness to pay existing G.O. debt service with secondary property tax revenue, most capital projects requiring a new issuance of G.O. bonds were deferred or moved to the last five years of the plan. DIF revenue alone rarely is sufficient to fund 100% of the cost of growth-related projects. Therefore, given these circumstances, the current capital plan reflects very little spending of impact fees.

Enterprise and Other Projects

Water and Sewer Revenue Funded Projects: Water/Sewer capital projects can be funded with a number of options including, G.O. bonds, revenue bonds, revenue obligations or cash financing. Bonds or obligations are typically used to fund larger water/sewer projects. The principal and interest for bonds and obligations will be paid from future water/sewer user fee revenue. Smaller water/sewer projects are typically cash financed. Three separate funds have been established for water/sewer projects: one fund is for water capital projects, another fund addresses sewer projects and a third fund covers capital projects that represent a mix of water and sewer projects (e.g., water reclamation projects).

Landfill Revenue Funded Projects: Landfill user fee revenues fund environmental improvements required by federal and state law as well as improvements related to constructing, extending, improving and repairing the Glendale Municipal Landfill. Materials Recovery Facility (MRF) projects and landfill equipment also are included in the landfill capital fund. Users of the Glendale Municipal Landfill include private haulers, other cities that are under contract with the city's landfill and the city's residential and commercial solid waste operations.

Solid Waste Revenue Funded Projects: Unlike Water/Sewer and Landfill, the capital plan for Sanitation is not usually funded with revenue bonds. Instead sanitation projects are funded with user revenues and cash balances. However, inter-funds loans and capital leases have been used as a funding option in the past.

Transportation Sales Tax Funded Projects: On November 6, 2001, Glendale held a special election where voters passed a new half-cent sales tax to fund the transportation plan. The transportation plan was created to improve service for all modes of transportation including public transit, motorized vehicle, bicycle, pedestrian and aviation. Of the 13,019 ballots cast for this proposition, 64% were in favor and 36% were in opposition. By their votes, Glendale

residents indicated that having transportation choices and being connected to regional activities and employment centers were important to maintaining Glendale's high quality of life.

Everyone who shops in Glendale pays the half-cent sales tax that became effective January 1, 2002. The revenues are dedicated to funding the implementation of the *Glendale Onboard! (GO Transportation Plan)*. The sales tax has no termination date. The transportation capital and operating budgets are balanced yearly. Transportation projects can either be funded with Transportation Revenue Obligations or cash financed. The principal and interest on revenue obligations will be covered with future transportation sales tax revenue.

Street (HURF) Revenue Funded Projects: The State of Arizona shares with cities a portion of the revenues it collects from highway user fees. This revenue is tracked in the Streets Fund (Fund 1340) and is known as HURF revenue. The Arizona State Constitution restricts the use of HURF revenue to street and highway purposes such as right-of-way acquisition, construction, reconstruction, maintenance, repair and the payment of the interest and principal on HURF bonds.

HURF often is called the gas tax even though there are several other transportation-related fees, including a portion of the vehicle license tax, that comprise this revenue source. Much of this revenue source is based on the volume of fuel sold rather than the price of fuel.

In the past, the Arizona Legislature has altered (1) the type and/or rate of taxes, fees and charges to be deposited into the Arizona Highway Revenue Fund and (2) the allocation of such monies among the Arizona Department of Transportation, Arizona cities and counties and other purposes. The Arizona Legislature reduced the amount of funds allocated to cities in FY 2009 through FY 2012. Future legislative alterations to HURF revenue sources and/or the HURF distribution formula may occur.

Municipal Property Corporation Bond Funded Projects: A city may form a Municipal Property Corporation (MPC) to finance a large capital project. An MPC is a non-profit organization over which the city exercises oversight authority, including the appointment of its governing board. This mechanism allows the city to finance a needed capital improvement and then purchase the improvement from the corporation over a period of years.

In order for the MPC to market the bonds, a city will typically pledge unrestricted excise taxes. Unrestricted excise taxes are generally all excise, transaction privilege, franchise and income taxes within the city's General Fund. This means MPC debt service is paid with General Fund operating dollars.

The city has formed and entered into agreements to sell MPC bonds to fund several construction projects, including the following:

- Glendale Municipal Office Complex (debt is retired),
- Gila River Arena,

- Glendale Media Center and Expo Hall, Convention Center and Parking Garage adjacent to the Westgate development in west Glendale,
- a portion of the Glendale Regional Public Safety Training Facility and infrastructure for the Zanjero development, and
- the Camelback Ranch development [as explained below].

Public Facilities Corporation Funded Bonds: Similar to an MPC, a public facilities corporation (PFC) a non-profit organization that is formed under Arizona State law to secure funding for capital projects. A PFC is also governed by a Council appointed Board of Directors responsible for authorizing debt. The PFC's sole purpose is to finance and construct public facilities for the city. While the PFC is a legally separate entity from the city, the city is responsible for the debt associated with the PFC bonds. The special debt obligations are back by the city's unrestricted excise taxes.

Grant Funded Projects: The majority of Glendale's grants for capital projects come from the federal or state government. There are two major types of grants. Open, competitive grant programs usually offer a great deal of latitude in developing a proposal and grants are awarded through a competitive review process. The existing Arizona Heritage Fund grants for parks and historic preservation capital projects are an example of competitive grants.

Entitlement or categorical grants are allocated to qualified governmental entities based on a formula basis (e.g., by population, income levels, etc.). Entitlement funds must be used for a specific grantor-defined purpose. Community Development Block Grants are considered entitlement grants and typically must benefit low-moderate income residents.

Most federal and state grant programs, with the exception of some public housing programs, require the applicant to contribute to the cost of the project. The required contribution, referred to as local match, can vary from 5% to 75%. Federal Transportation Administration grants for public transit improvements and Federal Aviation Administration grants for airport projects are examples of capital improvement grants for which local matching requirements will come from the city's operating budget and/or the city's transportation sales tax.

Many federal and state grant programs specifically prohibit the applicant from using other government grants as match, and require that the match be cash rather than donated services. Therefore, matching funds usually come from General Fund department operating budgets, G.O. bonds or development impact fees.

There is always a possibility that some of the grant-funded projects will be delayed or not completed if government grants fail to materialize. CIP projects adversely affected by changes in the availability of grants may be postponed until the needed grant funds are acquired, the project is modified to reduce costs, or the project is funded using alternative means.

Operating Budget - Pay-As-You-Go (PAYGO) Projects: Some capital improvements are paid for on a cash basis in order to avoid the interest costs incurred with other financing mechanisms and are included in the operating budget on a pay-as-you-go basis. The city's operating budget

also provides for the maintenance of capital assets and expenses associated with the depreciation of city facilities and equipment.

Lease Financing Projects: Lease financing provides long-term financing for the purchase of equipment or other capital improvements and does not affect the city's G.O. bond capacity or require voter approval. In a lease transaction, the asset being financed can include new capital needs, assets under existing lease agreements or, in some cases, equipment purchased in the past for which the government or municipal unit would prefer to be reimbursed and paid over time. Title to the asset is transferred to the city at the end of the lease term.

Local Improvement District Bond Projects: Local improvement districts (LIDs) are legally designated geographic areas in which a majority of the affected property owners agree to pay for one or more capital improvements through a supplemental assessment. This financing approach ties the repayment of debt to those property owners who most directly benefit from the improvements financed.

Impact of the CIP on the Operating Budget

Glendale's operating budget is directly affected by the CIP. Almost every new capital improvement entails additional ongoing expenses for routine operation, repair and maintenance upon completion that must be incorporated into the operating budget. Many new capital facilities require the addition of new positions. Existing city facilities and equipment that were once considered state-of-the-art will require rehabilitation, renovation or upgrades to accommodate new uses and/or address safety and structural improvements. Older facilities usually involve higher maintenance and repair costs as well. PAYGO capital projects, grant-matching funds and lease/purchase capital expenses also come directly from the operating budget.

Operating costs are carefully considered in deciding which projects move forward in the CIP because it is not possible for the city to fund concurrently several large-scale projects that have significant operating budget impacts. Therefore, implementation timetables are established that stagger projects over time.

Many improvements make a positive contribution to the fiscal wellbeing of the city. Capital projects such as redevelopment of under-performing or under-used areas of the city, and the infrastructure expansion needed to support new development, promote the economic development and growth that can lead to the generation of additional operating revenues. These new revenue sources provide the funding needed to maintain, improve and expand the city's infrastructure.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Summary of All Capital Projects by Funding Type

Fund # - Name	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
BOND CONSTRUCTION FUNDS							
1980 - Street/Parking Bonds	847,264	11,625,450	5,275,450	5,275,450	5,275,450	5,275,450	8,811,900
2140 - Open Space/Trails	0	50,000	15,056	0	176,795	0	7,259,516
2060 - Parks	50,000	0	0	0	0	0	85,512,683
2160 - Library	0	0	0	0	0	0	11,590,260
2040 - Public Safety	0	2,351,250	2,351,250	0	0	0	134,411,111
2130 - Cultural Facility	100,000	100,000	84,550	0	0	0	0
2100 - Economic Development	7,000,000	0	0	0	0	0	0
2180 - Flood Control	1,028,476	1,100,480	324,230	324,230	324,230	0	20,324,701
Sub-Total	\$9,025,740	\$15,227,180	\$8,050,536	\$5,599,680	\$5,776,475	\$5,275,450	\$267,910,171
DIF FUNDS							
1601 - Roadway Improvements	668,212	2,447,266	684,553	791,650	1,500,000	0	34,553
1520 - Citywide Open Space	178,943	139,157	34,944	150,000	0	0	0
1461 - Citywide Parks	0	332,453	0	0	0	0	0
1481 - Citywide Rec Facility	797,000	0	126,983	0	0	0	3,469
1541 - Park Dev Zone 1	0	552,278	3,469	0	0	0	3,469
1561 - Park Dev Zone 2	0	165,438	3,469	0	0	0	3,469
1581 - Park Dev Zone 3	0	0	3,469	0	0	0	3,469
1380 - Library Buildings	0	1,755,029	0	0	0	0	0
1501 - Libraries	407,875	1,356,549	152,592	0	0	0	17,563
1441 - Police Dept Facilities	0	0	0	0	0	0	0
1421 - Fire Protection Facilities	0	0	15,654	0	0	0	15,654
Sub-Total	\$2,052,030	\$6,748,170	\$1,025,133	\$941,650	\$1,500,000	\$0	\$81,646
ENTERPRISE/OTHER FUNDS							
2360 - Water & Sewer	9,975,589	8,988,412	17,008,526	17,853,062	16,600,000	6,600,000	2,500,000
2400 - Water	5,883,985	23,801,426	38,054,458	59,308,145	29,127,840	5,550,000	68,223,225
2420 - Sewer	2,546,250	4,260,000	4,978,000	4,400,000	8,600,000	8,550,000	25,900,000
2210 - Transportation Construction	4,296,374	11,934,647	5,877,193	3,483,811	3,680,732	8,723,374	144,682,836
2000 - HURF/Street Bonds	9,694,206	7,840,589	3,490,373	3,495,373	3,126,523	3,126,523	16,285,640
1650 - Transportation Grants	68,055	150,000	0	0	0	0	0
2480 - Sanitation	0	589,581	3,231,928	2,641,597	2,161,910	2,752,283	14,244,061
2440 - Landfill	5,916,824	1,170,630	1,106,281	2,998,401	4,641,954	10,724,397	20,317,180
2120 - Airport Capital Grants	4,646,219	2,175,017	1,000,000	1,000,000	0	0	5,005,056
1840 - Other Federal & State Grants	0	15,000	0	0	0	0	0
1000 - General Fund	0	0	0	0	0	0	0
2070 - General Gov Cap	5,060,601	5,774,820	2,900,602	3,423,574	2,336,752	2,336,752	29,168,844
2593 - City-Wide ERP Solution	0	2,862,221	1,132,837	0	0	0	0
1220 - Arts Commission	683,849	200,000	200,000	142,943	0	0	0
Sub-Total	\$48,771,952	\$69,762,343	\$78,980,198	\$98,746,906	\$70,275,711	\$48,363,329	\$326,326,842
Grand Total	\$59,849,722	\$91,737,693	\$88,055,867	\$105,288,236	\$77,552,186	\$53,638,779	\$594,318,659
Total FY 2018 Funding		\$151,587,415					



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 1980-Street/Parking Bonds	Category: 20%
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		<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carryover</u> <u>New Funding</u>						
Existing Assets							
<i>Improvement of Existing Assets</i>							
68103 Street Scallop	344,431	0	0	0	0	0	967,700
<i>Replacement of Existing Assets</i>							
68122 Capital Bridge Repair Program	502,833	0	0	0	0	0	2,568,750
68127 Pedestrian Infra. Improvements	0 3,100,000	0	0	0	0	0	0
68128 95th Avenue Extension (1980)	0 2,900,000	0	0	0	0	0	0
Sub-Total - Existing Assets	847,264	6,000,000	0	0	0	0	3,536,450
New Assets							
0							
68125 *Street Reconstruction Program	0 5,275,450	5,275,450	5,275,450	5,275,450	5,275,450	5,275,450	5,275,450
68129 *Westgate Area Signage	0 350,000	0	0	0	0	0	0
Sub-Total - New Assets	0	5,625,450	5,275,450	5,275,450	5,275,450	5,275,450	5,275,450
Total Project Expenses:	\$847,264	\$11,625,450	\$5,275,450	\$5,275,450	\$5,275,450	\$5,275,450	\$8,811,900
Total FY 2018 Funding:	\$12,472,714						

PROJECT DETAIL: 1980-Street/Parking Bonds	Category: 20%
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Project: 68103 - Street Scallop (I) **Funding Source:** General Obligation Bonds

Project Description:

The Scallop Street Program is used to complete street improvements to reduce traffic accidents, enhance traffic flow, provide safety to adjacent pedestrian traffic and to mitigate property flooding. Projects are selected based on need and available funding from a scallop street inventory maintained by the Engineering Department. Improvements may include pavement widening, curb and gutter, sidewalk, and ADA enhancements.

Capital Costs	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Design	\$32,431	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$900,000
Construction	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$13,500
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$43,200
Engineering Charges	\$9,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$9,000
Arts	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000
TOTAL	\$344,431	\$0	\$0	\$0	\$0	\$0	\$967,700

Operating Description:

O and M costs are not expected for this project.

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 1980-Street/Parking Bonds

Category: 20%

Project: 68122 - Capital Bridge Repair Program (R)

Funding Source:

General Obligation Bonds

Project Description:

This program is needed to maintain city bridges to meet Federal Highway Administration (FHWA) standards. There are 43 bridges that are inspected by Arizona Department of Transportation (ADOT) semi-annually. Under the National Bridge Inspection Program, administered by ADOT, the city is required to maintain its bridges to a satisfactory standard.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
Design	\$34,000	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$450,000	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,250,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$36,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$110,250
Engineering Charges	\$14,333	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$4,500	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$22,500
TOTAL	\$502,833	\$0	\$0	\$0	\$0	\$0	\$2,568,750

Operating Description:

No additional O and M is required.

Project: 68127 - Pedestrian Infra. Improvements (R)

Funding Source:

General Obligation Bonds

Project Description:

Design and construction of a pedestrian underpass, pedestrian bridges over the SRP Canal and Outfall channel and needed ramp and sidewalks. This will allow pedestrian to travel efficiently and safety from the new PS parking lot south of Bethany Home Road to the existing Stadium site. The City's share of the cost and expense to construct and complete this project is \$3.1M.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$3,100,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$3,100,000	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 68128 - 95th Avenue Extension (1980) (R)

Funding Source:

General Obligation Bonds

Project Description:

Project will complete 95th Avenue between Camelback Road and Bethany Home Road. It will include, ROW acquisition, phase I environmental clearance, geotechnical investigation, utility coordination, survey and construction.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$900,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$2,000,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$2,900,000	\$0	\$0	\$0	\$0	\$0

Operating Description:



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 1980-Street/Parking Bonds

Category: 20%

Project: 68125* - Street Reconstruction Program (N)

Funding Source:

General Obligation Bonds

Project Description:

Project provides for reconstruction of arterial and collector streets as identified in the Pavement Management Plan.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$0	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000
Finance Charges	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Engineering Charges	\$0	\$75,450	\$75,450	\$75,450	\$75,450	\$75,450	\$75,450
Arts	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Miscellaneous/Other	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
TOTAL	\$0	\$5,275,450	\$5,275,450	\$5,275,450	\$5,275,450	\$5,275,450	\$5,275,450

Operating Description:

Project: 68129* - Westgate Area Signage (N)

Funding Source:

General Obligation Bonds

Project Description:

Install multiple signs located in Westgate area

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$350,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$350,000	\$0	\$0	\$0	\$0	\$0

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2140-Open Space/Trails Construction **Category: 20%**

	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
70000 Thunderbird Paseo Park Develop	0	0	0	0	0	1,998,675
70006 *T-bird Park Master Plan 2140	0	0	15,056	0	0	0
70007 *Open Space/Trails Master Plan	0	50,000	0	0	0	0
70008 *Thunderbird Park Imprvmnt 2140	0	0	0	0	176,795	0
T1630 TCP Trail Improvements	0	0	0	0	0	2,639,898
Sub-Total - Existing Assets	0	50,000	15,056	0	176,795	4,638,573
New Assets						
0						
70003 City-Wide Trails System	0	0	0	0	0	1,020,000
70005 West Valley Multi-Modal Corrid	0	0	0	0	0	1,600,943
Sub-Total - New Assets	0	0	0	0	0	2,620,943
Total Project Expenses:	\$0	\$50,000	\$15,056	\$0	\$176,795	\$0
Total FY 2018 Funding:		\$50,000				

PROJECT DETAIL: 2140-Open Space/Trails Construction **Category: 20%**

Project: 70000 - Thunderbird Paseo Park Develop (I) **Funding Source:** General Obligation Bonds

Project Description: This project is for park improvements and renovations to maintain the 55 acre Thunderbird Paseo Linear Park. This includes tree replacement and additions, enhance landscaping with drought tolerant plant material; signage replacement; removal of asphalt surface; addition of concrete surface where asphalt existed; pedestrian/equestrian bridges; replacement of equipment located in the linear park; and address all mandated accessibility issues.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$423,475
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,209,928
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$39,973
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$44,919
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$12,099
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$90,217
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$178,064
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,998,675

Operating Description: O and M expenses would vary based upon the specific type of future landscape improvements that are implemented. Supplies and contracts calculated at \$601 per acre X 50 acres (estimate value) plus inflation. A landscape water rate is calculated at \$0.22 per sq ft for 435,600 sq ft. All calculations are for 31 months of operation. A supplemental budget request will be submitted once the project is near completion.

<u>Operating Costs</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$96,174
Landscape	\$0	\$0	\$0	\$0	\$0	\$315,188



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2140-Open Space/Trails Construction

Category: 20%

Project: 70006* - T-bird Park Master Plan 2140 (I)

Funding Source:

General Obligation Bonds

Project Description:

This project will update and revise the existing Thunderbird Conservation Park master plan. This is partial funding of this request, the balance is being requested in Fund 1520 DIF - Citywide Open Spaces in the amount of \$34,944.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$0	\$15,056	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$15,056	\$0	\$0	\$0	\$0

Operating Description:

Project: 70007* - Open Space/Trails Master Plan (I)

Funding Source:

General Obligation Bonds

Project Description:

This project request is to revised and update the existing Open Space and Trails Master Plan completed in 2005. Since the approval of the current master plan, the development and use of trails and open space has increased and staff continue to receive requests for additional/expanded amenities.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 70008* - Thunderbird Park Imprvmnt 2140 (I)

Funding Source:

General Obligation Bonds

Project Description:

This project will include construction/renovation of Thunderbird Conservation Park trails, restrooms, ramadas, shade structures and amenities as defined in the master plan update.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$0	\$0	\$0	\$0	\$154,000	\$0	\$0
Engineering Charges	\$0	\$0	\$0	\$0	\$12,000	\$0	\$0
Arts	\$0	\$0	\$0	\$0	\$1,540	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$9,255	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$176,795	\$0	\$0

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2140-Open Space/Trails Construction

Category: 20%

Project: T1630 - TCP Trail Improvements (I)

Funding Source:

General Obligation Bonds

Project Description:

Based on the Thunderbird Conservation Park Master Plan recommendations, items to be addressed include ongoing repair and improvements of the 18 miles of natural surfaced trails. This would include ongoing replacement of trail signage and markers; enhance trail nodes and the trail heads along the trail system; removal of safety concerns and obstacles; rebuild trail washouts and mitigate washout areas; survey terrain for possible trail realignments; enhance scenic areas; removal of invasive plant species on the trails; widen trail system to accommodate multi-use designation; install trail interpretive signage; and re-vegetation of areas that have been impacted by rogue use. Project formally referred to as Thunderbird Park Improvements.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$196,086
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,960,869
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$58,204
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$19,609
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$56,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$294,130
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,639,898

Operating Description:

Supplies are based on 33 acres of improvements x \$601. Improvements will require a Service Worker II at \$53,310 with benefits, a Park Ranger with benefits at \$51,087, contracted labor assistance at \$25,000 per year, building maintenance at \$1.62 X 3,000 sq ft = \$4,860 annually; insurance is for 2 new employees at \$828 per person.

<u>Operating Costs</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Staffing	\$0	\$0	\$0	\$0	\$0	\$458,320
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$70,248
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$17,214
Insurance	\$0	\$0	\$0	\$0	\$0	\$5,865
Landscape	\$0	\$0	\$0	\$0	\$0	\$11,097



FY 2018-2027 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail

PROJECT DETAIL: 2140-Open Space/Trails Construction

Category: 20%

Project: 70003 - City-Wide Trails System (N)

Funding Source:

General Obligation Bonds

Project Description:

This project will implement recommendations for open space acquisition, trailhead land purchases, construction of pedestrian, bicycle, and equestrian paths and trails, and connectivity between areas of interest citywide that accommodates future growth and user demands. This may include improvement or enhancements to trails along the Grand Canal Linear Park, Thunderbird Paseo, Skunk Creek Linear Park and the Bridle Path.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,020,000

Operating Description:

Specific scope will determine the additional O and M costs which could include supplies and contracts for \$601 x 50 acres, Service Worker II w/ benefits, building maintenance is for additional lighting (260 poles X \$153 per pole), insurance is for a new staff member at \$828 a year, and landscape is based on 50 acres of newly developed trails at \$.22 per square foot. Other operating calculations have been based upon 50 acres. A supplemental budget request will be submitted once the project is near completion.

Operating Costs	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Staffing	\$0	\$0	\$0	\$0	\$0	\$141,909
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$83,451
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$110,472
Insurance	\$0	\$0	\$0	\$0	\$0	\$2,299
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$8,170
Landscape	\$0	\$0	\$0	\$0	\$0	\$206,038

Project: 70005 - West Valley Multi-Modal Corrid (N)

Funding Source:

General Obligation Bonds

Project Description:

This is to construct a multimodal trail system along the Agua Fria River Corridor as per the Maricopa Association of Governments West Valley Rivers Trails Plan. The trail system will link with other trails in and around the City of Glendale connecting parks and other recreation facilities, and serve new and existing residents.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$270,277
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,110,057
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$43,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$11,101
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$166,508
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600,943

Operating Description:

Supplies and contracts include \$601x 10 acres. Building maintenance costs include 34 low-level security lights for rest nodes and trail at \$75 per light and \$13 per lamp for bulb replacement. Landscape includes maintenance of approximately 435,600 sq ft x \$.0927per sq ft, water at \$.22 per sq ft x 435,600 sq ft, and ramada cleaning/maintenance at \$4,000 per ramada x three ramadas.

Operating Costs	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$6,010
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$14,992
Landscape	\$0	\$0	\$0	\$0	\$0	\$95,832

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2060-Parks Construction							Category: 20%
		<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carrvover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
70510 Park Enhancements	0	0	0	0	0	0	10,921,641
70515 T-Bird Park Improvements	0	0	0	0	0	0	2,902,993
70540 Grounds & Facilities Imprvmnts	0	0	0	0	0	0	3,914,523
70546 *Sahuaro Ranch Park Master Plan	50,000	0	0	0	0	0	0
T1715 Play Structure Improvements	0	0	0	0	0	0	2,874,890
<i>Replacement of Existing Assets</i>							
70500 Parks Redevelopment	0	0	0	0	0	0	27,417,240
70512 Facilities Renovation	0	0	0	0	0	0	9,906,161
70526 Multiuse Sports Field Lighting	0	0	0	0	0	0	4,723,297
70535 Paseo Racquet Center Park	0	0	0	0	0	0	7,045,478
70541 Parks Capital Equipment	0	0	0	0	0	0	1,224,490
T1712 Aquatic Facility Renovation	0	0	0	0	0	0	7,232,945
T1713 Foothills Center Renovation	0	0	0	0	0	0	1,889,025
T1822 O'Neil Park Pool Replacement	0	0	0	0	0	0	5,460,000
<i>Sub-Total - Existing Assets</i>	<i>50,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>85,512,683</i>
Total Project Expenses:	\$50,000	\$0	\$0	\$0	\$0	\$0	\$85,512,683
Total FY 2018 Funding:	\$50,000						

PROJECT DETAIL: 2060-Parks Construction **Category: 20%**



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2060-Parks Construction

Category: 20%

Project: 70510 - Park Enhancements (I)

Funding Source:

General Obligation Bonds

Project Description:

Ongoing park enhancements are vital in the city's effort to improve and enhance park functionality and appeal. Staff continually assesses park amenities and infrastructure, and strive to meet the demands park users place on park land and facilities. Park enhancements focus on a variety of elements and amenities within the existing park setting, and can be urgent in nature or planned. Typical park enhancements include new sport courts; additional low-level security lighting; picnic areas; picnic benches; Americans with Disabilities Act (ADA) issues; shade structures, landscape, and other amenities added to existing park sites. Ongoing enhancements typically address service gaps in the level of service requirements outlined in the Parks and Recreation Master Plan and federal, state, and local mandates.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$926,587
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$8,547,040
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$174,429
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$85,470
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$845,615
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$10,921,641

Operating Description:

In most cases, park enhancements will have little or no impact on the O and M. In fact, in many cases the enhancements allow for a more efficient operation of infrastructure and amenities. O and M will be impacted when additional amenities are introduced to the park, such as ramadas, additional low-level lighting, etc. Supplies/contracts include \$601 x 4 acre. Building Maintenance includes an average of 10 additional low level security lighting x \$150 for electricity, and \$21 per lamp for replacement. Landscape maintenance \$.22 x 43,560 sq ft. A supplemental will be submitted.

<u>Operating Costs</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$147,960
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$105,250
Landscape	\$0	\$0	\$0	\$0	\$0	\$584,820

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2060-Parks Construction

Category: 20%

Project: 70515 - T-Bird Park Improvements (I)

Funding Source:

General Obligation Bonds

Project Description:

This project will continue the implementation of the Thunderbird Conservation Park Master Plan recommendations and improvements including the removal of invasive plant species and re-vegetation, signage upgrades, repairs or replacements to existing ramadas, picnic tables, grills, restrooms and other infrastructure. It will also address the continuation of re-vegetation, as well as the installation of new park elements, such as ramadas and parking lot improvements.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$646,739
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,847,826
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$57,777
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$18,478
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$277,173
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,902,993

Operating Description:

Improvements have an O and M impact for two new 750 sq ft restrooms with associated utilities and supplies. Supplies are based on 33 acres of improvements x \$601. Improvements will require a Service Worker II at \$53,310 with benefits, a Park Ranger with benefits at \$51,087, contracted labor assistance at \$25,000 per year, utilities at \$2.70 per sq ft X 3,000 sq ft = \$8,100; building maintenance at \$1.62 X 3,000 sq ft = \$4,860 annually; equipment maintenance is for two added pole lights at \$358 annually; insurance is for two new employees at \$828 per person; ramada cleaning at \$3,000 each at five new ramadas, building water at \$0.195 sq ft or \$49 per month.

Operating Costs	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Staffing	\$0	\$0	\$0	\$0	\$0	\$485,932
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$69,578
Utilities	\$0	\$0	\$0	\$0	\$0	\$28,250
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$29,912
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$2,203
Insurance	\$0	\$0	\$0	\$0	\$0	\$28,259
Landscape	\$0	\$0	\$0	\$0	\$0	\$21,431
Water	\$0	\$0	\$0	\$0	\$0	\$1,930

Project: 70540 - Grounds & Facilities Imprvmnts (I)

Funding Source:

General Obligation Bonds

Project Description:

This project addresses renovations and golf course enhancements that may not otherwise be included or covered in the golf course management agreements. Issues to be addressed include golf course grounds and infrastructure at Glendale's Glen Lakes and Desert Mirage golf courses. Improvements will include modifying or enhancing greens, tees, fairways, cart paths, irrigation systems, lakes, driving ranges, parking lots, fence replacement, and pro-shops for both municipal golf courses.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$875,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$77,085
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$62,438
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$375,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,914,523

Operating Description:

No additional O and M is needed.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2060-Parks Construction

Category: 20%

Project: 70546* - Sahuaro Ranch Park Master Plan (I)

Funding Source:

General Obligation Bonds

Project Description:

This project will include developing a master plan for the 17 acre, historic area of Sahuaro Ranch Park which includes 13 original buildings, a rose garden, barnyard and historic orchards. The historic area has been a cultural asset that celebrates the city's historic beginnings. Listed on the National Registry of Historic Places and known as the "Showplace of the Valley," the Sahuaro Ranch Historic Area offers activities, exhibits and guided tours—keeping the history of early settlement in the Valley alive.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: T1715 - Play Structure Improvements (I)

Funding Source:

General Obligation Bonds

Project Description:

This project involves replacing all playground components and playground surfacing in city parks to be more compliant with changes to the Americans with Disabilities Act (ADA), U.S. Consumer Product Safety Commission (CPSC), the American Society for Testing and Materials (ASTM), and play units and components that have been removed due to vandalism or ongoing wear and tear.

In 2011, all of these organizations made significant changes to the laws, guidelines, and standards as it relates to playground accessibility, use, and safety. Subsequent evaluations by staff who are certified as Playground Safety Inspectors (CPSI) resulted in a comprehensive annual audit of all playgrounds to identify all play structure, playground, and playground surface deficiencies. The annual audit identified multiple playgrounds requiring varying levels of update to meet the new ADA, CPSC, and/or the ASTM laws, guidelines, and/or regulations. External audits of the playgrounds confirmed CPSI findings

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$56,390
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$8,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$500
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$2,400,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$360,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,874,890

Operating Description:

No additional O and M is required. The new laws, guidelines, and standards would actually reduce O and M by reducing the staff time to conduct head and torso inspections, and tilling sand fall zones.

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2060-Parks Construction

Category: 20%

Project: 70500 - Parks Redevelopment (R)

Funding Source:

General Obligation Bonds

Project Description:

This project is designed as a proactive focus for revitalizing parks currently in the city's inventory that have shown signs of deteriorating infrastructure, amenities, and/or landscape. The purpose of the redevelopment process is to heighten or restore the overall functionality of the park for the users, while at the same time enhancing the operating efficiency. As in the past, staff identify strategies that are designed to revive a park's existing strengths and develop new or enhanced functions of the park. Development strategies, service gaps, and needs are identified and addressed during the design and construction phase. Depending on the park category, location, size, and level of service, each requires a distinct level of funding to address an assortment of services or operational improvements.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$6,283,947
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$18,239,851
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$548,341
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$122,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$182,399
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$2,040,702
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$27,417,240

Operating Description:

Supplies and contracts are based on 10 acres x \$601 per acre. Building Maintenance includes an additional 30, low-level park lighting at \$171 per pole. These parks are currently maintained, so staff doesn't project additional landscape maintenance costs. Water would include the addition of 40 drinking fountains at \$88 each. A supplemental budget request will be submitted once the project is near completion.

Operating Costs	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$36,990
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$31,574
Water	\$0	\$0	\$0	\$0	\$0	\$17,600

Project: 70512 - Facilities Renovation (R)

Funding Source:

General Obligation Bonds

Project Description:

The proposed renovations address planned and/or unexpected restoration improvements and infrastructure replacement at existing park and recreation buildings, centers, ball field complex sites, group ramada pavilions, restrooms, and tennis and golf complexes. Funds are used citywide to provide ongoing renovation to existing facilities. The specific facilities that receive assistance from this project are targeted through an ongoing assessment and feedback from citizens and staff.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$8,093,137
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$198,123
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$80,931
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$1,213,970
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$9,906,161

Operating Description:

New O and M expenses are not usually encountered with restoration activities.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2060-Parks Construction

Category: 20%

Project: 70526 - Multiuse Sports Field Lighting (R)

Funding Source:

General Obligation Bonds

Project Description:

The Parks and Recreation has 25 lighted sports fields that are used for various youth and adult sports program and cultural events. Of the 25 lighted sports fields, 5 of the sports fields have athletic field lighting and lighting infrastructure that are over 15 years old. This project involves the renovation or replacement of existing sports lights that have illumination depreciation or no longer meet current illumination standards and those facilities where the lighting systems are currently depreciating and will require replacement.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$705,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$3,528,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$94,466
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$78,311
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$35,280
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$282,240
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$4,723,297

Operating Description:

This project will not require additional O and M. The bid specifications would be performance based and would require the contractor to perform bulb replacements. The newer lighting technology would operate more efficiently, thus reducing electrical consumption and O and M.

Project: 70535 - Paseo Racquet Center Park (R)

Funding Source:

General Obligation Bonds

Project Description:

The park project has two components: Paseo Sports Complex and Paseo Racquet Center, both of which are in this park. The Sports Complex work will include the replacement of the lighting system, outdoor sound system, all fencing, restroom and concessions building. At the Paseo Racquet Center, necessary repairs include court overlays, court resurfacing, lighting, fencing and building restoration and improvements.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,579,200
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$4,512,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$139,858
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$45,120
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$676,800
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$7,045,478

Operating Description:

These capital improvements are to existing facilities and will likely decrease O and M expenses.

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2060-Parks Construction

Category: 20%

Project: 70541 - Parks Capital Equipment (R)

Funding Source:

General Obligation Bonds

Project Description:

The Parks Department has 10 pieces of equipment currently in the fleet that are 10 years or older, and 18 pieces of equipment that are 13 years or older. All are not included as part of the City's Vehicle Replacement Fund and have passed their average effective lifespan. Replacing old, outdated equipment such as mowers, sod cutters, aerators, paint machines, trailers, utility vehicles, specialized chain saws, park/facility maintenance equipment, ball field preparation machines and equipment are essential to the care and maintenance of facilities and parks. The equipment has outlasted its useful and effective lifespan.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$24,490
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,224,490

Operating Description:

No additional O & M as the purchase of equipment would simply replace the existing.

Project: T1712 - Aquatic Facility Renovation (R)

Funding Source:

General Obligation Bonds

Project Description:

This project includes the renovation and restoration of existing aquatic facilities (Foothills and Rose Lane) owned by the City and operated by the Parks and Recreation Division. The aquatic facilities require annual attention and frequent repairs to remain relevant and useful. Projects, such as, replastering of the water vessels; patching and repairs to the pool decking; replacement of shade canopies; pool pumps and other equipment are needed to ensure continued compliance with all federal, state and county health code requirements. Other items to be considered periodically include slide repair and/or replacement; repair or replacement of play structure components; electrical infrastructure; diving boards; and pool heaters

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,350,822
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$4,650,207
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$144,659
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$46,502
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$948,255
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$7,232,945

Operating Description:

No additional O and M needed.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2060-Parks Construction

Category: 20%

Project: T1713 - Foothills Center Renovation (R)

Funding Source: General Obligation Bonds

Project Description:

This project involves the replacement of recreation center equipment that has an expected useful life span of 5-7 years and renovation of the facility. Replacement of fitness room equipment; existing audio/visual equipment; carpeting; room dividers; window blinds; chillers and boilers to the building; security systems; ongoing resurfacing of the multi-purpose area; enhance lighting in the exterior and interior; and parking lot resurfacing.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$189,625
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$758,500
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$37,040
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$80,500
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$40,769
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$7,585
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$634,500
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$140,506
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,889,025

Operating Description:

No additional O and M is needed for this project.

Project: T1822 - O'Neil Park Pool Replacement (R)

Funding Source: General Obligation Bonds

Project Description:

This project is a Council request for a capital project placeholder to replace the pool at O'Neil Park. The cost estimates are based on current information available. Planned amenities would include a zero depth entry recreation pool, lap swim area, bathhouse, water slide, and water spray amenities.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$525,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$875,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$175,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,460,000

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2160-Library Construction **Category: 6%**

	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carrrvoer</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
T2810 Library Renovation	0	0	0	0	0	11,590,260
<i>Sub-Total - Existing Assets</i>	0	0	0	0	0	11,590,260
Total Project Expenses:	\$0	\$0	\$0	\$0	\$0	\$11,590,260
Total FY 2018 Funding:	\$0					

PROJECT DETAIL: 2160-Library Construction **Category: 6%**

Project: T2810 - Library Renovation (I) **Funding Source:** General Obligation Bonds

Project Description: This is a request to modernize the three branch libraries to meet the expectations of the community. This project will include renovating and updating the interior spaces at the Velma Teague Branch Library (built in 1969), the Main Library (built in 1987)

<u>Capital Costs</u>	<u>Carrrvoer</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$227,260
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$11,363,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$11,590,260

Operating Description:



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 2040-Public Safety Construction	Category: 20%
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	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
75037 *Regional Wireless Cooperative	0	2,351,250	2,351,250	0	0	0
<i>Replacement of Existing Assets</i>						
75024 800MHz Comm Equip	0	0	0	0	0	1,408,819
75034 Engine & Ladder Replacement	0	0	0	0	0	3,920,612
T1820 Public Safety Bldgs. Renewal	0	0	0	0	0	73,193,750
Sub-Total - Existing Assets	0	2,351,250	2,351,250	0	0	78,523,181
New Assets						
0						
75020 City Court Building	0	0	0	0	0	43,075,302
T5536 Fire Station - Western Area	0	0	0	0	0	12,812,628
Sub-Total - New Assets	0	0	0	0	0	55,887,930
Total Project Expenses:	\$0	\$2,351,250	\$2,351,250	\$0	\$0	\$0 \$134,411,111
Total FY 2018 Funding:		\$2,351,250				

PROJECT DETAIL: 2040-Public Safety Construction	Category: 20%
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Project: 75037* - Regional Wireless Cooperative (I) **Funding Source:** General Obligation Bonds

Project Description:	<p>This project helps fund the city's share of membership in the Regional Wireless Cooperative (RWC) digital communications system (two way radio). Fees associated with this membership cover the operational and maintenance costs on a per radio basis as well as special assessment fees. Membership in the RWC provides enhances service, redundancy and increased coverage for all city departments. Most importantly, interoperability not only within city departments but also valley wide partners, is greatly increased. The city's "Gold Elite" consoles will require replacement upon the upgrade to IP-based radio communications as will portable and mobile radios used in the field which have reached their recommended end of life. In addition, this includes upgrades to our radio hardware due to known and anticipated upgrades and mandates which will make our current radio system obsolete.</p>
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<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
IT/Phone/Security	\$0	\$2,351,250	\$2,351,250	\$0	\$0	\$0	\$0
TOTAL	\$0	\$2,351,250	\$2,351,250	\$0	\$0	\$0	\$0

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2040-Public Safety Construction

Category: 20%

Project: 75024 - 800MHz Comm Equip (R)

Funding Source:

General Obligation Bonds

Project Description:

Replacement and/or upgrade of existing radios for the Regional Wireless Cooperative to assure the department continues to meet Federal Communications Commission requirements for Public Safety radio transmissions as mandated and/or to replace radios that have met or exceeded their life expectancy and require technology upgrades. The life expectancy for radios is 8 to 10 years.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$28,176
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,380,643
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,408,819

Operating Description:

O and M includes network fees annually at \$94.59 per month, per radio for 196 radios, as identified by the RWC for FY2018/2019. The department will submit a supplemental in the future for the additional O and M. Annual ongoing O and M before inflationary increases: \$222,476.

Operating Costs	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$224,476

Project: 75034 - Engine & Ladder Replacement (R)

Funding Source:

General Obligation Bonds

Project Description:

To maximize the safe use of Emergency Code 3 Apparatus the Fire Department's replacement plan indicates that front line engines should be replaced at 7 years or 100,000 miles and be moved into a reserve status. Ladder trucks should be replaced after 15 years or 100,000 miles. The department will maintain a reserve fleet of one reserve truck for every two front line trucks. This CIP request is for a continuous plan for replacement of the department's Code 3 Apparatus in an effort to be compliant with the National Fire Protection Association Standards for emergency apparatus. Our fleet now averages 11 years old and 150,000 miles of service.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$78,412
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$3,842,200
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,920,612

Operating Description:

No additional O and M is needed since this is the replacement of existing equipment.

Project: T1820 - Public Safety Bldgs. Renewal (R)

Funding Source:

General Obligation Bonds

Project Description:

This project is to replace two fire stations(152 & 153), modernize two police stations, and renew three public safety buildings

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$6,968,750
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$65,500,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$725,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$73,193,750

Operating Description:



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2040-Public Safety Construction

Category: 20%

Project: 75020 - City Court Building (N)

Funding Source:

General Obligation Bonds

Project Description:

Construction will resume on the city court building in the future years. As of the end of December 2009, the structure was built to ground level. When completed the building is expected to be approximately 90,000 net square feet and include 10 courtrooms. There is the possibility of additional costs due to the delay in construction.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$4,742,010
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$31,613,404
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$861,506
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$2,235,868
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$139,968
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$316,134
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$3,166,412
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$43,075,302

Operating Description:

O and M would be needed starting in FY 2022 and includes a Building Maintenance Worker, two Custodians, a Day Porter and three Detention Officers. Other items include, utilities and electricity, security, building and elevator maintenance, parking lot sweeping and custodial supplies. There are \$213,800 in one-time expenses in FY 2021 including one-time purchases of vehicles and other essential supplies. The O and M related to opening the new facility does not include current grant-funded and one-time funded staff and operational costs. These costs total \$577,269. O and M costs for additional court positions will also be needed starting in the year the building is occupied. A supplemental budget request will be submitted once the project is near completion.

<u>Operating Costs</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Staffing	\$0	\$0	\$0	\$0	\$0	\$1,453,002
Utilities	\$0	\$0	\$0	\$0	\$0	\$184,533
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$250,966
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$47,056
Insurance	\$0	\$0	\$0	\$0	\$0	\$51,671
Electrical	\$0	\$0	\$0	\$0	\$0	\$1,107,210
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$18,684
Landscape	\$0	\$0	\$0	\$0	\$0	\$27,426
Water	\$0	\$0	\$0	\$0	\$0	\$38,579
Refuse	\$0	\$0	\$0	\$0	\$0	\$22,492

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2040-Public Safety Construction

Category: 20%

Project: T5536 - Fire Station - Western Area (N)

Funding Source:

General Obligation Bonds

Project Description:

Design and construction of a 15,000 sq ft, four bay fire station, with firefighter quarters for 18 personnel, furniture, fixtures, equipment, office space and storage. Equipment includes one engine. This facility will respond to the surrounding areas between Northern Avenue and Camelback Road and 83rd to 115th Avenues. This fire station would house a fire pumper 24/7 initially, with further expansion of ladders and medic units as growth demands.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$2,395,800
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,407,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$5,226,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$256,253
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$156,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$52,260
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,601,040
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$1,625,775
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$12,812,628

Operating Description:

Additional O and M would be needed starting in March of 2021. Staffing includes the salary and benefits for 12 Firefighters, 3 Captains, 3 Engineers and .5 FTE Building Maintenance Worker. Also includes promotions, training, medic pay, station supplies, station and equipment maintenance, telephone charges, grounds maintenance, insurance and one-time cost in the amount of \$486,895 to recruit, test, hire and to send 18 firefighters to the training academy and six to medic school. Utilities, building maintenance, supplies and custodial services for 15,000 sq ft of space. PC replacement contributions for 3 computers and 1 color printer replacement = \$2,182. Landscaping estimated at \$0.22 per sq ft for 15,000 sq ft. Water estimated at \$0.195 per sq ft. Refuse estimated at \$342.26 x 12 months. A supplemental budget request will be submitted once the project is near completion.

<u>Operating Costs</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Staffing	\$0	\$0	\$0	\$0	\$0	\$3,844,622
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$703,502
Utilities	\$0	\$0	\$0	\$0	\$0	\$146,398
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$434,875
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$57,327
Insurance	\$0	\$0	\$0	\$0	\$0	\$36,165
Electrical	\$0	\$0	\$0	\$0	\$0	\$72,695
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$62,820
Landscape	\$0	\$0	\$0	\$0	\$0	\$9,501
Water	\$0	\$0	\$0	\$0	\$0	\$8,421
Refuse	\$0	\$0	\$0	\$0	\$0	\$11,824



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 2130-Cultural Facility Construction

Category: 6%

	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
84309 *Sahuaro Ranch Park Improvments	100,000	100,000	84,550	0	0	0
<i>Sub-Total - Existing Assets</i>	<i>100,000</i>	<i>100,000</i>	<i>84,550</i>	<i>0</i>	<i>0</i>	<i>0</i>
Total Project Expenses:	\$100,000	\$100,000	\$84,550	\$0	\$0	\$0
Total FY 2018 Funding:		\$200,000				

PROJECT DETAIL: 2130-Cultural Facility Construction

Category: 6%

Project: 84309* - Sahuaro Ranch Park Improvments (I) **Funding Source:** General Obligation Bonds

Project Description:

This project will include the renovation and stabilization of the historic area of Sahuaro Ranch Park over a three year period. The historic area includes 13 original buildings, a rose garden, barnyard and historic orchards and has been a cultural asset that celebrates the city's historic beginnings. Listed on the National Register of Historical Places and known as the "Showplace of the Valley," the Sahuaro Ranch Historic Area offers activities, exhibits and guided tours—keeping the history of early settlement in the Valley alive.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Construction	\$0	\$87,165	\$75,000	\$0	\$0	\$0	\$0
Construction	\$87,165	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$5,753	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$5,753	\$4,950	\$0	\$0	\$0	\$0
Arts	\$872	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$872	\$750	\$0	\$0	\$0	\$0
Contingency	\$6,210	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$6,210	\$3,850	\$0	\$0	\$0	\$0
TOTAL	\$100,000	\$100,000	\$84,550	\$0	\$0	\$0	\$0

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2100-Economic Development Constructi **Category: 6%**

		<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carrrover</u>	<u>New Funding</u>					
New Assets							
0							
84408 *Parking Lot P2-BHR and 95th	7,000,000	0	0	0	0	0	0
Sub-Total - New Assets	7,000,000	0	0	0	0	0	0
Total Project Expenses:	\$7,000,000	\$0	\$0	\$0	\$0	\$0	\$0
Total FY 2018 Funding:	\$7,000,000						

PROJECT DETAIL: 2100-Economic Development Construc **Category: 6%**

Project: 84408* - Parking Lot P2-BHR and 95th (N) **Funding Source:** General Obligation Bonds

Project Description: Design and construction for a surface parking lot located south of Bethany Home Road between 91st and 95th avenues.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Design	\$27,853	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$6,621,647	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$80,500	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$70,000	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$7,000,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: Electricity for 400 lights, pavement maintenance and striping every 5 years, and landscaping and Irrigation.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 2180-Flood Control Construction	Category: 20%
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		<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carryover</u> <u>New Funding</u>						
Existing Assets							
<i>Improvement of Existing Assets</i>							
79004 Local Drainage Problems		1,028,476	1,100,480	324,230	324,230	324,230	0 322,230
Sub-Total - Existing Assets		1,028,476	1,100,480	324,230	324,230	324,230	0 322,230
New Assets							
0							
79013 Bethany Home SD, 79th-67th		0	0	0	0	0	0 6,306,500
79014 59th Ave & Thunderbird Rd SD		0	0	0	0	0	0 1,993,011
T2910 Bethany Home SD, 67th-58th		0	0	0	0	0	0 5,450,900
T7901 83rd Ave BethanyHm to Camelbac		0	0	0	0	0	0 3,125,030
T7902 Camelback Rd. 51st to 58th		0	0	0	0	0	0 3,127,030
Sub-Total - New Assets		0	0	0	0	0	0 20,002,471
Total Project Expenses:		\$1,028,476	\$1,100,480	\$324,230	\$324,230	\$324,230	\$0 \$20,324,701
Total FY 2018 Funding:			\$2,128,956				

PROJECT DETAIL: 2180-Flood Control Construction	Category: 20%
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Project: 79004 - Local Drainage Problems (I) **Funding Source:** General Obligation Bonds

Project Description: Construct localized storm drain improvements to mitigate drainage and/or flooding problems. This is an ongoing program that typically addresses drainage problems in older neighborhoods, residential areas and extends existing storm drain systems.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Design	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0
Construction	\$1,012,676	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$1,000,000	\$300,000	\$300,000	\$300,000	\$0	\$300,000
Finance Charges	\$0	\$15,480	\$4,530	\$4,530	\$4,530	\$0	\$4,530
Engineering Charges	\$0	\$43,000	\$14,700	\$14,700	\$14,700	\$0	\$14,700
Arts	\$0	\$10,000	\$3,000	\$3,000	\$3,000	\$0	\$3,000
Arts	\$15,800	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$2,000	\$2,000	\$2,000	\$2,000	\$0	\$0
TOTAL	\$1,028,476	\$1,100,480	\$324,230	\$324,230	\$324,230	\$0	\$322,230

Operating Description: Storm drain pipe requires little or no maintenance and in most cases will reduce existing maintenance because storm water does not pond in the street or other public facility.

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2180-Flood Control Construction

Category: 20%

Project: 79013 - Bethany Home SD, 79th-67th (N)

Funding Source: General Obligation Bonds

Project Description:

Construct storm drain pipe, inlets and other appurtenances in Bethany Home Road from 79th Avenue to 67th Avenue. Construction costs are to be shared with Maricopa County Flood Control District (50%). Total estimated project cost is \$10.3M. The funds in this account only reflect the City's portion. The project will include storm drain pipe, catch basins, and appurtenances.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$5,400,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$54,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$6,306,500

Operating Description:

Storm drain pipe requires little or no maintenance and in most cases will reduce existing maintenance because storm water does not pond in the street or other public facility.

Project: 79014 - 59th Ave & Thunderbird Rd SD (N)

Funding Source: General Obligation Bonds

Project Description:

Project will construct a storm drain in 59th Avenue between the Thunderbird Road intersection and the Arizona Canal Drainage Channel.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$24,000
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$58,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,700,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$29,666
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$48,345
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$17,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$116,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,993,011

Operating Description:

No additional O and M is required for this project.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail

PROJECT DETAIL: 2180-Flood Control Construction

Category: 20%

Project: T2910 - Bethany Home SD, 67th-58th (N)

Funding Source: General Obligation Bonds

Project Description:

Construct a storm drain in Bethany Home Road from 67th to 58th Avenues. Construction costs are to be shared with Maricopa County Flood Control District (50%). Total estimated project cost is \$8.9M. The funds in this account only reflect the City's portion (60%). The project will include storm drain pipe, catch basins, and appurtenances.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$480,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$4,680,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$51,600
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$46,800
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,450,900

Operating Description:

Storm drain pipe requires little or no maintenance and in most cases will reduce existing maintenance because storm water does not pond in the street or other public facility.

Project: T7901 - 83rd Ave BethanyHm to Camelbac (N)

Funding Source: General Obligation Bonds

Project Description:

Installation of storm drain in 83rd from Bethany Home Rd. to Camelback Rd. as identified in the Stormwater Management Plan

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$45,030
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,125,030

Operating Description:

Project: T7902 - Camelback Rd. 51st to 58th (N)

Funding Source: General Obligation Bonds

Project Description:

Installation of storm drain Camelback Rd. from 51st to 58th Ave. Identified in the Stormwater Management Plan

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$45,030
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,127,030

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1600-DIF-Roadway Improvements **Category: DIF**

		<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carrvoer</u> <u>New Funding</u>						
Existing Assets							
<i>Improvement of Existing Assets</i>							
67814 59th & Olive Ave (1600)	205,900	0	0	0	0	0	0
67820 *59th & Olive Ave (1601)	0	1,486,915	0	0	0	0	0
67880 *59th & Olive Ave (1602)	360,688	360,351	0	0	0	0	0
<i>Replacement of Existing Assets</i>							
67802 Dev. Agree. - Arterials	65,110	0	0	0	0	0	0
67809 DIF Update	0	0	34,553	0	0	0	34,553
67821 95th Avenue Extension (1601)	0	600,000	0	0	0	0	0
67930 Bethany Hm 83rd -91st (1603)	0	0	650,000	791,650	1,500,000	0	0
Sub-Total - Existing Assets	631,698	2,447,266	684,553	791,650	1,500,000	0	34,553
New Assets							
0							
67803 Dev. Agree. - Signals	36,514	0	0	0	0	0	0
Sub-Total - New Assets	36,514	0	0	0	0	0	0
Total Project Expenses:	\$668,212	\$2,447,266	\$684,553	\$791,650	\$1,500,000	\$0	\$34,553
Total FY 2018 Funding:	\$3,115,478						

PROJECT DETAIL: 1600-DIF-Roadway Improvements **Category: DIF**

Project: 67814 - 59th & Olive Ave (1600) (I) **Funding Source:** Development Impact Fees

Project Description: This project includes constructing improvements at the 59th and Olive avenues intersection. Improvements at the intersection include installation of turn lanes and bus bays.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Miscellaneous/Other	\$205,900	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$205,900	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: This project is to add capacity to the existing intersection. No additional O and M is anticipated based on current information.

Project: 67820* - 59th & Olive Ave (1601) (I) **Funding Source:** Development Impact Fees

Project Description: This project includes constructing improvements at the 59th and Olive avenues intersection. intersection include installation of turn lanes and bus bays.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Construction	\$0	\$1,440,640	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$39,600	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$6,675	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$1,486,915	\$0	\$0	\$0	\$0	\$0

Operating Description: This project is to add capacity to the existing intersection. No additional O and M is anticipated based on current information.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 1600-DIF-Roadway Improvements

Category: DIF

Project: 67880* - 59th & Olive Ave (1602) (I)

Funding Source:

Development Impact Fees

Project Description:

This project includes relocation of utilities, purchase right-of-way and construct improvements at the 59th and Olive avenues intersection. Improvements at the intersection include installation of turn lanes and bus bays.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Land	\$125,030	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$126,251	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$360,351	\$0	\$0	\$0	\$0	\$0
Contingency	\$109,407	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$360,688	\$360,351	\$0	\$0	\$0	\$0	\$0

Operating Description:

This project is to add capacity to the existing intersection. No additional O and M is anticipated based on current information.

Project: 67809 - DIF Update (R)

Funding Source:

Development Impact Fees

Project Description:

Development impact fee studies are required to be updated a minimum of every five years. The new fees are expected to take effect July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the roadway improvements

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$0	\$34,553	\$0	\$0	\$0	\$34,553
TOTAL	\$0	\$0	\$34,553	\$0	\$0	\$0	\$34,553

Operating Description:

Project: 67821 - 95th Avenue Extension (1601) (R)

Funding Source:

Development Impact Fees

Project Description:

Project will complete 95th Avenue between Camelback Road and Bethany Home Road. It will include, ROW acquisition, phase I environmental clearance, geotechnical investigation, utility coordination, survey and construction.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Land	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$600,000	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 67930 - Bethany Hm 83rd -91st (1603) (R)

Funding Source:

Development Impact Fees

Project Description:

ROW Acquisition, design and construction of Bethany Home North of Center Line. (Stone Haven development agreement).

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Land	\$0	\$0	\$650,000	\$641,650	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$1,500,000	\$0	\$0
TOTAL	\$0	\$0	\$650,000	\$791,650	\$1,500,000	\$0	\$0

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 1600-DIF-Roadway Improvements

Category: DIF

Project: 67803 - Dev. Agree. - Signals (N)

Funding Source:

Development Impact Fees

Project Description:

Fees charged to developers are used to improve intersections that have experienced increased vehicular traffic generated by new development. This project provides for the installation or upgrades of traffic signals and Intelligent Transportation Systems equipment at various locations throughout the city.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Design	\$36,514	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$36,514	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

O and M costs are for the electricity and maintenance of new traffic signal installations. A supplemental budget request will be made as new equipment is added to the system.

<u>Operating Costs</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Utilities	\$121,550	\$125,190	\$128,950	\$132,820	\$0	\$726,310
Equip. Maint.	\$60,780	\$62,600	\$64,480	\$66,410	\$0	\$363,160



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 1520-DIF-Citywide Open Space	Category: DIF
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	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
70453 Discovery Park	178,943	0	0	0	0	0
70454 Pasadena Park	0	139,157	0	0	0	0
70455 *Thunderbird Park Imprvmnts 1520	0	0	0	150,000	0	0
70456 *T-Bird Park Mstr Plan 1520	0	0	34,944	0	0	0
Sub-Total - Existing Assets	178,943	139,157	34,944	150,000	0	0
Total Project Expenses:	\$178,943	\$139,157	\$34,944	\$150,000	\$0	\$0
Total FY 2018 Funding:	\$318,100					

PROJECT DETAIL: 1520-DIF-Citywide Open Space	Category: DIF
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Project: 70453 - Discovery Park (I) **Funding Source:** Development Impact Fees

Project Description: This project will create new amenities and infrastructure related to Discovery Park. Likely improvements include additional trails in the park and trail connections to the adjacent neighborhoods. Other improvements may include picnic ramadas, shaded rest areas, drinking fountains, enhanced open play areas, playground or exercise equipment, and other trail amenities and site improvements that address growth within the city.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Construction	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$1,500	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$15,443	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$178,943	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed at this time.

Project: 70454 - Pasadena Park (I) **Funding Source:** Development Impact Fees

Project Description: This project will create new amenities and infrastructure related to Pasadena Park. The project is proposed to include a multi-use loop path connection to adjacent sidewalks in the park and to make connections to the adjacent neighborhoods, as well as site improvements that address growth within this area of the city.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Construction	\$0	\$139,157	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$139,157	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed at this time.

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 1520-DIF-Citywide Open Space

Category: DIF

Project: 70455* - Thunderbird Park Imprvmts 1520 (I)

Funding Source: Development Impact Fees

Project Description:

Thunderbird Conservation Park continues to be one of the more popular facilities within the City of Glendale park system. With over 1,100 acres of undisturbed desert habitat, the ongoing maintenance of the existing eight main trails and the development of additional trails to meet the increasing demand is critical to maintaining the natural desert habitat.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$0	\$0	\$0	\$121,700	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$0	\$12,000	\$0	\$0	\$0
Arts	\$0	\$0	\$0	\$1,217	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$15,083	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0

Operating Description:

Project: 70456* - T-Bird Park Mstr Plan 1520 (I)

Funding Source: Development Impact Fees

Project Description:

This project will update and revise the existing Thunderbird Conservation Park master plan. This is partial funding of this project, the balance is being requested in Fund 2140 Open Space and Trails in the amount of

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$0	\$34,944	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$34,944	\$0	\$0	\$0	\$0

Operating Description:



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 1460-DIF-Citywide Parks

Category: DIF

	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
72505 * Orangewood Vista 1460	0	226,536	0	0	0	0
73475 Citywide Park Improv (1461)	0	105,917	0	0	0	0
<i>Sub-Total - Existing Assets</i>	0	332,453	0	0	0	0
Total Project Expenses:	\$0	\$332,453	\$0	\$0	\$0	\$0
Total FY 2018 Funding:	\$332,453					

PROJECT DETAIL: 1460-DIF-Citywide Parks

Category: DIF

Project: 72505* - Orangewood Vista 1460 (I) **Funding Source:** Development Impact Fees

Project Description: This phase will involve developing a two - acre portion of the remaining undeveloped 10-acre joint-use neighborhood park. The improvements will include a concrete pathway, ramada, and landscape. The school and the joint-use park were constructed to address

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Construction	\$0	\$210,536	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$13,895	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$2,105	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$226,536	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 73475 - Citywide Park Improv (1461) (I) **Funding Source:** Development Impact Fees

Project Description: The project would include the construction of additional basketball courts at Heroes Regional Park, Rose Lane and O'Neil community parks to accommodate increased use and population growth. Additionally, we need to add to existing play structures to accommodate the age category 6 months to two years. Current playground events are designed for children ages 2 - 5 and 5 - 12. Recent ASTM and CPSC standards have indicated a need to provide play events for the younger age group. This project meets the 2011 Parks and Recreation Master Plan's primary action plan goals of "Develop and improve shade structures and amenities in parks" and "Revitalize conditions of neighborhood parks".

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Equipment	\$0	\$105,917	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$105,917	\$0	\$0	\$0	\$0	\$0

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1480-DIF-Citywide Rec Facility **Category: DIF**

		<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carrvover</u> <u>New Funding</u>						
Existing Assets							
<i>Improvement of Existing Assets</i>							
72806 *Grand Canal Linear Prk Staging	23,150	0	0	0	0	0	0
72807 *Heroes Regional Park Study	30,000	0	0	0	0	0	0
72808 *Thunderbird Park Imprvmt 1480	0	0	123,514	0	0	0	0
72810 *CS Dept Master Plan Update	10,000	0	0	0	0	0	0
72811 *FRAC Enhancements	30,000	0	0	0	0	0	0
72812 *Heroes Regional Park	564,012	0	0	0	0	0	0
72813 *Southern Park Maintenance Area	139,838	0	0	0	0	0	0
<i>Replacement of Existing Assets</i>							
72801 DIF Update	0	0	3,469	0	0	0	3,469
Sub-Total - Existing Assets	797,000	0	126,983	0	0	0	3,469
Total Project Expenses:	\$797,000	\$0	\$126,983	\$0	\$0	\$0	\$3,469
Total FY 2018 Funding:	\$797,000						

PROJECT DETAIL: 1480-DIF-Citywide Rec Facility **Category: DIF**

Project: 72806* - Grand Canal Linear Prk Staging (I) **Funding Source:** Development Impact Fees

Project Description: This project request is for the expansion of the Grand Canal Linear Park Equestrian Staging Facility located south of Bethany Home Road on 79th Avenue to accommodate additional demand for equestrian parking, trail use, and larger horse trailers. The recent completion of an additional segment of the New River trail and future plans to develop the segment of the Grand Canal will complete the connection of the two trails. This project complies with the 2011 Parks and Recreation Master Plan primary action plan recommended major areas of focus according to the priorities and interests of the community to "Improve existing and develop new trails, greenways and complete the Trails Master Plan".

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Construction	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$8,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$150	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$23,150	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 1480-DIF-Citywide Rec Facility

Category: DIF

Project: 72807* - Heroes Regional Park Study (I)

Funding Source:

Development Impact Fees

Project Description:

The build-out of the remaining portions of the park are currently planned to be construction of an urban lake system, a softball/baseball field complex, soccer fields, open green space, additional walking and riding paths, a recreation and aquatics center, and a western area branch library which were postponed until financial capacity to construct is identified. Staff has continued to plan and/or obtain funding to further phase-in the various planned elements of the park, as appropriate. This project will update the existing master plan with more current and viable data as well as input from the public and key external and internal stakeholders. Staff received direction from the City Council to move forward with this project at the 1/5/16 Workshop session. This project complies with the 2011 Parks and Recreation Master Plan primary action plan recommended major areas of focus according to the priorities and interests of the community to "Complete the Western Area Regional Park".

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 72808* - Thunderbird Park Imprvmt 1480 (I)

Funding Source:

Development Impact Fees

Project Description:

This project will provide funding for the development, construction and installation of park amenities and improvements. These amenities/improvements are in response to the growth in park visitors and users. This project complies with the City Council 2011 approved Parks and Recreation Master Plan secondary action plan recommended major areas of focus according to the priorities and interests of the community to "Enhance and improve Thunderbird Conservation Park".

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$0	\$0	\$110,410	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$12,000	\$0	\$0	\$0	\$0
Arts	\$0	\$0	\$1,104	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$123,514	\$0	\$0	\$0	\$0

Operating Description:

Project: 72810* - CS Dept Master Plan Update (I)

Funding Source:

Development Impact Fees

Project Description:

With it's inception in July 2014, the Community Services Department became a very diverse department that provide programs and services as well as operates and manages facilities throughout the city. The various work groups that make up the department have or have had previously approved master and strategic plans to help guide their operations, facility management/maintenance and program/service delivery. This project will incorporate existing division or work group master /strategic plans to help create a new department wide plan that will provide recommendations and outcomes based on the new department organizational and financial and structure.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 1480-DIF-Citywide Rec Facility

Category: DIF

Project: 72811* - FRAC Enhancements (I)

Funding Source:

Development Impact Fees

Project Description:

This project will include several facility improvements at the Foothills Recreation and Aquatics Center to address increased programming volume and demand in center use including additional security cameras, the addition of full size lockers to the active area, the installation of a multi-purpose floor in the Coyote Room and the modification of the existing gym floor to accommodate programming expansion.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 72812* - Heroes Regional Park (I)

Funding Source:

Development Impact Fees

Project Description:

This project request is for the completion of the half street improvements along the east side of 83rd Avenue at Heroes Regional Park. When the existing phases of the park were completed, the additional half street improvements for the east side of 83rd Avenue north of Bethany Home Road were part of the additional project items that were not completed due to budget and financing issues. Staff received direction from the City Council to move forward with this project at the 1/5/16 Workshop session. This project complies with the 2011 Parks and Recreation Master Plan primary action plan recommended major areas of focus according to the priorities and interests of the community to "Complete the Western Area Regional Park".

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$487,000	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$32,142	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$4,870	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$564,012	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 72813* - Southern Park Maintenance Area (I)

Funding Source:

Development Impact Fees

Project Description:

Construct a materials/equipment maintenance area at Heroes Regional Park. Staff received direction from the City Council to move forward with this project at the 1/5/16 Workshop session. This area will provide storage for regular park maintenance materials and equipment. Locating the maintenance area in Heroes Park will help parks maintenance staff decrease the amount of travel time from the Operations Center to the western and southern area park facilities. This project can be expanded to complete the full future planned maintenance facility for Heroes Regional Park.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$126,572	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$1,266	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$139,838	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 1480-DIF-Citywide Rec Facility

Category: DIF

Project: 72801 - DIF Update (R)

Funding Source:

Development Impact Fees

Project Description:

Development impact fee studies are required to be updated a minimum of every five years. The new fees are expected to take effect July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the citywide recreation

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$0	\$3,469	\$0	\$0	\$0	\$3,469
TOTAL	\$0	\$0	\$3,469	\$0	\$0	\$0	\$3,469

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1540-DIF-Park Dev Zone 1 **Category: DIF**

	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
73105 Orangewood Vista 1540	0	124,085	0	0	0	0
73525 *Picnic Ramada Expansion 1541	0	52,303	0	0	0	0
73575 *Picnic Ramada Expansion 1542	0	177,578	0	0	0	0
73576 Bike Park Foothills Park 1542	0	140,000	0	0	0	0
73625 *New River Trail Zn 2 W 1543	0	58,312	0	0	0	0
<i>Replacement of Existing Assets</i>						
73102 DIF Update	0	0	3,469	0	0	3,469
Sub-Total - Existing Assets	0	552,278	3,469	0	0	3,469
Total Project Expenses:	\$0	\$552,278	\$3,469	\$0	\$0	\$3,469
Total FY 2018 Funding:		\$552,278				

PROJECT DETAIL: 1540-DIF-Park Dev Zone 1 **Category: DIF**

Project: 73105 - Orangewood Vista 1540 (I) **Funding Source:** Development Impact Fees

Project Description: This phase will involve developing a two-acre portion of the remaining undeveloped 10-acre joint-use neighborhood park. The improvements will include a concrete pathway, ramada, and landscape. The school and the joint-use park were constructed to address the growth in the area and the increasing student enrollment in the neighboring schools in the Glendale Elementary School District. The service area for this joint-use park is without a neighborhood ramada and concrete walkways. The ramada, concrete pathway, and surrounding ground stabilization are the highest priorities. This project has additional funding in fund 1460 in the amount of \$225,987.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Design	\$0	\$5,500	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$106,520	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$11,000	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$1,065	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$124,085	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project. Ramada cleaning would simply be incorporated into the park maintenance routine.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 1540-DIF-Park Dev Zone 1

Category: DIF

Project: 73525* - Picnic Ramada Expansion 1541 (I)

Funding Source:

Development Impact Fees

Project Description:

The Parks, Recreation and Neighborhood Division's picnic ramadas can be used for both drop-in use as well as rentals. Ramada rentals generate approximately \$140,000 each year and staff have identified several parks that do not currently have picnic ramadas and other parks that are experiencing additional demand for ramada rentals. Parks such as Chapparal, Hillcrest, Oasis and Utopia are just a few parks in this development zone that have a high demand for ramada use.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$0	\$40,000	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$8,000	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$400	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$3,903	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$52,303	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 73575* - Picnic Ramada Expansion 1542 (I)

Funding Source:

Development Impact Fees

Project Description:

The Parks, Recreation and Neighborhood Division's picnic ramadas can be used for both drop-in use as well as rentals. Ramada rentals generate approximately \$140,000 each year and staff have identified several parks that do not currently have picnic ramadas and other parks that are experiencing additional demand for ramada rentals. Parks such as Heritage, Lions, Dos Lagos, Mondo, Sunset do not have ramadas, but have increased activity and demand to warrant the addition.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$12,000	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$1,500	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$14,078	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$177,578	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 73576 - Bike Park Foothills Park 1542 (I)

Funding Source:

Development Impact Fees

Project Description:

This is a new project request for a bike park at Foothills Park. The new project request is to construct a bike park adjacent to the existing Sk8 Court at Foothills Park. The existing Sk8 court was designed and built as a skate only facility and the Recreation staff and Park Rangers regularly encounter bikes in the skate court. This request will meet a growing need for a bike facility in this area of the city, keep the existing skate only park safer and reduce additional damage that bikes cause in the skate only facility.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$0	\$140,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$140,000	\$0	\$0	\$0	\$0	\$0

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 1540-DIF-Park Dev Zone 1

Category: DIF

Project: 73625* - New River Trail Zn 2 W 1543 (I)

Funding Source:

Development Impact Fees

Project Description:

The New River Trail system is an important link to a region-wide multi-use trail system that meanders throughout Glendale and Maricopa County. During the past several years of budget and funding reductions, the Parks, Recreation and Neighborhood Services staff have leveraged limited funding with other internal (City of Glendale Transportation Department) and external partners (Maricopa County Flood Control District) to continue the development and enhancement of alternate transportation options for Glendale residents. These options are part of a larger regional network of multi-modal trails which connect to other communities and recreational amenities.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$0	\$45,000	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$8,000	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$450	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$4,862	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$58,312	\$0	\$0	\$0	\$0	\$0

Operating Description:

No new additional O & M will be required

Project: 73102 - DIF Update (R)

Funding Source:

Development Impact Fees

Project Description:

Development impact fee studies are required to be updated a minimum of every five years. The new fees are expected to take effect July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the neighborhood parks z

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$0	\$3,469	\$0	\$0	\$0	\$3,469
TOTAL	\$0	\$0	\$3,469	\$0	\$0	\$0	\$3,469

Operating Description:



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 1560-DIF-Park Dev Zone 2

Category: DIF

	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
73404 Paseo Linear Park Additions	0	165,438	0	0	0	0
<i>Replacement of Existing Assets</i>						
73403 DIF Update	0	0	3,469	0	0	3,469
<i>Sub-Total - Existing Assets</i>	0	165,438	3,469	0	0	3,469
Total Project Expenses:	\$0	\$165,438	\$3,469	\$0	\$0	\$3,469
Total FY 2018 Funding:		\$165,438				

PROJECT DETAIL: 1560-DIF-Park Dev Zone 2

Category: DIF

Project: 73404 - Paseo Linear Park Additions (I) **Funding Source:** Development Impact Fees

Project Description: Additional amenities consist of accommodating community growth by expanding the multi-use path, adding pathway pullout nodes to relieve congestion and add additional active recreation play elements.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Construction	\$0	\$137,000	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$12,000	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$1,370	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$15,068	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$165,438	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed for these projects.

Project: 73403 - DIF Update (R)

Funding Source: Development Impact Fees

Project Description: Development impact fee studies are required to be updated a minimum of every five years. The new fees are expected to take effect July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the neighborhood parks z

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Miscellaneous/Other	\$0	\$0	\$3,469	\$0	\$0	\$0	\$3,469
TOTAL	\$0	\$0	\$3,469	\$0	\$0	\$0	\$3,469

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1580-DIF-Park Dev Zone 3

Category: DIF

	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carrvover</u>	<u>New Funding</u>				
New Assets						
0						
73702 DIF Update	0	0	3,469	0	0	3,469
Sub-Total - New Assets	0	0	3,469	0	0	3,469
Total Project Expenses:	\$0	\$0	\$3,469	\$0	\$0	\$3,469
Total FY 2018 Funding:	\$0					

PROJECT DETAIL: 1580-DIF-Park Dev Zone 3

Category: DIF

Project: 73702 - DIF Update (N)

Funding Source:

Development Impact Fees

Project Description:

Development impact fee studies are required to be updated a minimum of every five years. The new fees are expected to take effect July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the neighborhood parks z

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Miscellaneous/Other	\$0	\$0	\$3,469	\$0	\$0	\$0	\$3,469
TOTAL	\$0	\$0	\$3,469	\$0	\$0	\$0	\$3,469

Operating Description:



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 1380-DIF-Library Buildings

Category: DIF

		<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carrvover</u> <u>New Funding</u>						
New Assets							
0							
74252 *Western Area Library 1380	0 1,755,029	0	0	0	0	0	0
Sub-Total - New Assets	0 1,755,029	0	0	0	0	0	0
Total Project Expenses:	\$0 \$1,755,029	\$0	\$0	\$0	\$0	\$0	\$0
Total FY 2018 Funding:	\$1,755,029						

PROJECT DETAIL: 1380-DIF-Library Buildings

Category: DIF

Project: 74252* - Western Area Library 1380 (N)

Funding Source:

Development Impact Fees

Project Description:

In October 2014 and after review by the Library Advisory Board and staff, Council provided direction to develop conceptual designs for the possible location of a Western Area Branch Library at either Heroes Regional Park or on the third/fourth floors of the Glendale Media Center. Regardless of its location, the facility would be 7500- 8000 square feet in size and would result in library services provided to this geographic area of Glendale. Should the Council provide direction to move forward with this project, this is a specific "placeholder" request that would provide funding for full design and construction beginning in FY 16-17 and carry into FY 17-18. This project is also funded in fund 1500 in the amount of \$1,370,549.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$0	\$1,380,000	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$49,680	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$13,800	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$311,549	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$1,755,029	\$0	\$0	\$0	\$0	\$0

Operating Description:

O&M is included in project Western Area Library 1500.

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1500-DIF-Libraries				Category: DIF			
		<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>					
Existing Assets							
<i>Replacement of Existing Assets</i>							
74752 DIF Update	0	0	17,563	0	0	0	17,563
Sub-Total - Existing Assets	0	0	17,563	0	0	0	17,563
New Assets							
0							
74751 Library Books - Pop. Growth	79,261	310,000	135,029	0	0	0	0
74755 *Western Area Library 1500	328,614	1,046,549	0	0	0	0	0
Sub-Total - New Assets	407,875	1,356,549	135,029	0	0	0	0
Total Project Expenses:	\$407,875	\$1,356,549	\$152,592	\$0	\$0	\$0	\$17,563
Total FY 2018 Funding:	\$1,764,424						

PROJECT DETAIL: 1500-DIF-Libraries

Category: DIF

Project: 74752 - DIF Update (R)

Funding Source: Development Impact Fees

Project Description:

Development impact fee studies are required to be updated a minimum of every five years. The new fees are expected to take effect July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the library portion of t

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$0	\$17,563	\$0	\$0	\$0	\$17,563
TOTAL	\$0	\$0	\$17,563	\$0	\$0	\$0	\$17,563

Operating Description:

Project: 74751 - Library Books - Pop. Growth (N)

Funding Source: Development Impact Fees

Project Description:

This project requests the use of collected DIF to continue the phased-in approach of increasing the number of library material at the three Glendale libraries using remaining DIF balance previously collected during the high-growth phase of Glendale.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
	\$79,261	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$310,000	\$135,029	\$0	\$0	\$0	\$0
TOTAL	\$79,261	\$310,000	\$135,029	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed for this project.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 1500-DIF-Libraries

Category: DIF

Project: 74755* - Western Area Library 1500 (N)

Funding Source: Development Impact Fees

Project Description:

In October 2014 and after review by the Library Advisory Board and staff, Council provided direction to develop conceptual designs for the possible location of a Western Area Branch Library at either Heroes Regional Park or on the third/fourth floors of the Glendale Media Center. Regardless of its location, the facility would be 7500- 8000 square feet in size and would result in library services provided to this geographic area of Glendale. Should the Council provide direction to move forward with this project, this is a specific "placeholder" request that would provide funding for full design and construction beginning in FY 16-17 and carry into FY 17-18. This project is also funded in fund 1380 in the amount of \$1,755,029.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Design	\$318,263	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$1,003,861	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$10,351	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$32,649	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$10,039	\$0	\$0	\$0	\$0	\$0
TOTAL	\$328,614	\$1,046,549	\$0	\$0	\$0	\$0	\$0

Operating Description:

It is estimated O&M for this project is \$600,000 which includes 8.5 FTE's for a 40 hour per week operation. The ongoing O&M impact will be recalculated as a part of the final analysis of this potential project.

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1420-DIF-Fire Protection Facilities **Category: DIF**

	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carrvover</u>	<u>New Funding</u>				
Existing Assets						
<i>Replacement of Existing Assets</i>						
77001 DIF Update	0	0	15,654	0	0	15,654
<i>Sub-Total - Existing Assets</i>	0	0	15,654	0	0	15,654
Total Project Expenses:	\$0	\$0	\$15,654	\$0	\$0	\$15,654
Total FY 2018 Funding:	\$0					

PROJECT DETAIL: 1420-DIF-Fire Protection Facilities **Category: DIF**

Project: 77001 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: Development impact fee studies are required to be updated a minimum of every five years. The new fees are expected to take effect July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the fire facilities port

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Miscellaneous/Other	\$0	\$0	\$15,654	\$0	\$0	\$0	\$15,654
TOTAL	\$0	\$0	\$15,654	\$0	\$0	\$0	\$15,654

Operating Description:



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 2360-Water & Sewer	Category: Revenue
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		<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carrrover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
60007	Arrwhd Wtr Reclam Fac Imps	7,000,000	3,308,412	7,038,526	8,853,062	9,300,000	0
60008	WAWRF Phase IV	2,500,000	600,000	500,000	500,000	500,000	0
60016	West Area WRF Improvements	0	3,500,000	4,800,000	6,300,000	6,000,000	6,100,000
<i>Replacement of Existing Assets</i>							
60010	Lab Data Management System	187,429	0	0	0	0	0
60014	SCADA Study & Replacement	8,160	450,000	300,000	0	0	0
60019	Vehicle Replacement	0	750,000	750,000	500,000	500,000	500,000
	<i>Sub-Total - Existing Assets</i>	<i>9,695,589</i>	<i>8,608,412</i>	<i>13,388,526</i>	<i>16,153,062</i>	<i>16,300,000</i>	<i>6,600,000</i>
New Assets							
	<i>0</i>						
60015	Asset Mangement Program	200,000	300,000	1,500,000	1,200,000	300,000	0
60017	Integrated Water Master Plan	0	0	2,000,000	500,000	0	0
60018	*Laboratory Equipment	80,000	80,000	120,000	0	0	0
	<i>Sub-Total - New Assets</i>	<i>280,000</i>	<i>380,000</i>	<i>3,620,000</i>	<i>1,700,000</i>	<i>300,000</i>	<i>0</i>
Total Project Expenses:		\$9,975,589	\$8,988,412	\$17,008,526	\$17,853,062	\$16,600,000	\$6,600,000
Total FY 2018 Funding:		\$18,964,001					

PROJECT DETAIL: 2360-Water & Sewer	Category: Revenue
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Project: 60007 - Arrwhd Wtr Reclam Fac Imps (I) **Funding Source:** Water & Sewer Revenues

Project Description:

Replace and improve headworks, sand filters, odor control, fiber optics, clarifiers, civil, mechanical and electrical components at the Arrowhead Ranch Water Reclamation Facility. The construction and cash flow period to continue over the next three years

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Design	\$0	\$230,000	\$383,500	\$484,250	\$507,000	\$0	\$0
Construction	\$0	\$2,700,000	\$5,900,000	\$7,400,000	\$7,800,000	\$0	\$0
Engineering Charges	\$0	\$81,412	\$106,026	\$154,812	\$135,000	\$0	\$0
Arts	\$0	\$27,000	\$59,000	\$74,000	\$78,000	\$0	\$0
Contingency	\$0	\$270,000	\$590,000	\$740,000	\$780,000	\$0	\$0
TOTAL	\$0	\$3,308,412	\$7,038,526	\$8,853,062	\$9,300,000	\$0	\$0

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2360-Water & Sewer

Category: Revenue

Project: 60008 - WAWRF Phase IV (I)

Funding Source:

Water & Sewer Revenues

Project Description:

Design and construct improvements and rehabilitation to the odor control and disinfection system as identified in the West Area Water Reclamation Facility Phase IV Master Plan.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$254,185	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$1,773,442	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$510,000	\$420,000	\$420,000	\$420,000	\$0	\$0
Finance Charges	\$33,300	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$99,344	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$33,900	\$33,800	\$33,800	\$33,800	\$0	\$0
Arts	\$0	\$5,100	\$4,200	\$4,200	\$4,200	\$0	\$0
Arts	\$26,946	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$51,000	\$42,000	\$42,000	\$42,000	\$0	\$0
Contingency	\$123,500	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$189,283	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$2,500,000	\$600,000	\$500,000	\$500,000	\$500,000	\$0	\$0

Operating Description:

Project: 60016 - West Area WRF Improvements (I)

Funding Source:

Water & Sewer Revenues

Project Description:

Evaluate, design and construct improvements to all process areas at the West Area WRF and raw sewage pump station (RSPS). To include improvements to civil, mechanical, plumbing, and electrical systems to continue to produce A+ effluent for reuse and recharge storage.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$315,000	\$382,750	\$480,000	\$470,375	\$570,375	\$0
Construction	\$0	\$2,800,000	\$3,900,000	\$5,100,000	\$4,900,000	\$4,900,000	\$0
Engineering Charges	\$0	\$77,000	\$88,250	\$159,000	\$90,625	\$90,625	\$0
Arts	\$0	\$28,000	\$39,000	\$51,000	\$49,000	\$49,000	\$0
Contingency	\$0	\$280,000	\$390,000	\$510,000	\$490,000	\$490,000	\$0
TOTAL	\$0	\$3,500,000	\$4,800,000	\$6,300,000	\$6,000,000	\$6,100,000	\$0

Operating Description:

Project: 60010 - Lab Data Management System (R)

Funding Source:

Water & Sewer Revenues

Project Description:

Purchase of a new information management system to replace the outdated data system. The new information system will interface directly with laboratory instrumentation, integrate quality control processes, eliminate duplicate and manual data entry, and automate regulatory reporting.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$187,429	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$187,429	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Additional O and M expenses are related to software license renewals/updates and system configuration hardware requirements. The additional O and M will be absorbed by the department.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2360-Water & Sewer

Category: Revenue

Project: 60014 - SCADA Study & Replacement (R)

Funding Source:

Water & Sewer Revenues

Project Description:

Study alternative information and communication systems to develop a plan for improvements and upgrade to new technologies to increase functionality of the Supervisory Control and Data Acquisition (SCADA) system. The system gathers process data for monitoring and controlling the treatment processes.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
	\$400	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$450,000	\$300,000	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$7,760	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$8,160	\$450,000	\$300,000	\$0	\$0	\$0	\$0

Operating Description:

Project: 60019 - Vehicle Replacement (R)

Funding Source:

Water & Sewer Revenues

Project Description:

Replacement of vehicles, trucks, and excavation equipment.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Equipment	\$0	\$750,000	\$750,000	\$500,000	\$500,000	\$500,000	\$2,500,000
TOTAL	\$0	\$750,000	\$750,000	\$500,000	\$500,000	\$500,000	\$2,500,000

Operating Description:

Project: 60015 - Asset Mangement Program (N)

Funding Source:

Water & Sewer Revenues

Project Description:

Study the current asset management information system functions and operational needs. Procure new management system and implement.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$300,000	\$1,500,000	\$1,200,000	\$300,000	\$0	\$0
TOTAL	\$200,000	\$300,000	\$1,500,000	\$1,200,000	\$300,000	\$0	\$0

Operating Description:

Project: 60017 - Integrated Water Master Plan (N)

Funding Source:

Water & Sewer Revenues

Project Description:

Conduct a comprehensive study to update the 2003 Water plan as amended in 2008 by the Groundwater plan; 2008 Wastewater plan; and the 2011 Stormwater Management plan and review the reclaimed water resources and use, facilities capacity, and infrastructure needs to serve the City of Glendale now and in the future. Then integrate into a Water Master Plan.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$0	\$2,000,000	\$500,000	\$0	\$0	\$0
TOTAL	\$0	\$0	\$2,000,000	\$500,000	\$0	\$0	\$0

Operating Description:

No additional O and M is needed at this time.

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2360-Water & Sewer

Category: Revenue

Project: 60018* - Laboratory Equipment (N)

Funding Source:

Water & Sewer Revenues

Project Description:

Replace aging ion chromatograph and deionized water system.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Equipment	\$0	\$80,000	\$120,000	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$80,000	\$80,000	\$120,000	\$0	\$0	\$0	\$0

Operating Description:



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 2400-Water	Category: Revenue
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		<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carrvover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
61023 Water System Security	20,900	150,000	150,000	150,000	150,000	150,000	500,000
61024 Cholla Water Plant Process Imp	1,000,000	3,550,000	7,602,099	15,200,000	3,000,000	0	6,100,000
61043 Pyramid Peak WTP Process Imp.	913,280	3,087,139	4,775,302	6,164,517	7,700,000	2,000,000	6,100,000
61045 Thunderbird Reservoir Misc. Im	371,672	600,000	500,000	1,250,000	0	0	0
61047 Citywide Meter Vault Imp	35,430	1,150,000	850,000	600,000	400,000	0	0
61049 Zone 3 Water Supply Imp.	623,250	1,000,000	250,000	0	600,000	0	0
61054 Distrib Sys Imprv - Citywide	583,385	500,000	500,000	500,000	500,000	0	0
61055 Oasis WTP Improvements	0	1,000,000	1,500,000	500,000	0	0	7,000,000
61060 *67th Ave Water line improv	0	0	600,000	1,000,000	500,000	0	0
<i>Replacement of Existing Assets</i>							
61001 Fire Hydrant Replacement	29,142	1,350,000	850,000	0	0	0	0
61013 Water Line Replacement	1,000,000	3,000,000	2,000,000	1,500,000	0	0	0
61048 City Wide Well Rehab	517,363	1,000,000	1,350,000	1,000,000	950,000	0	0
61060 Water Supply Redundancy	0	0	500,000	0	0	0	0
61061 Water Capital Equipment	0	1,000,000	2,000,000	1,000,000	0	0	0
Sub-Total - Existing Assets	5,094,422	17,387,139	23,427,401	28,864,517	13,800,000	2,150,000	19,700,000
New Assets							
0							
61019 Storage and Recovery Well	0	0	0	700,000	700,000	2,900,000	3,000,000
61027 Water Line Extension	0	0	300,000	650,000	500,000	0	0
61038 Loop 101 Water Treatment Plant	0	0	0	0	0	0	43,023,225
61051 Accural of Long-term Water Sto	0	600,000	600,000	700,000	700,000	500,000	2,500,000
61052 Recharge Storage Assessment	321,260	400,000	0	600,000	800,000	0	0
61056 White Mtn Apache Water Rights	0	3,500,000	3,500,000	0	0	0	0
61058 *Pyramid Peak WTP 15MGD Exp.	468,303	1,914,287	10,227,057	27,793,628	12,627,840	0	0
Sub-Total - New Assets	789,563	6,414,287	14,627,057	30,443,628	15,327,840	3,400,000	48,523,225
Total Project Expenses:	\$5,883,985	\$23,801,426	\$38,054,458	\$59,308,145	\$29,127,840	\$5,550,000	\$68,223,225
Total FY 2018 Funding:		\$29,685,411					

PROJECT DETAIL: 2400-Water	Category: Revenue
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FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2400-Water

Category: Revenue

Project: 61023 - Water System Security (I)

Funding Source: Water & Sewer Revenues

Project Description: Installation of equipment citywide to further enhance security of the city's water supply, treatment plants, and distribution system.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$125,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$500,000
Engineering Charges	\$0	\$25,000	\$11,250	\$11,250	\$11,250	\$11,250	\$0
Arts	\$0	\$0	\$1,250	\$1,250	\$1,250	\$1,250	\$0
Contingency	\$0	\$0	\$12,500	\$12,500	\$12,500	\$12,500	\$0
Miscellaneous/Other	\$20,900	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$20,900	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$500,000

Operating Description: No additional O and M is needed for this project.

Project: 61024 - Cholla Water Plant Process Imp (I)

Funding Source: Water & Sewer Revenues

Project Description: Improve and rehabilitate all process areas and key component systems throughout the treatment plant, administration building, reservoir, and at the booster station.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$310,000	\$447,000	\$1,258,000	\$325,000	\$0	\$1,000,000
Design	\$269,704	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$2,800,000	\$6,400,000	\$12,200,000	\$2,500,000	\$0	\$5,000,000
Construction	\$299,750	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$49,500	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$146,151	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$132,000	\$108,699	\$150,000	\$150,000	\$0	\$38,333
Arts	\$52,647	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$28,000	\$6,400	\$122,000	\$25,000	\$0	\$50,000
Contingency	\$0	\$280,000	\$640,000	\$1,470,000	\$0	\$0	\$0
Miscellaneous/Other	\$182,248	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$11,667
TOTAL	\$1,000,000	\$3,550,000	\$7,602,099	\$15,200,000	\$3,000,000	\$0	\$6,100,000

Operating Description:



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2400-Water

Category: Revenue

Project: 61043 - Pyramid Peak WTP Process Imp. (I)

Funding Source:

Water & Sewer Revenues

Project Description:

Improve and rehabilitate all process areas and key component systems throughout the treatment plant. Construct chlorine gas generation facility in last five years to replace use of 1-ton containers. City of Peoria shares in the capital and operating costs of the plant. They will fund 23% of the total costs.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$513,280	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$189,000	\$724,052	\$267,159	\$686,000	\$226,250	\$950,000
Construction	\$0	\$2,580,000	\$3,500,000	\$5,250,000	\$6,200,000	\$1,500,000	\$5,000,000
Construction	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$10,111	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$33,889
Engineering Charges	\$62,162	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$34,339	\$166,250	\$69,858	\$132,000	\$108,750	\$52,838
Arts	\$58,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$25,800	\$35,000	\$52,500	\$62,000	\$15,000	\$50,000
Contingency	\$0	\$258,000	\$350,000	\$525,000	\$620,000	\$150,000	\$0
Miscellaneous/Other	\$69,727	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$13,273
TOTAL	\$913,280	\$3,087,139	\$4,775,302	\$6,164,517	\$7,700,000	\$2,000,000	\$6,100,000

Operating Description:

No additional O and M is required for this project.

Project: 61045 - Thunderbird Reservoir Misc. Im (I)

Funding Source:

Water & Sewer Revenues

Project Description:

The project includes a study to evaluate alternatives for enhancing water quality and the feasibility of adding 3-phase power at the Thunderbird Reservoir. Once the study is completed, design and construction of the recommended improvements are projected to proceed.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$47,500	\$45,000	\$77,000	\$0	\$0	\$0
Construction	\$0	\$475,000	\$385,000	\$1,025,000	\$0	\$0	\$0
Construction	\$351,672	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$25,500	\$27,650	\$44,475	\$0	\$0	\$0
Engineering Charges	\$10,222	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$4,500	\$3,850	\$1,025	\$0	\$0	\$0
Arts	\$2,300	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$4,978	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$47,500	\$38,500	\$102,500	\$0	\$0	\$0
TOTAL	\$371,672	\$600,000	\$500,000	\$1,250,000	\$0	\$0	\$0

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2400-Water

Category: Revenue

Project: 61047 - Citywide Meter Vault Imp (I)

Funding Source:

Water & Sewer Revenues

Project Description:

Improve meter vault access per the city's design standards and rehabilitate, as needed, vault structure to meet safety requirements. Improve 124 vaults in four phases over multiple years.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0
Construction	\$0	\$1,000,000	\$522,000	\$547,200	\$348,950	\$0	\$0
Engineering Charges	\$4,000	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$40,000	\$23,000	\$23,000	\$23,000	\$0	\$0
Arts	\$0	\$10,000	\$5,000	\$5,500	\$3,750	\$0	\$0
Arts	\$11,430	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$100,000	\$100,000	\$24,300	\$24,300	\$0	\$0
Miscellaneous/Other	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$35,430	\$1,150,000	\$850,000	\$600,000	\$400,000	\$0	\$0

Operating Description:

No additional O and M is needed for this project.

Project: 61049 - Zone 3 Water Supply Imp. (I)

Funding Source:

Water & Sewer Revenues

Project Description:

Rehabilitate specific portions of large water transmission main and related valves at 67th Avenue and Deer Valley Road and make improvements at the Hillcrest booster station to add reliability and redundancy within pressure Zone 2 and Zone 3 of the distribution system.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$80,000	\$226,500	\$0	\$0	\$0	\$0
Construction	\$573,250	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$800,000	\$0	\$0	\$525,000	\$0	\$0
Engineering Charges	\$29,700	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$32,000	\$23,500	\$0	\$17,250	\$0	\$0
Arts	\$4,500	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$8,000	\$0	\$0	\$5,250	\$0	\$0
Contingency	\$0	\$80,000	\$0	\$0	\$52,500	\$0	\$0
Miscellaneous/Other	\$15,800	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$623,250	\$1,000,000	\$250,000	\$0	\$600,000	\$0	\$0

Operating Description:

No additional O and M is needed at this time.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2400-Water

Category: Revenue

Project: 61054 - Distrib Sys Imprv - Citywide (I)

Funding Source: Water & Sewer Revenues

Project Description:

Replace and rehabilitate pressure reduction valves, water instrumentation, flow meters, and transmission mains connections. Develop a citywide water modeling plan for the water distribution system.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$475,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$425,000	\$425,000	\$425,000	\$0	\$0
Construction	\$295,635	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$48,450	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$25,000	\$28,250	\$28,250	\$28,250	\$0	\$0
Arts	\$0	\$0	\$4,250	\$4,250	\$4,250	\$0	\$0
Arts	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$42,500	\$42,500	\$42,500	\$0	\$0
Miscellaneous/Other	\$29,300	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$583,385	\$500,000	\$500,000	\$500,000	\$500,000	\$0	\$0

Operating Description:

Project: 61055 - Oasis WTP Improvements (I)

Funding Source: Water & Sewer Revenues

Project Description:

Study both the surface and groundwater treatment plants' condition. Design and construct efficiency and operation upgrades. Replace filter underdrain infrastructure and make improvements to booster pump station. Replace brine ponds in FY2022-23.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$72,000	\$87,500	\$0	\$0	\$0	\$1,200,000
Construction	\$0	\$800,000	\$1,250,000	\$0	\$0	\$0	\$5,500,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$32,881
Engineering Charges	\$0	\$40,000	\$25,000	\$0	\$0	\$0	\$68,861
Arts	\$0	\$8,000	\$12,500	\$0	\$0	\$0	\$55,000
Contingency	\$0	\$80,000	\$125,000	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$0	\$0	\$500,000	\$0	\$0	\$143,258
TOTAL	\$0	\$1,000,000	\$1,500,000	\$500,000	\$0	\$0	\$7,000,000

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2400-Water

Category: Revenue

Project: 61060* - 67th Ave Water line improv (I)

Funding Source:

Water & Sewer Revenues

Project Description:

Assess and rehabilitate water lines and connections south of Jomax along 67th Avenue.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$875,000	\$424,001	\$0	\$0
Engineering Charges	\$0	\$0	\$45,000	\$28,750	\$28,250	\$0	\$0
Arts	\$0	\$0	\$15,000	\$8,750	\$5,249	\$0	\$0
Contingency	\$0	\$0	\$0	\$87,500	\$42,500	\$0	\$0
Miscellaneous/Other	\$0	\$0	\$390,000	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$600,000	\$1,000,000	\$500,000	\$0	\$0

Operating Description:

Project: 61001 - Fire Hydrant Replacement (R)

Funding Source:

Water & Sewer Revenues

Project Description:

Program to replace or rehabilitate approximately 290 fire hydrant and 260 water valves annually. Within the distribution system, there are over 8,400 fire hydrants and 24,000 water valves. Priority is determined by age and loss of function.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$216,000	\$85,000	\$0	\$0	\$0	\$0
Design	\$29,142	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$1,000,000	\$660,000	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$33,000	\$32,400	\$0	\$0	\$0	\$0
Arts	\$0	\$1,000	\$6,600	\$0	\$0	\$0	\$0
Contingency	\$0	\$100,000	\$66,000	\$0	\$0	\$0	\$0
TOTAL	\$29,142	\$1,350,000	\$850,000	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed for this project.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2400-Water

Category: Revenue

Project: 61013 - Water Line Replacement (R)

Funding Source: Water & Sewer Revenues

Project Description:

Program to rehabilitate large diameter water lines as identified in the Water Distribution System Evaluation Study conducted by CH2M-Hill. There are four locations citywide that will be rehabilitated over the next four years. New study will evaluate next rehabilitation locations for future years.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$130,650	\$90,000	\$0	\$0	\$0
Design	\$480,663	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$2,700,000	\$1,650,000	\$1,237,500	\$0	\$0	\$0
Construction	\$326,363	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$44,954	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$54,538	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$27,000	\$37,850	\$36,625	\$0	\$0	\$0
Arts	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$3,000	\$16,500	\$12,375	\$0	\$0	\$0
Contingency	\$0	\$270,000	\$165,000	\$123,500	\$0	\$0	\$0
Miscellaneous/Other	\$53,482	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,000,000	\$3,000,000	\$2,000,000	\$1,500,000	\$0	\$0	\$0

Operating Description:

No additional O and M is needed for this project.

Project: 61048 - City Wide Well Rehab (R)

Funding Source: Water & Sewer Revenues

Project Description:

Evaluate existing groundwater wells and rehabilitate and improve the equipment to maintain high water quality and delivery service to meet the demand within the water distribution system.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$79,500	\$88,800	\$62,000	\$0	\$0
Design	\$205,162	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$865,000	\$1,100,000	\$785,000	\$800,000	\$0	\$0
Construction	\$200,897	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$4,500	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$39,850	\$49,500	\$39,850	\$0	\$0	\$0
Engineering Charges	\$17,504	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$8,650	\$11,000	\$7,850	\$8,000	\$0	\$0
Arts	\$14,000	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$86,500	\$110,000	\$78,500	\$80,000	\$0	\$0
Contingency	\$75,300	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$517,363	\$1,000,000	\$1,350,000	\$1,000,000	\$950,000	\$0	\$0

Operating Description:

No additional O and M is needed for this project.

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61060 - Water Supply Redundancy (R) **Funding Source:** Water & Sewer Revenues

Project Description: Water Supply Redundancy

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$38,500	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$385,000	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$34,150	\$0	\$0	\$0	\$0
Arts	\$0	\$0	\$3,850	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$38,500	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0

Operating Description:

Project: 61061 - Water Capital Equipment (R) **Funding Source:** Water & Sewer Revenues

Project Description: Replacement of capital equipment at water facilities. Includes PLC and VFD.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$80,000	\$180,000	\$80,000	\$0	\$0	\$0
Construction	\$0	\$880,000	\$1,760,000	\$880,000	\$0	\$0	\$0
Engineering Charges	\$0	\$32,000	\$44,000	\$32,000	\$0	\$0	\$0
Arts	\$0	\$8,000	\$16,000	\$8,000	\$0	\$0	\$0
TOTAL	\$0	\$1,000,000	\$2,000,000	\$1,000,000	\$0	\$0	\$0

Operating Description:

Project: 61019 - Storage and Recovery Well (N) **Funding Source:** Water & Sewer Revenues

Project Description: Install groundwater recharge and recovery wells for the purpose of recharging effluent from the Arrowhead Water Reclamation Facility for "recovering" recharge water credits.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$360,000	\$132,400	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$200,000	\$2,610,000	\$2,800,000
Engineering Charges	\$0	\$0	\$0	\$66,000	\$66,600	\$29,000	\$49,601
Arts	\$0	\$0	\$0	\$0	\$20,000	\$0	\$28,000
Contingency	\$0	\$0	\$0	\$0	\$281,000	\$0	\$0
Miscellaneous/Other	\$0	\$0	\$0	\$274,000	\$0	\$261,000	\$122,399
TOTAL	\$0	\$0	\$0	\$700,000	\$700,000	\$2,900,000	\$3,000,000

Operating Description:

Operating Costs	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$338,310
Utilities	\$0	\$0	\$0	\$0	\$0	\$241,650
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$108,740



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2400-Water

Category: Revenue

Project: 61027 - Water Line Extension (N)

Funding Source: Water & Sewer Revenues

Project Description:

Water line extensions are installed where needed to extend the city's water transmission and distribution systems to meet projected demand from future development. Projects funded from this account typically involve city participation in pipeline over sizing and other distribution piping extensions as needed to accommodate projected growth.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$260,000	\$63,000	\$48,000	\$0	\$0
Construction	\$0	\$0	\$0	\$500,000	\$390,000	\$0	\$0
Engineering Charges	\$0	\$0	\$14,700	\$32,000	\$18,000	\$0	\$0
Arts	\$0	\$0	\$2,300	\$5,000	\$4,000	\$0	\$0
Contingency	\$0	\$0	\$23,000	\$50,000	\$40,000	\$0	\$0
TOTAL	\$0	\$0	\$300,000	\$650,000	\$500,000	\$0	\$0

Operating Description:

No additional O and M is needed for this project.

Project: 61038 - Loop 101 Water Treatment Plant (N)

Funding Source: Water & Sewer Revenues

Project Description:

Land for the Loop 101 water treatment plant was purchased in FY 2009 with payments from FY 2009 through FY 2013. The design and construction of the new plant has been deferred beyond FY 2022 due to reduced growth estimates.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$525,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$148,225
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$43,023,225

Operating Description:

A supplemental will be submitted once the project is completed.

Project: 61051 - Accrual of Long-term Water Sto (N)

Funding Source: Water & Sewer Revenues

Project Description:

Utilize Groundwater Saving Facility and Central Arizona Project agreements to accrue long-term water storage credits. Purchase of recharge water for accrual of long-term water storage credits. The goal is to accrue 25,000 acre feet by 2025.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$600,000	\$600,000	\$700,000	\$700,000	\$500,000	\$2,500,000
TOTAL	\$0	\$600,000	\$600,000	\$700,000	\$700,000	\$500,000	\$2,500,000

Operating Description:

No additional O and M is needed at this time.

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2400-Water

Category: Revenue

Project: 61052 - Recharge Storage Assessment (N)

Funding Source: Water & Sewer Revenues

Project Description: Assessment of additional aquifer recharge capacity options and related hydrologic analyses required for obtaining required regulatory approvals and permits. Construct recharge infrastructure.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$321,260	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$370,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$525,000	\$700,000	\$0	\$0
Engineering Charges	\$0	\$30,000	\$0	\$17,250	\$23,000	\$0	\$0
Arts	\$0	\$0	\$0	\$5,250	\$7,000	\$0	\$0
Contingency	\$0	\$0	\$0	\$52,500	\$70,000	\$0	\$0
TOTAL	\$321,260	\$400,000	\$0	\$600,000	\$800,000	\$0	\$0

Operating Description: No additional O and M is needed at this time.

Project: 61056 - White Mtn Apache Water Rights (N)

Funding Source: Water & Sewer Revenues

Project Description: Acquire and develop renewable water supplies to increase the city's designation of assured water supply. Council approved on February 24, 2009, the White Mountain Apache Tribe (WMAT) Water Rights Settlement Agreement. On February 12, 2013, Council approved the Amended and Restated WMAT Water Quantification Agreement. These actions will result in settlement costs to receive up to 2,363 acre-feet of Central Arizona Project (CAP) water per year through a 100-year lease with WMAT and the U.S. Bureau of Reclamation.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$3,500,000	\$3,500,000	\$0	\$0	\$0	\$0
TOTAL	\$0	\$3,500,000	\$3,500,000	\$0	\$0	\$0	\$0

Operating Description:

Project: 61058* - Pyramid Peak WTP 15MGD Exp. (N)

Funding Source: Water & Sewer Revenues

Project Description: Expand plant treatment capacity to 15 Million Gallons per Day to meet city of Peoria future demand. City of Peoria will fund 100% of all design, construction, and administration costs. Expansion to coincide with other plant improvements. The construction and cash flow period to continue over the next three years..

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$1,850,000	\$425,000	\$1,100,000	\$781,420	\$0	\$0
Design	\$439,428	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$8,755,573	\$23,795,000	\$10,500,000	\$0	\$0
Engineering Charges	\$0	\$64,287	\$83,372	\$281,178	\$191,420	\$0	\$0
Engineering Charges	\$28,875	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$0	\$87,555	\$237,950	\$105,000	\$0	\$0
Contingency	\$0	\$0	\$875,557	\$2,379,500	\$1,050,000	\$0	\$0
TOTAL	\$468,303	\$1,914,287	\$10,227,057	\$27,793,628	\$12,627,840	\$0	\$0

Operating Description:



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 2420-Sewer	Category: Revenue
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		<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carrvover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
63006 Arrowhead Sewer Lines	192,286	500,000	250,000	500,000	2,000,000	2,450,000	0
63010 91st Ave. Construction	223,000	710,000	528,000	500,000	500,000	500,000	2,500,000
63030 Lift Station Recond. Program	500,000	0	500,000	500,000	500,000	0	2,000,000
<i>Replacement of Existing Assets</i>							
63003 99th Ave Interceptor Line	500,000	500,000	100,000	0	0	0	0
63016 Sewer Line Replacement	900,000	500,000	1,100,000	1,000,000	3,000,000	2,100,000	7,000,000
63024 Citywide Manhole Rehab	230,964	1,000,000	500,000	500,000	500,000	500,000	3,250,000
63026 Arrowhead Sewer Lines-phase 2	0	0	0	0	1,100,000	2,550,000	2,000,000
63027 Arrowhead Sewer Lines-phase 3	0	0	0	0	0	0	5,650,000
63031 Wastewater Capital Equipment	0	500,000	500,000	500,000	0	0	0
63032 Wastewater Collect-Imprv	0	500,000	500,000	500,000	0	0	0
Sub-Total - Existing Assets	2,546,250	4,210,000	3,978,000	4,000,000	7,600,000	8,100,000	22,400,000
New Assets							
0							
63008 Sewers for Areas on Septic Sys	0	50,000	0	0	0	0	0
63017 Sewer Line Extension	0	0	600,000	400,000	1,000,000	0	0
63029 *Sewer vactor truck	0	0	400,000	0	0	450,000	0
T3611 Glendale Ave 93rd-99th Ave	0	0	0	0	0	0	3,500,000
Sub-Total - New Assets	0	50,000	1,000,000	400,000	1,000,000	450,000	3,500,000
Total Project Expenses:	\$2,546,250	\$4,260,000	\$4,978,000	\$4,400,000	\$8,600,000	\$8,550,000	\$25,900,000
Total FY 2018 Funding:		\$6,806,250					

PROJECT DETAIL: 2420-Sewer	Category: Revenue
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FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2420-Sewer

Category: Revenue

Project: 63006 - Arrowhead Sewer Lines (I)

Funding Source:

Water & Sewer Revenues

Project Description:

To rehabilitate various wastewater collection lines in the Arrowhead Ranch area to improve sewer flow conditions and reduce sewer odors as identified in a report completed by Damon Williams and Associates. Phase 1 - from 79th Ave under loop 101 to ARWRF. The project is in three phases. This is phase 1.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$115,500	\$0	\$277,418	\$0	\$0
Design	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$420,000	\$115,500	\$420,000	\$1,295,000	\$2,250,000	\$0
Construction	\$92,042	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$24,020	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$33,800	\$19,000	\$33,800	\$65,082	\$124,750	\$0
Arts	\$0	\$4,200	\$0	\$4,200	\$10,000	\$5,250	\$0
Arts	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$42,000	\$0	\$42,000	\$352,500	\$20,000	\$0
Contingency	\$23,224	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0
TOTAL	\$192,286	\$500,000	\$250,000	\$500,000	\$2,000,000	\$2,450,000	\$0

Operating Description:

No additional O and M is needed for this project.

Project: 63010 - 91st Ave. Construction (I)

Funding Source:

Water & Sewer Revenues

Project Description:

Improvements to the regional 91st Ave Wastewater Treatment Plant (WWTP) of which Glendale is part owner as a member of the Sub-Regional Operating Group (SROG). SROG consists of Glendale, Mesa, Phoenix, Tempe and Scottsdale.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$710,000	\$528,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Miscellaneous/Other	\$223,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$223,000	\$710,000	\$528,000	\$500,000	\$500,000	\$500,000	\$2,500,000

Operating Description:

No additional O and M is needed for this project.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2420-Sewer

Category: Revenue

Project: 63030 - Lift Station Recond. Program (I)

Funding Source: Water & Sewer Revenues

Project Description: Evaluate condition, design, and construct improvements to lift stations and related force mains. These facilities operate in a harsh environment, resulting in the need to create a program that will periodically rehabilitate and improve operations.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$41,500	\$41,500	\$41,500	\$0	\$400,000
Design	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$400,000	\$400,000	\$400,000	\$0	\$1,300,000
Engineering Charges	\$7,586	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$14,500	\$14,500	\$14,500	\$0	\$32,241
Arts	\$0	\$0	\$4,000	\$4,000	\$4,000	\$0	\$13,000
Contingency	\$0	\$0	\$40,000	\$40,000	\$40,000	\$0	\$0
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$254,759
Miscellaneous/Other	\$92,414	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$500,000	\$0	\$500,000	\$500,000	\$500,000	\$0	\$2,000,000

Operating Description: No additional O and M is needed at this time.

Project: 63003 - 99th Ave Interceptor Line (R)

Funding Source: Water & Sewer Revenues

Project Description: Rehabilitate portions of the interceptor and related manholes as determined by the Sewer Condition Assessment Study conducted by Project Engineering Consultants. The 99th Avenue interceptor line is the final collector to deliver influent to the 91st Avenue Wastewater Treatment Plant. Glendale owns 70% equity in the line. Additionally, sampling station GL02 will be rehabilitated.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$49,700	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$390,000	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$17,400	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$3,900	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$39,000	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0
TOTAL	\$500,000	\$500,000	\$100,000	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed.

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2420-Sewer

Category: Revenue

Project: 63016 - Sewer Line Replacement (R)

Funding Source:

Water & Sewer Revenues

Project Description:

Program to replace and rehabilitate sanitary sewer lines ranging in size from 8" to 27" and manholes as identified by the Sewer Evaluation Study prepared by HDR and Camp, Dresser and McKee (CDM) Engineers. Project will be completed in annual phases with priority to critical areas first.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$475,000	\$0	\$80,000	\$192,500	\$170,000	\$1,100,000
Design	\$480,000	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$950,000	\$800,000	\$2,500,000	\$1,700,000	\$5,700,000
Construction	\$173,039	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$53,352	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$29,000
Engineering Charges	\$77,334	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$25,000	\$45,500	\$32,000	\$32,500	\$26,500	\$39,714
Arts	\$61,800	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$0	\$9,500	\$8,000	\$25,000	\$18,500	\$47,000
Contingency	\$0	\$0	\$95,000	\$80,000	\$250,000	\$185,000	\$0
Miscellaneous/Other	\$54,475	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$84,286
TOTAL	\$900,000	\$500,000	\$1,100,000	\$1,000,000	\$3,000,000	\$2,100,000	\$7,000,000

Operating Description:

No additional O and M is needed for this project.

Project: 63024 - Citywide Manhole Rehab (R)

Funding Source:

Water & Sewer Revenues

Project Description:

Program to rehabilitate existing sewer manholes located throughout the city based on the Sewer Master Plan in annual phases.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$41,500	\$41,500	\$41,500	\$41,500	\$375,000
Design	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$875,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,500,000
Construction	\$62,866	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$39,100
Engineering Charges	\$0	\$28,750	\$14,500	\$14,500	\$14,500	\$14,500	\$46,250
Arts	\$18,098	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$8,750	\$4,000	\$4,000	\$4,000	\$4,000	\$25,000
Contingency	\$0	\$87,500	\$40,000	\$40,000	\$40,000	\$40,000	\$0
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$264,650
TOTAL	\$230,964	\$1,000,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,250,000

Operating Description:

No additional O and M is needed for this project.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2420-Sewer

Category: Revenue

Project: 63026 - Arrowhead Sewer Lines-phase 2 (R)

Funding Source:

Water & Sewer Revenues

Project Description:

Replace or rehabilitate various sewer collection lines in the Arrowhead Ranch area to improve sewer flow conditions and reduce sewer odors as identified in a report by Damon Williams and Associates. Phase 2 - in Union Hills road from 67th Avenue to 79th Avenue.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$276,640	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$500,000	\$2,400,000	\$2,000,000
Engineering Charges	\$0	\$0	\$0	\$0	\$28,360	\$76,000	\$0
Arts	\$0	\$0	\$0	\$0	\$5,000	\$24,000	\$0
Contingency	\$0	\$0	\$0	\$0	\$290,000	\$0	\$0
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0
TOTAL	\$0	\$0	\$0	\$0	\$1,100,000	\$2,550,000	\$2,000,000

Operating Description:

Project: 63027 - Arrowhead Sewer Lines-phase 3 (R)

Funding Source:

Water & Sewer Revenues

Project Description:

Replace or rehabilitate various sewer collection lines in the Arrowhead Ranch area to improve sewer flow conditions and reduce sewer odors as identified in a report by Damon Williams and Associates. Phase 3 - in 67th Avenue from Union Hills to Utopia.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$27,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$83,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,650,000

Operating Description:

Project: 63031 - Wastewater Capital Equipment (R)

Funding Source:

Water & Sewer Revenues

Project Description:

Replacement of capital equipment at wastewater facilities. Includes PLC and VFD.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Equipment	\$0	\$500,000	\$500,000	\$500,000	\$0	\$0	\$0
TOTAL	\$0	\$500,000	\$500,000	\$500,000	\$0	\$0	\$0

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2420-Sewer

Category: Revenue

Project: 63032 - Wastewater Collect-Imprv (R)

Funding Source:

Water & Sewer Revenues

Project Description:

Study, design and construct improvements to wastewater collection system. Includes air relief valves, odor control, and force mains.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$190,000	\$0	\$190,000	\$0	\$0	\$0
Construction	\$0	\$200,000	\$475,000	\$200,000	\$0	\$0	\$0
Engineering Charges	\$0	\$40,500	\$20,500	\$40,500	\$0	\$0	\$0
Arts	\$0	\$2,000	\$4,500	\$2,000	\$0	\$0	\$0
Contingency	\$0	\$67,500	\$0	\$67,500	\$0	\$0	\$0
TOTAL	\$0	\$500,000	\$500,000	\$500,000	\$0	\$0	\$0

Operating Description:

Project: 63008 - Sewers for Areas on Septic Sys (N)

Funding Source:

Water & Sewer Revenues

Project Description:

This project installs sewers in the areas currently on septic systems. This is residential customer driven in which a residential group (subdivision, neighborhood, street, etc.) must request that their area be connected to the city sewer system.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed for this project.

Project: 63017 - Sewer Line Extension (N)

Funding Source:

Water & Sewer Revenues

Project Description:

Extend the sewer line from 95th Avenue to the west. Includes oversizing the sewer line and lift station.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$138,000	\$0	\$82,500	\$0	\$0
Construction	\$0	\$0	\$400,000	\$350,000	\$800,000	\$0	\$0
Engineering Charges	\$0	\$0	\$18,000	\$11,500	\$29,500	\$0	\$0
Arts	\$0	\$0	\$4,000	\$3,500	\$8,000	\$0	\$0
Contingency	\$0	\$0	\$40,000	\$35,000	\$80,000	\$0	\$0
TOTAL	\$0	\$0	\$600,000	\$400,000	\$1,000,000	\$0	\$0

Operating Description:

No additional O and M is needed for this project.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2420-Sewer

Category: Revenue

Project: 63029* - Sewer vactor truck (N)

Funding Source: Water & Sewer Revenues

Project Description: Purchase sewer line cleaner (vactor) truck. Department operates with three such trucks. The oldest entered service in 2005 and has been reconditioned once. This is funding to replace the first one. The other two are scheduled in future years.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Equipment	\$0	\$0	\$400,000	\$0	\$0	\$450,000	\$0
TOTAL	\$0	\$0	\$400,000	\$0	\$0	\$450,000	\$0

Operating Description:

Project: T3611 - Glendale Ave 93rd-99th Ave (N)

Funding Source: Water & Sewer Revenues

Project Description: Design and construct a parallel relief sewer line on Glendale Avenue from 93rd to 99th Avenue as growth occurs in the area.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,400,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$24,000
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$420,500
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000

Operating Description: No additional O and M is needed for this project.

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2210-Transportation Construction **Category: Transportation**

		<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carrvover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
65005 ITS Upgrades	436,814	0	528,318	0	0	0	0
65006 Bus Pullouts	0	0	327,175	335,223	343,369	351,611	1,880,024
65016 Northern Parkway	644,476	666,247	666,247	666,247	666,247	0	5,557,465
65022 Transp. Prog. Engr. Consultant	0	261,350	270,687	276,642	281,116	287,863	1,540,969
65023 *59th Avenue Improvements	0	0	0	0	0	0	22,289,979
65042 *51st Ave & Bell Rd	0	0	0	0	0	0	1,440,153
65069 Glendale Transportation Plan	337,966	0	0	0	0	0	890,936
65078 Airport Matching Funds	163,240	88,142	100,000	50,000	0	0	160,000
65088 Downtown Alley Improvements	23,479	0	0	0	0	0	0
65089 Pavement Management	224,803	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
<i>Replacement of Existing Assets</i>							
65004 Buses/Vans	0	0	0	0	0	0	650,365
65014 Transit Support Capital	0	72,600	9,900	0	0	9,900	121,325
65083 Speed Cushions	154,888	140,000	0	0	0	0	0
65102 Arterial Roadway Improvements	0	6,188,150	0	0	0	0	0
T1803 91st Avenue Improv. Turn Lane	0	0	0	0	0	0	827,620
Sub-Total - Existing Assets	1,985,666	9,416,489	3,902,327	3,328,112	3,290,732	2,649,374	45,358,836
New Assets							
0							
65017 Light Rail Design/Construction	0	0	0	0	390,000	6,074,000	99,324,000
65062 Glendale Sports Facilities Sgn	183,379	0	0	0	0	0	0
65063 New River - Multi-use Pathway	723,834	0	0	0	0	0	0
65091 Airport RPZ Acquisition	0	1,850,000	1,850,000	0	0	0	0
65097 New River North Shareduse Path	0	247,431	0	0	0	0	0
65098 Widen 55th Ave for bike lanes	286,089	0	0	0	0	0	0
65099 Neighborhood Pathways Connect	0	234,456	0	0	0	0	0
65100 *Transit Study - Light Rail	1,000,000	0	0	0	0	0	0
65101 *Sidewalk and Curb Improvements	117,406	186,271	124,866	155,699	0	0	0
Sub-Total - New Assets	2,310,708	2,518,158	1,974,866	155,699	390,000	6,074,000	99,324,000
Total Project Expenses:	\$4,296,374	\$11,934,647	\$5,877,193	\$3,483,811	\$3,680,732	\$8,723,374	\$144,682,836
Total FY 2018 Funding:	\$16,231,021						

PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

Project: 65005 - ITS Upgrades (I) **Funding Source:** Half Cent Sales Tax

Project Description: These funds provide local match for three approved federally funded Intelligent Transportation Systems (ITS) projects. Overall, a smart traffic signal system will be implemented that includes communications infrastructure, traffic cameras, message signs, and networking equipment to make the traffic signal system more responsive.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$295,695	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$528,318	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$141,119	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$436,814	\$0	\$528,318	\$0	\$0	\$0	\$0

Operating Description: O and M costs associated with electricity for new signal heads, cameras and communication equipment as well as maintenance of fiber optic connections. O and M for this project will be identified once federal funds have been secured and the scope of the project is available.

Project: 65006 - Bus Pullouts (I) **Funding Source:** Half Cent Sales Tax

Project Description: Bus pullouts to relieve congestion, improve air quality, and provide traffic and pedestrian safety. Bus pullouts will be constructed at major intersections where there are new bus routes and extensions of existing bus routes.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$49,076	\$50,283	\$51,505	\$52,742	\$282,004
Construction	\$0	\$0	\$278,099	\$284,940	\$291,864	\$298,869	\$1,598,020
TOTAL	\$0	\$0	\$327,175	\$335,223	\$343,369	\$351,611	\$1,880,024

Operating Description: No additional O and M is needed.

Project: 65016 - Northern Parkway (I) **Funding Source:** Half Cent Sales Tax

Project Description: Northern Parkway is envisioned to be a 12.5-mile partial access controlled roadway between Sarival and Grand Avenues. The current funded phase of the project is between Sarival and 91st Avenues and is targeted for completion in FY 2026. This \$320 million project generally includes construction of four through lanes as well as grade separations on the western portion of the project and intersection improvements on the eastern portion. Costs for the project are shared between the region at 70% (\$237 million) and local agencies at 30%. Local partners include Maricopa County, Peoria, and El Mirage. Per intergovernmental agreement, Glendale's portion of local funding is \$37.9 million. To date Glendale has expended approximately \$31.8 million towards this project. Remaining funds will cover design and construction match as well as right-of-way acquisition opportunities during the private development process for adjacent parcels.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$666,247	\$666,247	\$666,247	\$666,247	\$0	\$5,557,465
Miscellaneous/Other	\$644,476	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$644,476	\$666,247	\$666,247	\$666,247	\$666,247	\$0	\$5,557,465

Operating Description: O and M costs are for landscape, water, electrical and other maintenance based on current design. Supplemental budget requests will be made when each project phase is close to completion.

Operating Costs	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Utilities	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

Project: 65022 - Transp. Prog. Engr. Consultant (I) **Funding Source:** Half Cent Sales Tax

Project Description: Professional engineering for preparation of design concepts and administration of right-of-way purchase for roadway, bicycle, pedestrian and transit projects. Providing professional engineering recommendations on capital projects and operations and maintenance of completed projects.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$287,863	\$1,540,969
Miscellaneous/Other	\$0	\$261,350	\$270,687	\$276,642	\$281,116	\$0	\$0
TOTAL	\$0	\$261,350	\$270,687	\$276,642	\$281,116	\$287,863	\$1,540,969

Operating Description: No additional O and M is needed.

Project: 65023* - 59th Avenue Improvements (I) **Funding Source:** Half Cent Sales Tax

Project Description: Eight segments from Glendale Avenue to Loop 101 along 59th Avenue to improve traffic conditions. Improvements include elimination of lanes drops, addition of turn lanes, selected widening, installation of medians, landscaping, and addition of bus bays.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$3,641,210
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$18,648,769
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$22,289,979

Operating Description: O & M impact will be identified during the design phase of the project in FY 2025 CIP. Supplemental budget requests, if any, will be made during the FY 2027 budget process.

Project: 65042* - 51st Ave & Bell Rd (I) **Funding Source:** Half Cent Sales Tax

Project Description: Intersection improvements including landscaping and a eastbound right turn lane on Bell Road.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,100,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$43,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$11,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$36,153
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,440,153

Operating Description: Minimal amount of O & M impact is anticipated due to this project. O & M cost estimates developed during the design of the project will be used to identify supplemental budget needs.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

Project: 65069 - Glendale Transportation Plan (I) **Funding Source:** Half Cent Sales Tax

Project Description: This project will update the 2009 City of Glendale Transportation Plan. This Plan will include elements that address roadways, transit, bicycle, pedestrian, Transportation System Management, and include public involvement.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
	\$337,966	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$13,364
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$877,572
TOTAL	\$337,966	\$0	\$0	\$0	\$0	\$0	\$890,936

Operating Description: This Plan update does not require O and M funding.

Project: 65078 - Airport Matching Funds (I) **Funding Source:** Half Cent Sales Tax

Project Description: This project provides matching funds for Glendale Airport projects as identified in the Airport Capital Improvement Program. Funding covers local match for all airport capital costs. Refer to the Airport Capital Fund 2120 for detailed information related to the airport projects.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$13,221	\$40,000	\$25,000	\$0	\$0	\$24,000
Design	\$7,239	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$153,732	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$74,921	\$60,000	\$25,000	\$0	\$0	\$136,000
Arts	\$2,269	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$163,240	\$88,142	\$100,000	\$50,000	\$0	\$0	\$160,000

Operating Description: This project provides local match funds for airport capital projects. Refer to the Airport Capital Fund 2120 projects for O and M impact.

Project: 65088 - Downtown Alley Improvements (I) **Funding Source:** Half Cent Sales Tax

Project Description: Design and construct transformation of existing service alley into a safe environment for pedestrian circulation and limited vehicular traffic. This area has been evaluated and determined that there is a need to address pavement, drainage conditions and alley improvements.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$23,479	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$23,479	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M includes \$2,438 for the maintenance of 10 pedestrian lights, \$1,200 for water, \$300 for landscape maintenance by an outside company, \$2,200 for contracting maintenance and \$300 for electricity. A supplemental budget request will be submitted once the project is near completion.

Operating Costs	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Supplies/Contr	\$26,520	\$27,320	\$28,140	\$28,980	\$0	\$158,470
Utilities	\$3,180	\$3,280	\$3,380	\$3,480	\$0	\$19,030
Equip. Maint.	\$25,860	\$26,640	\$27,440	\$28,260	\$0	\$154,540
Water	\$12,730	\$13,510	\$13,920	\$0	\$0	\$76,120

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

Project: 65089 - Pavement Management (I) **Funding Source:** Half Cent Sales Tax

Project Description: Project provides for street pavement maintenance. Specific activities included in this project are: surface preparation, repairs and treatments, milling and asphalt overlays as needed.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$154,057	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$1,912,046	\$1,912,046	\$1,912,046	\$1,912,046	\$1,912,046	\$9,560,230
Engineering Charges	\$0	\$17,208	\$17,208	\$17,208	\$17,208	\$17,208	\$86,042
Arts	\$19,120	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$19,120	\$19,120	\$19,120	\$19,120	\$19,120	\$95,602
Contingency	\$0	\$51,626	\$51,626	\$51,626	\$51,626	\$51,626	\$258,126
Contingency	\$51,626	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$224,803	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000

Operating Description: No additional O and M is needed for this project.

Project: 65004 - Buses/Vans (R) **Funding Source:** Half Cent Sales Tax

Project Description: This project replaces buses and vans for local circulators and Dial-a-Ride service. The buses are replaced every four years or when mileage exceeds recommended limits. The funding identified is to match federal funds secured for replacement buses and vans.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$650,365
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$650,365

Operating Description:

Project: 65014 - Transit Support Capital (R) **Funding Source:** Half Cent Sales Tax

Project Description: To continue delivery of transit services, the replacement of capital items are needed, including computer equipment, support vehicles and radio systems.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Equipment	\$0	\$72,600	\$9,900	\$0	\$0	\$9,900	\$121,325
TOTAL	\$0	\$72,600	\$9,900	\$0	\$0	\$9,900	\$121,325

Operating Description: No additional O and M is required for this project. This is a replacement project and is not anticipated to generate new O and M costs.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

Project: 65083 - Speed Cushions (R) **Funding Source:** Half Cent Sales Tax

Project Description: This project will remove and replace existing modified speed humps with speed cushions and add mitigation devices where warranted. Replacing modified speed humps and constructing new mitigation devices will help address the current backlog of neighborhoods qualifying for traffic mitigation.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$154,888	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$140,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$154,888	\$140,000	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed.

Project: 65102 - Arterial Roadway Improvements (R) **Funding Source:** Half Cent Sales Tax

Project Description: Design fees, ROW acquisition and construction costs for various arterial streets within the City of Glendale.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Land	\$0	\$1,700,000	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$4,000,000	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$112,650	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$92,500	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$73,000	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$6,188,150	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: T1803 - 91st Avenue Improv. Turn Lane (R) **Funding Source:** Half Cent Sales Tax

Project Description: Project will construct a right turn lane into a Parking Lot at 91st Ave. and Maryland Ave.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$750,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$12,870
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$32,250
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$827,620

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

Project: 65017 - Light Rail Design/Construction (N) **Funding Source:** Half Cent Sales Tax

Project Description: Project development, design, right-of-way acquisition, utility relocation, construction, and acquisition of light rail vehicles for a light rail facility to be located on an alignment to be determined. Federal and regional funds will fund 71% of the project. Current cost estimates are based on regional plans prepared by Valley Metro.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$390,000	\$6,074,000	\$99,324,000
TOTAL	\$0	\$0	\$0	\$0	\$390,000	\$6,074,000	\$99,324,000

Operating Description: A supplemental budget request will be submitted once the project is near completion in FY 2026.

Project: 65062 - Glendale Sports Facilities Sgn (N) **Funding Source:** Half Cent Sales Tax

Project Description: This provides local funds for design and construction of one potential federally funded and one locally funded Intelligent Transportation Systems projects. These projects includes design, purchase and installation of Dynamic Message Signs on arterial streets and lane control signs around the Glendale Sports Facilities in addition to the communications connections of the signs to the central traffic control system. Once these projects are complete, the message boards will be used for traffic information dissemination as well as parking management.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Equipment	\$183,379	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$183,379	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M for this project is for electrical costs of the message signs. Annual equipment maintenance costs throughout the 10-year expected life of the equipment with an additional \$5,000 per year after five years. A supplemental budget request will be made when project is close to completion.

Operating Costs	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Supplies/Contr	\$11,940	\$12,300	\$12,670	\$13,050	\$0	\$71,360
Utilities	\$11,940	\$12,300	\$12,670	\$13,050	\$0	\$71,360
Equip. Maint.	\$53,040	\$54,630	\$56,270	\$57,960	\$0	\$316,950

Project: 65063 - New River - Multi-use Pathway (N) **Funding Source:** Half Cent Sales Tax

Project Description: This project is to construct a multiuse path from the Bethany Home Road alignment to Northern Avenue. The project will provide a safe and convenient off-street facility for bicyclists and pedestrians that is part of the regional West Valley Rivers Multimodal Corridor Master Plan. This project has \$2,946,039 in federal funds towards construction costs.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$723,834	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$723,834	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M associated with 8 foot wide landscaped area along a 12,200 foot long multiuse pathway. A supplemental budget request will be made when the project is close to completion.

Operating Costs	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Utilities	\$100,530	\$103,540	\$106,650	\$109,850	\$0	\$600,700
Landscape	\$120,630	\$124,250	\$127,980	\$131,820	\$0	\$720,840



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

Project: 65091 - Airport RPZ Acquisition (N) **Funding Source:** Half Cent Sales Tax

Project Description: Acquire land north of Runway 19 and provide perimeter fencing around new Airport property. ADOT will fund a portion of this land acquisition.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Land	\$0	\$1,850,000	\$1,850,000	\$0	\$0	\$0	\$0
TOTAL	\$0	\$1,850,000	\$1,850,000	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is anticipated due to this project.

Project: 65097 - New River North Shareduse Path (N) **Funding Source:** Half Cent Sales Tax

Project Description: This project is to design and provide local match funds towards construction of a federally funded shared use pathway. This project is for a bicycle and pedestrian friendly pathway along the east bank of New River from Hillcrest Boulevard to approximately 1/4-mile north. Federal Congestion Mitigation and Air Quality (CMAQ) funding in the amount of \$330,850 has been secured towards construction of this project.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$247,431	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$247,431	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M associated with 20,000 sq ft of landscape identified currently, which could change depending on design options.

Operating Costs	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Utilities	\$0	\$20,000	\$20,600	\$21,220	\$0	\$116,030
Landscape	\$0	\$24,000	\$24,720	\$25,460	\$0	\$139,230

Project: 65098 - Widen 55th Ave for bike lanes (N) **Funding Source:** Half Cent Sales Tax

Project Description: This project is to design and provide local match funds towards construction of a federally funded widening of 55th Avenue to accommodate curb, gutter, sidewalk and bike lanes. This project is to widen 55th Avenue on the west side south of Cactus Road for about 622 ft. Federal Congestion Mitigation and Air Quality (CMAQ) funding in the amount of \$159,266 has been secured towards construction of this project.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Land	\$104,837	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$3,710	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$157,542	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$286,089	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: There is no additional O and M anticipated due to this project.

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

Project: 65099 - Neighborhood Pathways Connect (N) **Funding Source:** Half Cent Sales Tax

Project Description: This pathway project provides for design and local match towards construction of connections from Thunderbird Paseo pathway and Skunk Creek pathway to neighborhoods. The project is to provide connections from the Thunderbird Paseo Pathway to neighborhoods at Sweetwater Avenue, Hearn Road, and 71st Avenue. In addition, this project also provides connection from Skunk Creek pathway to the neighborhood at 64th Drive. Federal Congestion Mitigation and Air Quality (CMAQ) funding in the amount of \$107,832 has been secured towards construction of this project.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$234,456	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$234,456	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M associated with approximately 1,000 sq ft of additional landscape maintenance and irrigation.

Operating Costs	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Utilities	\$0	\$1,000	\$1,030	\$1,060	\$0	\$5,800
Landscape	\$0	\$1,200	\$1,240	\$1,270	\$0	\$6,960

Project: 65100* - Transit Study - Light Rail (N) **Funding Source:** Half Cent Sales Tax

Project Description: This is a light rail or other high capacity transit feasibility study. The study will look into the potential and identify alternatives on providing a high capacity transit connection between Downtown Glendale and the Loop 101 area of west Glendale. The connection would be between potential light rail in Downtown and high activity centers in west Glendale.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: This is a study project, which will not create O & M costs.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

Project: 65101* - Sidewalk and Curb Improvements (N) **Funding Source:** Half Cent Sales Tax

Project Description: Installation of new sidewalk and ADA ramps along the north side of Camelback Road to fill in pedestrian facility gaps between 79th Avenue and 83rd Avenue. Installation of new sidewalk and ADA ramps along the north side of Paradise Lane to fill in pedestrian facility gaps between 55th Avenue and 59th Avenue. Installation of curb, gutter, and sidewalks, along east and west side of 67th Avenue between Glendale and Orangewood avenues. Installation of curb, gutter, and sidewalks, along north and south side of Orangewood Avenue between 67th and Grand avenues.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Land	\$0	\$0	\$6,000	\$0	\$0	\$0	\$0
Design	\$80,506	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$100,000	\$52,000	\$0	\$0	\$0	\$0
Construction	\$0	\$42,844	\$30,990	\$147,025	\$0	\$0	\$0
Engineering Charges	\$0	\$6,999	\$4,066	\$7,204	\$0	\$0	\$0
Engineering Charges	\$4,900	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$428	\$310	\$1,470	\$0	\$0	\$0
Equipment	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$6,000	\$1,500	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$30,000	\$30,000	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$117,406	\$186,271	\$124,866	\$155,699	\$0	\$0	\$0

Operating Description: Installation of missing curb, gutter, and sidewalk along existing roadways.

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2000-HURF/Street Bonds **Category: HURF**

		<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	Carrvoer	New Funding					
Existing Assets							
<i>Improvement of Existing Assets</i>							
68917 Pavement Management-HURF	9,263,000	1,590,650	3,310,373	3,315,373	2,946,523	2,946,523	16,285,640
<i>Replacement of Existing Assets</i>							
68921 Citywide Concrete/Asphalt Imp.	193,782	0	0	0	0	0	0
68922 Rusted Street Pole Replacement	0	180,000	180,000	180,000	180,000	180,000	0
Sub-Total - Existing Assets	9,456,782	1,770,650	3,490,373	3,495,373	3,126,523	3,126,523	16,285,640
New Assets							
0							
68918 Infill Lighting Program	237,424	0	0	0	0	0	0
68919 *Street Lighting LED Conversion	0	5,740,150	0	0	0	0	0
68923 *Emergency Vehicle Preemption	0	329,789	0	0	0	0	0
Sub-Total - New Assets	237,424	6,069,939	0	0	0	0	0
Total Project Expenses:	\$9,694,206	\$7,840,589	\$3,490,373	\$3,495,373	\$3,126,523	\$3,126,523	\$16,285,640
Total FY 2018 Funding:	\$17,534,795						

PROJECT DETAIL: 2000-HURF/Street Bonds **Category: HURF**

Project: 68917 - Pavement Management-HURF (I) **Funding Source:** HURF Bonds

Project Description:

Project provides for street pavement maintenance and reconstruction work as identified in the Annual Pavement Management Program. The annual program is funded by Highway User Revenue Fund (HURF) bonds through this project #2000-68917, and by Transportation Half Cent Sales Tax through project #2210-65089. Street maintenance and rehabilitation is necessary to maximize the life of the city's residential, collector, and arterial street network. Streets are selected and scheduled annually within the available funding. Specific activities included in this project are: surface preparation, repairs and treatments, and milling and asphalt overlays a needed throughout the city.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$40,000	\$40,000	\$40,000	\$40,000	\$0
Construction	\$9,127,627	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$1,590,650	\$3,150,000	\$3,150,000	\$2,800,000	\$2,800,000	\$15,498,775
Finance Charges	\$57,500	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$0	\$57,500	\$57,500	\$42,150	\$42,150	\$287,500
Engineering Charges	\$4,373	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$26,373	\$26,373	\$26,373	\$26,373	\$131,865
Arts	\$68,500	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$0	\$31,500	\$31,500	\$28,000	\$28,000	\$342,500
Miscellaneous/Other	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$0	\$5,000	\$10,000	\$10,000	\$10,000	\$25,000
TOTAL	\$9,263,000	\$1,590,650	\$3,310,373	\$3,315,373	\$2,946,523	\$2,946,523	\$16,285,640

Operating Description: No additional O and M is needed at this time.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2000-HURF/Street Bonds

Category: HURF

Project: 68922 - Rusted Street Pole Replacement (R) **Funding Source:** HURF Bonds

Project Description: The purpose of this project is to remove and replace existing streetlight poles that have been identified for replacement in the Rusted Pole Inspection Program due to excessive rust as the base of the streetlight pole.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$0
TOTAL	\$0	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$0

Operating Description:

Project: 68918 - Infill Lighting Program (N) **Funding Source:** HURF Bonds

Project Description: This project installs additional street lighting in areas determined to be inadequate due to a spacing of 350 feet or greater. Infill street lighting requests are initiated by residents or staff and requires approval of affected residents.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$224,552	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$10,572	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$2,300	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$237,424	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M identified provides for up to 22 requested street light installations per year. Expenses cover electricity and maintenance for a light at \$125 per year, including monitoring.

Project: 68919* - Street Lighting LED Conversion (N) **Funding Source:** HURF Bonds

Project Description: LED (Light Emitting Diode) streetlights are more energy efficient than the city's current HPS (High Pressure Sodium) lights and are shown to have a longer service life. There are 19,000 streetlights that require replacement. The benefit of replacing street lights with LED technology include the reduction of electricity and maintenance costs, projected to be approximately \$550,000 annually.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$0	\$5,500,000	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$82,650	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$92,500	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$55,000	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$5,740,150	\$0	\$0	\$0	\$0	\$0

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2000-HURF/Street Bonds

Category: HURF

Project: 68923* - Emergency Vehicle Preemption (N)

Funding Source:

HURF Bonds

Project Description:

Previous Project # 70809 The fifty-eight (58) high-priority Emergency Vehicle Preemption (EVP) installation intersections (located citywide). Forty-eight (48) will be located at arterial to arterial intersections, five (5) will be located at fire station access signals, and five (5) will be located along high priority corridors.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$0	\$311,416	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$15,259	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$3,114	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$329,789	\$0	\$0	\$0	\$0	\$0

Operating Description:

Estimate confirmation lights will need bulb replaced once a year. (58 locations X 4 bulbs X \$5). Estimate 5% of EVP equipment will need to be replaced in first 5 years and then 10% after that. Estimate after 5 years, trouble calls will be 3 visits to each location annually with 75% being after hours. (3 X 58 locations X 2 hr callout X \$30 X 75%).



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 1650-Transportation Grants

Category: Other

	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
New Assets						
0						
67505 CIP Transport. Grant Reserve	0	150,000	0	0	0	0
67556 FTA AZ 90-X124	68,055	0	0	0	0	0
Sub-Total - New Assets	68,055	150,000	0	0	0	0
Total Project Expenses:	\$68,055	\$150,000	\$0	\$0	\$0	\$0
Total FY 2018 Funding:	\$218,055					

PROJECT DETAIL: 1650-Transportation Grants

Category: Other

Project: 67505 - CIP Transport. Grant Reserve (N) **Funding Source:** Grants

Project Description: This represents reserve appropriation for unanticipated transportation related grant opportunities that may arise during the fiscal year.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Contingency	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed.

Project: 67556 - FTA AZ 90-X124 (N) **Funding Source:** Grants

Project Description: Federal Transit Administration (FTA) grant funding for acquisition of replacement transit buses. Savings generated after the acquisition of buses will be applied towards the north Glendale (to be located in the general vicinity of Loop 101/Union Hills Dr) park-and-ride project.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
	\$68,055	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$68,055	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O & M funds needed. The project replaces existing buses that are being maintained.

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2480-Sanitation **Category: Other**

		<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carryover</u> <u>New Funding</u>						
Existing Assets							
<i>Replacement of Existing Assets</i>							
78001 Rolloff Trucks-Commercial	0 0	234,605	0	0	252,644	550,941	
78002 Frontload Trucks-Commercial	0 306,911	629,167	322,448	330,509	338,771	2,199,383	
78003 Sideload Trucks-Residential	0 282,670	1,158,946	1,187,920	1,217,618	1,248,058	5,902,359	
78004 Loose Trash Equip.-Residential	0 0	635,566	651,454	385,408	684,435	3,383,509	
78005 Repl Pickup Trucks-Solid Waste	0 0	25,375	25,375	25,375	25,375	76,125	
78008 Street Sweeper Replacement	0 0	245,269	251,400	0	0	1,116,744	
Sub-Total - Existing Assets	0 589,581	2,928,928	2,438,597	1,958,910	2,549,283	13,229,061	
New Assets							
0							
78006 *Solid Waste Office Space Study	0 0	203,000	203,000	203,000	203,000	1,015,000	
78007 *Solid Waste Information System	0 0	100,000	0	0	0	0	
Sub-Total - New Assets	0 0	303,000	203,000	203,000	203,000	1,015,000	
Total Project Expenses:	\$0 \$589,581	\$3,231,928	\$2,641,597	\$2,161,910	\$2,752,283	\$14,244,061	
Total FY 2018 Funding:	\$589,581						

PROJECT DETAIL: 2480-Sanitation **Category: Other**

Project: 78001 - Rolloff Trucks-Commercial (R) **Funding Source:** Sanitation Revenues

Project Description: Sanitation currently has three roll-off trucks in its equipment fleet for its commercial roll-off service. Three roll-off trucks will require replacement over the next ten years as their individual life is nine years. Sanitation vehicles are not included in the vehicle replacement fund. Instead the vehicles are purchased with cash or financed at the time of acquisition.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Finance Charges	\$0	\$0	\$3,467	\$0	\$0	\$3,734	\$8,142
Equipment	\$0	\$0	\$231,138	\$0	\$0	\$248,910	\$542,799
TOTAL	\$0	\$0	\$234,605	\$0	\$0	\$252,644	\$550,941

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

Project: 78002 - Frontload Trucks-Commercial (R) **Funding Source:** Sanitation Revenues

Project Description: Sanitation currently has 8 frontload trucks and a container delivery truck in its equipment fleet for its Commercial frontload service. At the current replacement schedule of six years for newly purchased equipment, 10 frontload trucks and the container truck will require replacement over the next ten years. Sanitation vehicles are not included in the vehicle replacement fund. Instead the vehicles are purchased with cash or financed at the time of acquisition.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Finance Charges	\$0	\$0	\$9,298	\$4,765	\$4,884	\$5,006	\$32,503
Equipment	\$0	\$306,911	\$619,869	\$317,683	\$325,625	\$333,765	\$2,166,880
TOTAL	\$0	\$306,911	\$629,167	\$322,448	\$330,509	\$338,771	\$2,199,383

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2480-Sanitation

Category: Other

Project: 78003 - Sideload Trucks-Residential (R)

Funding Source:

Sanitation Revenues

Project Description:

Sanitation currently has 26 side load trucks in its equipment fleet for its residential Solid Waste and recycling collection routes. A total of 37 side load trucks will be purchased over the next ten years as each truck has a six year replacement schedule. Sanitation vehicles are not included in the vehicle replacement fund. Instead the vehicles are purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Finance Charges	\$0	\$0	\$17,127	\$17,555	\$17,994	\$18,444	\$79,247
Equipment	\$0	\$282,670	\$1,141,819	\$1,170,365	\$1,199,624	\$1,229,614	\$5,823,112
TOTAL	\$0	\$282,670	\$1,158,946	\$1,187,920	\$1,217,618	\$1,248,058	\$5,902,359

Operating Description:

No additional O and M is needed since this is the replacement of existing equipment.

Project: 78004 - Loose Trash Equip.-Residential (R)

Funding Source:

Sanitation Revenues

Project Description:

Sanitation currently has 12 rearload trucks and 6 tractors in its equipment fleet for its loose trash collection routes. At the current replacement schedule of eight years for newly purchased equipment, 15 rearload trucks and 8 tractors will require replacement over the next ten years. The number of trucks to be replaced each year are the following: one truck and one tractor in FY2017; two trucks and one tractor in FY2018; two trucks in FY2019; one truck and a one tractor in FY2020; one truck and one tractor FY2021; and a total of eight trucks and four tractors during the second five years (FY2022-2026). Sanitation vehicles are not included in the vehicle replacement fund, rather the vehicles are purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Finance Charges	\$0	\$0	\$9,393	\$9,627	\$5,696	\$10,115	\$50,003
Equipment	\$0	\$0	\$626,173	\$641,827	\$379,712	\$674,320	\$3,333,506
TOTAL	\$0	\$0	\$635,566	\$651,454	\$385,408	\$684,435	\$3,383,509

Operating Description:

No additional O and M is needed since this is the replacement of existing equipment.

Project: 78005 - Repl Pickup Trucks-Solid Waste (R)

Funding Source:

Sanitation Revenues

Project Description:

Sanitation currently has six pickup trucks and two mechanic service trucks in its equipment fleet, which will require replacement over the next ten years. FY2018 - replace two pickup trucks at a cost of \$34,363 and one mechanic truck at a cost \$ 62,000. Sanitation vehicles are not included in the vehicle replacement fund. Instead the vehicles are purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Finance Charges	\$0	\$0	\$375	\$375	\$375	\$375	\$1,125
Equipment	\$0	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$75,000
TOTAL	\$0	\$0	\$25,375	\$25,375	\$25,375	\$25,375	\$76,125

Operating Description:

No additional O and M is needed since this is the replacement of existing equipment.

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2480-Sanitation

Category: Other

Project: 78008 - Street Sweeper Replacement (R) **Funding Source:** Sanitation Revenues

Project Description: Replace street sweeper trucks assigned to Solid Waste

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Finance Charges	\$0	\$0	\$3,625	\$3,715	\$0	\$0	\$16,152
Equipment	\$0	\$0	\$241,644	\$247,685	\$0	\$0	\$1,100,592
TOTAL	\$0	\$0	\$245,269	\$251,400	\$0	\$0	\$1,116,744

Operating Description:

Project: 78006* - Solid Waste Office Space Study (N) **Funding Source:** Sanitation Revenues

Project Description: This project is for a new sanitation administration building. Staff are currently located in a trailer on the grounds of the field operations complex. The trailer was installed 13 years ago as a temporary solution.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$0	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Finance Charges	\$0	\$0	\$3,000	\$3,000	\$3,000	\$3,000	\$15,000
TOTAL	\$0	\$0	\$203,000	\$203,000	\$203,000	\$203,000	\$1,015,000

Operating Description: New furniture and office technology.

Project: 78007* - Solid Waste Information System (N) **Funding Source:** Sanitation Revenues

Project Description: This project is Solid Waste Information System (SWIS), either as an in-house City hosted or "Software as a Service" (SaaS) vendor hosted solution. It will be a comprehensive, integrated, enterprise-level Solution for solid waste operations which includes; system software, in-vehicle mobile devices, configuration/implementation/conversion services, and product training/support. It is believed that a new system Solution will bring more operational efficiencies, reduce costs and potentially increase revenues.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0

Operating Description:



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 2440-Landfill	Category: Other
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		<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carrvover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
78523 Scalehouse & Road Relocation	294,537	0	0	0	0	0	0
78526 LF Gas System Modifications	0	300,000	0	375,000	0	0	0
78527 MRF Process Line Improvements	1,219,257	0	0	0	0	0	0
78528 Northern Ave LF Improvements	247,725	0	0	0	235,000	0	0
<i>Replacement of Existing Assets</i>							
78506 Landfill Repl Pickup Trucks	0	62,400	75,000	0	0	0	274,723
78509 MRF Forklifts	0	0	0	0	43,399	90,272	99,743
78511 Landfill Compactor Replacement	0	100,000	0	500,000	1,310,242	0	2,091,750
78512 Fuel Tanker Replacement	0	0	0	0	0	0	244,017
78514 Sanitation Inspection Trucks	25,334	0	0	44,995	30,416	0	138,440
78520 Landfill Bulldozer Replacement	0	0	0	0	1,306,147	1,358,393	1,800,489
78521 MRF Loader Replacement	0	0	0	0	474,962	0	577,865
78522 LF Water Pull Tractor Replace	0	0	0	741,031	0	0	315,931
78524 Landfill Motor Grader Replace	0	0	0	0	0	0	807,350
78525 Landfill Scraper Equipment	0	0	0	837,375	0	0	1,926,449
78530 Manlift MRF	0	26,390	26,390	0	637,103	0	0
78531 Light Duty Vehicle Replacement	0	56,840	0	0	0	0	0
T1808 Auxilliary Equipment	0	0	54,891	0	29,685	0	64,215
Sub-Total - Existing Assets	1,786,853	545,630	156,281	2,498,401	4,066,954	1,448,665	8,340,972
New Assets							
0							
78503 Landfill Closure (South)	483,422	0	325,000	125,000	350,000	500,000	750,000
78505 LF Phase Construction (North)	3,210,924	500,000	500,000	250,000	100,000	250,000	7,546,235
78507 Landfill Soil Excavation	0	125,000	125,000	125,000	125,000	8,525,732	3,679,973
78529 *New Bulldozer Purchase	435,625	0	0	0	0	0	0
Sub-Total - New Assets	4,129,971	625,000	950,000	500,000	575,000	9,275,732	11,976,208
Total Project Expenses:	\$5,916,824	\$1,170,630	\$1,106,281	\$2,998,401	\$4,641,954	\$10,724,397	\$20,317,180
Total FY 2018 Funding:		\$7,087,454					

PROJECT DETAIL: 2440-Landfill	Category: Other
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FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78523 - Scalehouse & Road Relocation (I)

Funding Source:

Landfill Revenues

Project Description:

This project provides funding in FY 2016 for Phase 2 of the project and includes the relocation of the equipment maintenance area as well as the fueling station. Construction of Phase 1 of the project, which included relocation of the scalehouse and administrative office trailer as well as realignment of the entrance road will have occurred by the end of FY 2015 at a project cost of \$3,906,631. Completion of both phases of this project is necessary to relocate the scale house and other landfill facilities outside of an area in which waste will be placed and prior to closing the south area of the landfill. According to the landfills waste capacity calculations, it will take approximately one year to fill the permitted air space in which the facilities are located currently. It will be necessary to relocate all existing structures occupying this space by 2016 based on our anticipated waste acceptance rate.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$294,537	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$294,537	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is required for this project.

Project: 78526 - LF Gas System Modifications (I)

Funding Source:

Landfill Revenues

Project Description:

The City is required by federal and state environmental regulations to install and maintain an active gas collection system within the landfill. Project provides for improvements to the existing gas collection system including retrofits, extensions, additions, and modifications to the vertical and horizontal extraction wells and lateral collection pipes. Because the gas wells and collection pipes presently are located above-ground level within the active landfill area, it is necessary to complete the gas well modifications and improvements ahead of filling the landfill sections with additional waste. Project includes burying of the above-ground lateral collection pipes to allow for simpler waste filling operations. Project scope also includes expansion of the horizontal and/or vertical gas collection wells in the final filling area (i.e. scale area). Project is required to maintain sequencing plan developed for waste filling in the landfill through the end of FY2017.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$300,000	\$0	\$375,000	\$0	\$0	\$0
TOTAL	\$0	\$300,000	\$0	\$375,000	\$0	\$0	\$0

Operating Description:

No additional O and M is needed at this time.

Project: 78527 - MRF Process Line Improvements (I)

Funding Source:

Landfill Revenues

Project Description:

The Materials Recovery Facility first opened its doors in July of 2000. Since then the MRF has processed over 350,000 tons of recyclable material and recouped over \$29,750,000 dollars in revenue. The facility has many moving components and those components have worn over the years. The system is now in need of major renovations and upgrades in order to meet current industry standards with regards to the technology found in today's recycling processing facilities. The projects to be completed in fiscal years 2016 and 2017 will allow the MRF to install state of the art technology to help capture more recyclables and decrease labor hours in some areas of the facility thus increasing city revenue.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Finance Charges	\$19,305	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$1,199,952	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,219,257	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78528 - Northern Ave LF Improvements (I)

Funding Source:

Landfill Revenues

Project Description:

This project provides funding for a block wall that will extend to the west along the landfill property at approximately 115th Ave and Northern. It will also allow for the relocation of approximately twenty existing cacti that are to be removed due to the Northern Avenue Parkway construction project. There are currently forty cacti along the right of way that was recently sold to the Maricopa County Department of Transportation (MCDOT). Twenty of the cacti will be donated to the Northern Avenue Parkway Project and will be relocated within Glendale in conjunction with the project and the remaining twenty will be relocated within the Landfill property at Glendale's expense.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$235,000	\$0	\$0
Construction	\$167,493	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$12,012	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$1,820	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$41,400	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$247,725	\$0	\$0	\$0	\$235,000	\$0	\$0

Operating Description:

Project: 78506 - Landfill Repl Pickup Trucks (R)

Funding Source:

Landfill Revenues

Project Description:

Landfill currently has six pickup trucks in its equipment fleet that will require replacement over the next ten years. Pickup trucks are used by the landfill inspector, mechanic, crew leader, supervisor, and field employees. This project includes the replacement of four trucks reaching the end of their service life during FY 2019 and 2020. Trucks purchased in 2015 will be replaced in 2025. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the vehicles are purchased with cash or financed at the time of purchase.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Equipment	\$0	\$62,400	\$75,000	\$0	\$0	\$0	\$274,723
TOTAL	\$0	\$62,400	\$75,000	\$0	\$0	\$0	\$274,723

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of

Project: 78509 - MRF Forklifts (R)

Funding Source:

Landfill Revenues

Project Description:

The Materials Recovery Facility (MRF) currently has a total of four forklifts in its fleet used for a variety of heavy lifting purposes including loading, unloading, and transporting recyclable bales. The MRF forklifts have an estimated service life of approximately five years, although replacement schedules may be adjusted depending on hours of use and equipment condition. This project includes the replacement of two forklifts that are expected to reach the end of their serviceable lives in FY17 and FY18 as well as replacement of two forklifts that will be due for replacement in FY 2021. At this current replacement schedule, two of the four forklifts also will require replacement during the second five years (FY 2022-2026). MRF vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Finance Charges	\$0	\$0	\$0	\$0	\$641	\$1,334	\$1,474
Equipment	\$0	\$0	\$0	\$0	\$42,758	\$88,938	\$98,269
TOTAL	\$0	\$0	\$0	\$0	\$43,399	\$90,272	\$99,743

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of

PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78511 - Landfill Compactor Replacement (R)

Funding Source:

Landfill Revenues

Project Description:

This project provides for the rebuild and or replacement of the landfill compactors, one 836H and one 836K, at the end of their serviceable life or on an appropriate schedule based on current usage hours and equipment condition. The compactors are now being equipped with GPS systems, which will increase landfill compaction and decrease the use of soil for covering waste. The compactors are essential pieces of equipment used on a daily basis for proper placement and compaction of solid waste within the landfill. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund; instead the equipment is purchased with cash or financed at time of acquisition.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Equipment	\$0	\$100,000	\$0	\$500,000	\$1,310,242	\$0	\$2,091,750
TOTAL	\$0	\$100,000	\$0	\$500,000	\$1,310,242	\$0	\$2,091,750

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment this is expected to reach the end of its serviceable life.

Project: 78512 - Fuel Tanker Replacement (R)

Funding Source:

Landfill Revenues

Project Description:

Replacement of the fuel tanker, which was purchased in 2008, and is expected to reach the end of its serviceable life in FY 2018. The fuel tanker truck transports diesel fuel from the onsite storage tank to the landfill heavy equipment located on the active waste disposal area. It is an essential piece of support equipment at the landfill for maximizing operational efficiencies and minimizing equipment downtime. Landfill equipment is not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$3,606
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$240,411
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$244,017

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

Project: 78514 - Sanitation Inspection Trucks (R)

Funding Source:

Landfill Revenues

Project Description:

This project includes the purchase of seven replacement pickups over a 10-year period. Service life is projected to be approximately seven years and each truck will be replaced based on year of purchase, mileage and condition of the vehicle. Sanitation Inspectors utilize their assigned vehicles daily to educate residents on proper procedures for services and enforce regulations related to refuse collection, recycling collection and bulk trash services. The Sanitation Inspection vehicles are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
	\$25,334	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$44,995	\$30,416	\$0	\$138,440
TOTAL	\$25,334	\$0	\$0	\$44,995	\$30,416	\$0	\$138,440

Operating Description:

No additional O and M is needed for this project.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78520 - Landfill Bulldozer Replacement (R)

Funding Source:

Landfill Revenues

Project Description:

Project provides for the rebuild and/or replacement of the landfill bulldozers at the end of their serviceable life or on an appropriate schedule based on current usage hours and equipment condition. A certified powertrain rebuild and undercarriage track replacement was performed on the D8 in FY16. The D9 will undergo a similar repair in FY17. During these rebuilds the landfill will be adding GPS systems to reduce soil usage, improve road building capabilities and waste compaction. This project also includes funds for replacement of the Model D8 bulldozer in FY 2021 and the Model D9 bulldozer in FY 2022. Bulldozers are used at the landfill primarily to push garbage into position for the compactors. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund, Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Finance Charges	\$0	\$0	\$0	\$0	\$19,303	\$20,075	\$234,846
Equipment	\$0	\$0	\$0	\$0	\$1,286,844	\$1,338,318	\$1,565,643
TOTAL	\$0	\$0	\$0	\$0	\$1,306,147	\$1,358,393	\$1,800,489

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of

Project: 78521 - MRF Loader Replacement (R)

Funding Source:

Landfill Revenues

Project Description:

This project is for the replacement of a loader used to move recyclables from the Materials Recovery Facility (MRF) tipping floor to the processing line. A CAT950K loader was purchased in FY16 and will require a replacement and/or rebuild in approximately 10 years. MRF vehicles and equipment are not included in the Vehicle Replacement Fund; instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Finance Charges	\$0	\$0	\$0	\$0	\$7,019	\$0	\$8,540
Equipment	\$0	\$0	\$0	\$0	\$467,943	\$0	\$569,325
TOTAL	\$0	\$0	\$0	\$0	\$474,962	\$0	\$577,865

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of

Project: 78522 - LF Water Pull Tractor Replace (R)

Funding Source:

Landfill Revenues

Project Description:

Replacement of the water pull truck, which was purchased in 2012 and is expected to reach the end of its serviceable life in FY 2020. The water pull truck is a critical piece of support equipment for reducing dust and maintaining compliance with the existing air quality permit. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition. \$150K in FY17 Power train Rebuild for the 730 Caterpillar Water Pull.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Finance Charges	\$0	\$0	\$0	\$10,951	\$0	\$0	\$41,208
Equipment	\$0	\$0	\$0	\$730,080	\$0	\$0	\$274,723
TOTAL	\$0	\$0	\$0	\$741,031	\$0	\$0	\$315,931

Operating Description:

No additional O and M is needed since new equipment will replace aging existing equipment.

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78524 - Landfill Motor Grader Replace (R)

Funding Source:

Landfill Revenues

Project Description:

The project includes the replacement of the motor grader that is expected to reach the end of its serviceable life in FY 2024. The motor grader is an essential piece of support equipment used to establish and maintain the temporary roads on the active portion of the landfill. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$6,159
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$410,571
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$390,620
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$807,350

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

Project: 78525 - Landfill Scraper Equipment (R)

Funding Source:

Landfill Revenues

Project Description:

The scraper is an essential piece of support equipment that excavates, transports, and stockpiles soil used for covering waste disposed at the landfill. This project provides for either a certified rebuild or a new replacement of the scraper, which is anticipated to occur in FY 2018 based on hours of use and equipment condition. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Finance Charges	\$0	\$0	\$0	\$12,375	\$0	\$0	\$28,470
Equipment	\$0	\$0	\$0	\$825,000	\$0	\$0	\$1,897,979
TOTAL	\$0	\$0	\$0	\$837,375	\$0	\$0	\$1,926,449

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

Project: 78530 - Manlift MRF (R)

Funding Source:

Landfill Revenues

Project Description:

Replace Manlift assigned to MRF

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Finance Charges	\$0	\$390	\$390	\$0	\$9,415	\$0	\$0
Equipment	\$0	\$26,000	\$26,000	\$0	\$627,688	\$0	\$0
TOTAL	\$0	\$26,390	\$26,390	\$0	\$637,103	\$0	\$0

Operating Description:



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78531 - Light Duty Vehicle Replacement (R)

Funding Source:

Landfill Revenues

Project Description:

Replace light duty vehicles assigned to Landfill and MRF

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Finance Charges	\$0	\$840	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$56,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$56,840	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: T1808 - Auxilliary Equipment (R)

Funding Source:

Landfill Revenues

Project Description:

Replace auxilliary equipment assigned to the Landfill and MRF, which may include skid steers, kubotas, lube trailer, etc.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Finance Charges	\$0	\$0	\$811	\$0	\$439	\$0	\$949
Equipment	\$0	\$0	\$54,080	\$0	\$29,246	\$0	\$63,266
TOTAL	\$0	\$0	\$54,891	\$0	\$29,685	\$0	\$64,215

Operating Description:

Project: 78503 - Landfill Closure (South) (N)

Funding Source:

Landfill Revenues

Project Description:

Project provides for closure of the south area of the landfill after the permitted air space is completely filled with waste. A landfill reaching its permitted capacity is required by federal and state law to be closed with a final cover system, which includes a vegetative layer, a compacted soil layer, additional gas system wells, erosion control, and storm water control measures. Related projects are 78505 and 78507.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$325,000	\$125,000	\$350,000	\$500,000	\$750,000
Construction	\$376,320	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$10,859	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$7,216	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$3,763	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$75,264	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$483,422	\$0	\$325,000	\$125,000	\$350,000	\$500,000	\$750,000

Operating Description:

Funds provided in supplies/contracts are annual costs for post-closure (\$220,554) at the landfill. Post-closure costs include monitoring, maintenance, and repair of the following items: landfill gas control system, groundwater monitoring system, storm water monitoring, final cover/vegetative cover inspection, landfill settlement monitoring, access roads, drainage control system, site security inspection, and administrative reporting. Annual post-closure maintenance, monitoring, and repair activities will begin once closure of the south area is completed.

Operating Costs	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Supplies/Contr	\$2,205,540	\$2,205,540	\$2,205,540	\$2,205,540	\$0	\$11,027,700

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78505 - LF Phase Construction (North) (N)

Funding Source:

Landfill Revenues

Project Description:

This project is required for the development of the northern portion of the landfill and includes phased installation of a liner, a gas collection system and a leachate collection system. Funds identified as "carryover" (\$102,780) and in FY 2016 (\$4,614,000) will pay for construction of North Phase 1a, which is anticipated to begin accepting waste in 2017. Funds identified in FY 2017 (\$102,780) will be used for engineering design of North Phase 1b. Funds identified in FY 2018 (\$4,361,873) will pay for construction of North Phase 1b, which is anticipated to begin accepting waste in 2018.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$500,000	\$500,000	\$250,000	\$100,000	\$250,000	\$7,546,235
Construction	\$3,208,144	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$1,542	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$1,238	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$3,210,924	\$500,000	\$500,000	\$250,000	\$100,000	\$250,000	\$7,546,235

Operating Description:

No additional O and M is needed for this project.

Project: 78507 - Landfill Soil Excavation (N)

Funding Source:

Landfill Revenues

Project Description:

This project provides for excavation of Phase 1 in the north expansion area to prepare for future landfill cell development. It includes excavation of approximately one-third of the north expansion area, access road improvements in areas located between the north area, the Materials Recovery Facility (MRF), the new administration and maintenance area, as well as utility relocations. Excavated soil will be stockpiled in various storage locations on the landfill property. Excavation of the remaining two-thirds will occur as part of future landfill phase construction.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$8,525,732	\$3,679,973
TOTAL	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$8,525,732	\$3,679,973

Operating Description:

No additional O and M is needed at this time.

Project: 78529* - New Bulldozer Purchase (N)

Funding Source:

Landfill Revenues

Project Description:

Purchase of a new D-6 Caterpillar (CAT) Bulldozer which has proven to be a more cost effective unit to perform erosion control and soil utilization at the city Landfill and Materials Recovery Facility (MRF). This unit is a lighter, more agile unit than the existing bulldozers (Caterpillar D-8 & D-9) which in turn will reduce maintenance and fuel costs, while increasing efficiency.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Finance Charges	\$6,375	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$4,250	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$425,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$435,625	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 2120-Airport Capital Grants	Category: Other
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		<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carrvoer</u> <u>New Funding</u>						
Existing Assets							
<i>Improvement of Existing Assets</i>							
T1472 Airport EA for Channelization	0	0	0	0	0	0	286,590
<i>Replacement of Existing Assets</i>							
79521 Rehabilitate Apron	96,219	0	0	0	0	0	0
79524 North Apron R&R	4,500,000	1,525,662	1,000,000	1,000,000	0	0	0
79526 South Apron R&R	0	0	0	0	0	0	4,718,466
79527 *AWOS Weather Reporting Equip.	0	315,000	0	0	0	0	0
79532 FAR Part 150 Update	0	334,355	0	0	0	0	0
Sub-Total - Existing Assets	4,596,219	2,175,017	1,000,000	1,000,000	0	0	5,005,056
New Assets							
0							
79519 Airport-Capacity Study	50,000	0	0	0	0	0	0
Sub-Total - New Assets	50,000	0	0	0	0	0	0
Total Project Expenses:	\$4,646,219	\$2,175,017	\$1,000,000	\$1,000,000	\$0	\$0	\$5,005,056
Total FY 2018 Funding:	\$6,821,236						

PROJECT DETAIL: 2120-Airport Capital Grants	Category: Other
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Project: T1472 - Airport EA for Channelization (I) **Funding Source:** Grants/City Match

Project Description: Conduct an Environmental Assessment for channelization of the New River to protect the runway safety area from erosion. Channelization includes the physical change to the inner bank boundary of the River. The project is to be funded with \$286,590 FAA (91.06%) and ADOT (4.47%) funds in FY 2021.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$286,590
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$286,590

Operating Description: No additional O and M is required for this project.

Project: 79524 - North Apron R&R (R) **Funding Source:** Grants/City Match

Project Description: The north apron project includes reconstruction (59,200 square yards) in FY 2017 and rehabilitation (54,000 square yards) in FY 2018. The portion of the north apron that is beyond rehabilitation is to be reconstructed in FY 2017. The rehabilitation project in FY 2018 would preserve and extend the life of the rest of north apron.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Design	\$0	\$225,000	\$150,000	\$150,000	\$0	\$0	\$0
Construction	\$0	\$1,300,662	\$850,000	\$850,000	\$0	\$0	\$0
Miscellaneous/Other	\$4,500,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$4,500,000	\$1,525,662	\$1,000,000	\$1,000,000	\$0	\$0	\$0

Operating Description: This project rebuilds and rehabilitates existing pavement on the north apron.

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2120-Airport Capital Grants

Category: Other

Project: 79526 - South Apron R&R (R)

Funding Source:

Grants/City Match

Project Description:

The south apron project includes reconstruction (38,000 square yards) in FY 2019 and rehabilitation (93,000 square yards) in FY 2020. The portion of the south apron that is beyond rehabilitation is to be reconstructed in FY 2019. The rehabilitation project in FY 2020 would preserve and extend the life of the rest of north apron.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$707,770
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$4,010,696
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$4,718,466

Operating Description:

This project rebuilds and rehabilitates existing pavement on the south apron.

Project: 79527* - AWOS Weather Reporting Equip. (R)

Funding Source:

Grants/City Match

Project Description:

Procure and install a replacement of Automated Weather Observation System (AWOS) equipment. Additional wind indicator and a new wind sock are a part of this project.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$0	\$315,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$315,000	\$0	\$0	\$0	\$0	\$0

Operating Description:

This project replaces existng AWOS equipment.

Project: 79532 - FAR Part 150 Update (R)

Funding Source:

Grants/City Match

Project Description:

Produce updated Noise Exposure Maps and Land Use Plan last updated in 1993. An update of the Part 150 Study is required every 20 years. Noise Exposure Maps and Land Use Planning elements help coordinate development near the Airport. This will be funded 91.06% by the FAA and 4.47% by ADOT.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$334,355	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$334,355	\$0	\$0	\$0	\$0	\$0

Operating Description:

No O and M is needed for this study project.

Project: 79519 - Airport-Capacity Study (N)

Funding Source:

Grants/City Match

Project Description:

The capacity study is a joint study between the City of Glendale and John F. Long to determine if there is a need for a second runway.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed for this project.



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 1840-Other Federal and State Grants	Category: Other
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		<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carrvover</u>	<u>New Funding</u>					
Existing Assets							
<i>Replacement of Existing Assets</i>							
80031 Saguaro Ranch Park Improvement	0	15,000	0	0	0	0	0
<i>Sub-Total - Existing Assets</i>	<i>0</i>	<i>15,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Total Project Expenses:	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0
Total FY 2018 Funding:		\$15,000					

PROJECT DETAIL: 1840-Other Federal and State Grants	Category: Other
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Project: 80031 - Saguaro Ranch Park Improvement (R) **Funding Source:** Grants

Project Description: Smith Family Donation for Historic Saguaro Ranch Park

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Miscellaneous/Other	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2070-General Gov Capital Proje **Category: Other**

		<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carrvover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
70800 Building Maint. Reserve	2,703,307	750,000	750,000	1,000,000	1,000,000	1,000,000	2,500,000
70801 Camelback Ranch Maint. Reserve	752,729	836,752	836,752	836,752	836,752	836,752	4,183,760
70802 Barrel District Imp	15,000	0	0	0	0	0	0
70803 Capital Repair-Arena	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
70804 *Tennis Courts at Paseo Park	89,565	0	0	0	0	0	0
70810 *TDMA Upgrade for RWC	0	1,183,422	0	0	0	0	0
84551 Civic Center Renovation	0	0	0	0	0	0	4,123,974
F0003 *Electrical Repairs/Replacement	0	0	0	0	0	0	1,500,000
F0004 *Exterior Repairs/Replacements	0	0	0	0	0	0	500,000
F0005 *City Hall - HVAC System	0	0	0	0	0	0	3,452,250
T1160 City Hall Parking Garage	0	0	0	0	0	0	1,675,193
<i>Replacement of Existing Assets</i>							
70805 Heart Monitors	1,000,000	0	0	0	0	0	0
70806 Replacement of Airpaks	0	836,000	813,850	0	0	0	0
70811 CBR Scoreboard	0	1,000,000	0	0	0	0	0
77503 *Exterior Closure (Roofing)	0	0	0	0	0	0	2,500,000
81067 Civic Ctr. Maintenance	0	0	0	0	0	0	175,000
F0001 *HVAC Repair/Replacements	0	0	0	0	0	0	2,500,000
F0002 *Interior Repairs/Replacements	0	0	0	0	0	0	1,500,000
T4620 Resurface Library Parking Lots	0	0	0	0	0	0	250,000
T4730 Fuel Sites Equipment Upgrade	0	0	0	0	0	0	582,474
T5320 EOC Equipment Replacement	0	0	0	0	0	0	610,122
T5380 Replace HazMat Vehicle	0	0	0	0	0	0	616,071
Sub-Total - Existing Assets	5,060,601	5,106,174	2,900,602	2,336,752	2,336,752	2,336,752	29,168,844
New Assets							
0							
70808 *CBR Land IGA	0	668,646	0	1,086,822	0	0	0
Sub-Total - New Assets	0	668,646	0	1,086,822	0	0	0
Total Project Expenses:	\$5,060,601	\$5,774,820	\$2,900,602	\$3,423,574	\$2,336,752	\$2,336,752	\$29,168,844
Total FY 2018 Funding:	\$10,835,421						

PROJECT DETAIL: 2070-General Gov Capital Proje **Category: Other**



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2070-General Gov Capital Proje **Category: Other**

Project: 70800 - Building Maint. Reserve (I) **Funding Source:** Other

Project Description: This project is intended to support carryover of the building maintenance reserve for emergency and unplanned repairs and replacement of building components for various city facilities

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
	\$1,760	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$749,655	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$750,000	\$750,000	\$1,000,000	\$1,000,000	\$1,000,000	\$2,500,000
Miscellaneous/Other	\$756,454	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$1,195,438	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$2,703,307	\$750,000	\$750,000	\$1,000,000	\$1,000,000	\$1,000,000	\$2,500,000

Operating Description:

Project: 70801 - Camelback Ranch Maint. Reserve (I) **Funding Source:** Other

Project Description: Camelback Ranch Maint. Reserve

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
	\$40,577	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Design	\$176,832	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$198,879	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$525,000	\$525,000	\$525,000	\$525,000	\$525,000	\$2,625,000
Engineering Charges	\$0	\$9,250	\$9,250	\$9,250	\$9,250	\$9,250	\$46,250
Engineering Charges	\$18,500	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$26,250
Arts	\$10,500	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$197,252	\$197,252	\$197,252	\$197,252	\$197,252	\$986,260
Miscellaneous/Other	\$307,441	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$752,729	\$836,752	\$836,752	\$836,752	\$836,752	\$836,752	\$4,183,760

Operating Description:

Project: 70802 - Barrel District Imp (I) **Funding Source:** Other

Project Description: Extend concrete pathway adjacent to fruit packing structure at Sahuaro Ranch Park

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2070-General Gov Capital Proje **Category: Other**

Project: 70803 - Capital Repair-Arena (I) **Funding Source:** Other

Project Description: City's contractual obligation to annually fund the capital repair at the arena per the July 8, 2013 agreement.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Miscellaneous/Other	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000

Operating Description:

Project: 70804* - Tennis Courts at Paseo Park (I) **Funding Source:** Other

Project Description: Tennis court resurfacing at Paseo Park

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$89,565	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$89,565	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 70810* - TDMA Upgrade for RWC (I) **Funding Source:** Other

Project Description: This project is a multi-year funded project for the TDMA upgrade of the Regional Wireless Cooperative (RWC) communications system. The TDMA technology will allow the RWC to almost double its capacity without the addition of more frequencies. Frequencies are limited in quantity and difficult to obtain. As the valley increases its hosting of major events, the radio system will be taxed. The TDMA technology will ease this burden. While not yet Federally mandated, TDMA is an inevitable technology upgrade. The scope of work includes 100% of the TDMA costs to the city. Departments using the RWC include Police, Fire, Field Ops, and Water Services.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
IT/Phone/Security	\$0	\$1,183,422	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$1,183,422	\$0	\$0	\$0	\$0	\$0

Operating Description:



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2070-General Gov Capital Proje

Category: Other

Project: 84551 - Civic Center Renovation (I)

Funding Source:

Other

Project Description:

This enhancement would create another signature feature at the Glendale Civic Center. The east courtyard would be converted into more meeting room space with sky lighting. This project also involves renovating and developing the grass (open space), south

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$756,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,633,126
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$50,850
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$62,699
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$26,331
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$130,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$394,968
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$70,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$4,123,974

Operating Description:

<u>Operating Costs</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Staffing	\$0	\$0	\$0	\$0	\$0	\$5,312,960
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$337,190
Utilities	\$0	\$0	\$0	\$0	\$0	\$700,000
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$499,550
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$99,910
Insurance	\$0	\$0	\$0	\$0	\$0	\$60,690
Electrical	\$0	\$0	\$0	\$0	\$0	\$89,920
Water	\$0	\$0	\$0	\$0	\$0	\$35,720

Project: F0003* - Electrical Repairs/Replacement (I)

Funding Source:

Other

Project Description:

This project provides for funding in support of an annual program for the replacement and upgrade of lighting and electrical systems, which are required to restore lighting in city parks and upgrade lighting in city buildings. These upgrades are expected to reduce the consumption of electricity usage citywide and restore safety and security for citizens utilizing city parks and facilities. In FY 2022, these projects include lighting replacement at Bonsall North, Rose Lane and Sahuaro Ranch Parks. The ongoing costs from FY 2023 to FY 2026 include funding for the annual program as well as previously deferred projects to upgrade park lighting systems.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2070-General Gov Capital Proje

Category: Other

Project: F0004* - Exterior Repairs/Replacements (I)

Funding Source:

Other

Project Description:

This project provides funding in support of an annual program for all exterior repairs and replacements such as painting, sealing, siding replacements, carpentry repairs, window and door replacements, ADA compliance, and plumbing repairs. Exterior repairs to city buildings are estimated to cost \$100,000 annually and are needed to preserve, protect and extend the useful life of the infrastructure. In FY 2022, project funding includes the replacement of siding and sealing/painting at Sahuaro Ranch Park and the airport terminal. Keeping the exterior surface coated in paint products protects the underlying building materials.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000

Operating Description:

Project: F0005* - City Hall - HVAC System (I)

Funding Source:

Other

Project Description:

Project provides for replacements and upgrades to the existing heating, ventilating and air conditioning (HVAC) system at Glendale city hall. Three floors of city hall (basement, sub-basement, and aspects of the first floor) were upgraded in previous fiscal years; whereas the remaining floors were deferred to upcoming years in the capital plan. Because the overall HVAC system has reached the end of its serviceable life, this project includes funding for the remaining floors (second, third, fourth and council chambers). Upgrades will include replacement of air handling units on each floor, enhancements to the control units in each suite, ductwork, piping, and associated electrical work. The HVAC system upgrades will improve indoor air quality and provide a new HVAC system life capacity of an additional 20+ years for the entire building.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,050,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$56,250
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$48,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$10,500
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$2,100,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$187,500
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,452,250

Operating Description:



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2070-General Gov Capital Proje

Category: Other

Project: T1160 - City Hall Parking Garage (I)

Funding Source:

Other

Project Description:

As part of the emergency garage repair in FY 2009, the structural engineer provided additional maintenance recommendations for the remainder of the city hall garage related to replacement or repair of synthetic cushions. Over the past 25 years, the natural expansion and contraction of the structure's elements have pushed out of place many of the synthetic cushions on which the 366 concrete beams are seated. This has caused the concrete to wear against bare concrete causing deterioration. Also, there are four locations that have significant deterioration that will require extra maintenance and repair before the deterioration becomes more costly.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$33,504
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$43,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$13,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$135,689
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,675,193

Operating Description:

No additional O and M is needed for this project.

Project: 70805 - Heart Monitors (R)

Funding Source:

Other

Project Description:

Purchase of 36 cardiac monitors. Currently, the department's heart monitors are adequate to provide service; however by FY 2019 they will be 14 to 15 years old and are expected to reach the end of their useful life. Heart monitors are considered a capital expenditure due to the type of equipment requiring to be updated all at the same time which cannot be phased in when replaced. Personnel must all be able to train and work on the same type, make and model of equipment. The department will continue to seek alternative funding mechanisms such as grants as they become available. Heart monitors are currently on a maintenance contract which will cover the cost to repair or replace a malfunctioned monitor through FY2013.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Equipment	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

O and M for the heart monitors would be needed starting in FY 2020. O and M will include two batteries a year per unit at (\$225 per battery x 60) and a 3% inflation has been added per year. A supplemental budget request will be submitted for once the project is near completion. O & M is currently budgeted in medical supplies.

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2070-General Gov Capital Proje

Category: Other

Project: 70806 - Replacement of Airpacks (R)

Funding Source:

Other

Project Description:

Replacement of self-contained breathing apparatus (SCBAs) or air packs. The current supply is in compliance with National Fire Protection Association Standards through FY 2017. In FY 2017, 150 air packs will be outdated and in need of replacement. The useful life span of SCBAs is 7-10 years. Upgrades were completed in 2013 for all air packs. As components of the air packs fail, the department will repair or replace them using the department operating budget. Air packs are considered a capital expenditure due to the type of equipment requiring to be updated all at the same time; which cannot be phased in when replaced. Personnel must all be able to train and work on the same type, make and model of equipment. The department will continue to seek alternative funding mechanisms such as grants as they become available.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Equipment	\$0	\$836,000	\$813,850	\$0	\$0	\$0	\$0
TOTAL	\$0	\$836,000	\$813,850	\$0	\$0	\$0	\$0

Operating Description:

O and M includes maintenance and repair at \$70,000 annually and an additional \$36,000 (once every 5 years) for 2 hydro tests on 300 bottles at \$60.00 per bottle that is performed every 5 years. The current SCBA budget is \$17,291 and does not cover the O and M identified; an additional \$350,000 is necessary. The \$70,000 for annual maintenance and repair will be needed the year after purchase. A supplemental budget request will be submitted once the project is near

Project: 70811 - CBR Scoreboard (R)

Funding Source:

Other

Project Description:

Purchase of scoreboard for Camelback Ranch

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Equipment	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 77503* - Exterior Closure (Roofing) (R)

Funding Source:

Other

Project Description:

This project provides funding in support of an annual roof repair and replacement program. Ongoing roofing repairs and replacements are required to improve the condition of City facilities and extend the useful life of the infrastructure. Citywide condition assessments will be conducted annually to evaluate roof conditions. In FY 20122, repairs or replacements to roofs at the Main Library, airport terminal, and Sahuaro Ranch Park buildings will be completed.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000

Operating Description:



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2070-General Gov Capital Proje

Category: Other

Project: 81067 - Civic Ctr. Maintenance (R)

Funding Source:

Other

Project Description:

The Civic Center's maintenance reserve annual allocation has been moved to operations as ongoing repair and maintenance of facility. The reserve will ensure that the Civic Center remains a competitive and high quality event venue and it is essential to the continued success of the facility.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$175,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$175,000

Operating Description:

No additional O and M is needed.

Project: F0001* - HVAC Repair/Replacements (R)

Funding Source:

Other

Project Description:

This project provides funding in support of an annual repair and replacement program for existing heating, ventilating and air conditioning (HVAC) systems at various city buildings, which have reached the end of their service life. The replacements and upgrades identified in the annual HVAC Repair/Replacement Program are estimated to cost \$500,000 annually. These HVAC system upgrades will improve air quality and renew life cycles of the replaced units. Projects in FY 2022 include the airport terminal, community center north, and equipment management.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000

Operating Description:

Project: F0002* - Interior Repairs/Replacements (R)

Funding Source:

Other

Project Description:

This project provides funding in support of an annual program for interior building repairs and replacements such as flooring, ceiling tiles, carpeting, painting, wall coverings, ADA compliance, plumbing, fire protection upgrades and carpentry. Interior repair to city buildings are estimated to cost \$300,000 annually and are needed to preserve, protect and extend the useful life of infrastructure.

Capital Costs	Carryover	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FYs 23-27
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2070-General Gov Capital Proje

Category: Other

Project: T4620 - Resurface Library Parking Lots (R)

Funding Source:

Other

Project Description:

This is a request to fund the repaving and sealing of the 26-year old asphalt parking lot at the Main Library and slurry seal the 14-year old parking lot at the Foothills Branch Library. The Main Library's parking lot has deteriorated to the point that a 1 1/2" fabric overlay is needed. The estimated cost to repair this is \$97,283. A heavy grade slurry seal is recommended for the Foothills Branch Library in order to preserve the life span of the asphalt, which, with proper maintenance, should reach 20-30 years. The estimated cost for this is \$33,188.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000

Operating Description:

O and M is required for asphalt maintenance starting in 2021. The industry standard for asphalt maintenance is to seal every 2-3 years from the completion date. This type of maintenance includes crack sealing and restriping of parking lots. A supplemental budget request will be submitted once the project is near completion. Adjusted for the future, the annual O and M would be \$30,479 for both lots (approximately \$15,240 for each lot/year).

<u>Operating Costs</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$609,580

Project: T4730 - Fuel Sites Equipment Upgrade (R)

Funding Source:

Other

Project Description:

This project reflects the replacement of all City of Glendale fuel dispensing equipment that will reach its maximum useful life over the next ten years. The project includes installation of new fuel dispensing pumps, monitoring and tank leak detection systems and replacement of the fuel tracking system at The Field Operations Center, Fire Station 153 and Fire Station 155. Completion of this project will ensure reporting accuracy, equipment stability and integrity, and improved customer service.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$5,357
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$518,397
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$2,872
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$25,664
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$5,184
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$582,474

Operating Description:

The software is a one-time purchase and the yearly license agreement will be paid through the departments existing budget.. No annual maintenance is required, if repairs are required vendors will be paid through existing operational budgets. Contributions to the Technology Replacement Fund are being made for the hardware currently being used and no additional hardware would be needed at this time.

<u>Operating Costs</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$10,000



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2070-General Gov Capital Proje

Category: Other

Project: T5320 - EOC Equipment Replacement (R)

Funding Source:

Other

Project Description:

This project funds the replacement of the information technology based equipment in the City's Emergency Operations Center (EOC), and places the EOC equipment in the city's technology replacement fund (TRF) to ensure software and hardware updates occur in conjunction with normal city rollouts. The EOC was built in 2006 and EOC equipment was not funded for the TRF due to the annual cost. Equipment updates were to be funded through the capital improvement process as equipment reached the end of its service life. Not being part of the TRF, results in lack of timely equipment replacement and unfunded requirements each time there is a software update, modifications to hardware are required, or there are equipment failures. The frequency of these unfunded requirements continues to rise as the equipment ages. EOC equipment will be two and a half times past its typical service life in the year 2020.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$14,881
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$595,241
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$610,122

Operating Description:

This project will replace existing equipment and systems at the EOC. This equipment will be placed in the technology replacement fund at a cost of \$152,530 annually, or \$610,122 over the four year replacement cycle. Approximately 1/4 of the equipment will be replaced each year. The equipment includes the audiovisual, software, hardware, and communications equipment used in the EOC to support emergency and special event operations.

<u>Operating Costs</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$8,177,030

Project: T5380 - Replace HazMat Vehicle (R)

Funding Source:

Other

Project Description:

Replacement of a HazMat vehicle for the hazardous materials team. The current truck will have served its useful life of 10 years by FY 2019. This vehicle is supported by Fleet Management staff and anticipated mileage is 10,000 miles per year.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$12,321
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$603,750
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$616,071

Operating Description:

No additional O and M is needed since the Hazmat truck will be replacing the current vehicle, which will not be used as a reserve vehicle.

Project: 70808* - CBR Land IGA (N)

Funding Source:

Other

Project Description:

This is an intergovernmental agreement with the City of Phoenix for repayment of land at Camelback Ranch Facility. The agree states the City will pay the following amounts: FY 17 and 18 \$668,646 - FY 20 \$1,086,822

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Land	\$0	\$668,646	\$0	\$1,086,822	\$0	\$0	\$0
TOTAL	\$0	\$668,646	\$0	\$1,086,822	\$0	\$0	\$0

Operating Description:

FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2593 - City-Wide ERP Solution **Category: Other**

		<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carrvover</u> <u>New Funding</u>						
New Assets							
0							
72000 City-Wide ERP Solution	0	2,862,221	1,132,837	0	0	0	0
Sub-Total - New Assets	0	2,862,221	1,132,837	0	0	0	0
Total Project Expenses:	\$0	\$2,862,221	\$1,132,837	\$0	\$0	\$0	\$0
Total FY 2018 Funding:	\$2,862,221						

PROJECT DETAIL: 2593 - City-Wide ERP Solution **Category: Other**

Project: 72000 - City-Wide ERP Solution (N) **Funding Source:** General Fund

Project Description: Replacement of the City's ERP system including modules for financials, procurement, budget, and HR. This a multi-year phased project. The current Peoplesoft system will be reaching it's end of life and vendor support within the next two years. This system will replace all PS applications.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Miscellaneous/Other	\$0	\$2,862,221	\$1,132,837	\$0	\$0	\$0	\$0
TOTAL	\$0	\$2,862,221	\$1,132,837	\$0	\$0	\$0	\$0

Operating Description:



FY 2018-2027 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 1220-Arts Commission	Category: Other
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		<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FYs 23-27:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
New Assets							
0							
84650 Municipal Arts Program	683,849	200,000	200,000	142,943	0	0	0
Sub-Total - New Assets	683,849	200,000	200,000	142,943	0	0	0
Total Project Expenses:	\$683,849	\$200,000	\$200,000	\$142,943	\$0	\$0	\$0
Total FY 2018 Funding:	\$883,849						

PROJECT DETAIL: 1220-Arts Commission	Category: Other
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Project: 84650 - Municipal Arts Program (N) **Funding Source:** Capital Plan

Project Description: City Council Ordinance No. 1226 created a Municipal Art Fund which provides for the purchase of works of art for public places. This consists of commissioned, non-commissioned and the performing arts, all reviewed and recommended by the Glendale Arts Commission (via the Annual Arts Plan).

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FYs 23-27</u>
Contingency	\$285,049	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$200,000	\$200,000	\$142,943	\$0	\$0	\$0
Miscellaneous/Other	\$398,800	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$683,849	\$200,000	\$200,000	\$142,943	\$0	\$0	\$0

Operating Description: Total O&M for maintaining the city art inventory is \$173,162.



Legislation Description

File #: 17-158, Version: 1

WHAT WORKS CITIES OPEN DATA PROJECT UPDATE

Staff Contact: Jean Moreno, Executive Officer, Strategic Initiatives and Special Projects

Staff Contact: Darcie McCracken, Deputy City Clerk

Purpose and Policy Guidance

This is a request for City Council to review and consider a draft resolution that outlines a commitment by the City of Glendale to develop an Open Data Program to increase transparency and the community's access to information, improve service delivery, to engage residents and the community in dialogue around data, and to reduce time spent responding to requests for information.

Background

Glendale was selected to participate in the Bloomberg Philanthropies What Works Cities initiative to receive free technical assistance in focused content areas aimed at helping cities leverage data and evidence in decision-making. For additional information on the What Works Cities program, please refer to the What Works Cities Fact Sheet. One of the content areas in which Glendale is receiving technical assistance is related to the establishment of an open data program. "Open data" is a data available in machine-readable formats that can be used, reused, or redistributed by anyone, for free, with no restrictions on access. Data is defined as statistical, factual, quantitative, or qualitative information.

On March 3, 2017, the City convened an open data working team made up of representatives from the City Manager's Office, City Clerk's Office, City Attorney's Office, Finance, Police, Fire, Code Compliance, Building Safety, Water Services, Public Affairs, and Technology & Innovation to work with the Sunlight Foundation (Sunlight), a What Works Cities partner. The role of this team is to assess the city's current practices around data publication, and to explore opportunities to help improve service delivery and support the proactive release of public information. The city's work with Sunlight is comprised of two scopes: 1) the development of an open data framework and associated policies that make sense for Glendale's operation; and, 2) the identification of opportunities for stakeholder engagement in collaborative problem solving around open data concepts. Stakeholders are defined for this project as anyone using the information proactively published by the city, both internally and externally.

Analysis

To begin this work, Sunlight provided the city with a wealth of tools, information, and examples to help guide staff in the process of building a foundation for open data. To date, staff has worked with Sunlight to understand the city's current practices for data collection and release, reviewed best practices in open data in cities across the country, devised strategies for streamlining Glendale's data collection and release processes, and crafted a draft open data resolution that incorporates many of the best practices in open data policy.

There are two primary ways an Open Data Program can be implemented - 1) entirely administratively; or 2) from the policy-making body. Some of the benefits of establishing an open data policy via resolution of the City Council are:

1. Demonstrates a commitment by the City Council to an Open Data Program intended to improve the delivery of services, increase transparency and access to public information, and enhance coordination and efficiencies among departments, partner organizations, and residents;
2. Makes the program actionable for the City Manager and executive team;
3. Creates the opportunity to engage and set a public expectation; and,
4. Establishes a framework for organizational accountability to the program.

Finally, the city's participation in the What Works Cities program, the work around developing an Open Data Program, and the use of a cross-departmental team to explore opportunities is aligned with the recently formulated values developed by the City Council including:

- Integrity - throughout the organization there is an unquestionable level of integrity, ethics, transparency, and honesty guiding our communications, interactions, and decision-making.
- Excellence - we are committed to delivering high quality services to our diverse community at an affordable cost, with demonstrated value, in an expeditious manner.
- Innovative - we are an organization that constantly examines how we can get better and welcomes creative ideas and new thinking.
- Community Driven - we value community engagement and we constantly seek feedback to assess the varying needs of our community.
- Learning - we are committed to developing skills and cultivating leaders.

Included for Council consideration is a draft resolution that outlines basic parameters for an Open Data Program and is intended to provide high level policy direction relating to such a program. The draft resolution includes three basic tenets:

1. It is the city's policy to promote openness, transparency, and accountability through open data while maintaining privacy, confidentiality, security, and legal interests as required.
2. The City Manager, in coordination with other appointed officials, will develop an Open Data Program that provides for the proactive release of select data and establishes a process for prioritizing the publication of data; and,
3. The City Manager or designee will publicly report on the status of the Open Data Program annually at a minimum.

To begin the second part of the scope related to collaborative problem solving, Sunlight examined public records requests received by the City Clerk's Office for a one-year period. They identified frequently requested record sets, frequent requestors, and departments most impacted by these requests. Their analyses indicated that a significant amount of staff resources are used responding to public records requests related to Development Services. By examining opportunities to proactively publish datasets in this area, there is an opportunity to decrease the amount of staff time spent responding to requests for public records. To truly gain an accurate understanding of the nature of these requests and how proactive publication of data may be beneficial to the city, Sunlight will be interviewing stakeholders who frequently request these records.

An additional aspect of the open data project is to identify datasets that are currently published on the internet and to centralize them in one, easy to access online portal.

Should Council desire to adopt a resolution in support of an Open Data Program, the next step would be to seek public feedback on the proposed resolution using a free technology platform; and, to begin work on an associated administrative policy that outlines more detail related to the operational components of the Open Data Program. A final resolution for consideration would be brought forward at a future City Council voting meeting.

Previous Related Council Action

On February 28, 2017, the City Council gathered to announce Glendale as a What Works City.

On February 7, 2017, the City Council provided final input and consensus direction on the recently formulated mission, vision, and value statements for the organization.

Community Benefit/Public Involvement

Access to public information and data promotes a higher level of civic engagement and allows residents to provide valuable feedback to government officials regarding local issues. Public information can often be used by the private sector to create better products and services to improve peoples' lives. By proactively establishing an Open Data Program, the city of Glendale is committing to a partnership of accountability with its residents.

Budget and Financial Impacts

An Open Data Program can be implemented using the existing tools available to staff. As the city continues to develop the level of sophistication of the Open Data Program, the city could consider using technology tools to enhance functionality, including systems that automatically integrate and update datasets providing real-time information. The development of any budgetary needs would be considered as part of the strategic planning process to ensure organizational alignment with Council priorities.

What is What Works Cities?

What Works Cities is a Bloomberg Philanthropies initiative that provides free technical assistance in focused content areas aimed at helping cities leverage data and evidence in the decision making process.

How are cities selected to participate?

The What Works Cities initiative is specifically seeking to partner with 100 cities from around the nation with populations between 100,000 up to 1,000,000 before 2018. To date, there are 66 cities participating in the program. Glendale submitted an application providing detailed information about the organization, where we have been, and where we are headed. The City Council and executive team were then invited to participate in a site visit and workshop presented by What Works Cities so they could learn more about the issues facing the community and to talk in detail about the What Works Cities program and expectations. Glendale was subsequently selected to continue moving forward in the process.

Why is this important for Glendale?

One of the key criteria for being selected for this program was the city's commitment to improvement. The selection of Glendale as a What Works City is a validation of Council's efforts to improve city hall; and, this program is aligned with the work that Council has already begun with regard to the support for the strategic planning initiative and the recent formulation of mission, vision, and value statements.

What is the benefit of participating?

The program provides access to a network of technical experts and communities that have experienced improvements in specific content areas. Participating in the program will allow Glendale to leverage the experiences of the What Works Cities team and other communities to make our own organization better.

What are the content areas?

Scope Complete: The Sunlight Foundation has been identified as the What Works Cities partner agency for the Open Data project. Their mission is to make government and politics more accountable and transparent to all with the intent of using technology to enable more complete, equitable and effective democratic participation. Our work with them will include exploration of an open data policy and community engagement in collaborative problem solving. Work is just beginning on this project and the initial focus is going to be identifying best practices around open data and bringing those to Council for consideration. Our goal is to create opportunities for problem-solving and engagement around data.

Scope Pending: The Harvard Kennedy School Government Performance Lab has been identified as the What Works Cities partner agency for the Results-Driven Contracting project. Their mission is to conduct research on how governments can improve the results they achieve for their citizens through hands-on involvement in communities. Our work with them would include assessing one or two strategic or significant procurements to set up systems, measure outcomes, and assess impacts of these procurements using analytical methods and administrative data. The goal would be to adopt a model of improved contract development and performance management city-wide. **This project will require Council approval of a Memorandum of Understanding and the full project scope is still in development.**

RESOLUTION NO. R17-XX

A RESOLUTION OF THE COUNCIL OF THE CITY OF
GLENDALE, MARICOPA COUNTY, ARIZONA AUTHORIZING
AND DIRECTING THE DEVELOPMENT OF AN OPEN DATA
PROGRAM FOR THE CITY OF GLENDALE.

WHEREAS, it is the mission of the City of Glendale, Arizona to improve the lives of the people served every day, and city leaders value integrity, excellence, innovation, community engagement, and ongoing learning; and,

WHEREAS, today, digital data collected by the City of Glendale, Arizona (the "City") is not generally readily available to the public for aggregation and analysis; and

WHEREAS, access to public data promotes a higher level of civic engagement and allows citizens to provide valuable feedback to government officials regarding local issues; and

WHEREAS, every citizen has the right to prompt, efficient service from the government; and

WHEREAS, the thoughtful implementation of an Open Data Program can improve the provision of services, increase transparency and access to public information, and enhance coordination and efficiencies among departments, partner organizations and citizens; and

WHEREAS, an Open Data Program proactively provides information often obtained through time-consuming, costly public records requests; and

WHEREAS, by publishing structured, standardized data in machine-readable formats the City seeks to encourage the local software community to develop applications and tools to collect, organize, and share public data in new and innovative ways for the benefit of the greater community; and

WHEREAS, the protection of privacy, confidentiality and security will be maintained as a paramount priority in the open data endeavor while also advancing the government's transparency and accountability through open data.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Glendale that:

Section 1. It is the policy of the City of Glendale to promote openness, transparency and accountability through open data released by the City while maintaining privacy, confidentiality, security and legal interests.

Section 2. The City Manager is directed to coordinate with other appointed officials to develop an Open Data Program which provides for the proactive release of select data in accordance with the following guidelines and establishes a process for prioritizing the publication of data. Data is to be published:

- a. In open standard or machine-readable formats;
- b. In a centralized location on the city website;

FOR COUNCIL DISCUSSION AND CONSIDERATION PURPOSES
MAY 2, 2017 CITY COUNCIL WORKSHOP

- c. With clearly articulated rights to reuse the data without registration requirements, access fees, licenses, or usage limitations.
- d. In accordance with city policies, public records laws, and any other applicable Federal, State and local laws.

Section 3. The City Manager or designee will review and publicly report on the status of the Open Data Program on at least an annual basis to include an assessment of progress, a list of datasets that are currently available, and a description and publication timeline for datasets expected to become available.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Glendale, Maricopa County, Arizona this ____ of _____, 2017.

DRAFT



Legislation Description

File #: 17-186, Version: 1

STRATEGIC PLANNING & BALANCED SCORECARD INITIATIVE

Staff Contact: Jean Moreno, Executive Officer Strategic Initiatives and Special Projects

Purpose and Policy Guidance

The purpose of this presentation is to provide an update on activities to date associated with the development of the city's Balanced Scorecard; to request City Council feedback on the draft strategic "themes" which are to be used as the basis for the development of specific strategic objectives; and, to provide an updated timeline and next steps.

Background

This is the fourth City Council study session regarding the Strategic Planning & Balanced Scorecard Initiative which is designed to guide the process for the development of a city-wide strategic plan. Several activities have taken place to date including:

- Resource planning and organizational alignment;
- Core team assembly and training;
- City Council program launch session;
- Five virtual stakeholder feedback sessions with key stakeholder groups (82 participants) representing employees, business leaders, non-profit/education leaders, and boards and commissions;
- Two City Council study sessions to develop and finalize mission, vision, and value statements for the organization;
- Four executive team strategy meetings to conduct various assessment exercises and to identify proposed organizational strategic theme areas to create focus for the organization; and,
- "Theme Team" recruitment and training for 48 employees who will be responsible for developing proposed strategic objectives that will create the organizational strategy map.

Analysis

Since the last City Council study session on February 7, 2017, four strategy meetings have been held with the executive management team to conduct very specific organizational assessments. These assessments were designed to synthesize the feedback from the external stakeholder sessions along with internal analysis to formulate 3-4 strategic focus areas for the organization. These focus areas are called "strategic themes" and are intended to guide the next phase of the development of the strategic plan. The assessments conducted by the executive team included: a SWOT analysis to explore strengths, weaknesses, opportunities, and threats; Customer Value Proposition to identify what unique benefit or relationship can the city provide for its customers; Strategic Differentiators exercise to identify what the city could do to stand out when compared to other communities; and, a Risk Analysis to determine what risks might there be to the city when it comes

to fulfilling the vision and what potential controls might mitigate the risk. See attached for details on those assessments.

The final exercise was facilitated by Advanced Strategy Center and was designed to achieve two outcomes: 1) to gain valuable insights regarding the executive team's perceptions about the organization's readiness for change; and, 2) to think about a future where we were wildly successful at achieving the vision of being the community of choice for residents, businesses, and employees and asking, "what did we do that led to that success" and "what was the strategic focus that moved us forward". The transcript from that session is also included as an attachment to this report. The result of that session was the development of four proposed strategic themes for the organization and the description of the hopeful strategic result for each. The recommendation from the executive team is to strategically focus in these areas in order to be the community of choice for residents, businesses, and employees.

Strategic Theme/Results:

STAKEHOLDER ENGAGEMENT:

Glendale ensures a sense of genuine and consistent engagement with all stakeholders. Our employees feel respected/valued and part of the process, citizens feel that their voices matter, and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. The organization is fully aligned with the overall direction and decision making.

COMMUNITY LIVABILITY:

Glendale creates a safe environment, is inclusive, and provides a great blend of amenities that support a work/life focus. The organization is focused on community events that matter, being family oriented, promoting the attractive amenities and venues in the city, and maintains excellent parks/open spaces. The organization creates a focus on effective infrastructure development in transportation, water/wastewater, technology, and other services; and, has an effective asset and capital project management system.

ACCOUNTABILITY & FISCAL RESPONSIBILITY:

Glendale cultivates accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. There is a focus on transparent, accurate, and timely communications; and, openly assessing and reporting performance.

SUPERIOR SERVICE DELIVERY:

Glendale provides the highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. Leadership sets the expectation of a culture of continuous improvement looking at the services and how to improve them; creates supporting tools and systems; and, establishes acceptable risk parameters.

These themes will serve as the basis for the development of specific continuous improvement activities (strategic objectives) that will make the city's mission, vision, and value statements actionable and create a focus on strategic results. The development of the strategic objectives will be done by the Theme Teams which includes a cross-departmental, cross-functional team of 48 employee representatives.

Previous Related Council Action

On February 7, 2017, the City Council provided consensus direction on final mission, vision, and value statements for the organization.

On October 31, 2016, the City Council held a Special Workshop where they participated in a facilitated discussion to identify core concepts and ideas that would be used to create the city's value, mission, and vision statements.

On September 9, 2016, the City Council held a Special Workshop where staff presented an informational overview of strategic planning, why it is important for our community and organization, and an introduction to the Balanced Scorecard management system.

Community Benefit/Public Involvement

The development of a comprehensive and focused strategy for municipal service delivery is critical for the development of a high-performance organization that has a shared purpose, operates with autonomy and accountability, sets and achieves performance measures and targets, has empowered and engaged employees that work collaboratively, and uses data and evidence for decision making. All of which adds value to service delivery and enables the ability to create a positive impact for the community. It provides the opportunity for the city to be specific and deliberate in the allocation of resources and ultimately, improves overall quality of life for our citizens.

To inform the initial steps of the process, the city engaged key stakeholder groups including employees, business leaders, boards and commissions, and the non-profit community to provide their insights into what the city is doing well and where improvement is needed in order to guide the full development of the strategic plan.

Executive Team

STRATEGIC PLANNING ASSESSMENTS

Executive Team Assessment – SWOT Analysis
February 9, 2017

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Doing this process (strategic planning) • Think outside the box • Not afraid of failure • Willingness to take risks • Empowering employees • Financial stability • Public safety • Customer focus • Good community partnerships (internal/external) • Leader in the west valley • Accessible to employees/customers • Support from Council 	<ul style="list-style-type: none"> • Silos • Aging infrastructure • Who to call for what? • Reactive vs. proactive • Lack of sunk costs (general fund) • Internal communication • Lack of trust • Perception of Glendale • Lack of diversity • Inconsistent leadership • Lack of engagement w/employees • Others define Glendale • About the whole team – not individuals • Information Technology • Integration of common goals • Physical layout of city • Weak partnerships • Tax rate • Financial stability • Workforce development (lacking) • More proactive with positive news
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Lower costs for services • Service delivery • Service availability • Inclusive engagement • Community engagement • Partnerships • Public perception • Technology • Public participation • Streamline processes • Employee development 	<ul style="list-style-type: none"> • Recessions • Bankruptcy • Loss of LAFB • Laws/regulation changes • Changes in leadership • Workforce retention • Workforce succession planning • Politics • Workforce attraction/aging – millennials – generational differences • Natural disasters, weather, global warming, missile • Image – example Flint, MI • Alternative facts • Technology changes, needs, advances • West Glendale growth • External competition – example Intel, new businesses to other locations • Demographic shifts & inflexibility

Residents

ATTRIBUTES	IMAGE	RELATIONSHIP
<ul style="list-style-type: none"> • Responsive • Quality Service • Courteous • Respectful • Truthful • Credible • Helpful 	<ul style="list-style-type: none"> • Trust us • Stewards of \$\$ • Compassionate & Caring • Progressive • Thoughtful • Minimize Threats • Efficient 	<ul style="list-style-type: none"> • Partners • Two-way relationship • Tech friendly • Impartial • Here for the team

Visitors

ATTRIBUTES	IMAGE	RELATIONSHIP
<ul style="list-style-type: none"> • Weather, spring training • Affordable • Transactional, easy, clear process • Easy example – where to eat in Glendale? • Efficiency example – pay app • Simplicity, rules, steps • One stop shop 	<ul style="list-style-type: none"> • Inclusive, “come as you are, we have something for you” • Clean/safe • Activities & people, diverse, can come here and do anything • Shop, sports, recreation, dining • “quaint” to “bustling” • Professions, respectful, caring • Progressive • Relatable, winter visitors, know our customers, what makes them come back • Fun example, “want to come to Glendale” 	<ul style="list-style-type: none"> • Repeaters, reconnect, loyal, stay • Connected with us and them • “Glendale gets it” • All are welcome • They are known

Businesses

ATTRIBUTES	IMAGE	RELATIONSHIP
<ul style="list-style-type: none"> • Speed to market • Technologically advanced • Networking opportunities 	<ul style="list-style-type: none"> • Friend/partner • Help don’t hinder • Safe • Fair 	<ul style="list-style-type: none"> • Inclusive • Pro-business • Mutual partnership • Service oriented

Employees

ATTRIBUTES	IMAGE	RELATIONSHIP
<ul style="list-style-type: none"> • Tools • Training programs • Compensation • Safe environment • Capable 	<ul style="list-style-type: none"> • Competent • Consistent • Reliable • Honest • Fair • Confident • Positive 	<ul style="list-style-type: none"> • Partners • Positive (both ways) • Happy • Being heard • Professional development

Executive Team Assessment - Strategic Differentiators

March 1, 2017

Organizational Capacity	Business Processes	Financial Stewardship	Constituent/Stakeholder
3D/360 Training	360 Communication	Align Resources to Priorities	360 Evals
All levels get same message	Agile Business Process to Adapt to Customer Need/Changes	Aligned w/Outcomes	Ability to Have Input
All staff understand what we are and why we exist	Business Accountability	Bang for the Buck	Access to Amenities
Benefits, 401k, open, competitive, bank of hours (sick & vacation), tuition reimbursement	Business Relations	Citizens Drive Finances	Access to Information
Community Image (Pride)	Ease of Doing Business	Compliance Officer	Appearance of Facilities
Competitive compensation package	Efficiency	Cost of Services	Clean/Safe
Cross Training/Functionality	Eliminate Silos - "One Glendale"	Cost Optimization of Certain Functions	Customer Engagement
Customer Services	Enhanced Customer Service	Equity in Services	Educated/Clear
Dynamic & Creative - Virtual	Facilitate vs. Regulate	Fair Fees	Effective Proactive Communication
Educated on all aspects	Fair/Reasonable Fees	Finance & Audit Committee	Good First Impression
Effective Communication	Feedback on Processes	Healthy Contingency	Local Events
Employees are engaged and buy into organization	Friendly	Highest Bond Rating	Outrageous Customer Service
Empowerment	High Performing	Highly Certified Finance Staff	Professional Appearance & Demeanor
Flexible Work Environment	Highly Automated	Info Systems Data Mining	QC/Outside Ombudsman
Focused/Passionate Staff/Knowledgeable/Talented	Insource vs Outsource	Infrastructure	Reasonably Priced/Cost
Highly Motivated Team	Internal & External Partnership	Investments Consistent w/Community Needs	Reputation of being forward thinking
Management Support	Less Bureaucratic, Fewer Layers, Limited "Red Tape"	Proper Asset Management	Responsive to Needs
Modern Work Environment	Leveraging Technology Apps	Responsible/Justifiable	Safe Community
Ongoing Learning & Certification	Multi-Year Budgeting	Sound Policies	Seamless Service
Pet Care	Offer options for interaction	Stability	Simplified Steps
Professional Development	One-Stop, seamless service	Tax Rates	Social
Recognition	Overhaul & Review Business Process	Value for Services	Speed to Market
Retaining Employees	See it from the customer's view		Sports Experience
Sense of Pride	Shared Risk		Tax Rates
Staff wants to be here because city is cool (Pride)	Simple - Easy - Convenient - Understandable		Timely Response
Succession Planning/Promotional Opportunities	Speed to Market		Understandable
	Technology		User Friendly Online Access
	The Red-Box Payment System		

Infrastructure

Description:

Deteriorating Assets – buildings, roads, technology, equipment

Controls:

1. Assets – inventory and condition analysis
2. Prioritize what needs attention first
3. Best practices in infrastructure improvements that require low maintenance and improve longevity
4. Back-up/redundant systems for critical infrastructure, i.e. wastewater pumping
5. Alignment with vision for new infrastructure investments that support smart growth and expansion (Westgate, downtown, Loop 303)
6. Improve use of Capital Improvement Plan (culture change)
7. Consider privatization (public-private partnerships)
8. Control growth
9. Prioritize needs, develop a plan
10. Preventative maintenance vs. replacement cost analysis
11. Cyber and physical protection plan (terrorism)

Political Influence

Description:

Misaligned public policy with politics on decision making

Controls:

1. Improved communication (Public & Council)
2. Stay informed on political environment
3. Develop processes for “Best Results” Model
4. Stay aligned with Strategic Plan
5. Consistency in information provided (consistent analytical framework)
6. Data-driven decision making

Employee Issues

Description:

Recruiting, retaining, developing an engaged workforce

Controls:

1. Develop “Values System” in hiring process
2. Create experiences in hiring process
3. Improved recognition (+) and accountability (-)
4. Improved performance review
5. Improved training
6. Culture of “investing” in Employees
7. Create leadership development programs that support succession planning, ensure there are career paths available for those that want them
8. Develop a retention strategy focused on 8% or less turnover
9. Maintain competitive pay/benefits
10. Assess employee development needs and ensure the right tools and resources are in place

Economic Downturn

Description:

Uncontrollable external events that impact the city financially

Controls:

1. Be prepared for change (Proactive vs. Reactive)
2. Immediate: Exacting Response
3. Prioritize Services
4. Plan for change in delivery of services
5. Communicate with stakeholders often, engage them in problem solving
6. Have healthy reserves
7. Have a good/accurate analysis: good modeling/projecting long-term, sharing and communicating results
8. Financial component of Strategic Plan (expand and contract strategically)
9. Financial tools/resources: insurance, investments, borrowing ability
10. Operationalize minimal staffing plan needed to maintain existing services by focusing on efficiencies
11. Operationalize the use of public-private partnerships
12. Internal communication and education on risk

Community Reputation

Description:

The inability to control external perceptions and the perpetuation of inaccurate, unrealistic, or unfair assessments about the community and organization.

Controls:

1. Coordination – Fire, Police, Court
2. Having safe community
3. Perception in the media of safe community
4. Well-trained staff
5. Engaged leadership
6. Consistent message – clear/concise
7. Perception of being welcoming/diverse
8. Message must align w/action

External Regulatory Environment

Description:

Federal and state regulations or policy that creates unfunded mandates or imposes restrictions on local control.

Controls:

1. TPT Reforms
2. Stay connected with Legislature (see financials)
3. Stay in tune – have a plan
4. Develop trigger points that require action
5. Relationships – Coalitions – Memberships – Partnerships – Advocacy

Regional Drought

Description:

The continual deterioration of the Lake Meade reservoir presents a significant drought risk for our region and community.

Controls:

1. Conservation plan – drought control
2. Communication plan
3. Leverage partnerships
4. City facility audits
5. Consumer rebates for water consumption reduction
6. Community education
7. Internal/External communication

City of Glendale

Executive Team Session on Strategic Theme Development to Support Glendale Vision

Advanced Strategy Lab® Session Document

April 10, 2017—Glendale, Arizona

Facilitated by:

Douglas S. Griffen

Advanced Strategy Center

26546 North Alma School Parkway, Suite 140

Scottsdale, Arizona 85255

480.513.7785

Email: dsgriffen@aol.com

www.advancedstrategycenter.com

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Introduction to Advanced Strategy Lab (ASL)

Instructions: Welcome again to the Advanced Strategy Lab Online. The following points will introduce you to the system and the process we will be using for our session today:

Ideas Results

No. Idea

1. PROCESS: For today's session we'll be using a concept called 'lockstep' that allows everyone to be on the same electronic page at the same time. We'll move you to each activity on the agenda and will let you know when we are making the transition to the activity...
2. OBJECTIVE: Arrive at no more than 4 strategic focus areas that build on the customer value proposition to define the high-level business strategy, break down the vision and mission into action and focus energy on desired results with the following criteria:
 1. Are applicable to every department and all lines of business.
 2. Balance internal and external focus to achieve alignment.
 3. Are directly related to the successful fulfillment of mission and vision.
3. IMPLEMENTATION: These Strategic Themes will become the organization's "Pillars of Excellence".

WARM-UP: What the Final Four Meant to Glendale

Instructions: The 2017 Final Four was held on April 1 and 3 at the Cardinal's stadium in Glendale. What do you think hosting an event like this meant for a City like Glendale? Why was this important? What do you think it communicated? (multiple responses)

Ideas Results

No. Idea

1. National recognition
2. National exposure
3. Brought a lot of people into the city
4. Maximized the use of the public facilities
5. Brings national exposure for the community
6. Brings attention to Glendale as a destination
7. Revenue to city
8. Free advertising internationally
9. Sense of civic pride
10. Promotion of City
11. Positive national attention
12. National and international recognition
13. Demonstrates Glendale's level of sophistication
14. Teamwork
15. Exposure
16. National exposure
17. Good media coverage
18. Ability to showcase Westgate
19. Media coverage for Glendale
20. Pride of the City
21. Glendale is able to manage and produce MAJOR events.
22. Tax revenue

23. Generates pride for the community
24. Economic stimulation
25. Generates sales tax
26. Shows that COG can compete on an international scale with other communities.
27. Successful implementation
28. Pride of the public
29. Residents get exposed to things they may not otherwise experience
30. Shows Glendale can perform well at a national level
31. Showed we have our act together with public safety
32. Generate revenue
33. Bragging rights
34. Brought "the world" to Glendale and "Glendale to the world"
35. Gives the City national exposure
36. We have the operational capacity.
37. Opportunity for employees to feel proud
38. Our team can do it. It = Anything!
39. Opens up future business opportunities
40. The communities that were watching; locally and nationally.
41. Glendale is a world class city
42. Exposed city to new visitors
43. Challenging
44. Tourism
45. Sense of pride in our community
46. Show off workforce and abilities
47. Major league city
48. Demonstrated that Glendale is able to host major events successfully
49. We can even make Phoenix look good
50. Demonstrates the region has a lot to offer
51. Gave Jean another thing to work on

52. Glendale shines again.
53. It brings national and local positive attention to Glendale
54. Bright future for the city
55. More revenue
56. Showed the Glendale is well organized for large events.
57. We were able to include community in the Final Four - interaction
58. Attract visitors
59. Exposes visitors to Arizona
60. Economic impact.
61. Repeat visitors
62. It communicated that Glendale is capable and able to host a major event
63. Partnerships with other local, state, and federal orgs
64. Brings in national and international businesses - provides exposure and show Glendale is a great place to be
65. Credibility with other major Valley players
66. Brings exposure to thousands of people
67. Capitalizes on a massive investment by our community by showcasing our city to the entire country. Brings a couple hundred thousand visitors to Glendale to stay in our hotels, eat in our restaurants etc...revenue

S1A Survey: Personal Perspectives on the Change Initiative

Instructions: Please respond to the following survey questions. There will be an instruction at the end of the survey on how to submit your responses.

Questionnaire Results
20 responses

The development of a comprehensive strategic plan is a significant undertaking for any organization. The purpose of the next set of exercises is to assess how you feel about this endeavor and the organization's readiness for this change:

1. What EXCITES YOU MOST about leading this change initiative? Please be as personal and candid as you can:

No. Idea

1. The opportunity to move the city forward, focusing on the positive.
2. The chance to making a lasting impact on the city and the way it operates, the way it is perceived, and the people and businesses it attracts.
3. Never done before so hopeful a positive outcome will occur opportunity to shape the future
4. Prioritizing what's important for Glendale. Laying out a plan that will take us into the future that all (citizens, council, management, employees, stakeholders) can embrace and work toward accomplishing
5. It is time for Glendale to leave its past behind and plan for the future. We have been stuck in crisis mode for too long, and that shows. This is our time to change to perspective on us.
6. It will take our org to new heights. So many staff members want direction and a strategic outlook.
7. Now that we have gotten over VERY significant financial and employee related issues, this is a chance to take Glendale to the next level and instill pride in the employees and community.
8. The possibilities of the new; opportunity for change
9. We have not had a leadership initiative like this since I joined the City. I am excited that we will all know where we are going and why we are going that direction.
10. Consistency within the City government and departments. A shared strategy as we move forward. Possibly distinguishing between the core necessities vs. The nice to have.
11. Getting everyone on the same page, creating a common vision and set of goals for the organization.
12. I enjoy leadership and all the challenges and opportunities for personal and employee growth that comes with leadership. Change provides opportunity for learning and developing leadership skills in a practical way.
13. Establishing a framework that will help us tell our story, that will help us get better where we

need help, and that will help us weather any future storms that may come our way. Just knowing that we will all be hopefully rowing in the same direction is a huge benefit.

14. It is an opportunity to combine community interests/needs with policy & adequately resource the objective(s) and measure outcomes to help define success. It is a much needed cultural change.
15. Being able to participate from the very beginning of the process.
16. Reignite the passion and excitement for Glendale. Generate a plan that will lead us into the future and guide us even if there is a change in leadership. Bring focus to where we spend our energy and budget.
17. Finally! A plan that the council formally agrees to, the cmo ensures comes about and the entire city staff and citizen can upload on in one place so we all know what the overall plan of action is for the collective.
18. Chance to help guide future for organization that will have an impact for many years. Put personal stamp on future. Excited to work together as a team, create higher sense of teamwork. Chance to fundamentally change how the city operates in the future.
19. We can finally look through the windshield instead of the rearview mirror. It will be exciting to be working on strategic initiatives instead of just doing the same objectives we have been over the years.
20. I have a great anticipation that Glendale is on the edge of "Arriving". This city is a great place to live and work and its size which allows us to maximize our impact to the community and the region.

2. What WORRIES YOU MOST about leading this change initiative? Please be as personal and candid as you can:

No. Idea

1. Moving at the correct rate of speed and not celebrating small wins. Communication will be critical
2. That nothing really changes.
3. The change is very slow or does not happen as expected buy in is not achieved top down approach
4. Change is difficult. Getting all in leadership / council to embrace the change, work together
5. Too much to do and not enough time. We all have large responsibilities here in just running departments. More meetings, more meetings, more meetings
6. It may not be carried forward throughout the years
7. I am most concerned that those leading this change may not be on the same page, have a lack of understanding about this process, or resist this change as being "the strategic project of the day". I am also concerned the Mayor and Council will not understand the importance.
8. Lack of participation of the policy makers (incongruent with policy makers).

9. I feel getting all (or a majority) of our staff on board with the strategic plan will be challenging. We need to develop ways to engage staff at all levels to get the buy in we need to make this plan successful. I am concerned that with turnover in the City Council/Mayor's offices will challenge the plans we put in place.
10. Certain areas gaining too much money or attention to the deficit of core service providers.
11. Initially the added time and effort, however that added effort will pay off as the process matures.
12. People are typically resistant to change. Some resist to the point of undermining efforts while trying to hold on to the status quo. This type of negative activity will need to be dealt with.
13. Negativity from certain leaders, inability to really change how we do business because of a mindset of "why do we need to do that" or "we've always done it that way" or "over-regulating our processes". If all of us aren't on the same page, how can we expect the organization to believe that we are going in a different direction that will be good for the community? Not listening to the public or employees.
14. Not being able to adequately resource; short attention spans; maintenance of agreed to objectives in a political environment.
15. The amount of time it seems to be taking and that there will be a loss of momentum. That there will not be employee participation or buy-in.
16. Lack of buy-in from leadership, distrust from staff, lack of Council support
17. That Council's stated wishes and goals/priorities will not jive with their final budget decisions. What we say we want and what we fund will not be congruent.
18. Not everyone has same sense of importance - some leaders highly engaged - others involved due to a sense they have to be involved. Possibility that some dis-engaged leaders will undermine process.
19. That we will start the process and invest a lot of time and energy as a management group but some employees will not get behind the effort or that a few negative employees or leaders will slow the effort down.
20. That we stay focused and not succumb to any negative stories which is key.

3. All things considered would you say you are:

No.	Items	Times Selected
1.	More excited than worried	14 (70%)
2.	Ask me in six months	6 (30%)
3.	More worried than excited	0 (0%)

S1B Survey: Perceptions on Impact to Glendale

Instructions: Please respond to the following survey questions. There will be an instruction at the end of the survey on how to submit your responses.

Questionnaire Results
20 responses

Please indicate the extent to which you agree with each of the following statements:

1. I feel there is room to improve how we do business.

HIGH/LOW REPORT

(1) Strongly Disagree	(3) Neither Disagree nor Agree	(5) Strongly Agree
(2) Disagree	(4) Agree	

Rank	Idea	High	Low	Std. Dev.	Avg.
1.	I feel there is room to improve how we do business.	5	4	0.4	4.8

FREQUENCY DISTRIBUTION REPORT

(1) Strongly Disagree	(3) Neither Disagree nor Agree	(5) Strongly Agree
(2) Disagree	(4) Agree	

Rank	Idea	1	2	3	4	5	Top 2
1.	I feel there is room to improve how we do business.	0	0	0	4	16	100%

2. I am excited about the potential to re-think service delivery models.

HIGH/LOW REPORT

(1) Strongly Disagree	(3) Neither Disagree nor Agree	(5) Strongly Agree
(2) Disagree	(4) Agree	

Rank	Idea	High	Low	Std. Dev.	Avg.
1.	I am excited about the potential to re-think service delivery models.	5	3	0.6	4.7

FREQUENCY DISTRIBUTION REPORT

(1) Strongly Disagree (3) Neither Disagree nor Agree (5) Strongly Agree
(2) Disagree (4) Agree

Rank	Idea	1	2	3	4	5	Top 2
1.	I am excited about the potential to re-think service delivery models.	0	0	1	4	15	95%

3. I feel that I have been provided with an adequate amount of information about the process.

HIGH/LOW REPORT

(1) Strongly Disagree (3) Neither Disagree nor Agree (5) Strongly Agree
(2) Disagree (4) Agree

Rank	Idea	High	Low	Std. Dev.	Avg.
1.	I feel that I have been provided with an adequate amount of information about the process.	5	1	1.1	4.0

FREQUENCY DISTRIBUTION REPORT

(1) Strongly Disagree (3) Neither Disagree nor Agree (5) Strongly Agree
(2) Disagree (4) Agree

Rank	Idea	1	2	3	4	5	Top 2
1.	I feel that I have been provided with an adequate amount of information about the process.	1	1	3	8	7	75%

4. I feel this is going to be a valuable endeavor for the organization.

HIGH/LOW REPORT

(1) Strongly Disagree (3) Neither Disagree nor Agree (5) Strongly Agree
(2) Disagree (4) Agree

Rank	Idea	High	Low	Std. Dev.	Avg.
1.	I feel this is going to be a valuable endeavor for the organization.	5	4	0.5	4.7

FREQUENCY DISTRIBUTION REPORT

(1) Strongly Disagree (3) Neither Disagree nor Agree (5) Strongly Agree
(2) Disagree (4) Agree

Rank	Idea	1	2	3	4	5	Top 2
1.	I feel this is going to be a valuable endeavor for the organization.	0	0	0	6	14	100%

5. I feel we are going to be successful.

HIGH/LOW REPORT

(1) Strongly Disagree (3) Neither Disagree nor Agree (5) Strongly Agree
(2) Disagree (4) Agree

Rank	Idea	High	Low	Std. Dev.	Avg.
1.	I feel we are going to be successful.	5	3	0.7	4.3

FREQUENCY DISTRIBUTION REPORT

(1) Strongly Disagree (3) Neither Disagree nor Agree (5) Strongly Agree

(2) Disagree

(4) Agree

Rank	Idea	1	2	3	4	5	Top 2
1.	I feel we are going to be successful.	0	0	3	9	8	85%

6. I feel this is going to positively affect the way we deliver services.

HIGH/LOW REPORT

(1) Strongly Disagree

(3) Neither Disagree nor Agree

(5) Strongly Agree

(2) Disagree

(4) Agree

Rank	Idea	High	Low	Std. Dev.	Avg.
1.	I feel this is going to positively affect the way we deliver services.	5	3	0.7	4.5

FREQUENCY DISTRIBUTION REPORT

(1) Strongly Disagree

(3) Neither Disagree nor Agree

(5) Strongly Agree

(2) Disagree

(4) Agree

Rank	Idea	1	2	3	4	5	Top 2
1.	I feel this is going to positively affect the way we deliver services.	0	0	2	6	12	90%

7. I feel this is going to create positive impacts for our community.

HIGH/LOW REPORT

(1) Strongly Disagree

(3) Neither Disagree nor Agree

(5) Strongly Agree

(2) Disagree

(4) Agree

Rank	Idea	High	Low	Std. Dev.	Avg.
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1.	I feel this is going to create positive impacts for our community.	5	3	0.7	4.4
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FREQUENCY DISTRIBUTION REPORT

(1) Strongly Disagree	(3) Neither Disagree nor Agree	(5) Strongly Agree
(2) Disagree	(4) Agree	

Rank	Idea	1	2	3	4	5	Top 2
1.	I feel this is going to create positive impacts for our community.	0	0	2	9	9	90%

8. I feel that employees are going to be receptive to this change.

HIGH/LOW REPORT

(1) Strongly Disagree	(3) Neither Disagree nor Agree	(5) Strongly Agree
(2) Disagree	(4) Agree	

Rank	Idea	High	Low	Std. Dev.	Avg.
1.	I feel that employees are going to be receptive to this change.	5	3	0.6	3.7

FREQUENCY DISTRIBUTION REPORT

(1) Strongly Disagree	(3) Neither Disagree nor Agree	(5) Strongly Agree
(2) Disagree	(4) Agree	

Rank	Idea	1	2	3	4	5	Top 2
1.	I feel that employees are going to be receptive to this change.	0	0	8	11	1	60%

9. I feel that City Council is receptive to this change.

HIGH/LOW REPORT

(1) Strongly Disagree
(2) Disagree

(3) Neither Disagree nor Agree
(4) Agree

(5) Strongly Agree

Rank	Idea	High	Low	Std. Dev.	Avg.
1.	I feel that City Council is receptive to this change.	5	3	0.6	3.5

FREQUENCY DISTRIBUTION REPORT

(1) Strongly Disagree
(2) Disagree

(3) Neither Disagree nor Agree
(4) Agree

(5) Strongly Agree

Rank	Idea	1	2	3	4	5	Top 2
1.	I feel that City Council is receptive to this change.	0	0	11	8	1	45%

S1C Survey: Development Pace for Our Strategic Plan

Instructions: Please respond to the following survey questions. There will be an instruction at the end of the survey on how to submit your responses.

Questionnaire Results
20 responses

Strategic Planning and Balanced Scorecard Process

1. As you reflect on our activities and process for our strategic plan for Glendale, how do you feel about our pace at this point:

No.	Items	Times Selected
1.	I feel the development pace for the strategic plan is JUST RIGHT	11 (55%)
2.	I feel the development pace for the strategic plan TOO SLOW	9 (45%)
3.	I feel the development pace for the strategic plan is TOO FAST	0 (0%)

2. Please explain your response to the above question:

No. Idea

1. TOO SLOW: I feel like we've been working on this for months and haven't really made a lot of progress toward developing a plan.
2. TOO SLOW: we have been talking about this for over a year - we need to move forward and deliver results now we will lose momentum
3. JUST RIGHT: Don't feel the process is moving too slow, but concerned the process is not fully understood by key stakeholders that could slow or complicate the process.
4. TOO SLOW: It's important enough to push forward. We're still without direction.
5. JUST RIGHT: I think if we go faster it won't be well developed. I think the next phase will go faster anyway, as a natural consequence of finishing this part.
6. TOO SLOW: Not being done in time to affect the upcoming year budget. Doubts as to the Council buy in when they make statements that do not support the overall goal of building the fund balance.
7. TOO SLOW: Setting mission, vision, and values should have been a fairly quick and simple process, but it seemed to take a great deal of unnecessary time and effort, Once this plans gets going into the harder and more intensive phases, are we going to be able to keep it moving?
8. TOO SLOW: Feels as though the substance is getting lost in a process.

9. JUST RIGHT: It seems that with the processes so far we are on a good pace, but we will need to ensure that we slow down and allow our members to fully understand the process to catch up. Especially as we work with a decentralized work force.
10. TOO SLOW: We've been telling people we're developing a strategic plan since last fall; the process seems slow and our only product (to date) is the Mission and Values so far.
11. TOO SLOW: Hit the organization with the score card and lets dive into this with a real focus and then approve and move on and then amend as needed
12. JUST RIGHT: The pace would be too slow if we have done this before as a team. But because there is a wide gap between those leaders who have gone through a strategic planning process and those who haven't - the pace has had to be a little slower. As we narrow the gap we should be able to pick up the pace a little more.
13. TOO SLOW: Because we are starting from scratch, it seems to be slow going, but it is also important to take the time to get it right. There should have been some holistic discussion on the front end about balanced scorecard so the entire exec team knew and understood the system before getting started.
14. JUST RIGHT: The plan is progressing at a pace where the work is getting done and the organization does not appear to be stressed by the initiative workload.
15. JUST RIGHT: I won't know the final answer to this until we get through it and can reflect. It seems like a reasonable pace, as it is a multi-year approach to changing culture. However, as Jean says "Trust the Process".
16. JUST RIGHT: It's moving at an appropriate pace. We need to make sure we don't try and force anything right now. We need to build an understanding of what a strategic plan and balanced score card are. We also need to help council and employees understand how it will impact them. This takes time and effort.
17. JUST RIGHT: It takes time to initially set the whole structure up. It is more important to have the framework set up correctly than quickly. If it is built the right way initially it will be sustainable and future "refreshes" of the plan will faster and we will maximize the benefit of this effort.
18. JUST RIGHT: It is important to remember that Glendale has had its foot on the brake for a number of years, due to budget restraints and a poor economy. It is not wise to try to go from 0 to 100 in a short period of time, just because we have not been able to in the past. THINK IT THROUGH. Do not change for the sake of change. Make sure it makes sense. While council may have 2 yr terms, they can still be a part of the process.
19. JUST RIGHT: I think this approach is timed pretty well. The two unknowns of how well it will begin to take hold lies with the employee's and council. That will require a lot of effort!
20. JUST RIGHT: We need to take the time to develop and communicate the plan correctly the first time. We will not have a 2nd chance to roll this out. We need to be willing to adjust the time line if needed

S1D Survey: Impact of the Scorecard Development Process

Instructions: Please respond to the following survey questions. There will be an instruction at the end of the survey on how to submit your responses.

Questionnaire Results
20 responses

Scorecard Development Process

1. As you reflect on your work/role (both personally and considering the employees/stakeholders that work with your team), do you think that the balanced scorecard system that we are developing will help you?

No.	Items	Times Selected
1.	Yes--definitely	13 (65%)
2.	Not sure yet	4 (20%)
3.	Yes--probably	3 (15%)
4.	Candidly no	0 (0%)

2. If you indicated yes--definitely or probably--tell us why. Please be as specific as you can:

No. Idea

1. BSC will allow us to put meaningful goals/measures in place that tie in to the overall strategic direction of the organization. It will be a link for all of us to determine if the work we are doing is the right work, at the right pace, budgeted appropriately, having the appropriate impact, etc...
2. It will be the roadmap for getting our work done. It will help us to articulate our performance to the council and community. It will help us keep our organization motivated.
3. The scorecard give us a frame work and performance measurements that we are graded by and are shared with city manager and council. It gives us direction, performance standards and recognition!
4. Accountability. Setting meaningful goals. Being able to watch the needle move
5. Technology based has to be better than what we have now
6. Increase accountability results oriented organization ability to measure productivity pinpoint areas of the organization that are underperforming and need assistance
7. It will identify the services that are most important to this organization. This will not only allow us to focus on the important services but allow us to not provide resources on those issues/services that are not a priority.

8. BS will force the city to focus efforts in 4 key areas - not just outcomes. The framework once understood is actually simple and is logical in its progression. BS also allows for employee participation at multiple levels.
9. Balanced scorecard provides answers to questions we had about engaging in a strategic planning process; how to avoid duplicating efforts, measuring success, including the entire organization, accountability for specific initiatives, etc... .
10. Establishes priorities and metrics that the organization agrees are important and therefore the work done by my department will be in step with the organization.
11. I like that it asks us to look at our processes from the 4 different perspectives. I think that will help us get better outcomes. I think it will also help us break down silos in the organization because we will be looking at things from those other perspectives.
12. City priorities will be afforded appropriate levels of resources and will be expected to deliver based upon known measures. Right now we compete for resources as departments and the measurements/expectations do not seem to be lined up with the resources that are provided.
13. Having a process in place will help us move forward and in the direction that we determined we needed to go. Yogi stated, "we are lost, but we are making good time"... No plan there. Also creates a common language for change which is critical.
14. Help us stay on track and evaluate our progress along the way. Engage our entire workforce and allow our citizens to know how we are doing.
15. It will provide a formal mechanism to review all of the work\services\projects we do and to eliminate those that are not providing the needed value which will free up capacity to deliver the top priority work at a higher level.
16. Operationally, we have good perspective on what is needed for basic service levels. The balanced scorecard system will affirm this, yet at the same time be flexible enough to allow for change/innovation to improve/enhance service levels.

3. If you indicated no or not sure, tell us why. Please be as specific as you can:

No. Idea

1. The system has not been adequately explained to me so I'm not sure if it will really help me or just add more work.
2. Each department has its' own unique requirements. It may be difficult to translate the balance score card down to the level of the employees. "What's in it for them?"
3. As an internal support department, I believe it may assist the departments we support and we will have to adjust accordingly. At this point in time, it is difficult to assess the direct impact.
4. I think I know what the value will be and I'm definitely willing to get it framed but not quite sure of the effects it will have. This will be a tremendous training effort.

4. If you could change TWO THINGS about the scorecard development process, what would they be? Why these two?

No. Idea

1. Again, I'm not clear on the entire process so I'm not sure what I would change.
2. I'm good with how it's moving now.
3. I would have had the entire leadership team and city council participate in the balanced scorecard training. More discussion about the communication plan. I think these two things would like have moved the process a long a little faster.
4. Don't know yet...
5. Some need the process to be more of a visual learning tool
6. Too slow and large to be easily digested perhaps the end product is easier to administer
7. Train employees from all levels of the organization, not just top officials start utilizing the process in several areas so others can better understand the process
8. 1. More updates to employees on where we are at. 2. More Council sessions on the process. Why? We need buy in on this critical process.
9. 1. Get those who are lukewarm tot eh process more energized. 2. Find a way to get the elected officials more engaged in the process.
10. The word "cascading", and the "Tier 2" plan idea. Every part of the organization is equally important. While the City does need one big plan, each department needs to see themselves as part of the bigger picture plan, not a secondary component.
11. No changes
12. Not sure.
13. I would explain it a little better, in a more detailed way to make sure the leadership team understands its value. I would provide some easy to read examples that people can relate to.
14. I don't know enough about the process to suggest changes.
15. General themes/goals would be in place prior to the budget process for next year FY18. I am concerned that this will be a free-for-all year when it comes to budgeting. The public would have additional opportunities to provide their voice to the process.
16. Better visualization tools for our members... Marketing consistently
17. More employee engagement - keep people focused and excited Better participation from the leadership team - seems to be a disconnect and lack of support for the process
18. 1. I would provide more people and resources to oversee the project. Jean does a great job but has many other responsibilities as well. 2. I would find a way to make it feel less like an academic prescribed process.
19. Get more one on one with subject matter expert. Get an idea of the value added so we can move forward more precisely.
20. More communication; development of a script; providing opportunity for others to attend the balanced score card school.

CM Support

5. What can the City Manager's Office do, or do differently to provide better support for you as we move forward with our planning and balanced scorecard process?

No. Idea

1. Provide better communication and information about the process.
2. We just need full management engagement and good communication / education organizationally.
3. Need a communication strategy. Need everyone on the leadership team to be comfortable being a balanced scorecard champion.
4. Assist in developing a communications plan to outreach our employees from start (asap) and ongoing.
5. Unsure. Examples? Balanced scorecard is a very new process. Not everyone will understand the process
6. Ensure what goals are passes come with the required funding to be able to succeed
7. The manager's office can continue to demonstrate the benefits of the balanced scorecard in everyday decisions and interactions "walk the talk"
8. Keep directors, employees and Council updated at every step along the way. Communication is critical for the proper buy in that is necessary.
9. N/a
10. Keep communicating where we are and what the next steps are.
11. Ensure that it is communicated to the organization and Council. Council should publicly acknowledge the process and their support so the employees know that it is supported at all levels of the organization.
12. More personal contact with departments especially down to the department employee level. Employees need to interact with the City Manager's Office in their own department so they have confidence the City Manager's Office has at least seen and heard their needs and accomplishments.
13. Be more clear about the specific expectations of the directors in the process. What do you want from us?
14. Nothing at this time.
15. I like the idea of publishing a timeline to communicate where we are in the process. This way, employees, residents, businesses, elected officials and the media would know where we are and where we expect to be.
16. Continued communication will be the key and continue to be our advocate as we work through council issues.
17. Provide additional communication to the organization to ensure they feel a part of the process and know where to go to ask questions or find out additional information.

18. Continue to provide the leadership needed on this project. No one has gone through a balanced scorecard except the Manager so communication from him is key.
19. Keep the focus.
20. As much communication as possible; removal of barriers to complete and effectuate the new system. Help with the political discourse to make it happen.

The Challenges Ahead

Instructions: Finally, for this section on change management, what are the most significant CHALLENGES you expect to face as you think about your role and function moving forward with our strategic plan and balanced scorecard? (multiple responses)

Ideas Results

No. Idea

1. Communication
2. Too many things to do and not enough time
3. Prioritizing what needs to be done
4. Being able to reach everyone
5. Finding time to put effort in
6. Getting it right the first time
7. Communicating effectively and getting buy-in from the employees
8. Being able to explain simply what this process is/does for employees.
9. Time management
10. Educating employees on the process and how this will improve their job
11. Resources. Having the right tools to do this (metrics, measurements, etc..)
12. Any set back will feel like a failure
13. Employees resistant to change
14. Communicating where my department fits into the city's Big Picture
15. Time
16. Keeping a decentralized workforce engaged
17. Energy
18. Ensuring this plan does not become "shelf art"
19. Adherence to the plan
20. Developing an internal communication plan that is effective
21. Communication with the staff will be very important. Being able to deliver the unified message is key.

22. Getting people to engage positively
23. City Council adherence to plan.
24. Helping to change the culture. Developing trust in the process
25. Successfully articulating the initiative.
26. Council not understanding the process
27. Lack of support from the management team
28. Getting buy-in from the entire department
29. Communicate the value to the organization in a way that is meaningful and impactful
30. Finding ways to communicate in the right way so that people understand.
31. People constantly throwing up road blocks
32. Council not buying into the process
33. Explaining why the process works
34. This seems like it will be time-intensive, so find the time to put into this so that it is successful
35. Helping each individual employee see their value in the plan
36. Providing meaningful employee training
37. Balancing employees workload as we begin the process
38. Walking the walk - talking the talk
39. Council buy-in
40. Cultivating champions for the process
41. Changing culture at every level
42. Setting time aside to work on the initiative
43. Figuring out how our group fits into the big picture
44. Communication: 1. The process 2. The consistency of implementation of the process, 3. The fairness or perceived manipulation of the process.
45. Keeping all employees engaged once the process is implemented
46. Getting a handle the transition needed for implementation.
47. Navigating the change and having good communication
48. Council buy-in and using the plan for decision making
49. Helping people change

50. Increase engagement = increase expectations...
51. Saying no to the services that are not a priority of the plan
52. For those that are not on board with this plan. Find out what they need to get on board
53. Recognizing successes
54. Getting everyone to pitch in
55. Reassuring staff that we are moving in the right direction even when they may see their role/function listed ranked lower than another function in the city's master plan
56. If management is not behind the change, their staff will not buy-in
57. We need a simple road map, explaining the process, long before most will "trust the process". If we end up presenting our scorecards to the City Manager's Office quarterly, it will take hold very quickly and have great meaning to many....
58. Building in flexibility to the plan. We must be an organization that can change and adapt to surroundings.
59. This isn't just one person's job, it is everyone
60. Employee engagement
61. Willing to compare our operations against others and making changes
62. Being open to the movement of resources from my department to another and/or vice-versa, once objectives are clarified. There are no winners or losers.
63. Supporting each other
64. Substance over process
65. Sticking with the plan, once finalized.
66. We seem to focus a lot of energy on the negative
67. Developing goals that can actually be implemented. Unfunded or partially funded programs and goals that lead to disappointing results with no real study as to why the goal may have come up short.
68. Identify those who may be intentionally or unintentionally derailing the process and either getting them onboard or isolating their impact
69. History. Glendale management has had many change management ideas in the past, few, if any, came to pass. The flavor of the day. Why would this one be any different? Simplify the talk and get the same message out to all employees. Buy in at all levels will be difficult until staff see this time it is different, and they have a role in it.
70. Managing cultural changes on a personal level, division level, department level and throughout the organization
71. Getting the executive team all on the same page.
72. Ability to be honest and take the needed risks

- 73. Being able to separate ourselves from decisions and view things objectively...stop talking in terms of "me" "my department"
- 74. Accountability to the plan and scorecard
- 75. Having great ideas and initiatives but not the resources
- 76. Competing for financial resources based upon the BSC

Development of Our Strategic Themes

Instructions: If we are wildly successful at achieving our vision of being the community of choice for residents, businesses, and employees at some point in the future; looking back from that point, what did we do that led to that success? Where was our strategic focus that moved us forward? (multiple responses)

Ideas Results

No. Idea

1. Consistency and accountability
2. One stop customer service
3. Prioritized efforts
4. We made things easier for people
5. Trusted the process and stayed the course
6. Consistent message
7. Eliminate bureaucracy in processes
8. Engaged the public and workforce in developing our plan
9. Measured results
10. Communicated consistently with employees, City Council and community
11. Communicated well both internally and externally
12. Survey community
13. Use of technology
14. We made our community part of the strategy and communicated.
15. Dismantled silos
16. Worked to build a strong foundation / culture of employee engagement
17. Becoming a destination. Things to do, events that attract people.
18. We became customer focused, hitting their target result
19. Aligned resources with priorities
20. We created more ways for people to get the services they need
21. Community engagement is ongoing

22. Updated technology to better serve our residents and businesses
23. Employee support, such a wellness and education
24. Top down and bottom up process
25. Processes that were unknown became known
26. City Council served as ambassadors of strategic plan
27. Cared enough to lay it out and then had the courage to fund the goals
28. Discipline in sticking with the plan.
29. Making strategic investments
30. One stop customer call center (citywide)
31. We got a big employer to come here
32. Used BSC as an efficiency, not another task
33. Stayed focused
34. Developed employees
35. Assess our strengths and weaknesses
36. Engaged our community to find out what they want/need
37. Focused on two-way communication with employees, citizens, stakeholders, etc...
38. Chamber involved in the process and communicated to business partners.
39. Ability to demonstrate how we define success.
40. We became fiscal stable with money available for community oriented facilities
41. Making employees feel "value added".
42. Focus on customer
43. We staffed up in areas to meet needs
44. Took action
45. Budget aligns with our goals and is supported by council
46. Didn't get in a hurry
47. No afraid to alter/change plan, to meet needs of community.
48. Two-way communication
49. We were flexible
50. Listened, engaged, and acted upon stakeholder suggestions

51. Implemented values into everyday work
52. Shared vision
53. Sound fiscal management
54. We had another big event and it was clear it was in Glendale
55. The focus was one that all new of and worked to achieve
56. Need to attract other business sectors
57. Continuing to renew and refresh and not remain stagnant
58. Flexibility
59. Achieved a more basic understanding with the community of needs vs. Wants in budget. Important of fund balance for bond rating.
60. Common themes and plan
61. Make downtown a place to be and go.
62. Had engaged workforce
63. Engage / survey community on regular basis
64. Need to be known for a niche business sector
65. Developed and empowered our employees
66. Accomplished strategic growth (internally)
67. Give back to our employees and make it a great place to work - make it somewhere they actually want to come to every day
68. Expanded use of technology.
69. We improved our infrastructure such that our customers recognized Glendale as a well run organization.
70. Employees know what we stand for
71. Aligned our processes to be more business efficient and customer friendly
72. We listened
73. Continuous assessment / improvement
74. Set high standards and hold people accountable
75. We created an environment where the only thing a business has to focus on is the business
76. We engaged community and organization with purpose and regularity - just didn't create a plan and hope that it worked out.
77. Partnered with our businesses and stakeholders

78. Engage the private sector
79. Became a team
80. Develop a culture to empower employees to make change
81. Focus was on our citizens and stakeholder needs. Rewarded our employees for embracing that focus and demonstrating excellence in customer service
82. Employees felt like they played a role in the success.
83. Understood value of partnerships
84. Continue to build our economy as we are
85. Employee tuition reimbursement, onsite daycare for employees, strong wellness program
86. We were named one of the best places to live
87. We have a great public safety program. People feel safe and cared for.
88. Work/life balance
89. It is what "sold" others into investing in Glendale - whether new business, existing.
90. Good infrastructure
91. Develop corporate stewards who are partners with the city
92. Focused on better processes
93. Easy city processes for residents and businesses
94. Employee engagement
95. Enjoy what we are doing and have fun - don't be so serious
96. Desire to raise up quality for all residents
97. Focused on faster delivery
98. Our parks, schools, facilities are the best
99. Our levels of customer service were increased as perceived by our customers
100. We became IT savvy and stayed up with technology advances.
101. Created a culture of "we can" vs. "we can't."
102. Need diverse revenue sources in terms of sales tax generation
103. Focused on better customer service
104. Strong leadership
105. We performed as ONE !

106. Remain flexible
107. Quality services
108. Basic needs vs. Nice to have effectively communicated to community, employees and the City Council
109. Created more prosperity for residents
110. Work life balance for employees. No one should work 50 hours a week to meet their goals.
111. Simple pride in the community
112. Understand core services
113. Speed of processes improved
114. Kept public safety expenditures at bay
115. We invested in our city's infrastructure without being asked
116. Outstanding customer service that is intuitive to what our customers need...treat them as if they have a choice in providers and we want to keep them as our client
117. A defined strategy that value professionalism and investment into our workforce.
118. Outrageous customer service
119. Focused on accomplishing things quickly
120. We incrementally made improvements through focused efforts
121. Able to adapt to surrounding needs quickly
122. Empowered employees
123. Unified team approach
124. Learn from GOOGLE
125. Quality vs. Quantity
126. From the Council level on down
127. Employees are treated fairly
128. We prioritized services based on community need
129. Worked as a team
130. Keep the city safe
131. Invested in our employees
132. We kept pushing forward AND GAINED A REPUTATION AS BEING INNOVATORS IN CITY SERVICES.

- 133. Servant leadership that focused on employees
- 134. I think Jim is cheating off Elaine (looking at screen!)
- 135. We learned how to better ask "why" and not be afraid of the conversation or result.
- 136. Persistence
- 137. We focused on big things, not little stuff that doesn't matter
- 138. Stop making customers jump through hoops
- 139. Demonstrated our organizational values daily
- 140. We kept a stable, highly motivated staff.
- 141. Redefinition of public service in Glendale.
- 142. Better internal technology to help streamline our processes
- 143. Compensation for employees is not "being fixed" every few years
- 144. Determine the role of technology in improving the organization/community and focus on those uses.
- 145. Process improvement
- 146. Reward and value our employees
- 147. Make Glendale first
- 148. Streamline processes
- 149. Be visionary
- 150. Our current businesses turn into our best recruiters
- 151. Jim is honest. Doesn't cheat
- 152. We celebrated our successes
- 153. We are helping others with their strategic plans

(1) Categorization of Strategic 'Threads'

Instructions: The following is a summary of the responses. In a moment we'll assess the list...

Ideas Results

No. Idea

1. High degree of accountability for the plan
2. Prioritized efforts
3. Making things easier for people in Glendale -- employees/residents/businesses
4. Effective use of technology
5. We aligned resources with our priorities
6. We enabled both top down and bottom up processes
7. We constantly develop strengths/talents of our employees
8. We created a vital economic environment -- a net attractor of new businesses
9. Our employees felt like part of the plan and journey
10. Constantly engaged all stakeholders and gained meaningful feedback
11. We made significant progress in downtown development
12. We became highly efficient in delivering city services
13. Achieved national recognition as a great place to live
14. Glendale widely recognized as a safe city
15. We invested heavily in education - at all levels
16. Our parks/public facilities viewed as progressive/top notch
17. While we had a clear plan - we remained agile/flexible to make changes
18. Our City Council became a strong partner in process
19. We consistently demonstrated our values and desired culture
20. City is regarded as great place to work
21. High degree of community engagement
22. Engaging others to gain support in moving forward - outside city government

(1A) Prioritization of Strategic 'Threads'

Instructions: Now, please assess each of the following threads (more discreet focus areas) in terms of how important they will be for our future success in achieving our vision of being the community of choice for residents, businesses and stakeholders. Use a scale of 1-10 where a '1' means not at all important and a '10' means extremely important (this is not forced ranking, more than one item can receive the same rating):

HIGH/LOW REPORT
20 responses

Rating Criteria: Importance for Our Future Success as Community of Choice

Rank	Idea	High	Low	Std. Dev.	Avg.	Participation Ratio
Scale: 1 2 3 4 5 6 7 8 9 10						
1.	We aligned resources with our priorities	10	6	0.9	9.6	20/20
2.	We consistently demonstrated our values and desired culture	10	7	0.9	9.3	20/20
3.	Our City Council became a strong partner in process	10	6	1.3	9.1	20/20
4.	Prioritized efforts	10	6	1.4	8.9	20/20
5.	Our employees felt like part of the plan and journey	10	6	1.3	8.8	20/20
6.	High degree of accountability for the plan	10	5	1.4	8.8	20/20
7.	Glendale widely recognized as a safe city	10	5	1.4	8.8	20/20
8.	We became highly efficient in delivering city services	10	5	1.5	8.8	20/20
9.	We constantly develop strengths/talents of our employees	10	6	1.4	8.7	20/20
10.	Constantly engaged all stakeholders and gained meaningful feedback	10	6	1.6	8.6	20/20
11.	City is regarded as great place to work	10	5	1.3	8.5	20/20
12.	High degree of community engagement	10	6	1.4	8.5	20/20
13.	Effective use of technology	10	5	1.6	8.5	20/20
14.	While we had a clear plan - we remained	10	5	1.7	8.4	20/20

	agile/flexible to make changes					
15.	Making things easier for people in Glendale -- employees/residents/businesses	10	4	2.0	8.4	20/20
16.	We created a vital economic environment -- a net attractor of new businesses	10	3	2.0	8.2	20/20
17.	Engaging others to gain support in moving forward - outside city government	10	4	1.7	8.0	20/20
18.	Our parks/public facilities viewed as progressive/top notch	10	6	1.0	7.8	20/20
19.	We invested heavily in education - at all levels	10	3	1.8	7.5	20/20
20.	We enabled both top down and bottom up processes	10	3	1.8	7.2	20/20
21.	Achieved national recognition as a great place to live	10	1	2.6	6.8	20/20
22.	We made significant progress in downtown development	10	1	2.4	5.8	20/20

(1A) Prioritization of Strategic 'Threads'

Instructions: Now, please assess each of the following threads (more discreet focus areas) in terms of how important they will be for our future success in achieving our vision of being the community of choice for residents, businesses and stakeholders. Use a scale of 1-10 where a '1' means not at all important and a '10' means extremely important (this is not forced ranking, more than one item can receive the same rating):

FREQUENCY DISTRIBUTION REPORT 20 responses

Rating Criteria: Importance for Our Future Success as Community of Choice

Rank	Idea	1	2	3	4	5	6	7	8	9	10	Top 2
Scale: 1 2 3 4 5 6 7 8 9 10												
1.	We aligned resources with our priorities	0	0	0	0	0	1	0	0	4	15	95%
2.	We consistently demonstrated our values and desired culture	0	0	0	0	0	0	1	2	7	10	85%
3.	Our City Council became a strong partner in process	0	0	0	0	0	2	1	1	6	10	80%
4.	Prioritized efforts	0	0	0	0	0	2	2	3	3	10	65%
5.	Our employees felt like part of the plan and journey	0	0	0	0	0	1	3	4	4	8	60%
6.	High degree of accountability for the plan	0	0	0	0	1	0	2	5	4	8	60%
7.	Glendale widely recognized as a safe city	0	0	0	0	1	0	3	3	5	8	65%
8.	We became highly efficient in delivering city services	0	0	0	0	1	1	1	4	4	9	65%
9.	We constantly develop strengths/talents of our employees	0	0	0	0	0	1	5	2	4	8	60%
10.	Constantly engaged all stakeholders and gained meaningful feedback	0	0	0	0	0	3	2	5	0	10	50%
11.	City is regarded as great place to work	0	0	0	0	1	0	3	5	6	5	55%
12.	High degree of community engagement	0	0	0	0	0	2	4	4	3	7	50%

13.	Effective use of technology	0	0	0	0	1	1	5	2	2	9	55%
14.	While we had a clear plan - we remained agile/flexible to make changes	0	0	0	0	2	1	2	5	3	7	50%
15.	Making things easier for people in Glendale -- employees/residents/businesses	0	0	0	1	1	2	3	1	2	10	60%
16.	We created a vital economic environment -- a net attractor of new businesses	0	0	1	0	2	1	1	5	3	7	50%
17.	Engaging others to gain support in moving forward - outside city government	0	0	0	1	0	3	3	5	3	5	40%
18.	Our parks/public facilities viewed as progressive/top notch	0	0	0	0	0	2	5	9	3	1	20%
19.	We invested heavily in education - at all levels	0	0	1	0	3	1	2	8	3	2	25%
20.	We enabled both top down and bottom up processes	0	0	1	1	2	2	3	7	3	1	20%
21.	Achieved national recognition as a great place to live	1	0	2	2	0	2	4	3	3	3	30%
22.	We made significant progress in downtown development	2	0	0	4	3	2	4	3	1	1	10%

Context on Strategic Themes

Instructions: In our next activity we'll ask you to develop a 'strategic theme' that would be a higher level strategy for Glendale. Our interest is to end up with 3-5 key strategic themes that will guide our direction towards our vision for Glendale. We'd like to write your theme in the format of a short headline followed by a clear description. Some examples are listed below:

Ideas Results

No. Idea

1. CULTURE OF SERVICE: The organization is structured to provide friendly, helpful, fast, reliable, and efficient services that customers can easily navigate both online and in-person.
2. ACCESSIBLE GOVERNMENT: An ethical and transparent government that engages its constituents, is easily accessible, and produces tangible results for the community.

S2A Survey: Strategic Theme Focus

Instructions: Please respond to the following survey questions. There will be an instruction at the end of the survey on how to submit your responses.

Questionnaire Results
20 responses

Strategic Threads to Strategic Themes

1. Now, as you reflect on the broad set of strategic threads that we identified, we'd like each of you to develop a STRATEGIC THEME that might serve as a higher level strategy area for Glendale that could contain a number of these strategic threads. Try to write it with a headline that identifies the themes, and then a descriptive statement that explains focus and reach of the theme. NOTE: At the end of our session we would like to end up with 3-5 (ideally 4) strategic themes that will guide Glendale forward.

No. Idea

1. SAFE CITY: People feel safe driving, living, working, and being entertained at all venues (city parks, libraries, other city facilities; safe roadways, safe retail areas, safe entertainment districts.
2. FISCAL ACCOUNTABILITY: Efficient and effective use of limited city resources. Alignment of resources to achieve goals monitoring outcomes to measure efficiency and effectiveness holding departments accountable for achieving results
3. FISCAL SUSTAINABILITY: Glendale achieves fiscal sustainability while increasing the level of service. Partners in the success include employees, the executive team, the City Council and the community.
4. SUPERIOR CUSTOMER SERVICE: Glendale will be the city known for providing the best service of any city in Arizona and will be evaluated through resident and business engagement.
5. OPERATIONAL INTEGRITY: Ethical operations and decision-making, consistent and equitable regulator, promotion and development of employee capital, fiscal consciousness.
6. FISCAL RESPONSIBILITY: Recognition of outstanding fiscal practices and plans that are seen as sound by the financial world and are vocally supported by the community (residents, Chamber of Commerce, businesses, City Council, media and city staff).
7. EXCEEDING CUSTOMER EXPECTATIONS: Consistently delivering the highest level of customer service possible. Internally and externally. Servant leadership at all times, asking how can i help. Processes and systems in place that enable our employees to better serve the customer; right here and right now...once again , internally and externally!
8. DATA DRIVEN: We use information about what the community needs to create and develop our programs and processes. We use our resources in the right ways to achieve the outcomes our community desires.
9. ENGAGED EMPLOYEES: Employees live out and demonstrate the values of the City. They work well as a team, are committed to further developing their skills, are open to change, are valued for their input; PRIORITIES ALIGN WITH RESOURCES: City walks the walk. Sacred

Cows are eliminated. Community has input into what priorities should be, staff ensures there is an equitable allocation of resources for all residents.

10. **CREATE A CULTURE OF CONTINUOUS IMPROVEMENT:** The City will constantly evaluate the services it provides to ensure the most efficient, user friendly and cost effective experience to its citizens.
11. **HOLISTIC ENGAGEMENT:** Citizens, businesses, Council, management, and employees are all provided with opportunities to influence the direction of the organization, to participate in solving complex issues for the community, and to be champions for advancing the community in a positive direction. **CULTURE OF SERVICE:** The city provides services that are valued by its stakeholders, provides that service in a manner that is appreciated by the stakeholders, and is constantly working to improve. **ACCOUNTABILITY:** The city establishes mechanisms to ensure accountability by setting realistic performance measurements, reporting on them, and aligning resources with priorities.
12. **SAFE AND FRIENDLY CITY:** Glendale Recognized as Safe & Friendly City U.S.A. !!! We have developed an outstanding reputation for top notch public safety service to our community. There is a tremendous focus on customer input, using state of the art technology that is friendly to all generations. We have superior infrastructure and recreational facilities. Our staff is oriented to one stop resolution of issues. The development community loves working with staff as it is effortless to move through our development process. Our basic services are second to none !
13. **DEFINED SUCCESS:** Glendale Defines Success! The City of Glendale has taken the necessary steps to eliminate unnecessary bureaucratic practices that result in excessive regulation. It has done so by reviewing and streamlining its processes to empower all employees to innovate, not regulate.
14. **SERVICE ORGANIZATION:** We are a service organization that empowers its employees to make decisions appropriate to the employee's position to provide the best service possible to city customers.
15. **BALANCED AND CARING CULTURE:** Foster a culture that balances the need for a vibrant community with a city government that is responsive and grounded with a strong sense of efficient business practices.
16. **ENGAGED WORKFORCE:** A dedicated, valued, and well trained work force. Empowered to make decisions and supported by management. Employees feel valued and a part of something bigger. **CUSTOMER SERVICE:** Provide friendly and intuitive customer service. Know the needs/wants of our community and ensure every interaction is positive and the customer feels respected/valued.
17. **RESPONSIVE TO CUSTOMER/STAKEHOLDER NEEDS:** Government exists to provide services and support that the private sector can't or shouldn't provide. We have an obligation to maximize the utilization of the taxpayer funds to provide the highest level of service to meet those identified needs. As those needs change in substance and priorities, we have to be aware and responsive.
18. **GLENDALE DOWNTOWN EVENTS DRAW DIVERSE CROWDS:** Glendale adds downtown flavor to its ongoing crowd-drawing "things to do downtown", including new restaurants, arts, and entertainment. The mix of new housing and businesses makes Glendale more like a larger city, where you can find entertainment value in your neighborhood, and a reason to be downtown after hours.
19. **PUBLIC SERVICE EXCELLENCE:** Setting a high standard of excellence in public service in a manner that includes effective communication with all stakeholders; ease of doing business

with the city; responsiveness to stakeholder needs; employee's engaged in providing high levels of service

20. CITIES THAT DONT GROW DIE: Focus on business, time is money processes as they affect us all. Our CFO is counting on the revenues as is our council and your departments are counting on the associated general fund revenues to fund your areas that make the city work, 3.5% growth is significant, we earn our keep and divide the assets annually based on our collective efforts and understanding of this set of facts. Effects our community at every level and in the end your bottom line too, we are in this together

(2) Summary of Strategic Themes for Glendale

Instructions: The following is our suggested list of strategic themes for Glendale's strategic plan that, well implemented, will move us forward towards our vision of being the community of choice for our residents, businesses and employees. In a moment we'll assess the list...

Ideas Results

No. Idea

1. SUPERIOR SERVICE DELIVERY: The highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. A culture of continuous improvement looking at the services and how to improve them.
2. A CULTURE OF ACCOUNTABILITY AND FISCAL RESPONSIBILITY: Glendale is built for the long haul with accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. Transparent communications and openly assessing performance.
3. A UNIQUELY LIVABLE CITY: Glendale is a safe environment, inclusive, a great blend of work/life focus, community events that matter, family oriented, attractive amenities and venues, excellent parks/open spaces. An effective infrastructure including transportation, communications and services.
4. A FOCUS ON ENGAGEMENT: For all stakeholders, there is a sense of genuine and consistent engagement. Our employees feel respected/valued and part of the process, citizens feel that their voices matter and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. City council is fully aligned with the overall direction and decision making.

(2A) Assessment of Strategic Themes

Instructions: Now, please assess each of the themes against all three of our strategic criteria, using a scale of 1-10 where a '1' a very low level of alignment and support and a '10' means a very high level of alignment and support: 1) Applicable to every department and all lines of business; 2) Balances internal and external focus to achieve alignment; 3) Directly related to the successful fulfillment of our mission and vision:

HIGH/LOW REPORT (equally weighted criteria)
20 responses

Rank	Idea	Adj. High	Adj. Low	Std. Dev.	Sum
1.	SUPERIOR SERVICE DELIVERY: The highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. A culture of continuous improvement looking at the services and how to improve them.	10	5	0.8	584
2.	A CULTURE OF ACCOUNTABILITY AND FISCAL RESPONSIBILITY: Glendale is built for the long haul with accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. Transparent communications and openly assessing performance.	10	5	1.2	554
3.	A FOCUS ON ENGAGEMENT: For all stakeholders, there is a sense of genuine and consistent engagement. Our employees feel respected/valued and part of the process, citizens feel that their voices matter and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. City council is fully aligned with the overall direction and decision making.	10	5	1.5	532
4.	A UNIQUELY LIVABLE CITY: Glendale is a safe environment, inclusive, a great blend of work/life focus, community events that matter, family oriented, attractive amenities and venues, excellent parks/open spaces. An effective infrastructure including transportation, communications and services.	10	3	1.6	510

(2A) Assessment of Strategic Themes

Instructions: Now, please assess each of the themes against all three of our strategic criteria, using a scale of 1-10 where a '1' a very low level of alignment and support and a '10' means a very high level of alignment and support: 1) Applicable to every department and all lines of business; 2) Balances internal and external focus to achieve alignment; 3) Directly related to the successful fulfillment of our mission and vision:

FREQUENCY DISTRIBUTION REPORT (equally weighted criteria)
20 responses

Rank	Idea	1	2	3	4	5	6	7	8	9	10	Top 2
1.	SUPERIOR SERVICE DELIVERY: The highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. A culture of continuous improvement looking at the services and how to improve them.	0	0	0	0	1	0	1	1	6	51	95%
2.	A CULTURE OF ACCOUNTABILITY AND FISCAL RESPONSIBILITY: Glendale is built for the long haul with accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. Transparent communications and openly assessing performance.	0	0	0	0	2	0	3	9	9	37	77%
3.	A FOCUS ON ENGAGEMENT: For all stakeholders, there is a sense of genuine and consistent engagement. Our employees feel respected/valued and part of the process, citizens feel that their voices matter and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. City council is fully aligned with the overall direction and decision making.	0	0	0	0	4	0	8	6	12	30	70%
4.	A UNIQUELY LIVABLE CITY: Glendale is a safe environment, inclusive, a great blend of work/life focus, community events that matter, family oriented, attractive amenities and venues, excellent parks/open spaces. An effective infrastructure including transportation, communications and services.	0	0	1	0	2	4	6	13	13	21	57%

(2A) Assessment of Strategic Themes

Instructions: Now, please assess each of the themes against all three of our strategic criteria, using a scale of 1-10 where a '1' a very low level of alignment and support and a '10' means a very high level of alignment and support: 1) Applicable to every department and all lines of business; 2) Balances internal and external focus to achieve alignment; 3) Directly related to the successful fulfillment of our mission and vision:

HIGH/LOW REPORT
20 responses

Rating Criteria: Applicable to all departments/lines of business

Rank	Idea	High	Low	Std. Dev.	Avg.	Participation Ratio
Scale: 1 2 3 4 5 6 7 8 9 10						
1.	SUPERIOR SERVICE DELIVERY: The highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. A culture of continuous improvement looking at the services and how to improve them.	10	9	0.2	10.0	20/20
2.	A CULTURE OF ACCOUNTABILITY AND FISCAL RESPONSIBILITY: Glendale is built for the long haul with accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. Transparent communications and openly assessing performance.	10	8	0.8	9.6	20/20
3.	A FOCUS ON ENGAGEMENT: For all stakeholders, there is a sense of genuine and consistent engagement. Our employees feel respected/valued and part of the process, citizens feel that their voices matter and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. City council is fully aligned with the overall direction and decision making.	10	7	1.2	9.1	20/20
4.	A UNIQUELY LIVABLE CITY: Glendale is a safe environment, inclusive, a great blend of work/life focus, community events that matter, family oriented, attractive amenities and venues, excellent parks/open spaces. An effective infrastructure including transportation, communications and	10	5	1.3	8.1	20/20

services.

Rating Criteria: Balances internal and external focus

Rank	Idea	High	Low	Std. Dev.	Avg.	Participation Ratio
Scale: 1 2 3 4 5 6 7 8 9 10						
1.	SUPERIOR SERVICE DELIVERY: The highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. A culture of continuous improvement looking at the services and how to improve them.	10	5	1.3	9.4	20/20
2.	A UNIQUELY LIVABLE CITY: Glendale is a safe environment, inclusive, a great blend of work/life focus, community events that matter, family oriented, attractive amenities and venues, excellent parks/open spaces. An effective infrastructure including transportation, communications and services.	10	5	1.6	8.6	20/20
3.	A FOCUS ON ENGAGEMENT: For all stakeholders, there is a sense of genuine and consistent engagement. Our employees feel respected/valued and part of the process, citizens feel that their voices matter and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. City council is fully aligned with the overall direction and decision making.	10	5	1.8	8.6	20/20
4.	A CULTURE OF ACCOUNTABILITY AND FISCAL RESPONSIBILITY: Glendale is built for the long haul with accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. Transparent communications and openly assessing performance.	10	5	1.6	8.5	20/20

Rating Criteria: Directly related to the successful fulfillment of our mission/vision

Rank	Idea	High	Low	Std. Dev.	Avg.	Participation Ratio
Scale: 1 2 3 4 5 6 7 8 9 10						

1.	SUPERIOR SERVICE DELIVERY: The highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. A culture of continuous improvement looking at the services and how to improve them.	10	9	0.4	9.9	20/20
2.	A CULTURE OF ACCOUNTABILITY AND FISCAL RESPONSIBILITY: Glendale is built for the long haul with accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. Transparent communications and openly assessing performance.	10	8	0.6	9.7	20/20
3.	A FOCUS ON ENGAGEMENT: For all stakeholders, there is a sense of genuine and consistent engagement. Our employees feel respected/valued and part of the process, citizens feel that their voices matter and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. City council is fully aligned with the overall direction and decision making.	10	5	1.4	9.0	20/20
4.	A UNIQUELY LIVABLE CITY: Glendale is a safe environment, inclusive, a great blend of work/life focus, community events that matter, family oriented, attractive amenities and venues, excellent parks/open spaces. An effective infrastructure including transportation, communications and services.	10	3	1.8	8.9	20/20

(2A) Assessment of Strategic Themes

Instructions: Now, please assess each of the themes against all three of our strategic criteria, using a scale of 1-10 where a '1' a very low level of alignment and support and a '10' means a very high level of alignment and support: 1) Applicable to every department and all lines of business; 2) Balances internal and external focus to achieve alignment; 3) Directly related to the successful fulfillment of our mission and vision:

FREQUENCY DISTRIBUTION REPORT 20 responses

Rating Criteria: Applicable to all departments/lines of business

Rank	Idea	1	2	3	4	5	6	7	8	9	10	Top 2
Scale: 1 2 3 4 5 6 7 8 9 10												
1.	SUPERIOR SERVICE DELIVERY: The highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. A culture of continuous improvement looking at the services and how to improve them.	0	0	0	0	0	0	0	0	1	19	100%
2.	A CULTURE OF ACCOUNTABILITY AND FISCAL RESPONSIBILITY: Glendale is built for the long haul with accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. Transparent communications and openly assessing performance.	0	0	0	0	0	0	0	3	2	15	85%
3.	A FOCUS ON ENGAGEMENT: For all stakeholders, there is a sense of genuine and consistent engagement. Our employees feel respected/valued and part of the process, citizens feel that their voices matter and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. City council is fully aligned with the overall direction and decision making.	0	0	0	0	0	0	4	0	6	10	80%
4.	A UNIQUELY LIVABLE CITY: Glendale is a safe environment, inclusive, a great blend of	0	0	0	0	1	1	4	7	4	3	35%

work/life focus, community events that matter, family oriented, attractive amenities and venues, excellent parks/open spaces. An effective infrastructure including transportation, communications and services.

Rating Criteria: Balances internal and external focus

Rank	Idea	1	2	3	4	5	6	7	8	9	10	Top 2
Scale: 1 2 3 4 5 6 7 8 9 10												
1.	SUPERIOR SERVICE DELIVERY: The highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. A culture of continuous improvement looking at the services and how to improve them.	0	0	0	0	1	0	1	1	2	15	85%
2.	A UNIQUELY LIVABLE CITY: Glendale is a safe environment, inclusive, a great blend of work/life focus, community events that matter, family oriented, attractive amenities and venues, excellent parks/open spaces. An effective infrastructure including transportation, communications and services.	0	0	0	0	1	2	2	2	6	7	65%
3.	A FOCUS ON ENGAGEMENT: For all stakeholders, there is a sense of genuine and consistent engagement. Our employees feel respected/valued and part of the process, citizens feel that their voices matter and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. City council is fully aligned with the overall direction and decision making.	0	0	0	0	3	0	2	3	2	10	60%
4.	A CULTURE OF ACCOUNTABILITY AND FISCAL RESPONSIBILITY: Glendale is built for the long haul with accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. Transparent communications and openly assessing performance.	0	0	0	0	2	0	3	5	2	8	50%

Rating Criteria: Directly related to the successful fulfillment of our mission/vision

Rank	Idea	1	2	3	4	5	6	7	8	9	10	Top 2
Scale: 1 2 3 4 5 6 7 8 9 10												
1.	SUPERIOR SERVICE DELIVERY: The highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. A culture of continuous improvement looking at the services and how to improve them.	0	0	0	0	0	0	0	0	3	17	100%
2.	A CULTURE OF ACCOUNTABILITY AND FISCAL RESPONSIBILITY: Glendale is built for the long haul with accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. Transparent communications and openly assessing performance.	0	0	0	0	0	0	0	1	5	14	95%
3.	A FOCUS ON ENGAGEMENT: For all stakeholders, there is a sense of genuine and consistent engagement. Our employees feel respected/valued and part of the process, citizens feel that their voices matter and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. City council is fully aligned with the overall direction and decision making.	0	0	0	0	1	0	2	3	4	10	70%
4.	A UNIQUELY LIVABLE CITY: Glendale is a safe environment, inclusive, a great blend of work/life focus, community events that matter, family oriented, attractive amenities and venues, excellent parks/open spaces. An effective infrastructure including transportation, communications and services.	0	0	1	0	0	1	0	4	3	11	70%

Success for Theme 1 (Service Delivery)

Instructions: SUPERIOR SERVICE DELIVERY: The highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. A culture of continuous improvement looking at the services and how to improve them. QUESTION: How will we know success when we see it in this area? What will it look like? (multiple responses)

Ideas Results

No. Idea

1. Meeting stakeholder expectations'
2. Customer satisfaction is high
3. High customer ratings
4. Less complaints
5. Our customers will reflect a high satisfaction rating
6. Things are easier to do
7. Known for innovative approach
8. External survey indicating customer satisfaction
9. Fewer necessary visits to city hall
10. Citizens receive great service fast
11. Metrics improve
12. We won't, customers will
13. We will be recognized for innovations
14. Positive citizen/stakeholder survey results
15. Identified savings or efficiencies
16. When we exceed our customers' expectations
17. Minimal complaints
18. Customer satisfaction
19. Customers appreciate our efficiency
20. Customers going to managers office to share negative experiences

21. Metrics are being met
22. Online service use exceeds in office use
23. Reduction in complaint calls
24. Customer surveys reflect improvement
25. Success will be shown when customers are able to make a suggestion and see that it was considered and possibly implemented.
26. Decrease in complaints
27. We will be held up as the standard in service delivery for other communities
28. When people are frustrated with other government organizations they will point towards Glendale as a "best practice"
29. People aren't waiting for stuff
30. Other communities will model our processes and practices
31. Fewer customer complaints
32. Usage of new technology offerings
33. Feedback given directly to council from constituents
34. Employees will be driven to be innovative and improve their service continuously
35. Fewer in person request because of implementation of technology
36. Convenience to customers - can pay bills from their phone
37. People will be talking about us
38. Customer comments will note our success or areas needing improvement
39. Known for being an "easy" city to work with
40. Operational costs in certain inefficient areas may reduce
41. The media will love us
42. We will have a great reputation
43. Employee moral improves
44. What is seamless service?
45. Feedback from council regarding community
46. Less council involvement in the issues
47. We will get good press
48. Benchmarks being successfully reached

49. When employees are empowered to make decision and then supported.
50. Businesses will be knocking at our door
51. Great reputation when compared to other cities
52. Possible staff reductions in some areas lead to increases in more critical areas
53. Best speed to market in town
54. People competing to get into Glendale (businesses, homeowners)
55. Customers reduction in time to accomplish tasks
56. Customer satisfaction is high, employee morale is high, complaints are low and we are always striving to improve
57. Positive feedback from customers
58. We need to establish a baseline to test against
59. Headlines about how great service is in Glendale
60. Staff will be excited to come to work
61. Internal customers will be a more cohesive team
62. We'll offer multiple ways for a customer to contact us and receive the services they want
63. Reduced processing time
64. People like us
65. Surveys of both internal stakeholders and external stakeholders indicate high satisfaction with processes. When lean process initiatives begin to yield fewer changes.
66. Employee moral will improve as not living each day listening to other employees deliver subpar customer service
67. Internal customer satisfaction... Processes in place
68. Overall success of city: business relocates, increased revenues, etc...
69. City council will value staff
70. Business grows
71. 360 degree performance assessments - get evaluative feedback from those who the employee serves.
72. Negative comments will receive attention to address the noted concerns
73. Increased business community
74. The feedback from citizens and stakeholders through surveying will switch from complaints to ways to enhance

- 75. We all become firefighters
- 76. Citizen perceptions of us improve
- 77. Establish benchmarks for customer service.
- 78. Positive media about Glendale
- 79. They talk about Glendale customer service on twitter

Success for Theme 2 (Accountability/Fiscal Responsibility)

Instructions: A CULTURE OF ACCOUNTABILITY AND FISCAL RESPONSIBILITY: Glendale is built for the long haul with accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. Transparent communications and openly assessing performance.
QUESTION: How will we know success when we see it in this area? What will it look like? (multiple responses)

Ideas Results

No. Idea

1. We have an open performance dashboard
2. Fund balance reaches \$50,000
3. Positive media coverage
4. Bond ratings
5. Highest bond ratings
6. Improved bond rating
7. Reaching fiscal goals
8. We achieve the highest bond rating possible
9. Fund balance
10. We achieve our fund balance goal and don't go wild with increased spending
11. Employee feedback
12. We reduce our debt to revenue ratio
13. Achieved fund balance goal
14. We have a healthy fund balance
15. Budget development is easily adopted by elected officials
16. Council prioritizes budget based on needs not on nice to haves
17. We have reached our fund balance goal
18. We are an open data city
19. Measured confidence from public
20. Lower tax rates

21. Improve our bond rating
22. Understandability of the strategic plan
23. Establish data dashboards at all levels and use them as a diagnostic to assess how we're doing.
24. Quicker response time on customer service issues
25. Citizens know how every city dollar was used
26. We are proud of accomplishing our metrics
27. In the next few years we will have community and parks facilities in our capital program
28. Lower employee turnover
29. Open government
30. Sustainable future
31. Our goals will be known as will the measurements. Regular reporting will let the public know we are on track or we'll need to publically identify the changes we're making to hit our goals
32. Our bond rating is high
33. We have open communication with citizens regarding city finances
34. Continue to welcome business
35. Budget in line with council priorities
36. Prioritized spending
37. We willingly share and talk about how the city is doing
38. Compensation is in line with comparison cities and we are not continually "fixing" the problem
39. Strategic Plan is updated regularly and updated accordingly
40. Weed out useless or underperforming programs
41. Our bond rating will continue to improve
42. More transparency in how decisions are made for budget
43. Less council involvement in the day-to-day activities
44. Get to build more park facilities
45. Budget numbers readily available and correct
46. More media coverage
47. We have fewer media and public record requests because people can see the information they want without asking for it

48. Lowered tax rates
49. Highest paid Fire Fighters in the Valley
50. Citizens will not oppose providing additional resources knowing the use of them will be maximized
51. The public and media will talk about our finances openly and positively
52. Employee pride measured through satisfaction survey
53. Sustainability of current infrastructure until funds available for new projects
54. Lower employee and leadership turnover
55. Budget resources are adequate to sustain during slower economic conditions
56. Supplementals!!!!!!
57. We have the ability to adapt to changing financial conditions
58. Easily measure city's performance against peer cities
59. Staff and customers will feel much more comfortable with our future direction in a very positive way
60. We have fewer questions from the council because they know what is going on
61. Higher than normal economic growth
62. Public trust
63. Increased publication of our expenditures
64. Provide departments with flexibility to make spending decisions and move money within designated budgets.
65. Our staff will talk about how we are meeting goals in areas of the organization outside of their own department
66. We have prioritized our services and programs with scientific citizen feedback instead of anecdotal information
67. Create citizen facing dashboards that are clear and unambiguous showing the health of our city (defined metrics)
68. Glendale's fiscal spending is a non issue
69. We don't carry dead weight
70. Budget built based on priorities set
71. Positive Tone at the Top
72. Fewer PRR because they know we are being responsible with our finances
73. City is dedicated to making data driven decisions built around good analytics

74. Everyone understands why we make those decisions
75. We will not have the wild swings of unbelievable good times and fiscal apocalypse
76. We know what we are measuring
77. We stop being reactive and be more strategic and focused
78. Establish benchmarks for partnering expectations.
79. We don't just rely on anecdotal information
80. We are honest with ourselves about performance
81. Police and fire share
82. Budget decisions are not reactionary as we have adequately funded and prepared our budget
83. We acknowledge our shortcomings and make efforts to improve
84. We will be investing into people and facilities rather than figuring out how to delay
85. Proactive vs. Reactive
86. Encourage budget management to be a year round effort - continuous conversation and decision making. Multi-year budgeting

Success for Theme 3 (Livable City)

Instructions: A UNIQUELY LIVABLE CITY: Glendale is a safe environment, inclusive, a great blend of work/life focus, community events that matter, family oriented, attractive amenities and venues, excellent parks/open spaces. An effective infrastructure including transportation, communications and services. QUESTION: How will we know success when we see it in this area? What will it look like? (multiple responses)

Ideas Results

No. Idea

1. Adequate funding for parks and recreation
2. Actually have programs
3. Increase in business locates
4. Crime stats down
5. External stakeholders satisfied
6. Data indicates citizens generally feel safe in Glendale
7. Identify needs of public safety, fire and Court as one team
8. Our buildings look nice and don't have bird poo all over them
9. Adequate funding for infrastructure
10. Low crime numbers compared to other valley cities
11. Road conditions will not be an issue
12. Our residents will brag about Glendale, our physical conditions and the services we provide
13. The city has attracted new business
14. We are a regional destination
15. Dedicated funding streams for CIP and infrastructure.
16. Decrease in property crime
17. Crime stats are low in comparison to peer cities
18. You will actually see it. . . . Paved roads, new parks, amenities
19. Regional and national recognition as a safe city and one with excellent amenities
20. Clean amenities

21. Families choose to live in Glendale
22. Reduce crime in the 301
23. Our streets are nicer
24. Data supports perception that Glendale is a safe place to live
25. How do you measure these areas
26. More businesses like the city than those that don't
27. Less traffic accidents
28. Our parks are green
29. Assess livability index indicators
30. Low vehicle crash numbers
31. Less resident and business complaints
32. Collaborate with local school districts.
33. New alternate forms of transportation
34. Streets are considered amongst the best in the region
35. No more trailers for employees
36. Improved roadways
37. Improvements to our events are seen has enhancements for our community and as an attraction for others
38. Improved parks and facilities
39. Increase population
40. New facilities such as court/library
41. Our events draw new and different types of people to the city
42. Create and environment of advocacy and not one of regulation.
43. Light rail comes to Glendale
44. Local events attended internationally
45. Citizens from other cities are coming to Glendale to experience what their community doesn't
46. Public accolades and awards for our services and amenities
47. Parks are known for amenities and quality
48. Our buildings are maintained at a higher level of quality from replacement to cleaning

49. Reliance on city for events decreases as private business takes over
50. Employees have work/life balance
51. Resident growth
52. Light rail arrives ding
53. We have a young demographic
54. Success in this area will provide Econ Dev with more fuel to promote relocating to Glendale
55. Becomes destination city
56. A non-profit foundation will rate us really high
57. All residents feel a sense of community and being a part of the community
58. We improve our median income
59. Positive feedback about infrastructure
60. People are walking around downtown and not sleeping on sidewalks
61. More lanes open for shooting our bows and arrows
62. Expand community events to more parts of the City.
63. We have a diverse community that is reflected in our diverse workforce
64. Residents and businesses feel engaged
65. The employees of new businesses relocating to Glendale choose to live in Glendale
66. Develop east entrance to Glendale on Glendale Avenue
67. Continued and sustainable growth in facilities and programs
68. Our computers and networks run more smoothly
69. People relocate to the city to be close to events and parks
70. Feedback from citizens on events they actually find value in
71. We are investing not delaying
72. Residents show appreciation for improvements and maintenance efforts
73. Receive professional accreditations
74. Look at how we can address technology gaps.
75. Diverse programs
76. High satisfaction ratings
77. People expect good news from Glendale as a first reaction to hearing the name

- 78. Our stuff looks fresh
- 79. Others will try to replicate what we have here in Glendale
- 80. Gluten free comes to Glendale
- 81. Develop themes around strong educational opportunities in community.
- 82. Efforts align with priorities
- 83. Residents sell the city
- 84. We attract better people

Success for Theme 4 (Engagement Focus)

Instructions: A FOCUS ON ENGAGEMENT: For all stakeholders, there is a sense of genuine and consistent engagement. Our employees feel respected/valued and part of the process, citizens feel that their voices matter and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. City council is fully aligned with the overall direction and decision making. QUESTION: How will we know success when we see it in this area? What will it look like? (multiple responses)

Ideas Results

No. Idea

1. Community engagement isn't an after thought
2. Citizen surveys are the norm
3. Tuition reimbursement for employees
4. Annual services survey and assessment
5. Surveys after setting a baseline
6. Low turnover rate for non-represented employees
7. Low employee turnover
8. We have systems in place to assess services continually
9. Communication is effective
10. We are looking at leading indicators and not lagging ones
11. Internal improvement suggestions increase
12. Employee surveys show improved morale
13. Implement surveys or measuring instruments to validate engagement
14. Make sure employees are engaged and informed about all aspects of budget and reasons for decisions
15. High employee morale
16. Employees want to come to work every day and it is reflected in the excellent job they do
17. City reputation is enhanced
18. Council goals are being met
19. Greater/higher quality applicants for vacant positions

20. Decrease surprises of special interest by council members
21. Employees feel their voices are being heard
22. All ethnic groups feel they have a voice
23. Sense of overall trust
24. Expand Glendale University to include year-round learning opportunities.
25. Chamber feels businesses are well informed
26. We are constantly looking at and managing performance
27. Residents will be able to provide input through a variety of mechanism - using the mechanism they desire
28. Complaints are not showing up in the newspaper but being brought up and addressed through relationships of trust
29. Minimal silos
30. Open communication between management and employees
31. Employees feel proud working for Glendale
32. We are the organization to work for
33. Everyone is involved
34. High survey results
35. New businesses are calling and clamoring to come here
36. We acknowledge true economic development
37. Consistently engage with business community including the Chamber
38. Increase in employee morale
39. Revenues are up
40. Open communication between the city and the community
41. Business satisfaction with services
42. Engagement groups in multiple areas, employee feedback solicited in decision making processes
43. Established routine assessment of stakeholder perceptions
44. All stakeholders have an opportunity to influence decision making
45. Employees have pride in where they work
46. Two-way communication

47. Residents and other community members will know how to reach out to the City to voice their concerns or appreciation
48. Council understands the difficulty of balancing the wants with the needs
49. Competitive growth
50. Employee retention
51. Employees are the City's best recruitment effort
52. Lgbtq
53. Develop a community engagement strategy for departments.
54. Constantly seeking feedback from stakeholders in various formats
55. We have sophisticated public-private partnerships
56. No entity will be able to say "I didn't know about that action" or "I didn't get a chance to comment"
57. Citizens are actively participating on committees
58. Consistent message and brand
59. Developers want to build in Glendale
60. We have exceptionally positive relationships with our partners
61. Feedback mechanisms
62. Multiple methods used to advise employees and citizens of what is occurring whether it is budget or other aspects
63. Employees feel equity
64. The community of choice
65. It's not the same people all the time at the council meetings
66. Citizens see change when they have an issue with city services
67. Consistent leadership
68. The direction of the city will be published and shared
69. Management is focused on having engaged employees
70. Increase citizen engagement in processes
71. Younger people get involved
72. Hurry up and re-design the City's web site to allow for interaction and better e-commerce.
73. We have a significant corporate stewardship

74. Action taken on surveys
75. Employees stay
76. We "ask" what the needs are instead of assuming or listen to a "few" stakeholders
77. Reduction of silos
78. Council trusts city is proceeding as directed
79. City Council becoming the leaders for our engagement
80. City council is happy
81. Everyone is valued and treated with respect
82. Depts work better together
83. Citizens can Skype into meetings
84. People's suggestions are taken seriously and implemented
85. Council is making decisions based on real data rather than "I talked to a few people"
86. Business and job growth provides for better prosperity for community
87. Known for technology in communicating, two way
88. City Council carrying a consistent message from the employees, city management and budget
89. Employees are valued and respected and management puts energy back into them
90. Because we have exceptional engagement, people can agree to disagree, but support the final decision
91. Tom buys lunch
92. Data based decisions
93. Established neighborhood programs
94. We grow our contact in the community - neighborhood groups
95. Council trusts staff to be the subject matter experts instead of second guessing

Session Feedback Survey

Instructions: Please respond to the following survey questions. There will be an instruction at the end of the survey on how to submit your responses.

Questionnaire Results
20 responses

Leadership/Project Input

1. What's most important for us to do over the NEXT NINETY DAYS in terms of engaging our workforce, leaders and stakeholders in our strategic planning process and set of final themes? How do we ensure that everyone is aligned in a clear and positive way?

No. Idea

1. Communicate accomplishments and timelines
2. Continue with communications and working through the process.
3. Get out to departments to present what we are doing. Gather feedback. Communication.
4. Communicate, communicate, communicate
5. We need to be on the same page with where we are going and where we are in the process. Once that is confirmed, we need to systematically get the word out so others can get/keep engaged.
6. Keep the focus, momentum, and schedule.
7. Communicate/educate employees on the BSC and process possible employee/stakeholder focus groups prior to finalizing themes ensure executive level understanding and buy-in to the process (trust)
8. Communicate in different ways...use word of mouth. Leaders actively engaged in communicating the plan within their departments. Don't rely on Citywide email.
9. Communicate the timeline, check-in with council, launch the theme teams, make sure all members of the leadership team have no questions left unanswered about what we are doing, how we are doing it, or what the next steps are
10. Make sure it is actual and meaningful engagement. Re-assure all participants that this is moving forward and that all perspectives are valued.
11. City manager needs to talk to line level employees on this progress. All need to get the same message. In language everyone can understand.
12. Do what you are doing, in time the trust will be built up and we won't be in this situation from having not focused on this prior.
13. More communication about the process, timeline and where we're at in the process.
14. Develop strong, simple communication strategy for both internal and external strategies. We

ensure alignment through an appropriate feedback mechanism.

15. 1. Form teams 2. Advise Council of today's results and obtain their buy in 3. Inform employees of today's results 4. Inform citizens and business community after Council workshop on results.
16. We need a communication plan to get this out to our workforce. City Council needs an update also.
17. Messaging to City Council and employees. Needs to be understandable and not just "business speak". Provide a venue that accepts suggested change. If already set in stone, then employees may be hesitant to accept/adopt.
18. Do some surveys now and get baseline results. Communicate "what will this do for me" in a way people understand
19. Create additional content, videos, web, and emails for employees to get educated and feel connected to the process.
20. Communicate with stakeholders in a manner that is easily understood. Don't be too technical. Keep written communications short and to a minimum. Use verbal mediums (in person, videos etc.) To keep all informed as to what has been accomplished thus far, what is taking place now and what will happen in the future.

Session Feedback

2. What did you enjoy most about the session today? What did you find to be most positive?

No. Idea

1. Anonymous input ability to assist with change
2. Interactive communications to see the thoughts of others
3. Able to have open communication where not one or two people dominated the conversation. We are all give the opportunity to share our thoughts - positive/negative. We had FULL participation!
4. We all seem to be on the same page
5. I felt my comments were heard/captured. I enjoyed this interactive time with the city's leadership team.
6. The technical approach and interaction among staff.
7. Interacting with management progress being made on the themes open discussion on the process
8. Moved quickly; kept everyone engaged.
9. The open dialogue, the fact that everyone has been given ample opportunity to participate, knowing that the product is the collective voice of our team
10. I liked the technology - it is a neat way to capture raw data and observation. It would make for a good community tool to help identify and diagnose more grass roots items.
11. Anonymous responses.

12. Liked seeing what my colleagues thought about the process live
13. I liked the interactive process and the ability to give input without it being rebutted.
14. Confidentiality and it seemed everyone took this seriously and was engaged. This is an efficient way to gather and synthesize feedback.
15. Seeing how others on the Executive Team ranked concepts.
16. Very much enjoyed this session. I'm a little troubled by the person who keeps rating some of the areas with "1"s and "3"s
17. The options for feedback
18. It's nice to have the tool to put your thoughts out there without everyone knowing your position.
19. Ability to provide honest feedback and to see the feedback from other leaders.
20. The chance for everyone to participate. Little "group think" - people were willing to voice opposing or conflicting perspectives.

3. What was the value of the Advanced Strategy Lab system in supporting today's session? (1-10 scale, 1 being of no value, 10 being of significant value)

HIGH/LOW REPORT

Rank	Idea	High	Low	Std. Dev.	Avg.
1.	What was the value of the Advanced Strategy Lab system in supporting today's session? (1-10 scale, 1 being of no value, 10 being of significant value)	10	8	0.6	9.4

FREQUENCY DISTRIBUTION REPORT

Rank	Idea	1	2	3	4	5	6	7	8	9	10	Top 2
1.	What was the value of the Advanced Strategy Lab system in supporting today's session? (1-10 scale, 1 being of no value, 10 being of significant value)	0	0	0	0	0	0	0	1	11	8	95%

4. Do you have any additional comments or observations about today's session or any aspect of the Glendale strategic plan and scorecard development process?

No. Idea

1. Really like the process and seeing the feedback from others
2. No
3. Keep going

4. We need to finalize our top items (from today) and begin communicating them out to the organization.
5. Can't wait to get this all implemented.
6. No
7. Feeling good to finally be moving the city forward in a positive manner, with a tested strategic approach, that will create meaningful value for our community
8. Would be interesting to overly/compare our comments and observations with those of the previous stakeholders who have gone through this exercise. Are there connectors? Disconnectors? Would be interesting to see.
9. It is difficult to start a new project, especially one as large as this. Just give it time to take hold. Keep moving forward, no matter how little the step is, take it
10. Think we can move faster, put out a calendar of all activities start to finish and roll this out to a date specific event for approval just like a super bowl that has a date that does not move.
11. I think there is not enough communication about the process and think it is moving too slowly.
12. Communicate, educate, and deliver.
13. We need to get moving. Still seems like we are moving slowly. Teams are not attracting numbers of employees we wanted. Need to develop a strategy for more employee involvement.
14. Seeing the Process timeline and getting something to take out to the field people.
15. After determination of outcomes, feedback was generally pushed away. Continues to have a feel that it is driven by a few with outcomes already pre-determined. Better communication may overcome.
16. We need better examples to make the balanced scorecard more practical and less theoretical.
17. As leaders we all have to take ownership of this process. Individually we have to take responsibility. If you don't understand then ask. If you have feedback provide it. If you don't support it than say so. The employees will be looking to all of us.
18. Let's stayed focused and dedicated to achieving the goal of having a viable strategic plan. This is not a sprint - but a permanent change in how we do business.