

# Annual Budget

FISCAL YEAR 2017-2018

**City of Goodyear, Arizona**  
Finance Department



**Annual Budget Book  
City of Goodyear  
2018 Annual Budget  
Submitted to the City Council  
June 26, 2017**





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## READER'S GUIDE

This reader's guide describes the structure of the 2017-2018 Adopted Budget and outlines its contents. It is designed to help citizens, media, and City officials more easily understand and participate in budget deliberations. In an effort to focus on what is achieved through spending, the budget includes funding levels and expected program outcomes, taking into consideration the current economic situation.

**Section 1 Introduction** - Available in this section, you will find an introduction to the City of Goodyear's Mayor and Council. Also included in this section is the City Manager's Budget Message highlighting budget development priorities and any significant changes from the prior year budget. The city's Performance Management Program, Strategic Action Plan, Priority Based Budgeting Program and CityStat Performance Measurement Program are also outlined here. The Management Organizational Chart, City of Goodyear historical information, and residential areas overview round out this section.

**Section 2 Financial Plan** - The Financial Plan section provides a financial overview summarizing key financial policies that govern the city's approach to debt management, revenue forecasts, expenditure forecasts, maintenance of fund balances, asset management, long term financial planning, and other financial responsibilities.

**Section 3 Budget Summary** - The Budget Summary section provides an overview of the budget process. This includes a calendar noting significant milestones within the budget process. A brief summary explaining the development of the base budget, budget reviews and adoption, budget amendments and budget basics are also provided. This section also includes a brief overview and summary of major city funds.

**Section 4 Departmental Budgets** - City department level information describes mission statements and descriptions of services provided. Discussion also includes changes to operating budgets, authorized personnel, and department performance indicators.

**Section 5 Capital Improvement Plan (CIP)** - This area highlights the city's Capital Improvement Plan. This section contains information on the city's ten year plan, financing and sources of funding, expenditures, impacts and a project summary for the Capital Improvement Plan.

**Section 6 Budget Schedules** - These schedules summarize transfers, revenues, expenditures, debt service, authorized positions, property taxes, debt capacity and CIP projects along with detailed State required schedules.

**Section 7 Appendix** - This final section is a reference section that contains the Council Resolution adopting the Annual Budget and property tax levy, a glossary, and a list of acronyms used throughout this document.

**GFOA PRESENTATION AWARD**



The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Goodyear for its fiscal year beginning on July 1, 2016.

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

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

# Introduction

### GOODYEAR CITY COUNCIL



Mayor Lord

Vice Mayor  
Campbell

Councilmember  
Osborne

Councilmember  
Pizzillo

Councilmember  
Lauritano

Councilmember  
Stipp

Councilmember  
Hampton

Goodyear operates under the Council-Manager form of government. The City's Charter provides for six councilmembers and a mayor, elected at large on a non-partisan ballot. Councilmembers serve four-year staggered terms, and the mayor serves a four year term. The Vice-Mayor is elected by the rest of the City Council.

**Georgia Lord, Mayor**

**Term of Office:** 2017-2021  
**Council Office:** 190 N Litchfield Road  
Goodyear, AZ 85338  
Phone (623) 882-7776  
Fax (623) 932-1177  
Email: [Georgia.Lord@goodyearaz.gov](mailto:Georgia.Lord@goodyearaz.gov)  
**Occupation:** Retired, Real Estate Sales Trainer

Georgia Lord was elected to fill a two-year unexpired term as Mayor of the City of Goodyear in March of 2011, was re-elected to serve a second term as Mayor in 2013, and was elected to serve her final term in 2017. She has served on the Goodyear City Council since 2005 before resigning her position as Vice Mayor to run for Mayor.

Mayor Lord represents Goodyear on the Maricopa County Association of Governments (MAG) Regional Council, Transportation Policy Committee, and Economic Development Committee. She serves on the WESTMARC Board of Directors and Executive Committee, the West-MEC Bond Committee, and is an Ex-Officio member of the West Valley Arts Council Board of Directors. She is also a member of the Arizona Mayor's Education Roundtable, Arizona Town Hall alumni, and previously served as Vice Chair of the Arizona Municipal Tax Code Commission. Mayor Lord is currently the Co-Chair of the Luke West Valley Council, and is actively involved with the West Valley Partners and the Luke Forward Campaign, which played a key role in bringing the F-35 Mission to Luke Air Force Base.

Mayor Lord is a member and past Chair of the Greater Phoenix Economic Council (GPEC) Ambassadors Steering Committee. She also serves on the GPEC International Leadership Council, and the GPEC Board of Directors. GPEC awarded Mayor Lord the Certified Ambassador Award in recognition of her promotion and advancement of economic development in greater Phoenix. Previously she served as Chair of the Goodyear City Center Technical Advisory Committee which was responsible for crafting Goodyear's new downtown strategy. In 2008, she was a member of the citizens' team that brought home the All-America City Award to Goodyear. Her goals are to continue to develop a sustainable downtown in Goodyear, attract new business and clean industries, enhance public safety services, and to keep Goodyear an All-America City.

Mayor Lord, who received her Real Estate certification from Arizona State University, has extensive experience in real estate sales and as a trainer for a national home builder. Her real estate experience gives her insight into how to create high quality, attractive communities. She also graduated with fluency in German from the State Department Institute for German Language before joining her husband overseas during his diplomatic tour of duty in the U.S. Air Force. A graduate of the 2003 Southwest Valley Citizen Academy, Mayor Lord is involved in her community and previously active on the Board of Directors of the Three Rivers Historical Society, the Purple

Ribbon Council on Domestic Violence and the New Friends of the Goodyear Branch Library. Married to Ron Lord, USAF Colonel retired, she raised four children and also has five grandchildren.



**Wally Campbell, Vice Mayor**



**Term of Office:** 2013-2017  
**Council Office:** 190 N Litchfield Road  
Goodyear, AZ 85338  
Phone (623) 882-7776  
Fax (623) 932-1177  
Email: [Wally.Campbell@goodyearaz.gov](mailto:Wally.Campbell@goodyearaz.gov)  
**Occupation:** Retired

Vice Mayor Wally Campbell was elected in March, 2011, to complete the term of former Vice Mayor Georgia Lord, which ended June, 2013. She was reelected in March of 2013 and in March 2017 to serve a four year term. Councilmember Campbell has served on multiple committees within the City of Goodyear.

Wally has been active with community building efforts since she retired after a career in California state government. Her priorities on Council reflect her perspective that she is a representative of the neighborhoods. They include: improving city to citizen communications, developing community connections and attracting industry creating jobs.

Wally got her start locally in public service with the City's Public Safety Citizens Advisory Committee. The rewarding experience led her to pursue other volunteer opportunities to contribute to the residents of Goodyear, such as:

Board Member for the Maricopa County Community Development Advisory Council (CDAC), Founding Member and current President of the Friends of the Library Goodyear branch, Member of the Goodyear Centennial Committee, GAIN (Getting Arizonans involved in Neighborhoods) Committee Member for the past 4 years, Block Watch Steering Committee Member Citizen Corps Council Member, Chairperson of the Maricopa County Area Agency on Aging (AAA) Board of Directors, Maricopa Elder Abuse Prevention Alliance, Council Liaison to North Subdivisions Association, Council Liaison to the Mobile Community, Volunteers in Police Service, Human Services Advisory Council, Greater Phoenix Economic Council (GPEC) Ambassador, Southwest Chamber of Commerce Board of Directors, Southwest Valley Business/Education Advisory Committee, White Tanks Rotary, Arizona Assistance in Health Care Board of Directors, National League of Cities Transportation and Infrastructure Services Steering Committee, National League of Cities Board of Directors, Council Subcommittee for Community Funding, Director of the All Faith Community Services Board of Directors, Director of the Goodyear's Historic Litchfield Station Foundation, Living Vice President of Solutions for Seniors, Inc., Secretary of the Friends of the Maricopa District Library, and the Arizona Board of Examiners of Nursing Care Institution Administrators and Assisted Living Facility Managers.

Vice Mayor Campbell is also a graduate of the Citizen's Police Academy, CERT, and Southwest Valley Citizens Academy. Wally and her husband, John, a retired Air Force Officer, have lived in Goodyear for 11 years and have 4 children.



**Joanne Osborne, Councilmember**

**Term of Office:** 2015-2019

**Council Office:** 190 N Litchfield Road

Goodyear, AZ 85338

Phone (623) 882-7776

Fax (623) 932-1177

Email: [Joanne.Osborne@goodyearaz.gov](mailto:Joanne.Osborne@goodyearaz.gov)

**Occupation:** Co-Owner, Osborne Jeweler's

Joanne Osborne was re-elected to her second four-year term in 2011 and through a vote by Council was elected to serve as the City of Goodyear's Vice Mayor from June 2011 until June 2013. She was elected to her first four-year council term in 2007 and reelected to her third term in 2015. Councilmember Osborne served the City of Goodyear for six years as a member of the Planning & Zoning Commission from 2001 to 2007. Before she assumed her seat on the City Council, she was elected Chair of the Planning & Zoning Commission.

A graduate of the Southwest Valley Citizen Academy and Flinn Brown Civic Leadership Academy, Joanne also was a member of the first graduating class of Goodyear's Police Citizen Academy. In July of 2013, she attended and graduated from Harvard University's "Senior Executives in State and Local Government" program. Councilmember Osborne was the recipient of Leadership West's "Outstanding Business Leader of the Year" award in 2016.

Joanne has demonstrated a deep commitment to Goodyear's youth by mentoring teens across the city and headed the YMCA's Teen Action Council for many years. Under her leadership, this program was recognized by Westmarc at the Best of the West Awards under the "Leadership of an Organization" category in 2009. She was also the past Vice President of the Homeless Youth Connection Board of Directors. Her efforts continue as she spearheads the City's annual education summit, "Building Blocks to Great Schools" and an elementary level reading competition, known as the "City of Goodyear Reading Challenge", promoting the importance of reading in kindergarten through eighth grade.

Regionally, Joanne serves on the Arizona Municipality Water Users Association (AMWUA) Board of Directors and the Abrazo West Hospital Campus Governing Board. Nationally, Joanne sits on the National League of Cities' Finance, Administration, and Intergovernmental Relations committee.

As owners of Osborne Jewelers since 1990, Joanne and her husband, Ken, have been active participants in the Goodyear business community and the Southwest Valley Chamber of Commerce. Councilmember Osborne served as the Chairman of the Chamber's Marketing Committee in 2003 and 2004 and was named the "Outstanding Chamber Member of the Year" in 2003. Joanne and her husband have been Goodyear residents since 1998 and have four children.



#### **Joe Pizzillo, Councilmember**



**Term of Office:** 2017-2021  
**Council Office:** 190 N Litchfield Road  
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Phone (623) 882-7776  
Fax (623) 932-1177  
Email: [Joe.Pizzillo@goodyearaz.gov](mailto:Joe.Pizzillo@goodyearaz.gov)  
**Occupation:** Adjunct Professor

Joe Pizzillo was elected to his first four-year council term in 2009, and through a vote by Council was elected Vice Mayor/City's Acting Mayor from November 2010 through March 2011 until the election of a new Mayor. In 2013, he was re-elected to his second four-year council term and tapped to serve as Vice Mayor through June 2015. In 2017, he was re-elected to his final term to serve as a Councilmember through 2021.

His priorities as a Councilmember include: ensuring the City's financial stability, maintaining quality services that are cost-effective, and protecting our neighborhoods by improving public safety.

Councilmember Pizzillo brings 30 years of experience in state and local government budgeting and finance to his seat on the council. Prior to his retirement from the City of Goodyear in 2008, he served as the City's Budget Manager. Currently, he is an adjunct professor of Accounting and Finance with, Estrella Mountain Community College, Grand Canyon University and Park University.

Locally, Councilmember Pizzillo serves on the Board of Directors of the Southwest Lending Closet and sits two Council Subcommittees, City Audit Committee and Community Funding Committee. He is also an active member of the White Tanks Rotary Club.

He earned his business degree from the University of Maryland and an MBA from the University of Phoenix.

A valley resident since 1986, Joe and his wife Vickie live in Goodyear. Joe's son, Nicholas, and his wife Kristen, have blessed him with two granddaughters, Sophia and Aubrey.

**Sheri Lauritano, Councilmember**

**Term of Office:** 2013-2017  
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Email: [Sheri.Lauritano@goodyearaz.gov](mailto:Sheri.Lauritano@goodyearaz.gov)  
**Occupation:** Attorney

Councilmember Sheri Lauritano was elected to her first full four-year term in March 2011. She was appointed in March, 2010, to complete the term of former Councilmember Rob Antoniak, which ended June, 2011 and was reelected in 2015. Sheri was elected to serve as Vice-Mayor from June 2015 to June 2017.

Councilmember Lauritano moved to Goodyear in 1995 and currently lives in Estrella Mountain Ranch with her husband Stephen and her two children Christopher and Victoria. Practicing law since 1994, Sheri is a former prosecutor with the City of Phoenix and was head of their Domestic Violence Unit. She currently is a partner in the firm of Bain & Lauritano, PLC where she specializes in criminal and family law.

Sheri holds a real estate license with her husband's firm, Arizona Pro Realty. A graduate from the Gonzaga University School of Law, she received her B.A. in Political Science from the University of Arizona.

Councilmember Lauritano previously served on the City of Goodyear's Planning and Zoning Commission and the City Center Committee. She currently serves on the National League of Cities' Public Safety and Crime Prevention committee and the Maricopa Association of Governments' Regional Domestic Violence Council. She also sits on two Council Subcommittees, City Audit Committee and the Boards and Commissions Selection Committee.



**Bill Stipp, Councilmember**

**Term of Office:** 2015-2019  
**Council Office:** 190 N Litchfield Road  
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Phone (623) 882-7776  
Fax (623) 932-1177  
Email: [Bill.Stipp@goodyearaz.gov](mailto:Bill.Stipp@goodyearaz.gov)  
**Occupation:** Public Sector Consultant

Bill Stipp was elected to his first four-year council term in 2011 and reelected to his second term in 2015. His priorities as a Councilmember include: supporting conservative fiscal policies, government efficiency, assisting small businesses, maintaining our up-scale community standards and protecting our neighborhoods with strong public safety agencies.

Bill brings over 30 years of public sector experience to his seat on the council from Illinois, Massachusetts and Arizona which included work on National, State and Regional committees; contract mediation, municipal operations and public sector budgeting. Currently employed as a public sector consultant focusing on operational management, strategic planning and employee development, Bill is also a contractor for the U.S. Army developing and training their Homeland Response Forces.

Bill serves as the Chairperson for Goodyear's Public Safety Retirement Boards and he represents the City on the Valley Metro RPTA Board of Directors. He has previously served on the Arizona Municipal Water Users Association (AMWUA) Board of Directors, Council Subcommittee for Boards and Commissions, as the Council Representative to Historic Goodyear Neighborhood Alliance and as the City's alternate to the County's Community Development Advisory Committee (CDAC). Bill earned his Master's Degree in Public Administration from Grand Canyon University and holds a Bachelor's Degree from Southern Illinois University.

A Goodyear resident since 2001, Bill and his wife Lisa, of more than 30 years, have two adult children.



**Brannon Hampton, Councilmember****Term of Office:** 2017-2021**Council Office:** 190 N Litchfield Road

Goodyear, AZ 85338

Phone (623) 882-7776

Fax (623) 932-1177

Email: [Brannon.Hampton@goodyearaz.gov](mailto:Brannon.Hampton@goodyearaz.gov)**Occupation:** Project Manager

Councilmember Hampton was elected to his first four-year Council term in 2017. He was an active member of the 2025 Goodyear General Plan committee and graduated from the Goodyear Citizens Academy in 2016. His service in these two capacities inspired his priorities as a Councilmember, to include: managing the city's growth effectively and efficiently, increasing economic development, and maintaining a conservative balanced budget without compromising our quality of life.

Brannon has been employed at the Palo Verde Generating Station for over 15 years and continues to lead in various roles focusing on performance improvement and project management. Brannon has served as a Board Member for the Arizona Small Business Association for the past three years and volunteers his time at several non-profits and faith-based non-profits; mentoring youth, providing meals for the needy, and cleaning up the community.

Continuing his education, Brannon received his Master's Degree in Business Administration (MBA) with an emphasis in leadership from Grand Canyon University. Before achieving his MBA, he received his Bachelors of Science in Business Administration, Associates of Mechanical Maintenance Engineering, a Masters Certification in Business Improvement, and the Project Management Professional Certification (PMP).

Currently, he represents Goodyear on the Maricopa County Community Development Advisory Committee and the City Council Audit Subcommittee.

Brannon and wife, Rebecca, have lived in Goodyear for over 9 years with their three children.



## CITY MANAGER'S BUDGET MESSAGE

June 26, 2017

Honorable Mayor and City Council,

I am pleased to provide you with the City of Goodyear Annual Budget for the fiscal year 2017-18 (FY18) and 10-year Capital Improvement Program (CIP). The \$319.8 million budget provides for ongoing services and includes additions and capital projects that address the priorities and policy direction communicated by the Council in retreats and work sessions held over the past six months. At \$124.5 million the General Fund is balanced, provides for existing and expanded services, and is in compliance with Council adopted financial policies addressing areas such as matching ongoing costs with ongoing revenues, an adequate contingency, and providing for maintenance and replacement of existing infrastructure.

The 10-year CIP stands at \$417.3 million and includes a \$114.2 million project to implement a new strategy to access and treat the city's allocation of Central Arizona Project (CAP) water. This project is essential to future growth and development of the entire city. Given this broad reaching impact, the project is partly financed with \$7.5 million of secondary property tax supported General Obligation (G.O.) Bonds. Though not disallowed in a Council adopted financial policy which states that enterprise funds should be self-sufficient, it is not consistent with recent practice. As a result, the use of General Funds and/or secondary property tax supported debt for this project has been presented and discussed at five City Council Work Sessions as both the project and the 10-year CIP were being developed. The project and its funding was also prominently displayed at the Budget Open House. With this \$7.5 million G.O. Bond allocation, there is no remaining voter authorization for Water projects general obligation bonding.

It is significant to note that the Water and Wastewater funds will re-instate paying in-lieu property tax to the General Fund in FY18 at an estimated combined amount of \$900,000. Governmental entities, including the city's water and wastewater operations, are exempt from property taxation. This in-lieu payment serves to place the enterprises in a financial position similar to a business.

The FY18 budget and 10-year CIP also includes a return to building new capital projects using property tax supported G.O. Bonds for the first time since the recession. Consistent with the Council adopted financial policy that caps the combined property tax rate at \$1.74 per \$100 of assessed valuation when issuing new debt, the City plans to issue up to \$25 million in G.O. Bonds for the above mentioned water project, a replacement fire station, and for a recreation center and aquatics facility as part of a project to begin developing an 86-acre recreation campus.

A conservative approach to revenue and growth projections and budgeting expenses has served the City well and continues as the underlying premise in building the FY18 budget. However, one of the most conservative responses that stemmed from the 'great' recession is being eased through a revision in the targeted General Fund Contingency or 'rainy day fund' in this budget. The new target of 15% of ongoing revenues is still at a level above that needed to maintain bond ratings and an appropriate safety net. At the same time, this budget continues and expands financial planning for future costs through asset replacement reserves, set asides to address known future debt service increases and for upcoming capital project operating costs, and also establishes a new capital project reserve. The capital reserve project anticipates upcoming costs needed to advance

key projects such as fire and police facilities and off sites such as roads for the 86-acre recreation campus.

## ECONOMIC CLIMATE

For FY17 non-construction sales taxes, which make up just over half of the ongoing General Fund revenues, have performed above budget and are estimated to grow by more than five percent (5%) over FY16. This is reflective of ongoing steady growth in the local economy, including rising population and growing sales taxes, especially in the retail and restaurant categories. Construction sales taxes, which are considered one-time in nature and planned conservatively in the budget, are performing well above budget. Residential building permit activity is above the prior year levels by more than 10% through the first nine months of FY17 with the last five of those months all meeting or exceeding the prior year. This is reflected in higher than budgeted revenue collections from development related plan review, building permit, and inspections fees.

The FY18 budget assumes continued moderate growth and a conservative approach in General Fund revenue projections. Consistent with Council adopted financial policies the primary property tax is maximized at the allowed two percent (2%) growth in the levy plus the tax on new properties. At 50% of General Fund revenues, non-construction sales taxes are estimated at 4.5% above the FY17 estimate. State shared sales, income and vehicle license taxes are more than 20% of the General Fund revenues and are budgeted based on information provided by the State and census population estimates. In combination, the FY18 state-shared General Fund revenues are projected at slightly below the FY17 budget primarily due to a change in the city's estimated population relative to other incorporated cities that share in these revenues. A legislative change switched to annual adjustments in the population factor using census estimates instead of adjustments only when decade or special mid-decade census populations were available. The legislative changes initially had a disproportionately positive impact on the city's FY17 revenues and are now fully implemented with these FY18 revenue estimates. In the FY17 budget the population related increase was treated as one-time revenue in anticipation that there was uncertainty about the full implementation of the legislative change. The city's relative population share is expected to grow slightly each year beginning in FY19. Because it is shared on a two year lag, state shared income tax is a known amount. However, state income tax is an area where revenue growth is slowing due to past legislative changes in income taxation and could continue to stagnate over the next two years despite the anticipated population growth.

Water, Wastewater and the Sanitation enterprise funds all continue to experience account growth of about four percent annually. There are no rate increases included or anticipated in the Sanitation five-year forecast. Water and Wastewater rates will increase in January based on a five-year plan adopted by the City Council in October 2015. Water has experienced very little volume growth for a few years, most likely due to conservation efforts and elastic response to rate increases, but has shown volume growth in FY17.

The city is proud to have a culture and ethic to improve internal processes and reduce cycle times. Lean principles for process analysis and improvement are practiced throughout the organization with every employee having basic training. In FY17, the City further enhanced the focus on this culture establishing a Continuous Improvement manager. That position was not an addition to the citywide position count, but was instead created by repurposing a vacancy that did not have to be filled due to improvements made in the Engineering Department processes via Lean efforts. Improvement projects over the last two years have netted more than \$20,000 in direct cost savings

and almost \$400,000 in cost avoidance savings primarily through staff time reductions. Cost avoidance through process improvement also reduces future budget additions.

## BUDGET APPROACH

The city's financial policies establish a framework for overall fiscal planning and development of the FY18 budget. In addition, attention to citizen survey feedback and adopted plans are emphasized as departments submit requests and the budget recommendations are developed. Finally, priorities and policy direction for developing the budget is sought in the annual City Council Retreat and at Work Sessions held throughout the budget process.

The internal process for developing the annual operating budget and 10-year capital improvement plan includes several steps and reviews. Departments prepare requests for the ongoing base budget, potential operating budget additions referred to as supplementals, and for new or revisions to projects in the existing 10-year CIP. All of these requests are reviewed by the Budget and Research team. In addition, the capital project requests are reviewed by the Engineering project management team. The goals of these reviews are to improve and clarify the scope of requests, identify all significant cost factors and to determine if other methods or sources were available to address the need. All the supplemental and capital project requests are reviewed by the Executive Team which ultimately developed recommendations for a Draft Budget for City Council.

## BUDGET DEVELOPMENT PRIORITIES

Continuation of ongoing priorities of the last several years to take care of and maintain existing infrastructure and assets, prepare financially for the future, support growth and development, and to attract and retain a skilled workforce were present in this FY18 budget development process. Public safety and recreational services and facilities are the direct public facing services emphasized in the FY18 Annual Budget and 10-year CIP.

- ◆ **Recreation Services and Facilities** – The highest rated areas for desired enhancements in the last citizen attitude survey called for a greater focus on recreation services and facilities. The City Council reiterated this priority many times throughout the budget process. As noted previously, the CIP includes funding in FY18 to design a recreation center, aquatics facility, and a 30-acre park. These facilities are planned to begin construction in FY19 using G.O. Bonds and impact fees. In response to discussions at the Work Session on the Draft Budget, pickle ball courts and a new softball field were added to further address this community priority.

The Parks and Recreation FY18 Annual Budget adds a third summer recreation program, expands library hours and provides one-time funding for sidewalk improvements in parks. A robust asset management program to replace parks equipment, maintain recreation sites such as playgrounds, and to replace right of way landscaping continues to be fully funded according to a ten-year replacement plan.

- ◆ **Public Safety Services** – Fire service and police response are addressed with capital projects and the addition of 16 sworn and non-sworn positions.

In Fire, capital projects to complete design and begin construction of one new station and the relocation and replacement of an existing station is planned for FY18. The Fire

department annual budget also includes training of new paramedics and funding for equipment and the hiring and training of new positions to prepare to enter the ambulance service in July of FY19. A contingency was added to this budget to provide funding for the successful community para-medicine in the event that current or new partners do not provide the funding to continue this program.

Five sworn police officers and a sergeant for a new patrol squad and two telecommunication operators are added to address growth in workloads and to enhance response. A police assistant position and funding to move to a single digital evidence management system are included and will enhance efficiency of patrol squads. Replacement of all hand held and patrol vehicle radio equipment is also provided for in the FY18 budget.

- ◆ **Support Growth, Maintain Infrastructure and Plan for the Future** – Goodyear is a fast growing city and is focused on finding ways to support the growth in housing with jobs and an economic base. The FY18 Annual Budget includes a one-time \$2 million allocation to be used to implement an impact fee reduction program to be targeted to attracting certain industries. The program will be further refined with the City Council in the coming months and is planned as a two year effort. In addition, the budget includes temporary and ongoing increase for the planning, permitting, building inspection and building safety functions to keep up with building activity, plus a development agreement coordinator position to ensure the city is administering all provisions in agreements with developers as well as cost recovery ordinances.

The asset management program was first identified as a Council priority in the FY15 budget and was added to the financial policies in FY16. The program funds 10 year plans for information technology hardware, fleet, parks, right of ways, the ballpark facilities, pavement management, and fire equipment replacements based on the annual average expense in each plan. Variations from this straight-line funding approach using the annual average are in the form of increases to address early year peaks, especially in new plans for areas where deferred maintenance still remains. The FY18 Annual Budget adds a new asset management program for traffic signals with \$1.9 million as the first of three years of a higher funding level to address a backlog along with the current year needs. This program also includes public art on a portion of the traffic signal cabinet replacement or repainting projects. In total, more than \$9.5 million in asset replacements is included in this budget.

In terms of planning for other types of upcoming expenses, the FY18 budget includes for the second year a Future Operating Cost set-aside to prepare the city for projected operating and maintenance costs for planned capital projects. The set-aside concept directs ongoing resources in the FY18 budget to pay for one-time costs so that when the new ongoing operating costs materialize the city will have benefitted from funding some one-time needs and not be facing a situation where ongoing services would have to be altered to bring on new facilities. FY18 will be the last year for the ballpark debt service set-aside that has been used to prepare for a known FY19 increase in the debt service for that facility.

Finally, a new \$1.7 million General Fund capital project reserve is also included in the FY18 CIP. The capital reserve project is included in anticipation of the City Council's desire to advance several impact fee funded projects. Advancing those projects will require short-term loans of two to five years from the General Fund that will be repaid as the future impact fees are collected. In addition, the reserve project will provide funding for unanticipated

costs for off-site roads or utility relocations for projects such as the 86-acre recreation campus or future facilities that are not yet sited.

- ◆ **Attract, Develop and Retain a Skilled Workforce** – Employees are the most valuable asset to City services. They provide the direct services to customers. The FY18 budget addresses the City Council direction to maintain employee compensation at the local market. This budget includes funding for the third year of a three-year negotiated Memorandum of Understanding (MOU) agreements with represented sworn Police and Fire employees. A contingency allocation is provided in case an additional one percent increase is triggered based on FY17 actual General Fund revenue results. The budget also includes increases recommended by a compensation study and an annual pay increase to move non-represented employees to market similar to the goal targeted in the three year MOUs. Also included in this budget is funding for technology, training and equipment to provide employees key resources to do their jobs.

Other priorities addressed in the FY18 Annual Budget include expanding the popular *In Focus* city magazine to 12 issues per year and converting two part-time recreation positions and a contract court security position to full-time positions. The budget also adds a Right of Way Superintendent position in the General Fund; as well as a technology engineer and a blue staking position in the Water and Wastewater enterprise funds.

## FY18 BUDGET OVERVIEW

The FY18 budget uses existing sources of revenue to provide additions to ensure service levels are maintained and to meet the demands of our growing community. There are no General Fund fee or tax rate increases. The combined property tax rate will drop from \$1.8623 to \$1.7349 while still delivering the capacity to issue \$25 million in G.O. Bonds for essential projects.

Each year, there are increased costs of doing business to cover changing prices of utilities, gas, water, and contracted services. Departments worked to absorb many of these costs, but some increases were required in these on-going areas and were incorporated into the budget through the supplemental process. This budget includes 24 new full-time positions in all funds and also provides for one-time costs such as replacement technology systems and new and replacement equipment.

In FY08, the city positions per 1,000 population peaked at 9.71 and 544 positions. With the FY18 addition of 24 positions, there will be 572 authorized full-time positions, which equates to 7.10 positions per 1,000 population. Efficiencies, process improvements and technology have helped the City to keep full-time position growth below population growth.

The FY18 all funds budget totals \$319.8 million. This represents a \$65.8 million increase from the prior year. This increase is primarily due to an increase of \$55 million in planned capital improvement project expenses. The most significant being the first \$30.3 million for the CAP

surface water related project changes in water and wastewater capital projects, \$10.5 million for improvements to the MLB Cleveland Indians facilities that will be fully paid by the team, and another \$9.5 million for two fire station projects. Operating costs are increased by \$8.9 million of which approximately half is from ongoing supplemental budget additions and the balance is from salary and benefit increases.

The General Fund including asset management is \$136.6 million of the total and is an increase of \$11.9 million or 4.7% from the prior year budget. That \$11.3 million includes \$3.5 million in ongoing and \$6.3 million in one-time supplemental budget additions. The remaining General Fund changes are a \$2.8 million decrease in capital projects offset by approximately \$4.3 million in compensation and pension increases.

The operating portion of the budget includes salaries, supplies, and services for day-to-day operations. It is structurally balanced, with ongoing revenues covering ongoing expenditures consistent with existing financial policies. The operating portion of the FY18 budget including one-time items represents approximately \$119 million for all funds. The General Fund portion of that operating budget is \$86.5 million. In addition, the FY18 budget includes \$28.1 million in debt service requirements. The General Fund contingency, a rainy day fund set by policy at three months of ongoing operating costs, is \$17.8 million. The budget provides a \$15 million appropriation to allow for the potential of new improvement districts or other unknown or unanticipated new revenues such as grants. Also included in the total budget is \$128 million in capital projects funded primarily from impact fees, water and wastewater revenue and bonds, and general funds.

## CONCLUSION

Goodyear's FY18 budget is a product of collaboration between the City Council, city management, department directors, and staff to identify funding priorities. The preparation of the budget is one of the most important tasks performed each year and the review and adoption of the budget is also one of the most important policy decisions that you as elected officials make in the best interests of our community. I would like to thank staff for their time and effort, as well as the Council for their guidance and support throughout the development of the FY18 budget.

Sincerely,



Brian Dalke  
City Manager

## PERFORMANCE MANAGEMENT PROGRAM

The city of Goodyear's Performance Management Program brings together the various planning, prioritization, measurement, and improvement efforts that the city uses to deliver excellent services. The program aligns city activities and ensures goals are achieved efficiently. The graphic below depicts the stages and components of the program.

This program framework follows a **plan-implement-review-improve** cycle that relies heavily on Goodyear community input and feedback from citizens. As the cycle progresses, each stage informs the next. Communication to City Council and the community is crucial at every step.



The **planning** stage of the cycle is driven by the Goodyear community and City Council. Residents vote every ten years to approve the General Plan, which outlines the high-level vision and guiding roadmap for the city's future. Annually, the Mayor and City Council update and adopt the city Strategic Plan which translates the long-term General Plan vision into three-year priorities. Their subsequent approval of the Annual Budget allocates resources to carry out the Strategic Plan.

The **implementing** stage represents the work conducted by city employees throughout each year, based on the plans described above. Work is managed by each city department and overseen by city management, achievements and obstacles are documented, and the City Council and general public are regularly informed about progress.

The **reviewing** stage includes all of Goodyear's activities related to measuring and monitoring the performance of city programs and services using a variety of tools. Regular progress reports on city priorities are presented to Council and the public. Departments report process and outcome measures during and after the implementation of projects to demonstrate the results of their work and assess whether process improvements are needed. This stage also involves gathering feedback from residents and customers through surveys, meetings, and other input opportunities.

The performance management cycle ends and begins again during the fourth stage, **improving**. The city seeks to improve in a variety of ways including increasing efficiency, becoming more responsive to customer needs, and seeking innovative solutions to service delivery challenges. Fresh ideas are always welcome in Goodyear—from the community, our elected officials, and our employees. These improvements are incorporated into the next planning cycle.

## KEY PERFORMANCE MANAGEMENT PROGRAM TOOLS

### CITY STRATEGIC ACTION PLAN

The Strategic Action Plan translates the city's long-term General Plan vision into strategic, actionable activities over a three-year period. It also incorporates feedback from the Citizen Satisfaction Survey, as well as emerging needs and priorities of the community. These priorities are also the foundation for the city's Priority Based Budgeting result maps, as described later in this document. Goodyear City Council adopted its first formal city Strategic Action Plan on April 8, 2013. This plan establishes the city's vision and mission, and identifies priority focus areas for strategic initiatives to help define three-year goals.

### Vision Statement

*The city of Goodyear will be:*

- ◆ *A great place to live, work and raise a family*
- ◆ *A city with healthy lifestyles and commitment to the environment*
- ◆ *A growing community that provides quality opportunities and lifestyles*
- ◆ *We will be known as:*
  - *A destination place for regional shopping*
  - *A destination for higher education designed for workforce needs*
  - *A place for diverse job opportunities and an inventory of industries*
  - *An incubator for entrepreneurs*
  - *A hub of arts and culture in the West Valley*

### MISSION STATEMENT

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

### Four Strategic Focus Areas



#### **1. Fiscal and Resource Management (Governance)**

*The city of Goodyear will implement innovative and responsible policies and business practices to effectively manage its fiscal and human resources. The city will maintain a stable financial environment that is transparent and that maintains an outstanding quality of life for our citizens. Business practices will be efficient, business friendly, and ensure exceptional customer service to all stakeholders and citizens.*



#### **2. Economic Vitality (Effective Mobility and Reliable, Well-maintained infrastructure)**

*The city of Goodyear will seek diverse, high quality development, and will foster local jobs through the strategic pursuit of industries including renewable energy, engineering, technology, aerospace, medical, manufacturing, and internet fulfillment. Business investment and sustainability will be fostered through streamlined processes, strategic marketing, developing ongoing relationships, and encouraging tourism.*



### 3. Sense of Community

*The city of Goodyear will provide programs, gathering places, and events where the community can come together to participate in opportunities of learning and recreation. Sustainable relationships with the community will be cultivated through citizen engagement, outstanding customer service, and clear, accessible communication.*



### 4. Quality of Life (Includes Safe Community)

*The city of Goodyear will implement programs and projects that create a clean, well-maintained, safe, and sustainable environment and that provides citizens with opportunities for an engaged, healthy, and active lifestyle.*

This Strategic Action Plan is actively used by the city to drive policy and program direction, including the development of the city's annual budget. Any requests for new funding are evaluated in the context of their relationship to the strategic focus areas and their support of the Priority Based Budgeting key results. The plan is also discussed yearly with City Council to review progress and determine priorities for the annual plan update. As the plan is adopted, city departments use the document to update their own department operations plans. City Council receives a mid-year update on the action items in the plan. The full Strategic Action Plan is available on the city's website at [www.goodyearaz.gov/strategicplan](http://www.goodyearaz.gov/strategicplan).

## PRIORITY BASED BUDGETING (PBB)

The Center for Priority Based Budgeting is an organization that has created a budgeting model that local governments can use to put traditional "line item" budgets in the context of city programs – how much they cost and how closely they align with defined "key results." The city's key results are aligned with the Strategic Action Plan's four priorities and goals defined within the document.

The model that is created assists local governments with:

- ◆ Allocating resources to programs that most closely align with visions and results;
- ◆ Linking the budget with strategic goals/objectives and performance measures; and,
- ◆ Leading the organization down a path of maintaining long-term financial sustainability.

The city went through the initial creation of its PBB model using FY14 data. This comprehensive effort defined 822 programs that the city provides and provided an approximate cost for each. It also placed programs into "quartiles" that defined how relevant a program is to achieving desired results. These quartiles are based on scoring criteria that includes the city's priorities, as well as attributes such as demand for the program, cost recovery level, portion of the community served, and reliance on the city to provide the program.

The budget process included an evaluation of requests for new funding in the context of the FY16 quartile results for the program when considering priority. Next steps in this process will include updating the model with FY17 and FY18 budget information and utilizing PBB as a tool within Lean.

## PERFORMANCE MEASUREMENT

Performance measures, more commonly known as Citystat, is an initiative that Council requested in the summer of 2012. In the spring of 2013 this program was approved and tracking began in FY14.

Performance measures can provide a number of benefits to the city including:

- ◆ Supporting a better decision making process by providing managers with information pertaining to services, and programs;
- ◆ Promoting transparency and accountability by equipping policy makers and citizens with information that helps inform what the city does; and,
- ◆ Providing better and more consistent information for allocating scarce resources.

The goal of the program is to continually assess our performance measures and the services we provide in a manner that allows us to meet the current and future needs of our community while maximizing resource utilization. The Citystat team continues to evaluate the quality and value of our performance to ensure we are measuring relevant outcomes. The next evolution of this program will be to strengthen integration with Strategic Action Plan Goals and Actions.

The city is also a member of Valley Benchmark Cities (VBC), which is a collaborative consortium amongst the eleven largest communities in the Phoenix Metropolitan Area, Arizona State University (ASU), the Alliance for Innovation, International City and County Management Association (ICMA) and Maricopa Association of Governments (MAG).

VBC meets monthly with staff from the various communities and organizations to discuss topics primarily centered on performance measures, performance management, and benchmarking. Comparing our performance with peer jurisdictions on an “apples-to-apples” basis helps us understand what we do, track our progress, and provide accurate information about service delivery. As a result of this collaboration a citizen focused report has been produced. This report is now a resource that the community and city departments can utilize when researching or analyzing how Goodyear compares amongst our other local peer cities.

## MAP OF GOODYEAR, ARIZONA

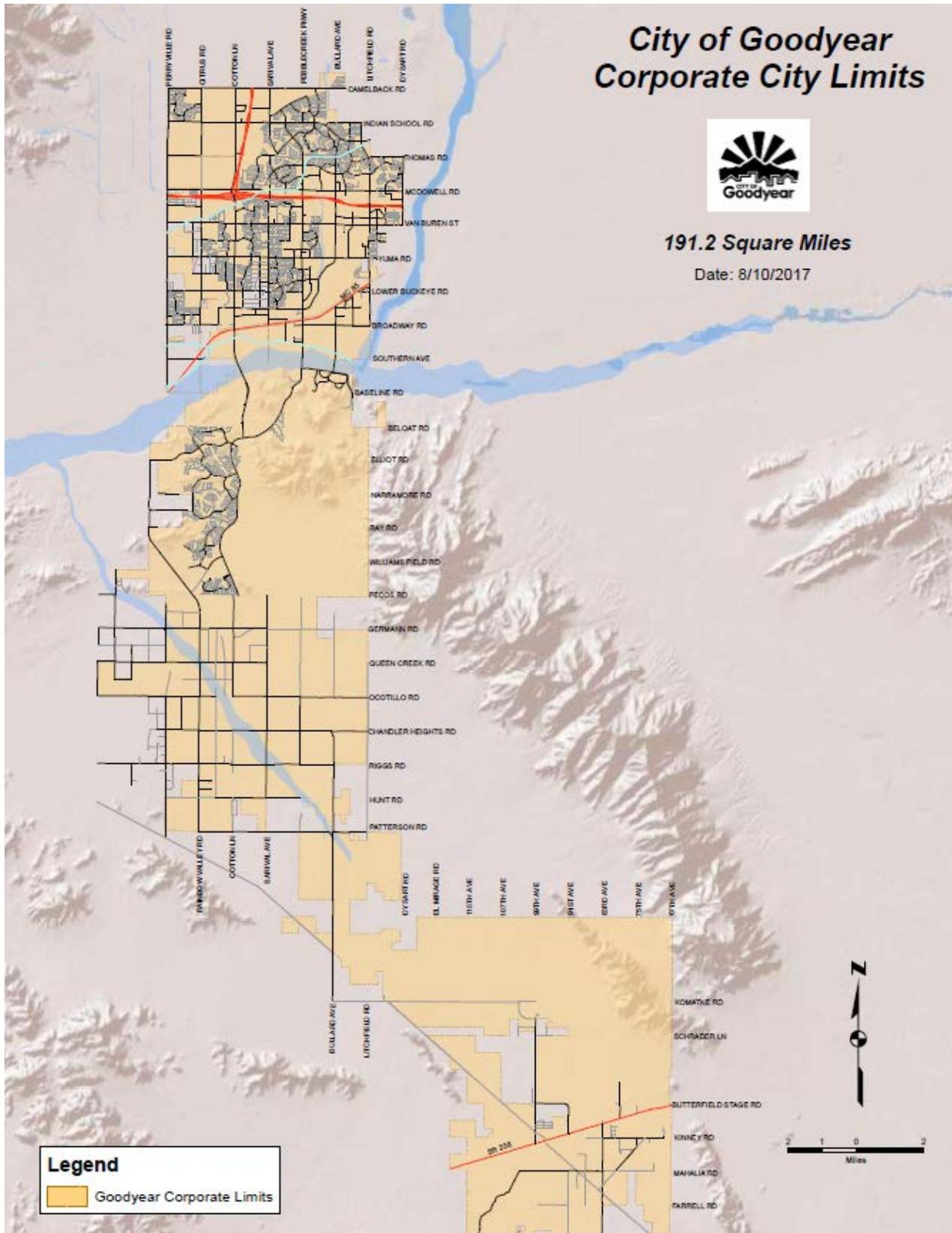


National Map



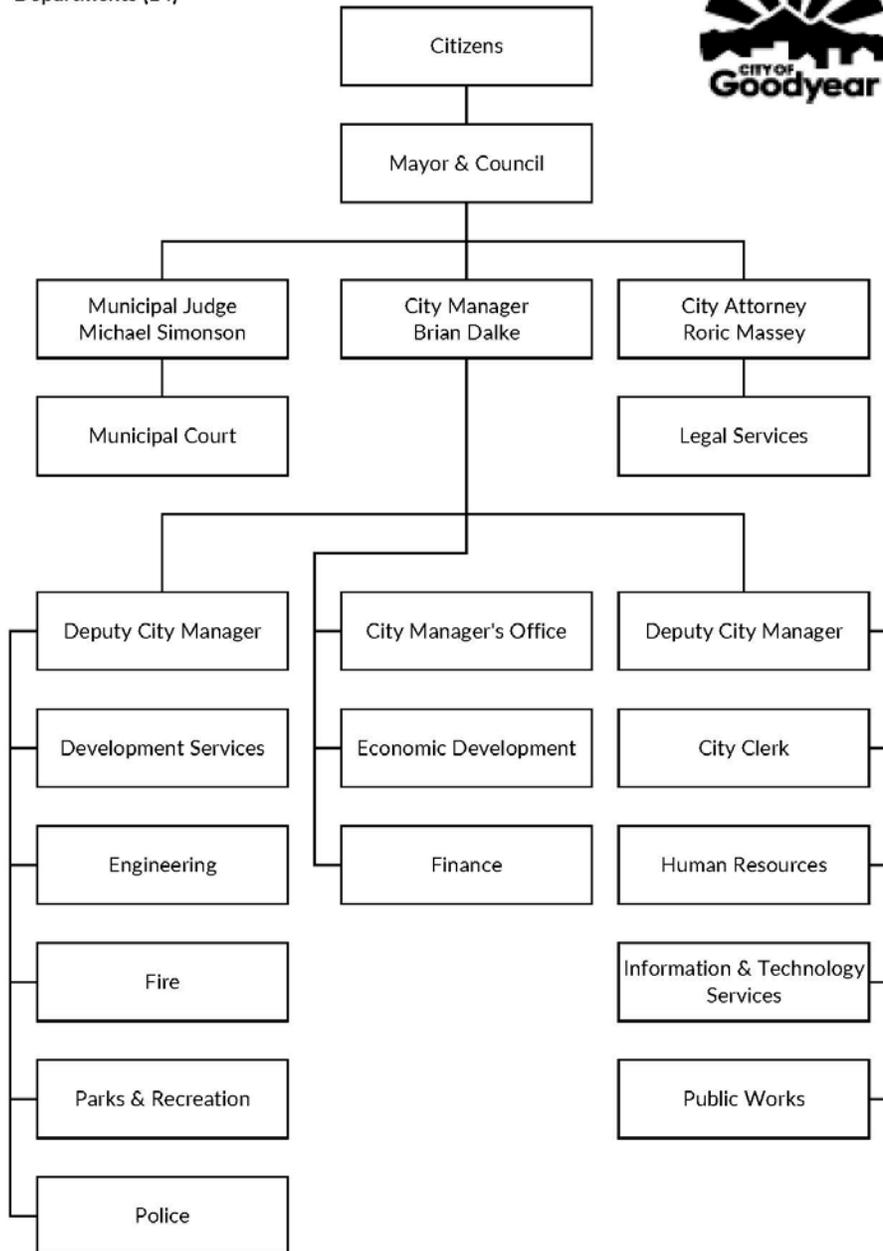
Arizona State Map





### FY18 MANAGEMENT ORGANIZATIONAL CHART

Organizational Chart  
Departments (14)



Effective: July 17, 2017

## CITY OF GOODYEAR HISTORY AND COMMUNITY PROFILE

### Yesteryear...

The Goodyear of today exists because of the cotton of yesteryear. It was part of the 16,000 acres purchased in 1917 for the Goodyear Tire and Rubber Company by junior executive Paul Litchfield. Cotton used to make rubber tires for airplanes in World War I was in short supply because foreign sources were in war torn countries or disease ridden. When Goodyear found that Arizona's climate and soil was similar to foreign sources, the company sent Litchfield to purchase land.

The small community that formed as a result of the Goodyear Farms cotton industry first became known as "Egypt" for the Egyptian cotton grown there and then, finally, was called "Goodyear." The community thrived as long as the cotton industry was strong. But, after the war, cotton prices plummeted and Goodyear's economy suffered.

The town of Goodyear was incorporated in November 1946. At that time, the town had 151 homes, 250 apartments, a grocery store, drug store, barber shop, beauty shop and service station. The town became a city in 1985.



However, World War II brought a recovery in the early 1940's when the Litchfield Naval Air Facility and the Goodyear Aircraft Corporation located here, employing as many

as 7,500 people at one time. Dirigibles, or "blimps", were built at the Goodyear Aircraft Corporation.



The Litchfield Naval Air Facility was the training base for the Navy Blue Angels aerial demonstration team until 1968. After the war, the Naval Air Facility served as a storage base for thousands of World War II aircraft that were moth balled and salvaged.



In 1949, a long history of aerospace and defense programs began in Goodyear when the Goodyear Aerospace Corporation replaced the Goodyear Aircraft facility. The plant was later sold to Loral Defense Systems



and eventually evolved by merger and acquisition into Lockheed Martin Corporation. Then, in 1968, the Navy sold the airfield to the City of Phoenix, who named it the Phoenix-Litchfield Airport. In 1986, it was renamed the Phoenix-Goodyear Airport.

In the 1980's, the 10,000 acres that remained of the original Goodyear Farms was sold to

SunCor, which developed much of the land into the Palm Valley master-planned, mixed-use community located north of I-10. SunCor grew to become one of the Southwest's most prominent developers in the 1990's and early 2000's, developing residential communities, golf courses and commercial real estate projects.

## HOUSING

Even though Goodyear was founded more than 60 years ago, the vast majority of Goodyear's housing stock is less than 12 years old. The projected build-out for the Goodyear Municipal Planning Area is estimated at 760,000 residents with 288,000 dwelling units and 328,000 jobs. There are approximately 30,000 dwelling units in Goodyear currently and is approximately 10% of its build out potential therefore, Goodyear can expect to see growth in the future.

Goodyear offers excellent residential choices from affordable starter homes to a variety of upscale homes as well as mountainside or equestrian estates. The City is also a Valley leader in master-planned communities, offering exquisite amenities such as country clubs, community centers, golf courses, walking/jogging paths, lakes and mountain trails.

**Estrella** fall in love with the beauty of life in Estrella nestled in the picturesque Sierra Estrella Mountains. This extraordinary 20,000-acre community offers the perfect balance of solitude and activity, bordering the Estrella Mountain Regional Park.

This oasis in Goodyear offers amazing mountain views and 72 acres of lakes. You can enjoy golf, hiking, annual events, playing at the various parks, boating, kayaking, fishing, or just watching the sunset glimmering across the water. Select from three new home communities including Mountain Ranch, Montecito, and CantaMia.



**Palm Valley** is located along Litchfield Road north of I-10, is a thoughtfully planned 9,000 acre community of housing, outdoor recreation, shopping, dining and family activities. Within the development, four retail centers offer restaurants and popular stores. Sports enthusiasts will appreciate Palm Valley's championship golf course, mid-length course, walking trails, and volleyball and basketball courts.



**Canyon Trails** has brought back good old-fashioned neighborliness with tree-lined streets, a central park and front porches on many homes. A vast system of walking and biking trails connects the five distinctive

neighborhoods and several mini-parks with the trails converging at a centrally located park.

**PebbleCreek** is a master-planned community for active adults in a stunning setting with mountain views. In addition to a superb range of housing, PebbleCreek offers world-class amenities that features multi-million dollar amenities including 45 holes of golf, outdoor and indoor pools, 20 pickle ball courts, tennis, fitness, creative and performing arts, restaurants, grand ballroom and auditorium, dog park, and more than 100 clubs, groups and classes for living an active adult lifestyle. The developer, Robson Communities Inc., constructs all homes in PebbleCreek.



**CantaMia** is an active adult community that promises to help you continue a life's song well written. CantaMia is designed to live in tune with the beautiful natural surroundings.

This innovative new neighborhood offers a distinctive approach to sustainable living. With more than 1,700 home sites available,

CantaMia delivers unique and compelling choices to fit both your budget and lifestyle.



**Vanderbilt Farms** is a community of one-acre home sites for custom homes, the perfect setting for a balance of suburban and country living. From elaborate master-planned communities to intimate gated subdivisions, Goodyear provides numerous options for executive housing.



**AWARD-WINNING COMMUNITY**

Goodyear was recently recognized by the Arizona Republic as the wealthiest city in the West Valley (among the six largest of the West Valley cities).

Goodyear was recently ranked by 24/7 Wall St. as one of America's Top Ten Best Cities to Live for the following reasons:

- High average household income
- Low poverty rate
- Safe place to live
- Positive employment growth

## GOODYEAR'S GOT TALENT

Goodyear has the most educated workforce in West Metro Phoenix and is in the top tier for the Metro region for a city of its size. With the city's population expected to double in the next 20 years expect Goodyear to continue attracting the high-caliber workforce that it is known for.

### Abundant Land for Development

Goodyear has abundant land for development to meet business needs with 5,000 acres of land within 5 minutes of the I-10 freeway for industrial or office use, including shovel ready sites in master-planned business parks.

### Access to Markets

Goodyear is strategically located near airports, freeways and rail, giving your company access to national and international markets.

### Business Incentives & Benefits

Goodyear offers attractive business incentives to reduce costs, including major property tax savings with qualifying programs such as Foreign Trade, Military Reuse and Redevelopment Zones.

### Top 15 Employers

<u>Employer</u>	<u>Industry</u>	<u>Employees</u>
1. Abrazo West Campus	Health Services	1,009
2. Macy's - Bloomingdale's	Internet Fulfillment	1,008
3. Amazon	Internet Fulfillment	975
4. Cancer Treatment Centers of America	Health Services	768
5. Sub-Zero	Manufacturing	472
6. McLane Sunwest	Distribution	345
7. Cavco Industries	Manufacturing	325
8. Snyder's of Hanover	Manufacturing	215
9. REI	Distribution	195
10. Cornell Cookson	Manufacturing	175
11. Palm Valley Rehabilitation Center	Health Services	174
12. Dick's Sporting Goods	Distribution	170
13. AZZ Galvanizing	Manufacturing	156
14. Schoeller Allibert	Manufacturing	130
15. Inventure Foods/ Poore Brothers	Manufacturing	125

(Source: Economic Development Department - as of 6/1/2017)



## EXCELLENT QUALITY OF LIFE

Goodyear provides a high quality of life with its master-planned communities, excellent schools and health care, trail systems and

entertainment options, including major league sports venues.

## CITY GOVERNMENT

Goodyear has a Council-Manager form of government. The City's charter government provides for six councilmembers and a mayor, elected at large on a non-partisan ballot. Councilmembers serve four-year staggered terms and the mayor, a four-year term. The Vice Mayor is elected annually by the rest of the City Council. As the local legislative body, the Council adopts ordinances and policies which direct the City government. The City Council also appoints members to all boards and commissions.

While city management participates in the development of policies, the City Council is the final decision-making authority. As elected officials, their responsibility is to represent the residents. Therefore, citizen participation at all levels is invited and encouraged by the City Council.

The Council frequently relies on ad hoc citizen committees or standing boards and commissions to recommend actions on major issues. While the City Council has the responsibility to make the final decision, what the citizen committees recommend is highly valued by this municipal legislative body.

The City Manager, who is appointed by the City Council, is responsible for the overall operation and supervision of the government functions within the policy directives of the City Council. As the administrative head of the City government, he is responsible for the appointment and dismissal of all employees, except for the Magistrate and City Attorney who are appointed by City Council.

## CITY SERVICES

Goodyear's excellent Police and Fire departments make the city one of the safest in Arizona. The Fire Department provides services directed at the prevention and control of fires, accidents, and other medical emergencies, in order to preserve lives and protect the property of the community. The Fire Department currently has six fire stations located throughout the city, including one in Mobile.

The Police Department provides law enforcement, investigates criminal incidents and traffic accidents, provides traffic safety and enforcement and provides crime prevention and community-oriented policing services through programs such as the Citizen's Police Academy, the Teen Police Academy, ride-along programs and school resource officers.

Utilities provided by the city include Water and Wastewater. Municipal services include Fleet Management, Sanitation and Facilities Management.



**City Employees**

As of July 1, 2017

**Full Time Positions** 572



**Fire Department**

Number of Stations 6

Number of Employees 109

Average Response Time 6:17 minutes

2018 EMS Incidents 6,059

2018 Fire Calls 165

2018 Miscellaneous Calls 1,884



**Police Department**

Patrol Units 92

Authorized Positions 150

2018 Calls for Service 56,124

Average Priority 1 Response Time 3:35 minutes



**Parks & Recreation**

Parks 17

Park Acreage Maintained 204

**Amenities Include:**

Playgrounds 18

Ramadas & Picnic Areas 39

Ball Fields 8

Tennis Courts 6

Swimming Pool 1

Splashpad 1

Skate Park 1

Dog Parks 2

Pump Track 1

BMX Track 1



**Streets**

**Lane Miles of Streets Maintained**

Arterial	271
Rural Arterial	76
Collector	134
Local	394
Industrial	15
Unpaved	22



**Utility Service Providers**

Electricity	Arizona Public Service (APS)
Garbage Collection	City of Goodyear
Gas	Southwest Gas
Telephone/Cable/Internet	Century Link Cox Communications
Water (North of I-10)	Liberty Water EPCOR
Water (South of I-10)	City of Goodyear
Water (White Tanks, Canada Village)	City of Goodyear AZ Water Company



**Election Statistics**

<b>Date</b>	<b>Type of Election</b>	<b>Registered Voters</b>	<b>Votes Cast</b>	<b>% of Registered Voters Voting</b>
May 16, 2017	General Election	42,379	10,226	24%
March 14, 2017	Primary Election	43,244	12,562	29%
March 10, 2015	Primary Election	34,666	7,515	22%

**Demographic Profile**



Total population (estimate)	78,189
Median age (years)	37.1
Median household income	\$70,323
Median owner-occupied housing value	\$215,500

Source: Maricopa Association of Governments 2015 population estimates and American Community Survey 2015

**Educational Attainment**



High school graduate or higher	92%
Bachelor's degree or higher	28%

Source: American Community Survey 2015

**School Districts in Goodyear**



District	School Type	# of Schools	# of Students
Avondale	Elementary K-8	9	5,615
Liberty	Elementary K-8	6	3,411
Litchfield	Elementary K-8	15	11,494
Mobile	Elementary K-8	1	86
Agua Fria	High 9-12	4	7,535
Buckeye Union	High 9-12	3	4,022

Source: AZ Dept of Education, October 1<sup>st</sup> Enrollment Counts

# Financial Plan

## FINANCIAL PLAN

### INTRODUCTION

Through the annual budget process, the city's financial policies are reviewed and discussed with the Council, including a discussion on any changes for the next fiscal year. This is critical, as these policies set the foundation for the development of projections and budget models, and influence the ultimate balanced budget that is recommended. These policies adopted for FY18 reflect the City Council's vision of a growing and vibrant community that provides an outstanding atmosphere for both citizens and our business community. These policies are reflected in elements of our Strategic Action Plan, and carry through to the development and monitoring of our capital and operating budgets. They represent fiscally sound financial management practices for both the short and long-term fiscal sustainability of the city.

The key policy change for FY18 is to reduce the General Fund Contingency Reserve to 15% of ongoing revenue (Budget Policy 3). The prior policy was an amount equal to the first three (3) months operating expenses from the prior fiscal year. The prior policy is cumbersome to administer and was heavily influenced by the unusually deep recession in the late 2000s and early 2010s. The new policy provides adequate protection in recessionary periods and allows the city to use its resources to produce results for the community. The FY18 budget retains the General Fund Contingency at the prior year amount of \$17.8 million rather than an immediate reduction to the \$13.4 million that would be allowable under the new financial policy.

Also in the FY18 budget, the City Council approved \$7.5 million in secondary property tax supported G.O. Bonds to provide partial funding for a \$114.2 million project to build a system to deliver and treat surface water. This project is essential to overall development of the entire City, and as a result an exception to Budget Policy 4 calling for enterprise funds to be self-sustaining was discussed and acknowledged throughout the FY18 budget process and adoption. The Budget Policy on Debt Management (8G) also states enterprises revenues 'should' pay, but does not require they be used to pay, debt service on water and wastewater bonds.

#### *Overall Goals*

The overall financial goals underlying these policies are:

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

*Budget Policies with FY18 Tentative Budget Evaluation*

1. Ongoing operating costs should be supported by ongoing, stable revenue sources. This protects the City from fluctuating service levels, and avoids crises when one-time revenues are reduced or removed. Some corollaries to this policy:
  - A. Ending fund balance should be used only for one-time expenditures such as CIP projects, capital outlay, increasing reserves or contingency funds, and/or paying off outstanding debt. The portion attributable to ongoing set-asides or contingencies may be used to fund those purposes.
  - B. Ongoing maintenance costs, such as street resurfacing or swimming pool re-plastering, should be financed through operating revenues, rather than through bonds.
  - C. Fluctuating federal grants should not be used to finance ongoing programs.
2. Ensure growth or development activities are funded commensurate with or in proportion to revenue generated from related fees.
3. General Fund appropriations should include a contingency reserve account equal to or greater than 15% of the amount budgeted for ongoing revenues.
4. Enterprise Funds should be self-sufficient. They should include a sufficient un-appropriated fund balance to absorb fluctuations in annual revenue. Wherever possible, enterprise funds should be charged directly for "overhead" services, rather than using an indirect service transfer. These services include such things as employee fringe benefits, insurance costs, and telephone charges. Provision should also be made for interdepartmental charges for services such as solid waste disposal (landfill) and vehicle repair, when this is practical. Operational revenue should be great enough to cover capital costs and replacement or debt service as established within rate planning.
5. Asset Management reserves should be established, funded and used to replace and preserve General Fund assets consistent with department plans.
6. Enterprise fund asset management requirements should be incorporated in multiyear forecasts and rate plans and included in the annual budget consistent with the underlying asset management plans.
7. Laws that restrict or place limitations on revenue sources should be explicitly addressed in the budget process. These include:
  - A. Arizona Lottery Funds (ALF) are required to be used for public transportation purposes for jurisdictions within Maricopa County and must be utilized within two years of distribution with the potential for a one year extension.
  - B. No more than one half of the prior year's Highway User Revenue Fund (HURF) can be used for debt service (A.R.S. 48-689).
  - C. When the City's population reaches 30,000, it must maintain its level of general fund support in street maintenance and operations, as provided by state law (A.R.S. 28-6543).

## 8. Debt Management

- A. Short-term borrowing or lease-purchase contracts should be considered for financing major operating capital equipment when the Finance Director along with the City's financial advisor determines and recommends that this is in the City's best interest. Lease/purchase decisions should have the concurrence of the appropriate operating manager.
- B. Annual short-term debt payments should not exceed 5% of annual revenue or 20% of total annual debt.
- C. City of Goodyear Public Improvement Corporation - lease payments are funded by an excise tax pledge. Requires a "coverage ratio" 1.50 to 1.00 of pledged excise tax revenue to debt payment.
- D. Maintain and sell new General Obligation Bonds only when the combined Property Tax Rate of \$1.74 or lower can be achieved.
- E. Annual levy calculations should be at the maximum amount allowed for the City's primary property tax.
- F. Maintain bond rating of investment grade from Moody's or Standard & Poor's.
- G. Enterprise Funds should finance water and wastewater bonds sales where appropriate.
- H. Bonds should not be financed by General Funds unless necessary. If General Funds finance bonds, the combined annual debt service shall not exceed ten percent (10%) of the current three years average operating revenues of the General Funds. City Construction Sales Tax revenues will not be included in computing the average.

## 9. Budget Amendment Policies

- A. Total Fund Appropriation Changes must be approved through City Council Resolution. These amendments must also comply with the City's Alternative Expenditure Limitation.
- B. Uses of contingency appropriations must be specifically approved by the City Council. This may be by Council motion rather than resolution.
- C. Shifts in appropriations between lines of appropriation may be made only upon approval of the City Council. Procedures for budget transfers and delegation of budget responsibility will be set by the City Manager.

## 10. Budgetary Control System

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

## 11. Revenue Policies

- A. A diversified and stable revenue system will be maintained to ensure fiscal health and absorb short run fluctuations in any one revenue source.
- B. User fees for all operations will be examined every 3-5 years to ensure that fees cover direct and indirect cost of service. Rate adjustments for enterprises will be based on five-year enterprise fund plans.
- C. Development fees for one-time capital expenses attributable to new development will be reviewed every 3-5 years to ensure that fees match development related expenses.

- D. Cost analysis should be performed for all services in order to determine if fees collected are covering cost of service.

## 12. Capital Budget

- A. A long-range capital improvement plan should be prepared and updated each year. This plan may include (in years other than the first year of the plan) “unfunded” projects that carry out the City’s strategic and general plans, but it should also include a capital-spending plan that identifies projects that can be completed with known funding sources. Each department must, when planning capital projects, estimate the impact on the City’s operating budget.
- B. Amendments to capital appropriations fall under the same guidelines as changes to the operating budget noted above, with one exception—any project change exceeding \$75,000 should receive specific City Council approval. This approval can be by motion rather than resolution, and may accompany a recommendation for award of bid, change order, or other Council action. While this approval is not a strict legal requirement, it serves both to keep the Council informed on capital project activity and funding, and ensures that revisions of project priorities are in line with Council expectations.

## 13. Long Term Financial Plans

- A. The City will adopt the annual budget in the context of a comprehensive financial plan for the General Fund. Financial plans for other funds may be developed as needed.
- B. The General Fund long-term plan will establish assumptions for revenues, expenditures and changes to fund balance over a five-year horizon. The assumptions will be evaluated each year as part of the budget development process and should include operating costs anticipated for opening projects in the capital improvement plan.

## LONG TERM FINANCIAL PLAN

The City of Goodyear has used long term financial planning as a fundamental guide in its budget process for many years. Regardless of the economic climate, city leadership has always looked upon sound financial planning, both long and short term, to guide the city into the future. Recovery from the recession has been evidenced by slow growth in recent years. The recent growth rates have been much lower than those experienced prior to the downturn. As a result, the City has taken steps to reevaluate how to continue to provide quality services and prioritize new initiatives. As a first step, the City Council, working in conjunction with the executive management team and City staff, developed the City of Goodyear Strategic Action Plan. Discussions about this planning process began in 2011, and concluded with a plan that covered FY13-FY16 and identified four strategic focus areas:

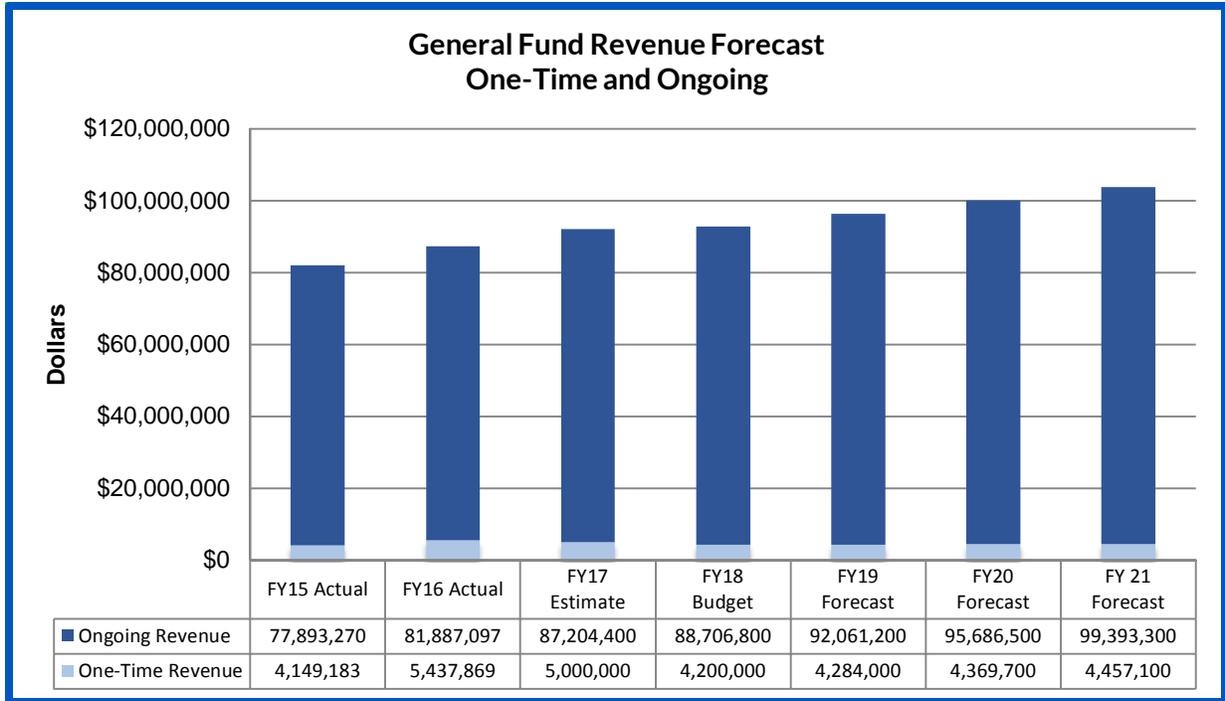
1. Fiscal and Resource Management.
2. Economic Vitality.
3. Sense of Community.
4. Quality of Life.

Unlike many strategic plans, the Council focused very much on the “Action” aspect of the plan. As a result, each focus area has specific goals, a delineation of projects and programs to help meet those goals, individuals responsible for overseeing the projects and programs, and a timeline for completion. It is this document that serves as the vision for the community over the coming years with updates provided at the Council’s annual retreat. Work is currently underway to develop the FY18-FY20 Plan.

### FINANCIAL TREND ANALYSIS

At the highest level, resource availability drives what the city can accomplish in a given fiscal year. Revenues are monitored throughout the year in order to look for trends in either direction away from the budgeted levels. Should there be any major deviations, the city can react more quickly. Monitoring revenues and the activities that generate them involves participation by finance and budget staff, as well as department staff for those departments that generate significant levels of revenue.

The city utilizes historical trend analysis, professional judgment, and outside resources such as the University of Arizona Eller Retail Sales Forecast, to aid in forecasting revenues in the short term. In addition, the city works with the State of Arizona, as a significant portion of our operating revenue is provided by the State through formula-based sharing of State income, sales, vehicle license, and gas taxes.



The most significant change for the city, as a result of the prolonged economic downturn, was a substantial reduction in one-time revenues and their associated activities. Construction sales tax is a major one-time revenue that has been very volatile. The FY18 budgeted level of \$4.2 million for construction sales tax revenue is substantially lower than the FY07 peak of \$22.8 million. The city was fortunate that the types of activities funded by one-time revenues, such as capital projects and various life cycle maintenance activities, could be phased over longer time frames, delayed or cancelled.

Development activity has improved, with growth seen in areas such as single family building permits over the past three years. Overall, development related activity and related revenues were again budgeted on a very conservative basis for FY18 at levels 3% below FY17 estimated.

Despite the significant decline in one-time revenue, the city has enjoyed good performance in the key ongoing General Fund revenues of local and state-shared sales taxes. While these revenues did decline at the height of the downturn (FY07 and FY08), the drop in revenues was not nearly as severe as it was for development related revenue.

Overall, moderate and steady growth in local non-construction sales tax continues with FY17 revenues predicted to be about 5% greater than FY16 collections. The FY18 budget for local sales taxes, excluding construction sales tax, makes up 49% of total General Fund revenue and reflects 4.5% growth over the FY17 estimate. The total General Fund revenue for FY18 is budgeted at 1% above the FY17 estimate, the small increase is primarily due to the decrease in state shared revenues. State shared revenues are impacted by a recent change in the legislative formula for the population factor. Also, state income tax is stagnant due to prior legislative changes in the tax code. Income taxes are shared on a two year lag.

## FINANCIAL POLICIES

The city currently adheres to a set of financial guidelines approved by City Council and written into the annual budget document. These guidelines are reviewed with City Council during work sessions held throughout the budget process and at the annual City Council Retreat. Should any of these guidelines not be met, steps are taken to reevaluate the criteria in question and bring the city back into compliance.

## CONTINGENCY FUNDS

The city currently employs several contingency accounts; each designed for different purposes. The General Fund includes a contingency reserve account equal to or greater than 15% of the amount budgeted for ongoing revenues. For FY18 the contingency is 19% of ongoing revenues. The other contingencies are primarily to provide appropriation capacity in case new revenues such as grants are received. The other contingencies are City Manager, FMLA/retirement, Public Safety MOU Trigger, Capital Reserve Fund, Grant Match and Community Para-Medicine. In the water fund there is a water drought contingency.

## PROPERTY TAX

State law changes have limited the growth in assessed valuation to five percent annually, and additionally, a single valuation is used for both primary and secondary property taxes for the first time in FY16. For FY18, the combined property tax rate drops from \$1.86 to \$1.73 per hundred dollars of assessed value. As noted previously, Council adopted a new policy that will allow bonds to be issued once the combined property tax rate can be \$1.74 or lower.

Consistent with the Council adopted financial policy that caps the combined property tax rate at \$1.74 per \$100 of assessed valuation when issuing new debt, the City plans to issue up to \$25 million in General Obligation (G.O.) Bonds in FY18 for a water project, a replacement fire station, and for a recreation center and aquatics facility as part of a project to begin developing an 86-acre recreation campus.

## BOND RATING

The city has its general obligation bond credit reviewed by two national bond rating agencies. In May 2016, the city's G.O. bond ratings were held steadfast by Moody's. In September 2016, the city's G.O. bond ratings were assigned a stable rating by Standard & Poor's - reflective of their view that the city's strong financial profile may be consistent with that of a higher rating category. Higher ratings generate significant savings for the City of Goodyear in favorable interest rates.

In May 2016, Goodyear's rating for Water & Sewer Revenue bonds was raised by Standard & Poor's from "A+" to "AA".

## ASSET MANAGEMENT & REPLACEMENT FUNDS

The asset management program was first identified as a Council priority in the FY15 budget and was added to the financial policies in FY16. The program funds 10 year plans for information technology hardware, fleet, parks, right of ways, the ballpark facilities, pavement management, and

fire equipment replacements based on the annual average expense in each plan. Variations from this straight-line funding approach are generally increases to address early year peaks, especially in new plans for areas where deferred maintenance still remains. The FY18 Annual Budget adds a new asset management program for traffic signals with \$1.9 million as the first of three years of a higher funding level to address a backlog along with the current year needs. This program also includes public art on a portion of the traffic signal cabinet replacement or repainting projects. In total, more than \$9.5 million in asset replacements are included in this budget.

## **LONG TERM PLANNING**

A conservative approach to revenue and growth projections and budgeting expenses has served the City well and continues as the underlying premise in building the FY18 budget. However, one of the most conservative responses that stemmed from the 'great' recession is being eased through a revision in the targeted General Fund Contingency or 'rainy day fund' in this budget. The new target of 15% of ongoing revenues is still at a level above that needed to maintain bond ratings and an appropriate safety net. At the same time, this budget continues and expands financial planning for future costs through asset replacement reserves, set asides to address known future debt service increases and for upcoming capital project operating costs, and also establishes a new capital project reserve. The capital reserve project anticipates upcoming costs needed to advance key projects such as fire and police facilities and off sites such as roads for the 86-acre recreation campus.

The 10-year CIP stands at \$417.3 million and includes a \$114.2 million project to implement a new strategy to access and treat the city's allocation of Central Arizona Project (CAP) water. This project is essential to future growth and development of the entire city. Given this broad reaching impact, the project is partly financed with \$7.5 million of secondary property tax supported General Obligation (G.O.) Bonds. Though not disallowed in a Council adopted financial policy which states that enterprise funds should be self-sufficient, it is not consistent with recent practice. As a result, the use of General Funds and/or secondary property tax supported debt for this project has been presented and discussed at five City Council Work Sessions as both the project and the 10-year CIP were being developed. The project and its funding was also prominently displayed at the Budget Open House. With this \$7.5 million G.O. Bond allocation, there is no remaining voter authorization for Water projects general obligation bonding.

## **CONCLUSION**

Over the next five year period, the City of Goodyear expects to see a continuation of a slow to moderate growth pattern. It will continue to monitor development activity for signs of stabilization. The city will continue to follow the adopted financial policies, which call for more conservative approaches in governing the community through actions such as the use of various contingency funds and reserves, and tying one-time revenue to one-time expenditures.

The city is also involved in a very critical project to implement a new financial system that will provide a much needed update. This system should generate efficiencies and reduce risk by eliminating many smaller systems and desktop spreadsheets used throughout the city, and assist in meeting information needs to better support financial planning.

# Budget Summary

## BUDGET SUMMARY

### BUDGET PROCESS OVERVIEW AND CALENDAR

The FY18 budget development process included a City Council retreat, five work sessions, a public budget open-house and the efforts of city management, departments and Finance Department staff to develop the budget. Three additional Council meetings were also held to complete formal adoption and to hold public hearings.

In October 2016, the city Council received the first look at the upcoming budget with an overview of the ten-year Capital Improvement Program (CIP). Departments began preparing updates to the plan a month earlier. The emphasis of that CIP update included careful review and scrutiny of the FY18 program projects, material change required to projects in middle years due to newly adopted plans or other City Council actions, and requests for projects in the new 10<sup>th</sup>

Throughout December the capital projects were reviewed by the Engineering Department and Budget and Research for scope, definition, completeness and compliance with requested information. Also in December, the process to update the current year estimate and base request for the departmental operating budgets began. Departments received instructions for the process and requirements to request supplemental additions to their budgets for both ongoing and one-time needs. Consistency and alignment with the Strategic Plan, relative placement within the Priority Based Budgeting quartile system, contractual obligations, inflationary cost increases, and other Council adopted plans, policies and direction were key aspects to be addressed and considered in evaluating supplemental budget requests for funding consideration.

Base budget requests are constrained to the prior year budget less one-time items. Reviews with Budget and Research and City Manager's Office representatives included a focus on establishing base budgets consistent with experience and known or anticipated cost changes such as for existing contracts. If it was determined a department could not provide ongoing services in the coming year within the base budget amount, supplemental requests were submitted by the department to request increases to the base budget. The supplemental requests can be for on-going costs, services enhancements, and one-time costs. These supplemental requests were discussed and quantified at the review meetings. Examples include price and volume increases in the contract for jail services and utility rate increases.

In February 2017, a five-year General Fund forecast was presented to provide the City Council and the public a sense of the environment in which the upcoming budget would be developed. The forecast was provided in major categories of resources and expenditures and categorized between on-going and one-time elements. This forecast was consistent with the city's financial policy to pay for ongoing costs from ongoing revenues. Five-year fund forecasts were also presented for the Sanitation and key capital funds, including new G.O. Bond capacity. A multi-year forecast and five-year rate plan had become effective on January 1<sup>st</sup>, 2016 so the Water and Wastewater fund forecasts did not require updating.

Improvements in the economy have increased the city's overall property valuations during the last few years, but previous changes in property tax law have capped the growth in assessed valuation. This change reduced the tax base and impacted the city's ability to issue bonds, as well as plans for funding for future projects. Based on feedback from the prior month's Council retreat, assumptions

in the forecast were changed to account for an increase in the combined property tax at which general obligation bonds could be issued and therefore allow certain projects to be advanced in the 10-year capital improvement program.

In addition to developing the base budget and budget additions to the FY18 budget, the annual process also includes a step where departments are asked to identify capital projects and operating budget one-time items that require carryover into the new budget year. Carryovers are required when there is an in process procurement that will not be completed by year end and/or when the full amount of an awarded contract or agreement will not be expended by the end of the year. Carryovers primarily occur in the CIP due to the long time frames required to complete capital projects. Budget must be available for the entire contract before it is awarded.

An Executive Budget Committee made up of the City Manager, Deputy City Managers, Finance Director, other City Manager's Office representatives and the Budget and Research Manager met throughout the budget development process. This team ultimately develops a recommended draft budget including supplemental and capital project changes based on the staff reviews and City Council input received throughout the various work sessions.

The draft budget for the enterprise funds, operating budgets and 10-year CIP were presented and discussed at a City Council work session on April 10, 2017. Council was provided with background on CIP budget process to-date information on new project requests and proposals to advance existing projects, and potential funding options. In particular, discussion centered on the advancement of key projects for a such as a surface water project that will minimize the long term impact to rate payers, allocate costs equitable between new growth and current users, and protect the city from development fluctuations.

The draft balanced budget for the General Fund and the full 10-year CIP was presented to the City Council in its final FY18 budget development related work sessions on April 17, 2017 and also at a public budget open house on May 2, 2017.

The City Council formally adopted updates to the city's Financial Policies prior to the final budget adoption in June. The budget included recommendations for base budget operational increases for employee compensation and benefits. Also included were one-time items such as employee training and development, new equipment or replacements, software upgrade and replacement, street sign and traffic pole enhancements, and contract services to support potential increases in plans review, permitting and inspections for building activity. The 10-year Capital Improvement Program included projects to improve and maintain parks, provide recreational opportunities, expand public safety facilities, improve water and wastewater projects, and add traffic signals.

The FY18 budget includes 21 new positions. In keeping with the Council priority on public safety and safe neighborhoods, nine of these are in the Police Department, including a new patrol squad and two telecommunication operators that will address growth in customer service requirements and enhance response time. The budget also includes funding for the Fire Department in preparation of the planned July 2019 ambulance service initiation, which includes seven non-sworn positions. Parks and Recreation will convert two part-time recreation coordinators positions to full-time and a ROW Superintendent. The Municipal Court will now use a city employee instead of a contractor for Court Security.

This was the fourth year since the recession in which the City added positions, which are critical to the city's ability to meet the demands of the growing community. During the recession, the city focused on keeping up with demands by utilizing existing staff through streamlining business processes, repurposing positions, and employing part-time, temporary, or contracted staff. Still, since the City's highest staffing count in FY09, Goodyear's population has increased by nearly 35% while the number of full-time positions have only increased by 4. Over that same time frame, the full-time positions per 1,000 population has decreased from 9.3 to 7.1.

As part of the FY18 budget process, a comprehensive citizen communication strategy was utilized. All Council work sessions and documents are posted on the City's website and those meetings were able to be viewed live or later. The City also maintains a Transparency in Government page on the City website that is used to provide budget development information and historical budget documents [www.goodyearaz.gov/transparency](http://www.goodyearaz.gov/transparency). In addition, information highlighting the 2018 budget was directly mailed to Goodyear residents.

A public budget open house was held on May 2, 2017, this was a change from the former presentation style approach as this encouraged more face to face interactions among the citizenry and other interested stakeholders. The tentative budget was presented and adopted by the Council on May 22, 2017. The tentative budget adoption sets the maximum limits for expenditure authority for the upcoming fiscal year. At this stage, notice was also posted for the public hearing on June 26, 2017 when the Council would consider adopting the final budget and the Truth and Taxation increase in the Primary Property Tax Levy. All budget schedules were posted to the City's website, published in the local newspaper, and on file at the local library branch for public review.

Finally, the City is in compliance with all state laws. The final budget was formally adopted June 26, 2017 with the property tax levy adoption following on July 11, 2017. Final adoption included technical adjustments to line items within the budget, and reduced the bottom line to \$319.8 million from \$320.3 million in Tentative Adoption due to a net reduction in State-Shared Revenues based on updated population. A contingency for capital projects was reduced to offset the lost revenue.

**FY18 Budget Development Process**

<b>DATE</b>	<b>TOPIC</b>	<b>ACTIVITY TYPE</b>
<i>October 21 &amp; 22, 2016</i>	CIP overview, tax policy and budget calendar	City Council Work Session Retreat
<i>October 24, 2016</i>	Kick-off staff base budget and supplemental request process	Staff Process Kick-off
<i>December 5, 2016</i>	FY17 beginning balance, FY18 one-time resources & priorities for General Fund	City Council Work Session
<i>November 14, 2016</i>	Kick-off staff CIP update process	City Council Work Session
<i>February 6, 2017</i>	Five-year forecasts for general, sanitation, and key capital funds	City Council Work Session
<i>February 24, 2017</i>	Kick-off department carryover request process	Staff Process Kick-off
<i>March 20, 2017</i>	CIP project requests	City Council Work Session
<i>April 10 &amp; 17, 2017</i>	Draft budget review	City Council Work Session
<i>May 2, 2017</i>	Public budget open house	Public Meeting
<i>May 22, 2017</i>	Tentative budget adoption and financial policies adoption	City Council Action
<i>June 26, 2017</i>	Public hearing, Truth in Taxation and final budget adoption	City Council Action
<i>July 11, 2017</i>	Property tax levy	City Council Action

## BUDGET BASIS AND AMENDMENTS

### BUDGET BASIS

The budget is prepared on an annual basis primarily consistent with Generally Accepted Accounting Principles (GAAP). The City's Governmental Funds consist of the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Project Funds. Governmental fund type budgets are developed using the modified accrual basis of accounting.

Under the modified accrual basis, revenues are estimated for the fiscal year that they are accrued. Principal and interest on general long-term debt is budgeted as expenditures when due, whereas other expenditures are budgeted for based on the timing of receipt of the goods or service.

Proprietary Fund Budgets – Water, Wastewater, Sanitation, and Internal Service Funds – use the full accrual basis of accounting whereby revenue projections are developed recognizing revenues earned in the period. Expenditure estimates are developed for all expenses incurred during the fiscal year. However, budgeting is on the same basis for all funds.

The major differences between the budget and the Comprehensive Annual Financial Report (CAFR) are:

- ◆ Certain revenues, expenditures and transfers are not included in the budget, but are accrued and reported on the GAAP basis. For example, the increases or decreases in compensated absences are not included for budget purposes but are in the CAFR
- ◆ New capital outlays in the Enterprise Funds are presented as expenses in the budget, but recorded as assets in the CAFR
- ◆ Depreciation expense is not included in the budget, but is an expense in the CAFR
- ◆ Debt service principal payments in the Enterprise Funds are expenses in the budget, but reported as reduction of long-term debt liability in the CAFR

### BUDGET AMENDMENTS

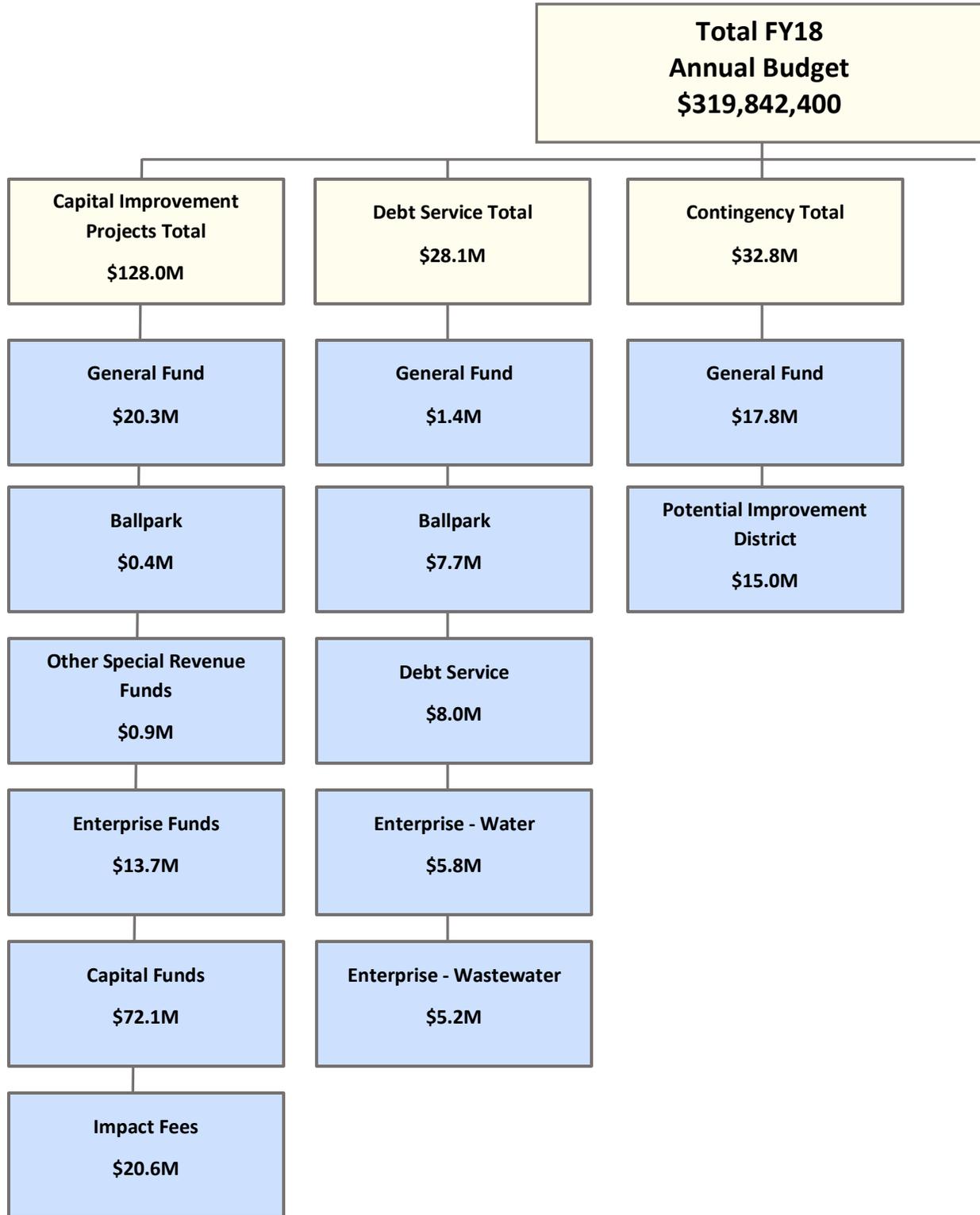
The Council can amend the total appropriations for an individual fund. To maintain compliance with the expenditure limitation when one fund's total appropriation is increased, an equal offset to another fund's appropriation must be reduced.

The level at which the budget is controlled and adopted is by fund for all but the General Fund which is by program as established in State Budget Schedule E – Expenditures/Expense by Fund.

The FY18 total budget appropriation amount is \$319.8 million. The Mayor is authorized to transfer budgeted amounts between departments within funds. However, any budget revision requiring a transfer from the contingency reserve must be approved by the Council.

In practice, the City Council approves all budget transfers that cross appropriation lines on a monthly basis. Department expenditures within a fund are controlled at the category of expenditures – Personnel, Contractual, Commodities and Capital Outlay. Capital projects are controlled at the total project budget.

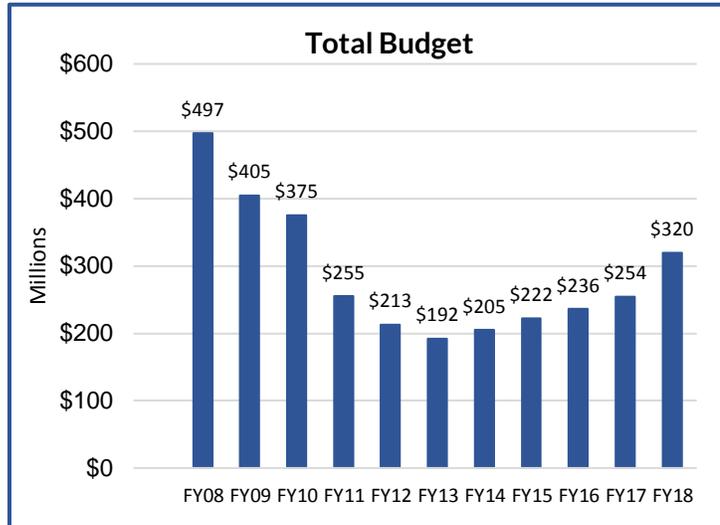
**FY18 FINANCIAL ORGANIZATION CHART**



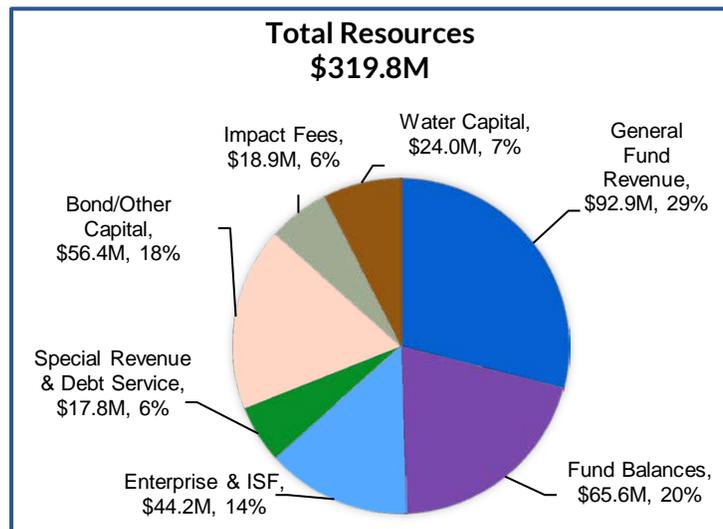


### FINANCIAL BUDGET SUMMARY

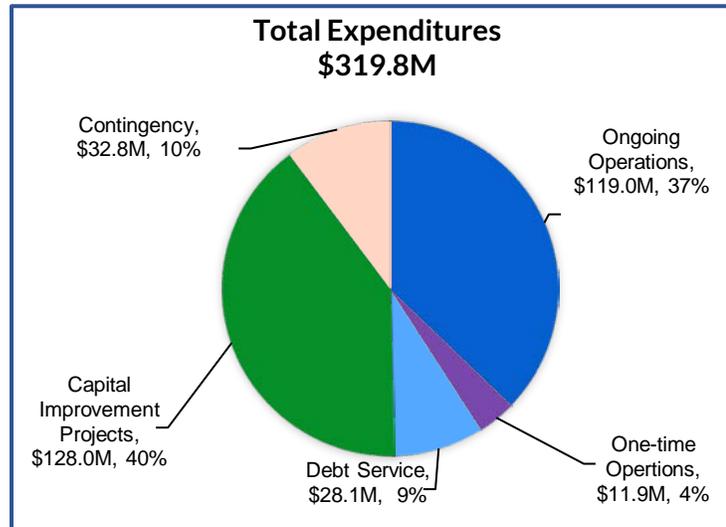
Like most other communities across the country, Goodyear experienced significant reductions in local economic activity during the downturn. These changes in the national economy were characterized most notably by a precipitous decline in the housing sector which began during calendar year 2008. However, over the course of the past couple fiscal years the economy has made moderate steps towards a recovery. In the last four years, the City has seen a slow but steady stabilization and increase in revenue trends. Recent consistency spurs “cautious optimism” as the City looks to the steadying of the economy and revenue sources. The City continues to maintain a conservative approach in forecasting and projecting annual revenues as staff continues to monitor national and local data. This is especially true for the more volatile building related activities.



Total resources supporting the budget are projected at \$319.8 million for FY18. General Fund revenue makes up the largest share of the budget at \$92.9 million. Enterprise fund revenues are projected at \$41.9 million and consist mainly of user and connection fees from Water (\$19.1M), Wastewater (\$15.1M), and Sanitation services (\$7.7M). Internal service fund revenues are expected to generate another \$2.3 million. Total capital funding sources of \$99.3 million consist of a \$56.4 million in bond proceeds and other capital, \$24 million in enterprise capital funds, and \$18.9 million in Impact Fee revenue. Special revenue and debt service (\$17.8M), and fund balance (\$65.6M) are also included in the total resources.



The FY18 expenditure budget totals \$319.8 million, which represents a 26% increase from the prior fiscal year budget of \$254 million. This \$65.8 million change can be attributed mainly to a \$55 million increase in capital improvement projects. Significant projects include \$30 million for the surface water project, \$10.5 million for the ballpark improvements funded by the Cleveland Indians, and new fire stations anticipated at a cost of \$9.5 million.



The FY18 operating budget for all funds is \$119 million and represents about an 8% increase over the prior year operating budget of \$110 million. The \$9 million increase in the operating budget is primarily in the General Fund due to a \$6 million increase in personnel, and \$3 million increase commodities/operating capital and in one-time repair and maintenance supplemental and carryover requests. It is important to note that the one-time funding items are to address specific operational needs for FY18 only and are not added to department ongoing base budgets. Other budgeted increases include personnel-related costs such as salary increases and retirement contributions, as well as the rising cost of contractual services and commodities that the city purchases for operations.

The largest category of expense is capital projects at \$128 million, or 40% of the total FY18 all funds budget. This amount includes both new FY18 projects and carryover from the previous fiscal year. The contingency appropriation totals \$32.8 million, or 10% of the total budget, \$17 million of which is the General Fund "rainy day" contingency.

The city continues to seek out efficiencies where possible, such as organizational restructuring and consolidation, closely monitoring performance measures, and implementing operational efficiencies in order to maintain a balanced budget. Further, the City's budget is structurally in balance with on-going operating revenues sufficient to cover on-going operating expenses.

## SUMMARY BY FUND

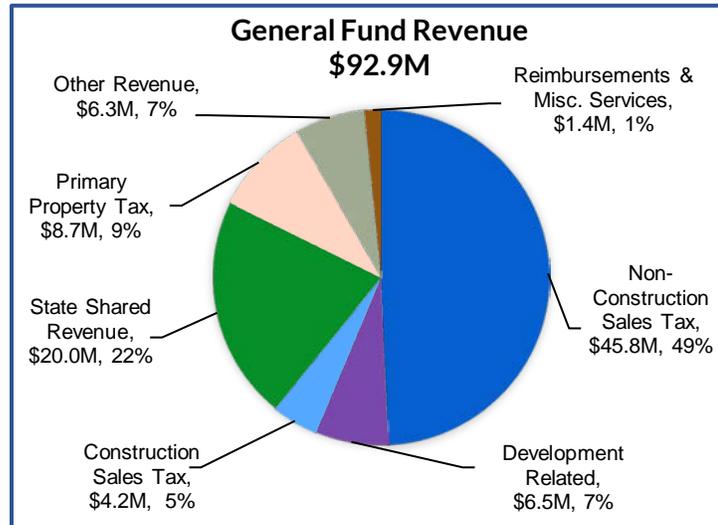
The financial accounts for the city are organized on the basis of funds. In governmental accounting, a fund is a self-balancing set of accounts that are segregated to show operating results for a particular activity or set of activities. Funds are categorized into three classes – governmental, proprietary, and fiduciary.

Special Revenue funds typically are used to account for tax-supported activities, while proprietary funds are used for more businesslike activities that are supported at least in part by user fees or charges. Fiduciary funds are those where the resources are held by the government entity as a trustee or agent for outside parties. These funds cannot be used to support daily operations or programs. The budget reflects mid-year reclassification and name change of the Stadium fund from proprietary to Ballpark Special Revenue. The major funds in Goodyear are described below:

**General Fund**

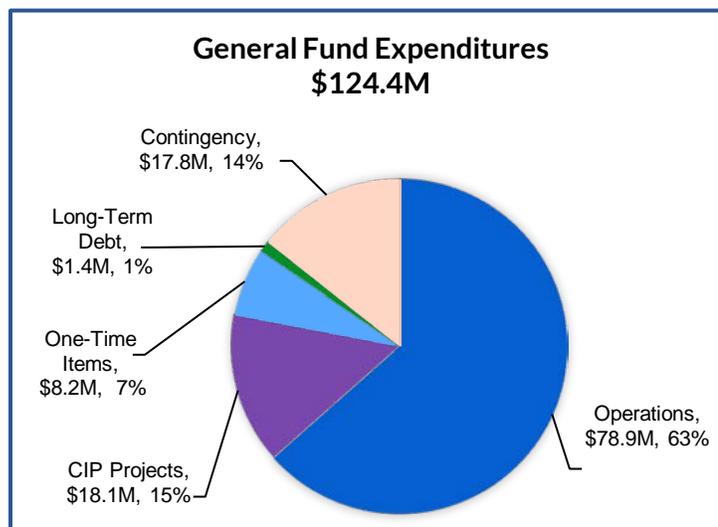
The General Fund is a governmental fund that supports most of the city’s daily general operating activity including the operations of the various departments. This fund is supported by various sources of revenue, including sales and property taxes, state shared tax revenue, and development related revenue.

General fund revenues are projected at \$92.9 million for FY18; this includes non-construction sales tax of \$45.8 million, state shared revenue in the amount of \$20 million, primary property tax at \$8.7 million, development related revenue estimated at \$6.5 million, construction sales tax at \$4.2 million reimbursements and miscellaneous services of \$1.4 million, and \$6.3 million in other revenue.



Projected revenue represents a 4% increase from the prior year. Non-construction sales tax is forecasted to be 5% over the FY17 budget. State shared revenue is received based on the city’s share of state population, and in the General Fund includes shared income tax (urban revenue sharing), transaction privilege (sales) tax, and vehicle license tax. State shared revenue estimates are provided by the Arizona Department of Revenue. The population will be reset annually instead of every 10 years with the census or at five years with a special census. FY18 will see a one-time decrease in these revenues due to adjustment made to population from the special census.

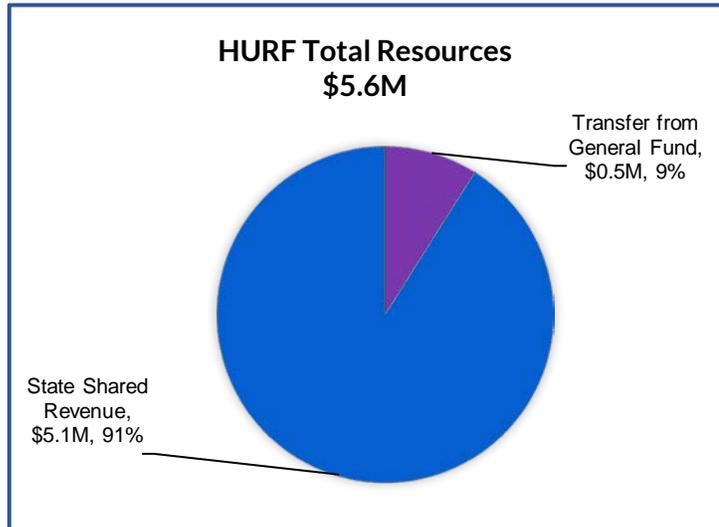
Expenditures for department operations are 63% of the adopted General Fund, and are budgeted at 6% higher than in the FY17 budget of \$117.7 million. The largest part of this increase is in negotiated and non-represented employee salary and benefit increases of \$2.4 million, this includes implementing the recommendations of a compensation study. The contingency budget has also increased accordingly with the growth in operating expenditures. As previously mentioned, one-time supplemental items have increased over the prior year by about 24% or \$1.6 million over the prior year, primarily due to planned software upgrades, equipment replacements, and contracted services for development related



needs. The most significant one-time supplements in monetary terms is funding in the amount of \$2 million for an impact fee reduction in economic development to increase commercial activity in the city. The second highest one-time investment is just over a \$1 million for a 24 hour ambulance stat up to offer much needed emergency medical services to the community. The general fund CIP decreased to \$18.1 million representing a 14% decline from the FY17 allocation of \$21 million. Expenditures for long-term servicing of debt have remained flat.

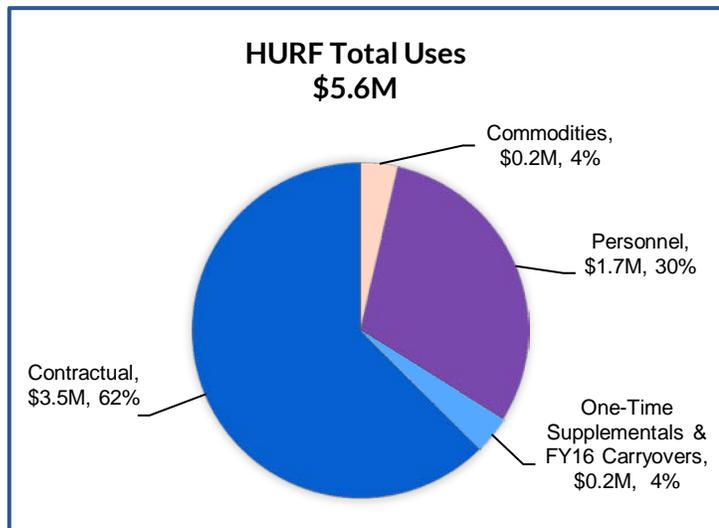
**Highway User Revenue Fund (HURF)**

The Highway User Revenue Fund is a special revenue fund, which is another type of governmental fund. HURF resources are primarily generated through the city’s local share of gasoline and fuel taxes distributed from the State of Arizona, and activities are restricted to street-related expenses, including road construction, repair, and right-of-way acquisition.



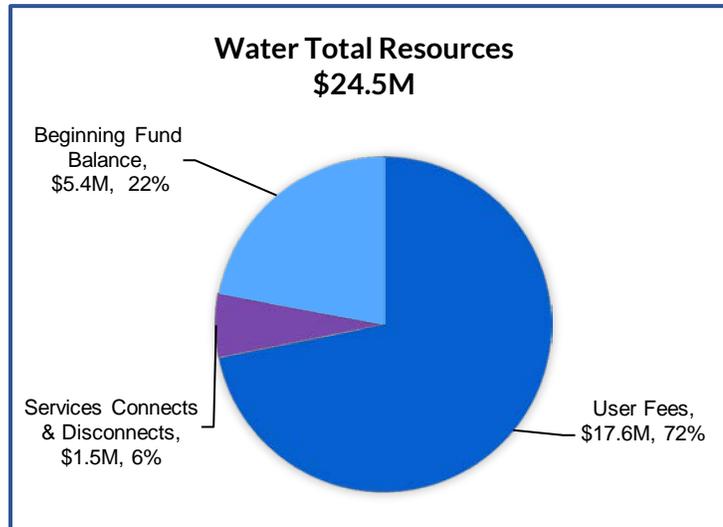
Total FY18 revenue is estimated at \$5.6 million, which is 1% higher than prior year’s revenues of \$5.5 million. The HURF distribution pool increased by 7.6% over FY17 plus an additional 14.4M was added to the pool by statute. Street maintenance activity is also supported by the city’s General Fund, and expenses exceed the “maintenance of effort” requirement in state statute required to receive HURF revenue. A general transfer of \$.4 funds the gap between HURF revenues and expenditures.

Major expenditures for this fund include \$1.2 million for pavement preservation and street overlay improvements, known as the Pavement Management Program. HURF funds are also used for street maintenance, striping and signage, and signal and street light maintenance and electric. One-time expenditures are budgeted at \$0.09 million for a grader rental and temporary heavy equipment operator. The fund balance in HURF is zeroed out with a transfer in of General Funds.



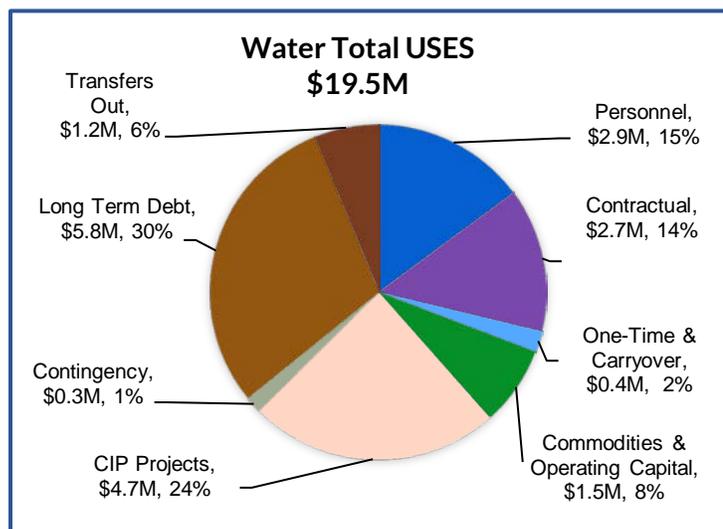
**Water Fund**

The Water fund operates as an enterprise fund, a type of proprietary fund, where user fees are set to recover the cost of providing water services to customers. Total resources supporting the FY18 budget are estimated at \$24.5 million and are mainly from user fees and charges for services, a rate increase and volume growth. A portion of the fund balance will also be used to cover some of the FY18 expenditures.



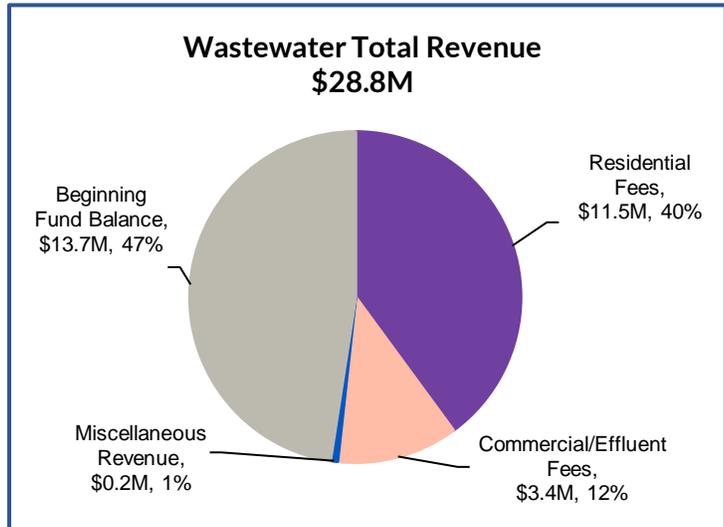
A rate study and an update of first phase of the Integrated Water Master Plan was prepared to analyze cost of services for the water utility. The results of those studies, and the subsequent council-approved rate adjustments went into effect mid-year 2016 to address the pressing need for water infrastructure maintenance and replacement needs. Revenues received from this adjustment are included in FY18 projections. Use of fund balance to partially offset costs of service is consistent with the rate plan model.

Operating expenditures in the water fund are a combined 40% of the total budget excluding debt service and capital expenses. These include personnel costs (\$2.9M), contractual services (\$2.7M), and operating capital (\$1.5M). Major costs include the purchase of water, charges for well sites, permit and transfer fees, and general equipment maintenance. Servicing of long-term debt (\$6.0M) and CIP projects (\$1.6M) make up other large expenditure categories in this fund. There is also a \$700,000 transfer out to the General Fund for costs of administrative services such as finance, city management, technology, and human resources and \$450,000 for in lieu of property taxes.

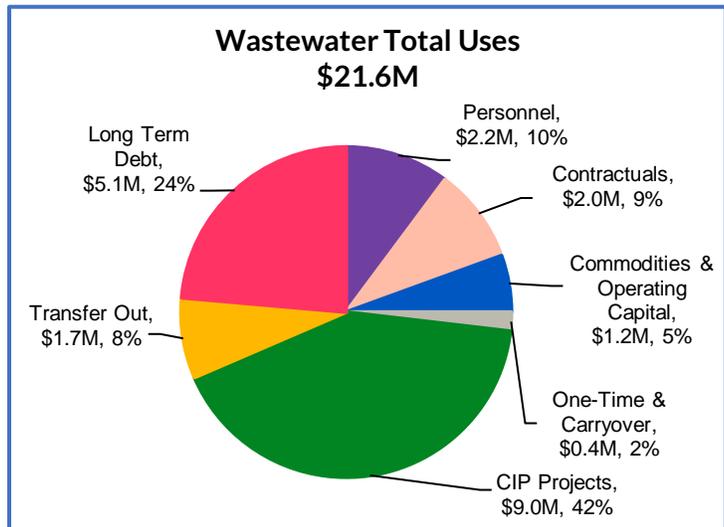


**Wastewater Fund**

The City’s Wastewater fund is also an enterprise fund. Total resources estimated for supporting the FY18 budget are \$28.8 million. Nearly all the revenue is derived from user fees, a rate increase and volume growth to support wastewater operations. Residential fee collections are estimated at a 6% increase over the FY17 budget of \$10.9 million. Commercial/ effluent fee collections are expected to increase by 5% from a budget of \$3.1 million in fiscal year 2017. The use fund balance in this fund is high and is planned in the five-year rate study and plan for one-time purposes to support the capital improvement of utility infrastructure throughout the city, as well as to minimize rate increases.



Significant expenditures for wastewater operations (excluding debt service) include \$2.2 million for personnel costs, \$2 million for contractual services, and \$1.2 million for commodities and operating capital, which make up the total \$5.4 million operating budget. Capital Improvement Project (CIP) expenditures of \$9 million total 42% of the budget and are related mainly to expansion of water reclamation facilities, holding tanks rehabilitation, sewer line repair and oversizing, and other projects that will allow the city to accommodate future population growth. There is also a \$700,000 transfer out to the General Fund for costs of administrative services such as finance, city management, technology, and human resources and \$450,000 for in lieu of property taxes.



**Sanitation Fund**

The city’s sanitation enterprise fund is self-sustaining, with revenues generated to cover all aspects of the fund’s activities. The city contracts with an outside vendor for residential contained trash pick-up. Administration (including billing and collections) of the contracted services is provided by city Finance department staff. The Sanitation Division does provide uncontained residential bulk trash pick-up to residents. This service is included in the monthly residential fee.

Projected revenue for the Sanitation Fund is estimated at \$7.6 million and is primarily derived from customer user fees which are projected to increase due to an expected 4% account growth. The city is monitoring timing for a rate increase in this program. Primary expenditures for this fund are for the contract services paid to the outside vendor, which make up \$5.2 million of the total operations

budget. Additionally, personnel related costs are estimated at \$0.7 million, or 9% of the total budget. As noted in the table below, no use of fund balance is anticipated for FY18.

<b>Total Sources:</b>	<b><u>Beginning Fund Balance</u></b>	<b><u>User Fees</u></b>			<b><u>Total:</u></b>
	\$2.2M (22%)	\$7.6M (78%)			\$9.8M
<b>Total Uses:</b>	<b><u>Personnel</u></b>	<b><u>Contractuals</u></b>	<b><u>Commodities &amp; One-Time</u></b>	<b><u>Transfers Out</u></b>	<b><u>Total:</u></b>
	\$0.7M (9%)	\$5.2M (68%)	\$0.7M (9%)	\$0.9M (12%)	\$7.6M

### Ballpark Fund

The city operates the Goodyear Ballpark and Recreational Complex, which is the home of the Cincinnati Reds and Cleveland Indians Spring Training. This facility is also operated by the city year-round, and hosts numerous community events and other sporting events/tournaments.

The Ballpark fund is a special revenue fund beginning with FY17 rather than as an enterprise fund due to its specific nature of the revenues and operational structure which anticipates General Fund support to sustain operations and pay for debt service. Estimated ballpark fund revenues for FY18 total \$3.2 million. Operating costs of \$4.3 million, and Public Improvement Corporation (PIC) debt service payments of \$7.7 million, are supported through ballpark operating revenues along with the General Fund transfer of \$9.4 million for debt service and operations not covered by revenues.

<b>Total Sources:</b>	<b><u>Spring Training Revenue</u></b>	<b><u>Non Spring Training Revenue</u></b>	<b><u>Operating Transfer</u></b>		<b><u>Total:</u></b>
	\$1.5M (12%)	\$1.7M (13%)	\$9.4M (75%)		\$12.6M
<b>Total Uses:</b>	<b><u>Ballpark Operations</u></b>	<b><u>Long Term Debt</u></b>	<b><u>Capital Improvements</u></b>	<b><u>One-Time Expenditures</u></b>	<b><u>Total:</u></b>
	\$4.3M (34%)	\$7.7M (61%)	\$0.5M (4%)	\$0.1M (1%)	\$12.6M

One-time expenditures in the Ballpark fund for FY18 include funding mascot costume replacement, and equipment. The operating budget includes increases for utilities, wages/salaries, and custodial services contracts. Ballpark operations make up the largest share of expenses at 34%, aside from the servicing of long-term debt.

## KEY CAPITAL FUNDS

### Operating Fund

Whenever possible, the city uses available cash to pay for capital projects. Each year the city identifies revenues that can be used to support capital needs. In FY18, \$11.5 million is available for General Funded projects.

### Development Impact Fee Funds

Development impact fees have been utilized by the city since 1986 as a way for new development to pay its proportionate share of costs associated with providing necessary public infrastructure. These fees provide revenues that are needed to meet the necessary service demands placed on the city by new development. The city estimates the amount of impact fee revenue available to pay for growth-related projects based on forecasts for building permits. Impact fees are collected for:

- ◆ Police Stations
- ◆ Fire Stations
- ◆ Parks
- ◆ Street Improvements and Traffic Signals
- ◆ Water Plants and Infrastructure
- ◆ Wastewater Treatment and Collection Projects

Significant utility development impact fees expenditures budgeted for FY18 include the Goodyear Wastewater Reclamation Facility and Booster 9 projects.

### Developer Contributions

Developers may provide the city with funding to ensure that infrastructure and community facilities support the needs of our growing community. FY18 projects using developer contributions include the Estrella Mountain Ranch Fire Station and Adaman Well #3.

### General Obligation (G.O.) Bonds

Bond sale proceeds must be used for the purposes specified in the bond election. FY18 projects using G.O. bond proceeds include the Community Aquatic Facility, Fire Station, and a Water Surface Project. The total amount planned in FY18 is \$12.9M. These bonds are funded by revenue generated from secondary property taxes that are assessed by the city.

### Revenue Bonds

City Council also approved a budget that includes the sale of \$24 million in Water Bonds. Revenue bonds were issued to support the major capital improvement Water Surface Project. These bonds will be repaid from utility rate revenue.

### Public Improvement Corporation (PIC) Bonds

The city issued \$10.5M in Public Improvement Corporation Bonds for the Indians Facility Improvements. The bonds will be repaid by the Cleveland Indians using the proceeds from spring training revenues collected.



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# Departmental Budgets

## DEPARTMENT BUDGETS OVERVIEW

The City Council sets its long-range direction for the city through the Strategic Action Plan. City departments translate the high-level strategic direction of the city into specific plans for day-to-day operations. Department goals and objectives are linked back to one or more of the four Strategic Goals set forth in the Strategic Action Plan:



Fiscal and Resource Management



Economic Vitality



Sense of Community



Quality of Life

Throughout the budget planning process, departments work with their executive management team to identify specific operational plans for work to be completed during the fiscal year, and identify resources needed to carry out the Council's direction as laid out in the Strategic Action Plan. Department budgets are tied to specific performance measures as a means to evaluate progress towards their strategic goals. Progress towards performance measures is monitored throughout the year as part of the department's overall evaluation with the City Manager's Office.

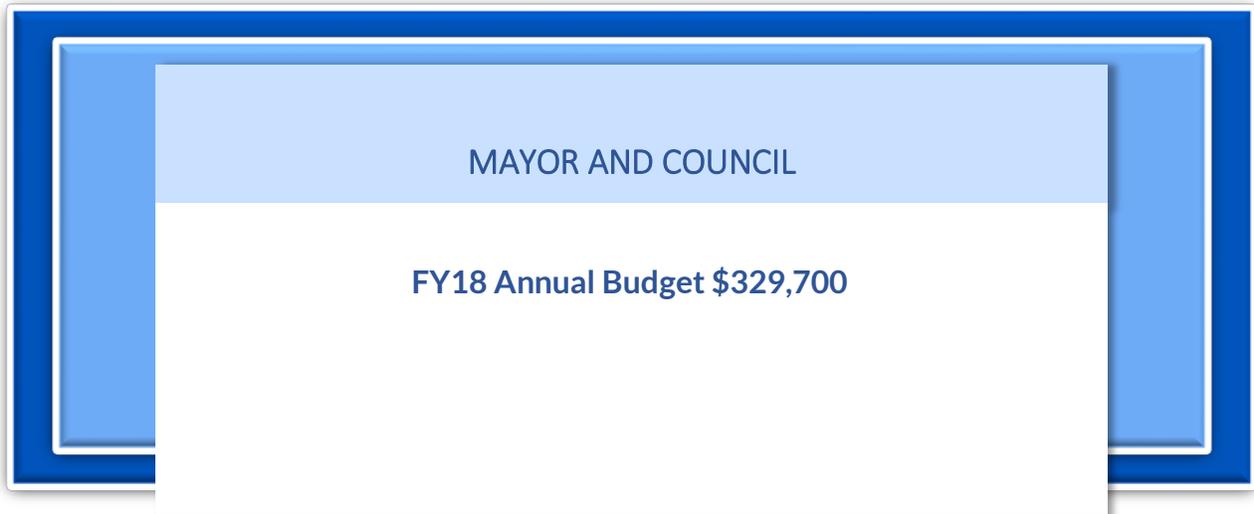
Most of the day-to-day operations of each department are funded through the General Fund. The largest share of each department's budget is the cost of employee salaries and benefits, or Personnel Services, which can change from year to year due to cost-of-living increases, changes to retirement fund contributions, insurance rates, or the addition of any budgeted positions. The next largest part of a department's budget are Contractual Services and Commodities, which could also include the costs of any anticipated major capital expenditures that are not part of the Capital Improvement Program. Budgets in this area can also change from year to year due to the inflationary changes in the costs of goods and services.

Certain departments also manage funds outside of the General Fund, which include Special Revenue funds, whose expenditures are restricted by state statute to a specific purpose, Reserve funds for risk or asset management, Enterprise funds that provides goods or services to the public for a fee and is self-supporting, or state and federal grant funds. All of these funds comprise the total operating budget for the department.

## DEPARTMENT SUMMARY BY FUND

## FY18 OPERATING BUDGET

Department	Personnel	Contractual Services	Commodities / Other	One-Time Supplementals	Carryovers	Total
Mayor & Council	\$ 212,300	\$ 112,100	\$ 5,300	\$ -	\$ -	\$ 329,700
City Clerk	602,900	81,900	8,800	-	45,900	739,500
City Manager's Office	2,830,500	1,761,300	96,700	98,000	-	4,786,500
Legal Services	1,231,800	258,500	18,900	-	75,000	1,584,200
Finance	3,217,500	409,000	204,300	18,400	150,000	3,999,200
Information & Technology	2,149,700	2,073,200	80,600	75,000	-	4,378,500
Human Resources	1,258,400	881,300	18,000	15,000	-	2,172,700
Non Departmental	300,000	2,654,400	528,000	2,150,000	1,035,700	6,668,100
Police	19,071,700	2,410,800	794,700	698,400	-	22,975,600
Fire	15,628,200	1,505,300	300,000	1,705,500	50,000	19,189,000
Municipal Court	966,000	138,800	16,300	5,300	-	1,126,400
Economic Development	784,000	240,900	11,300	-	100,000	1,136,200
Development Services	2,570,900	89,000	40,100	385,000	-	3,085,000
Engineering	3,045,400	153,100	34,800	746,000	138,500	4,117,800
Parks & Recreation	3,341,700	3,535,700	328,300	232,400	135,000	7,573,100
Public Works	1,493,500	1,342,300	57,900	123,000	241,900	3,258,600
Fleet Reserve	-	-	991,700	-	2,140,200	3,131,900
Technology Reserve	-	-	819,000	-	-	819,000
Risk Reserve	-	-	1,077,500	-	-	1,077,500
Parks Asset Management Reserve	-	-	2,021,000	-	200,000	2,221,000
Police Asset Management Reserve	-	-	-	-	-	-
Fire Asset Management Reserve	-	-	744,000	-	-	744,000
Traffic Signals Asset Management Reserve	-	-	1,954,000	-	-	1,954,000
<b>TOTAL GENERAL FUNDS</b>	<b>\$ 58,704,500</b>	<b>\$ 17,647,600</b>	<b>\$ 10,151,200</b>	<b>\$ 6,252,000</b>	<b>\$ 4,312,200</b>	<b>\$ 97,067,500</b>
Ballpark Operating	\$ 2,552,400	\$ 1,470,200	\$ 269,000	\$ 77,000	\$ 75,000	\$ 4,443,600
Ballpark Capital Replacement Fund			589,900			589,900
Engineering Streets (HURF)	1,758,000	3,479,400	178,900	91,400	60,000	5,567,700
Police – Towing Impound Fund	87,400	14,000	81,000			182,400
Arizona Lottery Fund		161,200		13,000		174,200
Court Enhancement Fund	40,000	45,200	15,000			100,200
JCEF Fund			60,000			60,000
Fill the Gap Fund		9,000				9,000
Officer Safety Fund						-
Miscellaneous Grants					89,000	89,000
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$ 4,437,800</b>	<b>\$ 5,179,000</b>	<b>\$ 1,193,800</b>	<b>\$ 181,400</b>	<b>\$ 224,000</b>	<b>\$ 11,216,000</b>
Water/Public Works	\$ 2,823,600	\$ 2,744,000	\$ 1,812,300	\$ 178,700	\$ 222,200	\$ 7,780,800
Water/Public Works - IT	56,500	300				56,800
Wastewater/Public Works	2,101,200	2,007,100	1,189,600	153,700	222,700	5,674,300
Wastewater/Public Works - IT	56,500	2,900	2,200	38,600		100,200
Sanitation/ Public Works	699,500	5,172,500	699,200	90,000	50,000	6,711,200
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$ 5,737,300</b>	<b>\$ 9,926,800</b>	<b>\$ 3,703,300</b>	<b>\$ 461,000</b>	<b>\$ 494,900</b>	<b>\$ 20,323,300</b>
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>\$ 803,400</b>	<b>\$ 707,400</b>	<b>\$ 761,200</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ 2,287,000</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 69,683,000</b>	<b>\$ 33,460,800</b>	<b>\$ 15,809,500</b>	<b>\$ 6,909,400</b>	<b>\$ 5,031,100</b>	<b>\$ 130,893,800</b>



**DEPARTMENT OVERVIEW**

The Mission of the City Council is to represent and serve our community as responsible stewards of public trust. We envision and shape our future by engaging citizen involvement and fostering City staff innovation.

Council members and a Mayor - all elected at large on a non-partisan ballot. The Mayor and Council serve four-year terms. The Mayor has a two-term limit and Council a three-term limit. Council members serve staggered terms to ensure continuity. The City Council is responsible for appointing the City Manager, City Attorney and City Court Municipal Judge, as well as Board and Commission members.

Goodyear has a Council-Manager form of government. The City charter provides for six

**STRATEGIC GOALS**



Fiscal and Resource Management



Economic Vitality



Sense of Community



Quality of Life

**FY17 ACCOMPLISHMENTS**

- ✓ Re-branded and marketed Goodyear’s Citizen’s Academy to Goodyear Leadership Enrichment And Development (LEAD) and redeveloped/expanded course curriculum to include additional programming focused on proactively educating residents and developing participants into City-advocates.
- ✓ Established LEAD alumni status and programming to keep participants engaged.
- ✓ Graduated five Youth Commission members and recruited 14 new Commissioners.

- ✓ Worked with Communications department to develop and execute a Youth Commission recruitment public service announcement.
- ✓ In response to Council feedback requesting greater access and exposure to constituents, developed the “Council on Your Corner” quarterly events.
- ✓ Developed and distributed bi-annual Information Points for City Councilmembers.
- ✓ Developed and executed a new Councilmember Orientation process and program to promptly educate newly-elected Councilmember.
- ✓ Coordinated with Communications department to produce the Mayor’s second State of the City as an edition of the InFocus.

**FY18 GOALS AND OBJECTIVES**

- Collaborate with other jurisdictions to expand and enhance Youth Commission curriculum and programming.
- Identify and develop more frequent community service initiatives and activities for Youth Commission (potentially one per month).
- Establish routine/best practices for Council on Your Corner quarterly events.
- Continue to produce and distribute Information Points for City Councilmembers on a bi-annual basis (Summer/Winter).
- Continue to develop LEAD alumni programming and maintain class engagement.

**DEPARTMENT BUDGET**

The FY18 Mayor and Council budget is used to cover discretionary funds for special projects, memberships, funds for conference registrations and travel, and stipends for each

councilmember and the mayor. The department budget has not changed from the previous year.

**EXPENDITURES – GENERAL FUND**

Division	2016 Actuals	2017 Adjusted Budget	2018 Budget
Mayor and Council	\$ 252,661	\$ 328,535	\$ 329,700
<b>TOTAL</b>	<b>\$ 252,661</b>	<b>\$ 328,535</b>	<b>\$ 329,700</b>



## DEPARTMENT OVERVIEW

The City of Goodyear City Clerk's Office strives to provide timely and quality service to the City Council, staff, and citizens, alike. We provide fair and impartial awareness of the democratic governmental processes, and maintain the integrity of our public records and continued preservation of the City's history.

The Office of the City Clerk prepares, assembles, and distributes the Council agenda packet; records all Council actions; prepares minutes of meetings; completes all follow-up from the Council meetings; coordinates all functions of Council appointed boards, commissions and committees; processes all applications for special event and licenses; accepts and processes all claims to the city; administers the oaths of office; provides notary services to internal and external customers; fulfills legal public notice posting requirements; and adheres to the open meeting law.

### **Administrative Services**

The City Clerk is responsible for the general management of the Office of the City Clerk as

set by Arizona State Statutes, Goodyear City Code, and City Charter. This includes all functions of meeting administration; management of by-laws, Charter, Articles of Incorporation, ordinances and referendums; coordinates all functions of Council appointed boards, commissions, and committees; provides open meeting law training; process all applications for special events and liquor licenses; coordinates the publication of all legal notices; provides notary services.

### **Records Management**

The Office of the City Clerk, Records Management Division, as historian, is responsible for managing the department's records, as well as overseeing the development, organization and maintenance of an ongoing citywide records management program to make certain the city's records are collected, maintained, destroyed, or archived in a methodical, efficient and cost-effective manner to ensure compliance with State Public Records Statutes. The Division also tracks and fulfills all records requests, maintains City Code, and provides citywide records management training.

## Elections

The Office of the City Clerk conducts city elections on a non-partisan basis and elections are currently conducted at large the second Tuesday in March (primary) and third Tuesday in May (general) of odd years. For the past four election cycles, Goodyear has held all-mail elections. The City Clerk's Office contracts with Maricopa County to print and mail ballots to the registered voters of Goodyear.

Candidate packets are prepared for citizens who are interested in running for Council. Voter information is shared with the public via the website, the InFocus, the West Valley View and the Southwest Section of the Arizona Republic. The City Clerk's Office is an early voting site for citizens who may also come in to obtain a replacement ballot if needed. The City Clerk's Office is also the filing office for all candidate campaign finance reports.

## STRATEGIC GOALS



Fiscal and Resource Management



Sense of Community

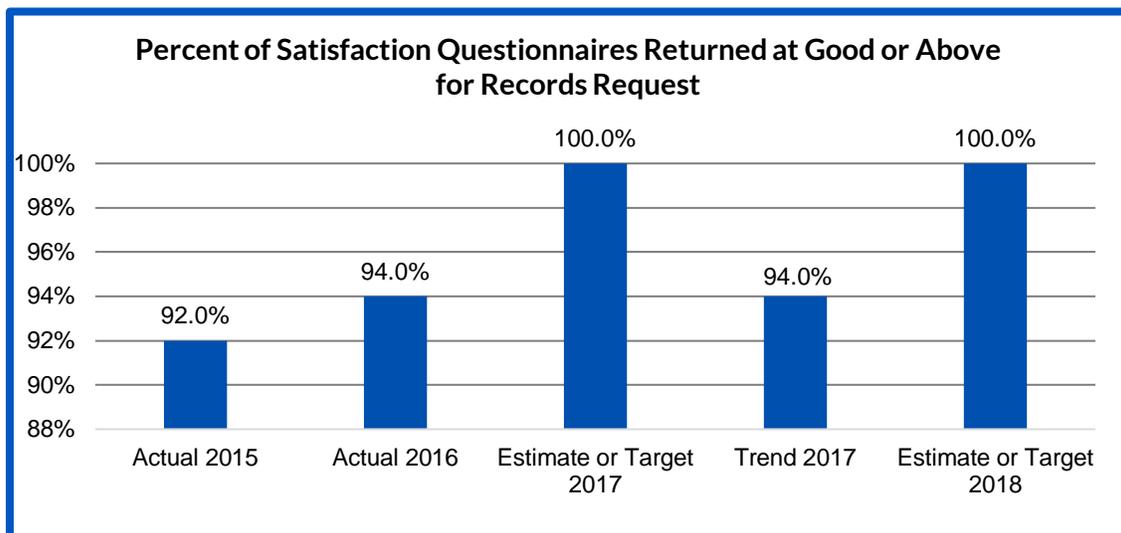
## FY17 ACCOMPLISHMENTS

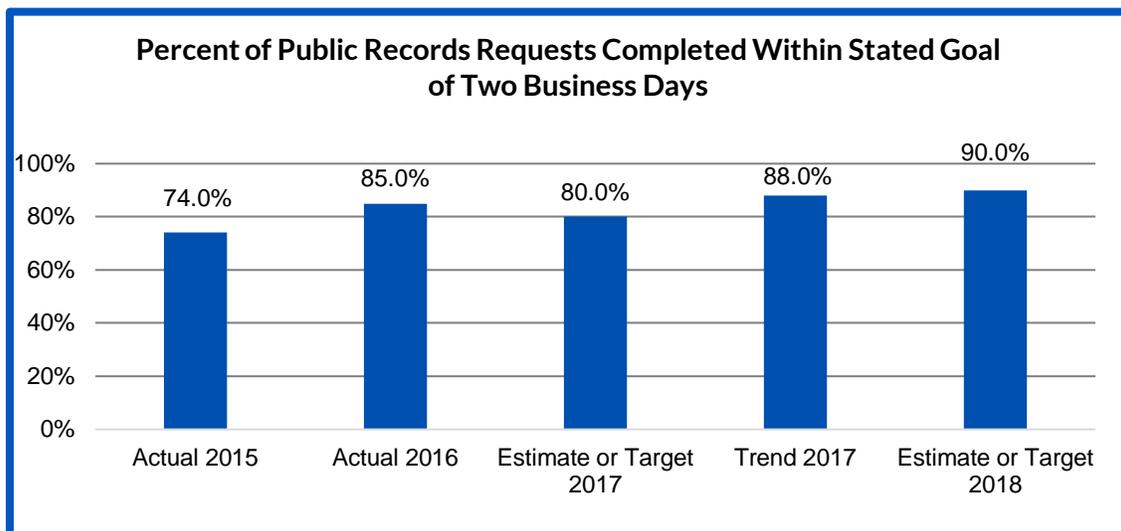
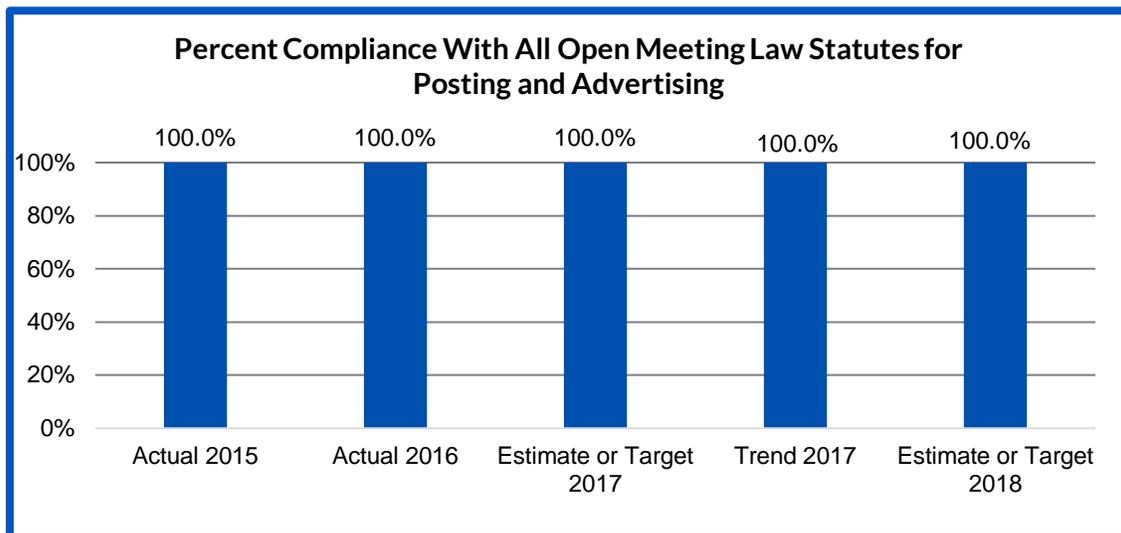
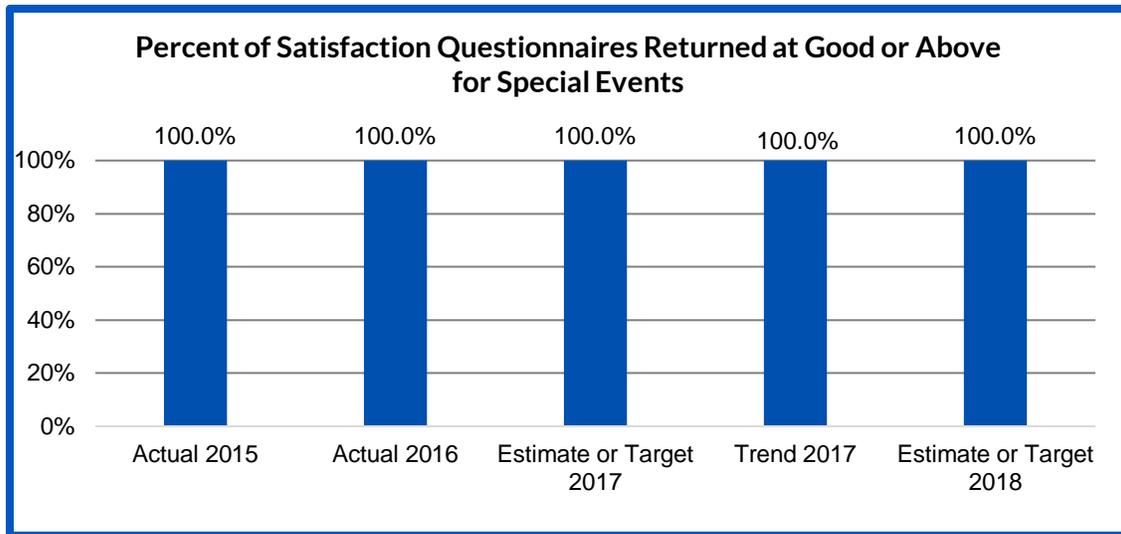
- ✔ Improved the Council agenda packet process by holding a Kaizen to implement Lean processes:
  - ▶ Streamlined the approval sequence by going from fourteen reviewers to four reviewers within the Legistar system.
  - ▶ Changed the Council Action Report due date from nineteen days to four days.
  - ▶ The Council Action Request Form, the Communication Request Form, the Work Session Request Form, and the Follow-up Form have been combined into one form.
  - ▶ Developed training materials for staff to help reduce the number of times items are rejected in Legistar
- ✔ Voter Participation increased by 7.37% from the 2015 Primary Election to 2017 Primary Election.
- ✔ Voter Participation increased by 3.29% from the 2015 General Election to 2017 General Election.
- ✔ Collaborated with IT and Optima to enable Open Text to work with our current Records Management system and get files ready to migrate from Laserfiche to Open Text.
- ✔ Collaborated with IT and Optima to build a records request workflow in Open Text that will eliminate some manual processing steps and save staff time.
- ✔ Community Outreach: Created Special Events information flyers and distributed to local schools, businesses, HOAs, Runs/Triathlon and Phoenix-Goodyear Airport staff. The flyer is a snap-shot of special event triggers that would require a Special Event Permit.
- ✔ Records outreach: A Records Information Management City-wide Challenge was held that provided a fun training opportunity for staff from all departments.

**FY18 GOALS AND OBJECTIVES**

- Implement Phase 1 of the new Records Management System and train staff citywide on system functionality.
- Improve records request processes through new records management system workflow.
- Implement Open Text internal signatures module.
- Work with Development Services to coordinate Open Text use with planning and zoning documents and implement the use of the original documents that are housed in Development Services as the official record after approval by Council, instead of scanning inferior quality documents that have been uploaded to Legistar.
- Increase the percentage of Council packets that are distributed to Council five days before the Council meeting date.
- Decrease the number of rejections in the Legistar approval sequence through ongoing training.
- Review documents stored in the T: drive for retention, and define a process for using Open Text or SharePoint for documents that are currently being stored in the COAC folders.

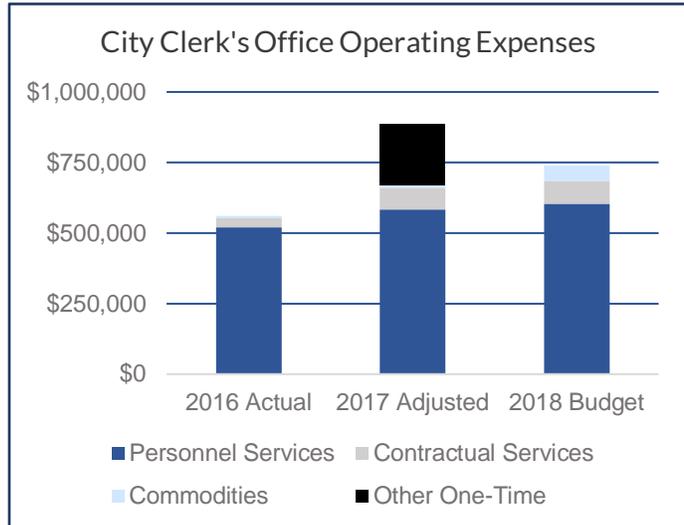
**PERFORMANCE MEASURES**





**DEPARTMENT BUDGET**

The City Clerk’s total operating budget of \$739,500 is 20% lower than the previous year. The decrease is primarily due to FY18 being a non-election year.



**EXPENDITURES - GENERAL FUND**

Division	2016 Actuals	2017 Adjusted	2018 Budget
Administrative Services	\$ 405,365	\$ 649,510	\$ 507,100
Records Management	154,810	235,177	232,400
<b>TOTAL</b>	<b>\$ 560,175</b>	<b>\$ 884,687</b>	<b>\$ 739,500</b>

**STAFFING BY DIVISION**

Division	2016 Actuals	2017 Adjusted	2018 Budget
Administrative Services	4	4	4
Records Management	2	2	2
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>

**CITY MANAGER'S OFFICE**

**Administration**  
**Intergovernmental Relations**  
**Deputy City Manager's Office**  
**Risk Management**  
**Communications**

**FY18 Annual Budget \$4,786,50**  
**Risk Asset Management Reserve \$1,077,500**

**DEPARTMENT OVERVIEW**

The mission of the City Manager's Office is to provide organizational leadership, planning, and coordination to the management team and all departments to enhance quality of life of citizens through services and management practices delivered in a supportive environment and according to the city's strategic goals.

**City Manager's Office Administration**

The City Manager serves as chief administrative officer of the city and is responsible for ensuring that administrative processes and programs are in place to effectively provide city services according to City Council's policy direction. The City Manager works closely with Finance to oversee the development and presentation of the annual budget to City Council and keeps them advised of city's financial condition and future needs of the city. The City Manager is responsible for long-range strategic planning for the organization and development of recommendations to City Council on a variety of public policy issues. The office provides leadership and drives the Performance Management program to create a culture of

innovation and continuous improvement. The City Manager's Office also establishes partnerships with regional communities and stakeholder organizations to create efficiencies and enhance quality of life in the community.

**Intergovernmental Relations**

This division is comprised of Intergovernmental Relations, Mayor and City Council support, and Neighborhoods Services. Intergovernmental Relations is responsible for coordinating and monitoring activities with the state, federal and other local governments, and public agencies. They also develop legislative plans confirmed by City Council and coordinate legislative activities with other entities. The division works closely with other city departments to review different legislative actions and impacts to the city and our citizens. They serve as the liaison to Luke Air Force Base, League of Cities and Towns and Maricopa Association of Governments. This division also coordinates efforts and activities of city's elected officials to include scheduling, Communications, constituent activities and inquiries, research,

and other key duties in support of City Council. They manage operations and activities of the city’s Youth Commission and the Leadership Enrichment and Development (LEAD) program. Neighborhood Services provides assistance to constituents with neighborhood issues or concerns and performs outreach to members of our community with timely information.

**Deputy City Manager’s Office**

The Deputy City Manager’s Office oversees the work of several assigned departments, informs the City Manager regarding program needs and emerging issues, and administers the preparation and presentation of programs for approval by the City Manager and City Council. The Deputy City Manager’s Office may also serve as the executive sponsor for special projects, to include project coordination and direction.

**Communications**

Communications plans and directs citywide communications and marketing. This is accomplished through media relations, public outreach campaigns, audio-visual/video

productions, and publication production, such as the "InFocus" newsletter along with various brochures and flyers. Communications provides a user friendly website with close to 1,200 pages of information for residents, out-of-town visitors, and employees, as well as manages six social media accounts. Communications also acts as the city media spokesperson, oversees the market research function, and assists with internal communications.

**Risk Management**

The Risk Management Division is responsible for the development, implementation and administration of the city’s safety, liability and insurance programs. These include workers’ compensation, safety, auto, property, general liability, and other federally mandated compliance programs. The identification and preparation for exposures is also the responsibility of Risk Management, as is the reduction of controllable losses and protection of the city’s personnel and financial assets. This Division is also responsible for the city’s Safety Management Programs and chairs the city’s Central Safety Committee.

**STRATEGIC GOALS**



Fiscal and Resource Management



Economic Vitality



Sense of Community



Quality of Life

**FY17 ACCOMPLISHMENTS**



- Our Performance Management Program continues to progress;
  - Created comprehensive performance management strategy and integrated Lean thinking/innovation strategy to drive performance enhancement and value definition focused on the customer
  - Organization has provided Introduction to Lean Thinking training for more than 90% of employees

- Published third annual Citystat performance measure report and concluded tracking of a fourth year of performance measures within the Envisio cloud-based tool
- Migrated Priority-Based Budgeting (PBB) to an online version of the Resource Alignment Diagnostic tool
- Published Valley Benchmarking Cities performance benchmark report, noting similarities and differences between operations, with the ultimate aim of improving local government performance

Defined hard and soft savings in excess of \$400,000 from 20 projects in various city departments

- ✓ Began implementation of new Financial System in partnership with Tyler Technologies. Accomplishment of milestones have remained on time and within budget.
- ✓ Began new tracking process for Development Agreements (73 projects-approximately 270 agreements). More than 88% of the total Projects have now been categorized through the new tracking process.
- ✓ Awarded \$25,000 and technical support from the GE HealthyCities Leadership Academy to support the Goodyear Community Health Park.
- ✓ Presented and adopted the 2017 Legislative Agenda and provided Council with regular updates throughout legislative session.
- ✓ Worked with state legislators and the Governor's Office to introduce and pass legislation that authorizes the Military Re-use Zone in Goodyear for the next ten years.
- ✓ Negotiated for four phases of the future State Route 30 to be added back into the Regional Transportation Plan as part of the regional Proposition 400 freeway re-balancing discussions and action through the Maricopa Association of Governments (MAG).
- ✓ Management and facilitation of FY16-17 Community Funding program resulting in the distribution of \$114,400 to 27 nonprofit organizations serving Goodyear residents.
- ✓ Goodyear Topics On the Move Van (#GoodyearTOM) debut and launch; the TOM Van has been used nine times in its first five months by a number of departments, and the van has been seen by more than 6,000 people at events, with 457 surveys completed.
- ✓ Created an Event Planning Manual for Goodyear Getting Arizona Involved in Neighborhoods (GAIN) Day; 8 neighborhoods participated in GAIN this year.
- ✓ Implemented conditional routing and other process improvements to PublicStuff, our public-facing, online reporting tool.
- ✓ The Communications team launched 'InFocus Live!' - a video companion to the InFocus magazine available on demand through the city's website, and promoted through social media and the InFocus magazine.
- ✓ In FY17, the city created a NextDoor social media account reaching more than 10,000 verified Goodyear residents, and began airing Facebook Live videos.
- ✓ The Communications team also partnered with ITS to launch g-net, the redesigned intranet homepage with a Twitter feed, scrolling news section, and video.

## FY18 GOALS AND OBJECTIVES

- Lead the development of an updated FY18-20 Strategic Plan.
- Support additional departments with continuous improvement through Lean implementation.
- Establish 501(c)(3) to oversee governance of the future Goodyear Community Health Park.
- Fully implement payroll system within new Financial System by January 2018.
- Implement work order and asset management systems in Public Works and Engineering.
- Have all Development Agreements tracked through the newly implemented tracking process. Continue to sign-off on/collect on obligations that need to be or will be fulfilled.
- Present the 2018 Legislative Agenda to Mayor and Council for consideration of adoption and provided them with regular updates throughout legislative session.
- Work with each department to identify any prospective Resolutions and/or potential legislation for consideration during the upcoming legislative session.
- Continue to support those social and community services that are needed and provide direct or indirect benefit to Goodyear residents through the Community Funding Program.
  
- Continue to use the Goodyear Topics on the Move (TOM) van as an informal gathering spot for residents at events and as a tool to interact with people and get their feedback – both by writing on the van, as well as filling out surveys.
- Continue to evolve the InFocus magazine into a high-quality community lifestyle magazine while increasing production to a monthly publication.
- Continue to produce monthly InFocus Live! videos that complement the print magazine and give viewers a peek inside local government.
- Conduct the bi-annual citizen satisfaction survey and report results.

## PERFORMANCE MEASURES

Number of Social Media Followers (Main Accounts)	
ACTUAL 2015	2,488
ACTUAL 2016	4,372
ESTIMATE OR TARGET 2017	6,200
TREND 2017	5,818
ESTIMATE OR TARGET 2018	8,020

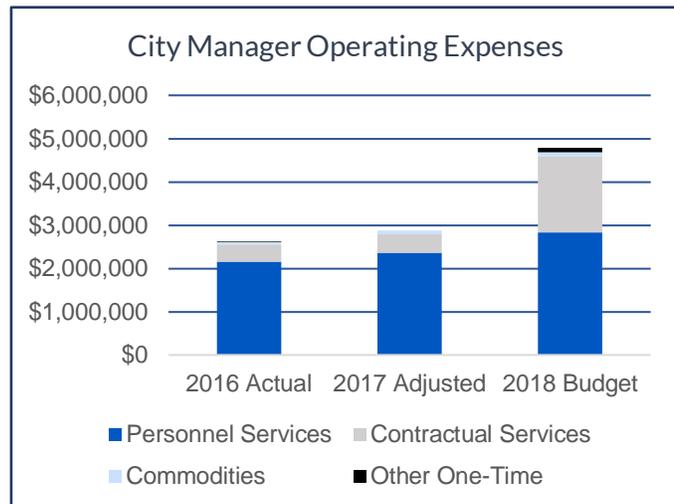
<b>Citizen Satisfaction Survey Rating Goodyear Overall as an Excellent Place or Good Place to Live</b>	
ACTUAL 2015	95%
ACTUAL 2016	93%
ESTIMATE OR TARGET 2017	93%
TREND 2017	93%
ESTIMATE OR TARGET 2018	93%

<b>Number of Requests Created Using City's Online Reporting Tools</b>	
ACTUAL 2015	144
ACTUAL 2016	166
ESTIMATE OR TARGET 2017	163
TREND 2017	179
ESTIMATE OR TARGET 2018	163

<b>Full Time Equivalent (FTE) Staffing Levels per 1,000 Residents</b>	
ACTUAL 2015	7.18
ACTUAL 2016	6.85
ESTIMATE OR TARGET 2017	8.00
TREND 2017	7.01
ESTIMATE OR TARGET 2018	7.10

## DEPARTMENT BUDGET

The City Manager's Office overall budget is 67% higher than prior year. This is largely due to moving the Risk Management division from Human Resources. There is an increase in personnel costs with the transfer of a full-time position from another department. In addition, a new full-time position was added. One-Time items were added for utilization of city-wide reporting.



## EXPENDITURES - GENERAL FUND

Division	2016 Actuals	2017 Adjusted	2018 Budget
Administration	\$ 523,943	\$ 593,553	\$ 729,900
Intergovernmental Relation	721,881	783,080	834,100
Deputy City Manager	698,657	733,869	1,009,300
Risk Management	-	-	1,386,400
Communications	686,312	758,813	828,400
<b>TOTAL</b>	<b>\$ 2,630,793</b>	<b>\$ 2,869,315</b>	<b>\$ 4,786,500</b>

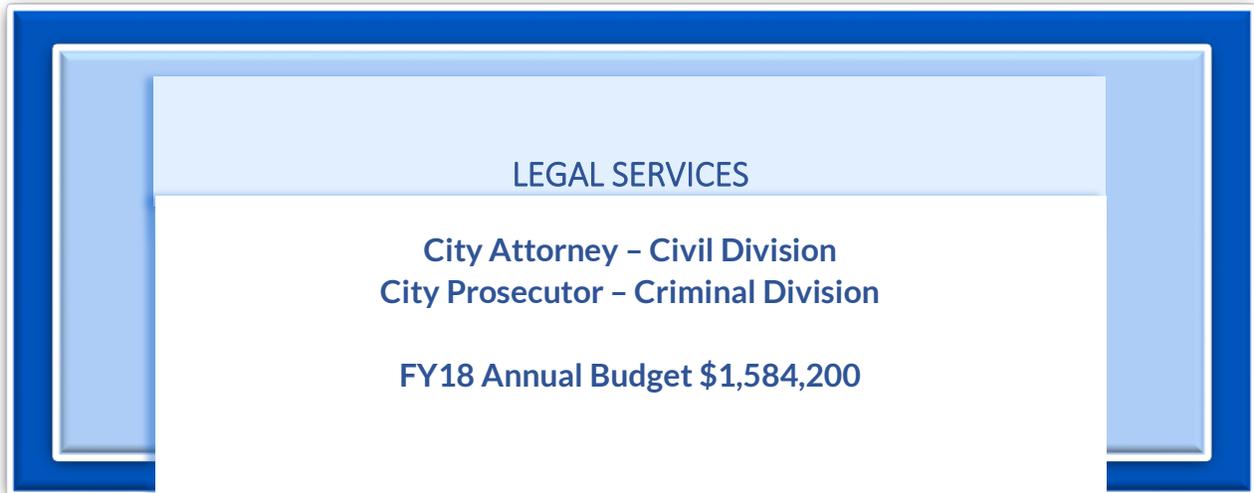
## OTHER FUNDS MANAGED BY DEPARTMENT

Division	2016 Actuals	2017 Adjusted	2018 Budget
Risk Reserve	\$ 13,000	\$ 1,089,134	\$ 1,077,500
<b>TOTAL</b>	<b>\$ 13,000</b>	<b>\$ 1,089,134</b>	<b>\$ 1,077,500</b>

## STAFFING BY DIVISION

Division	2016 Actuals	2017 Adjusted	2018 Budget
Administration	3	4	4
Intergovernmental Relation	7	6	6
Deputy City Manager	5	5	6

Risk Management	-	1	1
Communications	5	5	5
<b>TOTAL</b>	<b>20</b>	<b>21</b>	<b>22</b>



## DEPARTMENT OVERVIEW

The Mission of the Legal Services Department is to be the finest public law office in the course of providing professional and ethical legal representation to the city of Goodyear, and advocating for victim rights and crime prevention while administering justice on behalf of the public, all in furtherance of facilitating Goodyear's vision, assisting the city in enhancing the quality of life within Goodyear and building trust in the integrity of city government.

### **Description**

The Legal Services Department encompasses the offices of the City Attorney and the City Prosecutor. The goal of Legal Services is to provide professional, timely, and cost-effective legal advice on all matters involving municipal, state, and federal law, affecting the city of Goodyear.

### **City Attorney - Civil Division**

The City Attorney's Office provides professional, timely and cost-effective legal services to the Mayor, City Manager, City Council, city Departments, boards and commissions, as well as city staff. The office represents the city in local, state, and federal courts, as well as before administrative agencies and legislative bodies. In addition to representing the city in litigation and

settlement negotiations involving official city business, the city's civil attorneys work with the various departments they represent in drafting ordinances, resolutions, contracts, development agreements and other legal documents. The division advises city officials regarding election issues and departments regarding personnel issues. The office additionally prepares written legal opinions and correspondence. The office is responsible for interpreting and providing advice concerning the City Charter and Code, and Arizona and federal law.

### **City Prosecutor - Criminal Division**

The City Prosecutor's Office represents the city in the prosecution of criminal misdemeanors that occur in the city of Goodyear in violation of Arizona statutes and the Goodyear City Code along with civil traffic cases filed in the Goodyear Municipal Court with the goal of administering justice in an equitable manner while advocating for victim rights and crime prevention. Additionally, the office represents the city of Goodyear in all city misdemeanor criminal appeals, special actions, petition for reviews, and competence hearings filed in the Maricopa Superior Court, Arizona Court of Appeals, and the Arizona Supreme Court.

**STRATEGIC GOALS**



Fiscal and Resource Management



Quality of Life

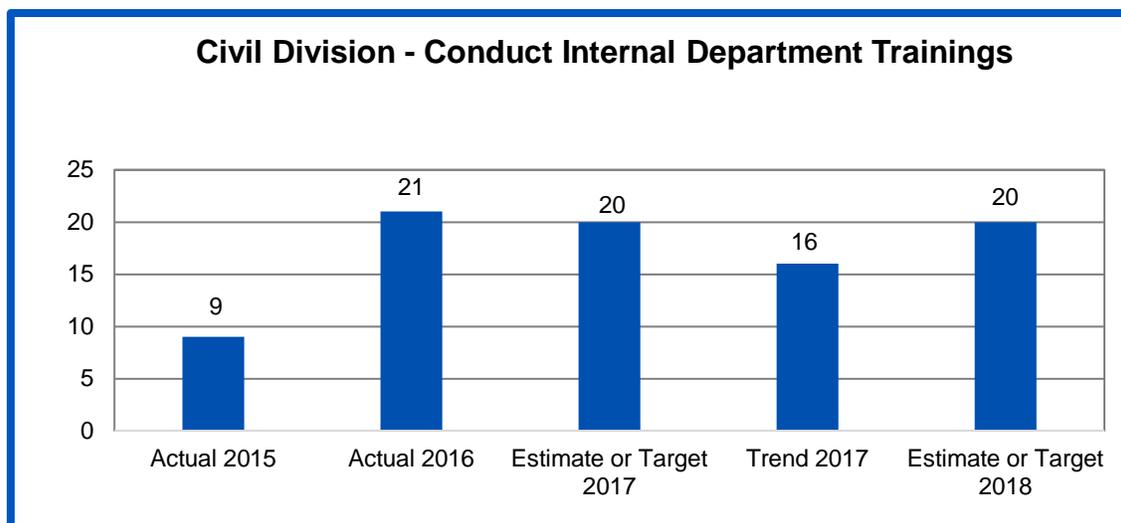
**FY17 ACCOMPLISHMENTS**

- ✓ Increased the use of the Request for Legal Services form to provide efficient and effective business practices for internal customers and minimized the turnaround time for discovery requests to external customers in an effort to increase efficiency.
- ✓ Criminal Division participated in a 2nd special Veteran’s Stand Down to assist veterans in resolving old warrant cases.
- ✓ Developed and conducted 86 hours of on-site training to the Police and Fire Department and Code Enforcement to include training on professional standards, search and seizure, use of force, and citation training.
- ✓ Created and conducted wage and hour law training within the city, Lunch with Legal & HR – Wage & Hour Law which provided 82 supervisory personnel throughout all city departments with a solid foundation in wage and hour law matters.

**FY18 GOALS AND OBJECTIVES**

- Continue to develop strategies to provide efficient and effective business practices for internal and external customers.
- Ensure that city operations comply with all federal, state and local laws.
- Consistently seek ways to streamline processes to increase efficiencies.
- Develop and conduct internal training for staff to minimize potential liability.

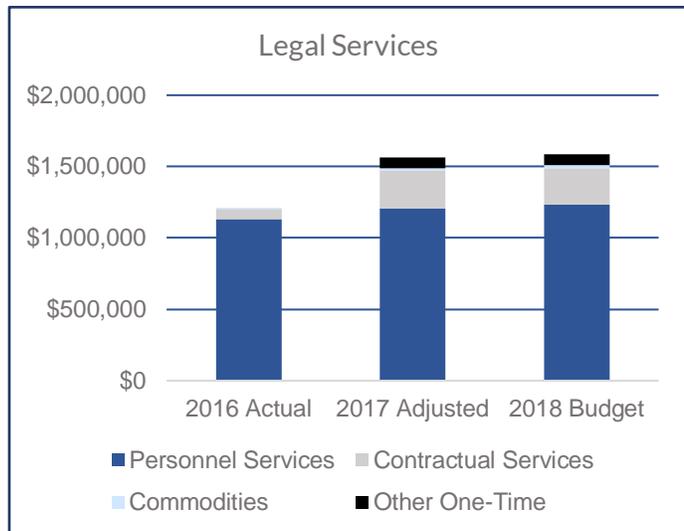
**PERFORMANCE MEASURES**



Civil Division - Number of Contracts Reviewed	
ACTUAL 2015	789
ACTUAL 2016	776
ESTIMATE OR TARGET 2017	790
TREND 2017	764
ESTIMATE OR TARGET 2018	790

**DEPARTMENT BUDGET**

The Legal Services department’s base budget reflects a 1% increase from the prior year. The modest change includes a carryover due to a one-time increase of \$75,000 for the purchase and implementation of database software for the Prosecutor’s Office to enable the division to better manage increased caseloads. There are also modest personnel wage increases.



**EXPENDITURES - GENERAL FUND**

Division	2016 Actuals	2017 Adjusted	2018 Budget
City Attorney - Civil Division	\$ 784,365	\$ 1,007,558	\$ 1,014,700
City Prosecutor - Criminal Division	429,333	554,254	569,500
<b>TOTAL</b>	<b>\$ 1,213,698</b>	<b>\$ 1,561,812</b>	<b>\$ 1,584,200</b>

**STAFFING BY DIVISION**

<b>Division</b>	<b>2016 Actuals</b>	<b>2017 Adjusted</b>	<b>2018 Budget</b>
City Attorney – Civil Division	5	5	5
City Prosecutor –Criminal Division	4	4	4
<b>TOTAL</b>	<b>9</b>	<b>9</b>	<b>9</b>



## DEPARTMENT OVERVIEW

The Finance Department provides timely and accurate financial services for City departments, citizens, and area businesses. The department is responsible for all aspects of financial services for the City including; the budget process, procurement, utility billing and collections, long term financial planning and forecasting, investments, customer service, debt management, accounting, accounts payable, accounts receivable, cash handling, annual audit process, business registration and maintaining City financial records.

The department is divided into five divisions:

### **Administration**

The Administration Division manages the department, the City's debt and investment portfolios, coordinates the financing of city projects, manages special projects and evaluates their potential fiscal impact for Goodyear. The administration division is responsible for the strategic vision of the department and for ensuring compliance with established financial policies for the organization.

### **Financial Services**

The Financial Services Division of the Finance Department maintains the financial integrity of the City through effective fiscal oversight. This is achieved by implementing accounting policies, procedures, systems and fiscal controls for all financial activities of the City. Financial Services provides guidance to staff regarding financial controls, laws, policies and ensuring compliance with generally accepted accounting principles.

Financial Services is also responsible for producing the City's annual audited financial statements; including the comprehensive annual financial report and ensuring all grants and expenditure limitations comply with Arizona Revised Statutes and City Code. Specials Districts of the City including Community Facilities Districts and Improvement Districts are also managed by Financial Services. Additional support services include processing payments to vendors, paychecks for City employees and miscellaneous billings for amounts owed to the city.

### Budget & Research

The Budget and Research Office directs the preparation and administration of the annual operating and capital budgets. Budget & Research is responsible for integrating development and planning activities of the City into all of our financial plans and forecasts. Additional responsibilities include; revenue/expenditure estimating and forecasting, long range fiscal planning, development impact fee management and conducting organizational and management studies. This division also administers the business licensing and sales tax programs for the city.

### Customer Service

The Customer Service Division provides for all utility billing and customer service issues for the City's water, wastewater and sanitation services. Customer services serves as the single point of contact for the majority of

resident issues utilizing a multi-faceted approach including on-line, mobile, phone and in-person. Customer service manages accounts and processing all utility payments from City customers and performs collections for delinquent accounts. The Customer Service Division is also responsible for the front desk operations of City Hall.

### Procurement

The Procurement Office provides purchasing and contract support while overseeing the procurement of a great variety of products, services, supplies, and equipment for all departments of the City of Goodyear in accordance with the City's Procurement Code (adopted in 2008). All solicitations for bids/proposals go through the Procurement Office. The Procurement Office is also responsible for copy/mail services and surplus disposal.

## STRATEGIC GOALS



Fiscal and Resource Management

## FY17 ACCOMPLISHMENTS

- ✓ Auditors issued an unqualified ("clean") opinion on the City of Goodyear's financial statements for the fiscal year ended June 30, 2016.
- ✓ Contracted with Tyler Technologies to replace our current financial system. We completed the overhaul of our Chart of Accounts in March and well underway with the implementation process for HR and Payroll modules.
- ✓ Have identified the ability of the County processing all assessment billing as part of the annual tax billing process. This option will decrease costs substantially from the current outsource provider and negates the need to bring assessment billing in-house.
- ✓ The FY2016 CAFR's government-wide financial statements were all prepared in-house, decreasing our reliance on our outside auditors in performing this annual function.
- ✓ Container management was transitioned from waste management to internal city staff. Implementation of all required process changes was successfully completed.
- ✓ Infrastructure Improvement Plan update process has begun. Raftelis has been selected as the consultant on this project and it is anticipated that new fees will be in place by July 1, 2019.

- ✓ The Cost Allocation Study has been carried forward for FY18 but is not scheduled to begin until after the FSIP project is complete in FY19.
- ✓ The business license registration function was transferred from Development Services to Finance. Slight modifications have been made to the system and the annual renewal process was completed without incident.
- ✓ All procurement thresholds were evaluated and modified. The modifications increased the limits that departments were able to process without the use of procurement shifting accountability for relatively simple procurements from purchasing to the departments. These modifications allow 78% of all purchases to be handled by departments (increased from 56%) representing only 10% of total dollar volume. This change allows procurement to spend time on the higher dollar value purchases.
- ✓ Modifications to P-Card limits were implemented and limited P-card training is completed as part of GEO and on an as-needed basis.
- ✓ Procurement office secured major contracts for Financial System, IIP, Fire Station Study, towing, Health & Wellness Park, and several streets, water and wastewater projects.
- ✓ The Procurement office hosted an NIGP reverse trade show for local business at the Goodyear Ballpark. This event is intended to introduce local businesses to government procurement agencies in order to expand their knowledge and ability to compete for future contracts with government agencies. This event set an attendance record for the NIGP with over 30 governmental agencies participating and more than 800 local business participants.

## FY18 GOALS AND OBJECTIVES

- FSIP Project Implementation and training of all users.
  - Full implementation of Payroll with a go-live date of January 1, 2018
  - Full implementation of Financials with a go-live date of July 1, 2018
  - Begin implementation of Utility Billing with go-live date of January 1, 2019
  - Begin implementation of Business Licensing with go-live date of April 1, 2019
- Coordinate organizational wide IIP update project. As this project impacts all departments critical elements include not only participation but education to ensure that all understand the impacts of this project on their future funding sources.
- Improve processes and increase efficiencies
  - Implementation of Lean measures within the accounting division to improve efficiency and workflow. Implementation and experimentation of process improvements during FSIP will allow these to be captured within the new system set up where appropriate.
  - Review the procurement card program and establish timeline to implement online system. Timeline may be dependent on implementation of Tyler system.
  - Review and Implement changes to the City's merchant services program to enhance customer service, increase compatibility with other systems and to reduce costs.
  - Increase the percentage of active customer accounts enrolled in e-billing and autopay/surepay by 10%

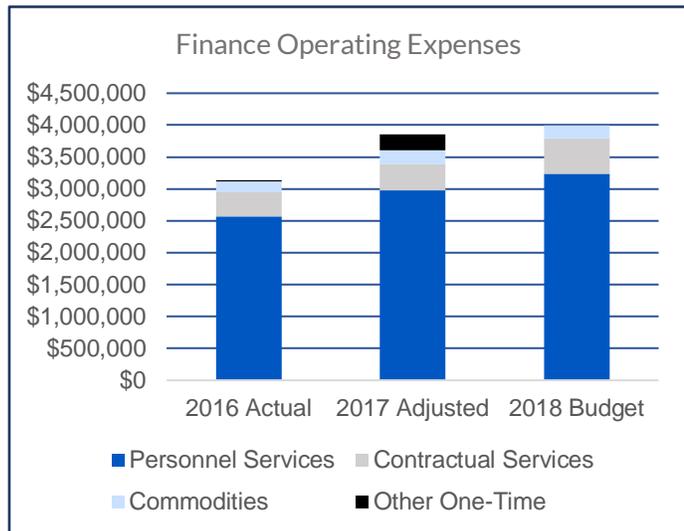
- Continue implementation of the People Master Plan with focus on growth and development of Goodyear employees.
  - Cross training
  - Succession planning
- Establish CIP monitoring process to effectively track progress of key CIP projects and visually document timelines.
- Review and Revise Council budget presentation process to meet the needs of Council, management, staff and the public.

**PERFORMANCE MEASURES**

General Obligation (G.O.) Bond Ratings		
	STANDARD & <u>POOR'S</u>	<u>MOODY'S</u>
ACTUAL 2015	AA	Aa2
ACTUAL 2016	AA	Aa2
ESTIMATE OR TARGET 2017	AA	Aa2
TREND 2017	AA	Aa2
ESTIMATE OR TARGET 2018	AA	Aa2

**DEPARTMENT BUDGET**

The Finance Department’s total budget reflects a 4% increase over prior year. The largest portion of the increase is in contractual services and is one-time in nature. With the implementation of the new financial system it is necessary to backfill permanent positions to ensure no lapses in the day to day operations.



**EXPENDITURES - GENERAL FUND**

Division	2016 Actuals	2017 Adjusted	2018 Budget
Finance Administration	\$ 698,780	\$ 637,331	\$ 619,600
Financial Services	828,704	1,044,907	1,065,800
Budget & Research Office	509,113	667,688	981,900
Customer Service	703,892	953,897	749,900
Procurement	394,340	547,216	582,000
<b>TOTAL</b>	<b>\$ 3,134,829</b>	<b>\$ 3,851,039</b>	<b>\$ 3,999,200</b>

**STAFFING BY DIVISION**

Division	2016 Actuals	2017 Adjusted	2018 Budget
Finance Administration	4	3	3
Financial Services	9	9	9
Budget & Research Office	4	6	6
Customer Service	8	8	8
Procurement Office	4	5	5
<b>TOTAL</b>	<b>29</b>	<b>31</b>	<b>31</b>

INFORMATION TECHNOLOGY

Administration

Security & Infrastructure

Application Development & Support

FY18 Annual Budget \$4,378,500

**DEPARTMENT OVERVIEW**

The Information Technology (IT) Department provides strategic information and technology vision and enterprising solutions for city departments, so they may be able to meet their goals, deliver results, and enhance the city/citizen experience. The department provides the information technology required to fulfill the city’s mission in an efficient and effective manner, through technical analysis, design, procurement, implementation, operation, security and support of infrastructure and services.

**Administration**

The Administrative Division provides strategic planning and operations for the information and technology needs of the city departments and oversees all IT divisions. The division also monitors customer service and adherence to technology standards and best practices.

**Security and Infrastructure**

The Security and Infrastructure Division provides cyber security, voice, video, desktop, network, mobile, help desk and infrastructure support. The division also manages enterprise systems including e-mail and data backups.

**Applications Development & Support**

The Applications Division provides business analysis, project management, software application design and development services as well as support for commercial applications, such as those used by finance and human resources.

**STRATEGIC GOALS**



Fiscal and Resource Management

**FY17 ACCOMPLISHMENTS**

- ✓ Developed new Trial Employee Performance Evaluation capability to the employee evaluation tracking software, which eliminated manual paper based process.
- ✓ In partnership with Communications, developed a new portal for improved employee communications.
- ✓ Transitioned paper based Capital Improvement Program (CIP) request process to a software application.
- ✓ Developed new public facing webpage to show major capital projects on a map with pertinent information.
- ✓ In partnership with the Police Department, helped implement the body camera system.
- ✓ Implemented an Electronic Document Management System to replace the legacy system in use by the City Clerk’s Office.

**FY18 GOALS AND OBJECTIVES**

- Implementation of a new Finance and Human Resources system that expands and modernizes numerous City business functions.
- Implement network redundancy to the Goodyear Ballpark and Public Works facilities.
- Facilitate required technology infrastructure to support new City built facilities to include Police Operations Phase II, new fire stations, and new recreation and aquatics complex.

**PERFORMANCE MEASURES**

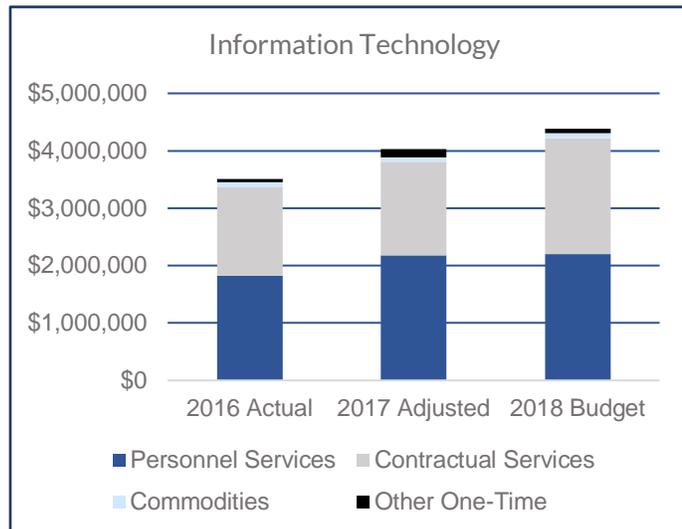
<b>Percent of Technology (Hardware) Currently Out of Scope of the IT Replacement Strategy</b>	
ACTUAL 2015	11%
ACTUAL 2016	14%
ESTIMATE OR TARGET 2017	10%
TREND 2017	10%
ESTIMATE OR TARGET 2018	10%

Percent of Help Desk Calls Resolved Upon First Call (NEW MEASURE)	
ESTIMATE OR TARGET 2018	80%

Percent of Projects Meeting Delivery Dates (NEW MEASURE)	
ESTIMATE OR TARGET 2018	100%

**DEPARTMENT BUDGET**

The Information Technology Services budget for FY18 is 7% higher than the prior year as a result of city-wide compensation increases and inflationary increase in ongoing contractual expenditures for software maintenance. The Technology Asset Management Reserve fund includes life cycle based hardware replacements programmed in a 10 year plan.



**EXPENDITURES - BY DIVISION AND FUND**

<b>Division</b>	<b>2016 Actuals</b>	<b>2017 Adjusted</b>	<b>2018 Budget</b>
Administration	\$ 1,389,800	\$ 1,585,860	\$ 1,936,900
Security & Infrastructure	1,065,745	1,348,933	1,273,800
Application Development & Support	1,053,424	1,098,967	1,167,800
Water - IT	-	-	56,800
Wastewater - IT	-	-	100,200
<b>TOTAL</b>	<b>\$ 3,508,969</b>	<b>\$ 4,033,760</b>	<b>\$ 4,535,500</b>

**OTHER FUNDS MANAGED BY DEPARTMENT**

<b>Division</b>	<b>2016 Actuals</b>	<b>2017 Adjusted</b>	<b>2018 Budget</b>
Technology Asset Management Reserve	\$ 609,450	\$ 818,000	\$ 819,000
<b>TOTAL</b>	<b>\$ 609,450</b>	<b>\$ 818,000</b>	<b>\$ 819,000</b>

**STAFFING BY DIVISION**

<b>DIVISION</b>	<b>2016 Actuals</b>	<b>2017 Adjusted</b>	<b>2018 Budget</b>
Administration	2	2	2
Security & Infrastructure	7	7	8
Application Development & Support	9	9	9
<b>TOTAL</b>	<b>18</b>	<b>18</b>	<b>19</b>

**HUMAN RESOURCES**

**Administration**

**Employee Development**

**FY18 Annual Budget \$2,172,700**

**DEPARTMENT OVERVIEW**

The Human Resources Department supports the organization’s efforts to develop and maintain a high performing workforce by facilitating a healthy, productive, and collaborative team environment resulting in retention and recruitment of world-class employees and volunteers. The Human Resources Department also provides organizational leadership, strategic partnership, and quality, fair and impartial services that ensure we implement best practices and are in compliance with legislative requirements.

**Administration**

The Division coordinates the volunteer program; partners with stakeholders on employee relations and labor relations

matters; maintains the master employee records; administers reporting and analysis of applicant and employee information; updates and maintains records in the payroll/personnel system; manages benefit programs; administers compensation programs, and provides recruitment services.

**Employee Development**

The Employee Development Division provides organizational development services to maximize organizational effectiveness, change management support and learning, and development opportunities that attract, retain, develop and motivate employees to give their best performance in support of City of Goodyear goals.

**STRATEGIC GOALS**



Fiscal and Resource Management

## FY17 ACCOMPLISHMENTS

- ✓ Implemented and continued to enhance cost containment efforts for health/wellness resulting in a rate pass for the second year for the city's medical insurance. This represents a potential savings of approximately \$800,000 over one year, \$1,600,000 over two years. Cost containment measure include:
  - Implementing Healthiest You telemedicine program
  - Enhancing wellness program to appeal to a broader audience
- ✓ Moving to a self-insured medical and dental plans as a long-term cost containment measure
- ✓ Development of a new Benefits Guide to better communicate information about our benefits and relate the value of the overall benefits package
- ✓ Support the city's Lean Thinking initiative:
  - Provided support for Lean implementation with the following Lean projects:
    - Development Continuum (Embedded employee to lead the Lean implementation and leadership transformation)
    - Fire Prevention (Kaizen facilitation support)
    - Finance Check Request process (Kaizen facilitation support)
    - COAC Process →CAR (Kaizen facilitation support)
- ✓ Completed the second Employee Engagement/Satisfaction Survey and supporting action plan:
  - Successfully conducted 4 Employee Roadshows to provide greater insight into employee survey results
  - Directors have led the development of their individual department action plans and presented action plans to the city's leadership team for increased follow-up and accountability
- ✓ Graduated 7 Employees from the first Professional Development Series – Leadership Development Program
- ✓ Launched the People Master Plan Committee:
  - Eight person committee to develop recommendations for the Human Capital Strategy for the organization
- ✓ Completed city-wide compensation study for Non-Sworn employees and Sworn Command Staff employees:
  - Provided recommendations for compensation increases to maintain a competitive market position. Recommendations were adopted by the City Council
- ✓ Implemented a new Long-term disability program for Public Safety personnel in PSPRS
- ✓ Launched the Individual Develop Planning process for all HR Team members

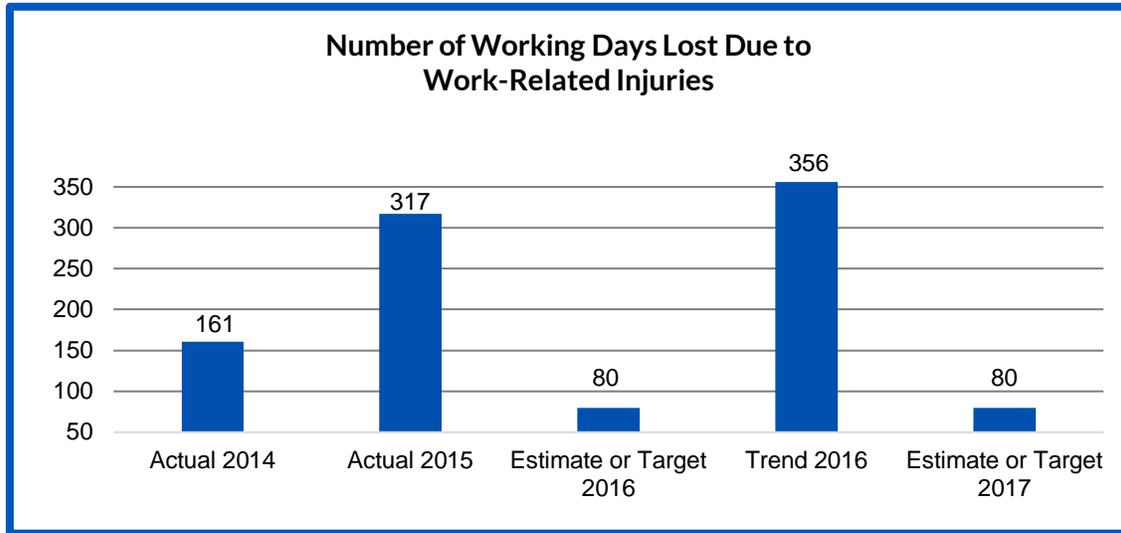
**FY18 GOALS AND OBJECTIVES**

- Successfully implement new Human Resource Management System Tyler/Munis with a January 1, 2018 go-live date:
  - Implement new benefit administration system to streamline next year’s open enrollment process via ESS
- Successfully convert medical and dental insurance plans to self-insured models:
  - Provide information, guidance and assistance to newly appointed Trust Board
  - Monitor plan and make recommendations on future plan design as needed.
  - Monitor administration of plan components (claims administration, stop-loss coverage, etc.)
- Conduct RFP for Medical and Dental Insurance services
- Conduct RFP for Goodyear Wellness Clinic Provider
- Evaluate On-Boarding Component of NEOGOV
- Implement High School Internship program

**PERFORMANCE MEASURES**

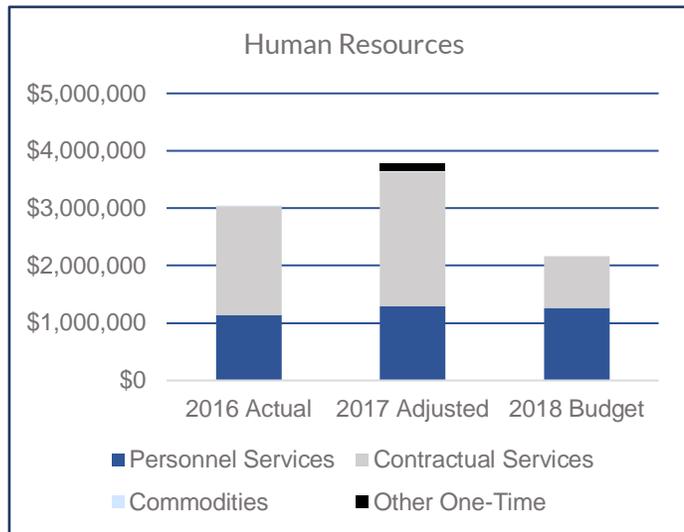
<b>Turnover Rate (Rolling Calendar Year)</b>	
ACTUAL 2015	7.9%
ACTUAL 2016	13%
ESTIMATE OR TARGET 2017	9%
TREND 2017	11.2%
ESTIMATE OR TARGET 2018	9%

<b>Number of Volunteer Hours Worked</b>	
ACTUAL 2015	27,574
ACTUAL 2016	28,691
ESTIMATE OR TARGET 2017	27,500
TREND 2017	30,405
ESTIMATE OR TARGET 2018	30,000



**DEPARTMENT BUDGET**

The Human Resources overall budget is 43% lower than prior year due to the transfer of the Risk Management division from Human Resources to the City Manager’s office.

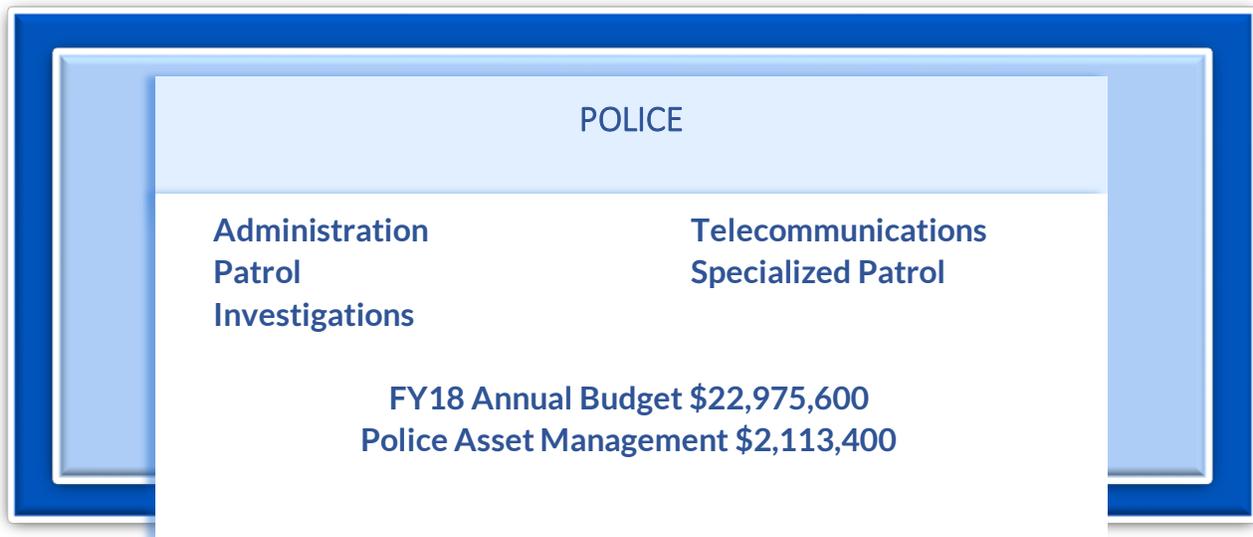


**EXPENDITURES - GENERAL FUND**

Division	2016 Actuals	2017 Adjusted	2018 Budget
Administration	\$ 1,388,242	\$ 1,785,528	\$ 1,863,400
Employee Development	280,653	382,818	309,300
Risk Management	1,373,824	1,614,146	-
<b>TOTAL</b>	<b>\$ 3,042,719</b>	<b>\$ 3,782,492</b>	<b>\$ 2,172,700</b>

**STAFFING BY DIVISION**

<b>Division</b>	<b>2016 Actuals</b>	<b>2017 Adjusted</b>	<b>2018 Budget</b>
Administration	8	8	8
Employee Development	1	2	2
Risk Management	1	-	-
<b>TOTAL</b>	<b>10</b>	<b>10</b>	<b>10</b>



**DEPARTMENT OVERVIEW**

The Goodyear Police Department is a professional and progressive organization that takes great pride in providing excellent customer service to our community. Department staff realizes the importance of excellence in service provision, accountability, and quality communication with the community we serve. The Goodyear Police Department leads our profession with integrity, transparency, and strives to be a model agency in the law enforcement community.

**Administration**

The Administration Division of the Police Department accounts for the Office of the Chief and Administrative Services functions. The Office of the Chief leads the department in policy direction and special projects, and also encompasses the Professional Standards Unit, Hiring and Recruiting, Property and Evidence, and the Public Information Officer. It also includes the Training Division, which is dedicated to maintaining and enhancing the skills of sworn officers. Administrative Services is responsible for records management, budget, planning and research, grant writing, and other areas of administrative support. Administration also

includes portions of the department budget that are centrally administered for efficient operations, such as fleet, supplies, and contractual service costs.

**Enforcement Bureau**

**Patrol**

Patrol operates as part of the Enforcement Bureau and consists of eight squads: two day, two swing and two night shifts plus two additional “power squads” which can be assigned to the busiest days and time of the week. There are also three non-sworn Police Assistants who respond to certain types of non-emergency calls that do not require a sworn officer. There are four Police Lieutenants and eight Police Sergeants who supervise patrol. Patrol personnel provide day-to-day police services that include response to emergency and non-emergency calls for service and critical incidents, conducting preliminary investigations and evidence collection, engaging in community oriented problem solving, and crime-fighting efforts.

**Investigations**

The Criminal Investigations Division, also part of the Enforcement Bureau, is responsible for investigating all types of persons and property crimes. Division personnel provide specialized law enforcement response to assist patrol personnel in high risk situations. The Investigations Division is divided into six sections based on areas of responsibility: Persons Crimes Unit; Property Crimes Unit; Task Force; Crisis Services Unit; and Crime and Intelligence Analysis Unit. The mission of the Criminal Investigations Division is to identify, target, arrest, and successfully prosecute individuals involved in criminal activity as well as recover any stolen property.

**Support Services Bureau**

**Telecommunications**

Specialized Patrol each have a specific area of focus and use specific investigative techniques as they work alongside the Enforcement Bureau to fulfill the mission of deterring crime and apprehending criminals.

The Traffic Unit encompasses both marked and unmarked patrol and motorcycle enforcement, as well as Towing Administration, which administers police programs in support of state statutes that require law enforcement to impound a motor vehicle under certain circumstances.

The K9 Unit consists of four K9/handler teams that support patrol by conducting narcotics searches, building or area searches, suspect tracks and suspect apprehensions. School

The staff of the Telecommunications Division is part of the Support Services Bureau, and is responsible for all operations regarding 911, non-emergency phones, and the radio system. Through these operations, the operators and supervisors in the division maintain that critical link between the public and officers in the field. The communications center functions as the first point of contact in most situations, ranging from in progress violent calls and traffic accidents, to noise complaints and general information.

**Specialized Patrol**

The Specialized Patrol Division is comprised of the Traffic Unit, K9 Unit, School Resource Officers (SRO) Unit, and the Community Services Unit (CSU). As part of the Support Services Bureau, the four units within

Resource Officers maintain a steady presence at city of Goodyear schools, promoting a positive image of law enforcement, and keeping children safe and focused on school.

The Community Services Unit works to maintain and enhance the community through the strengthening of neighborhoods, communication, and implementing community programs. Community Services also implements and guides proactive crime prevention and community policing concepts.

**STRATEGIC GOALS**



Quality of Life

**FY17 ACCOMPLISHMENTS**

- ✓ Final deployment of the 67 body worn cameras in the field - now every member of Patrol, Traffic, and K9 wear them while on duty.
- ✓ Continued implementation of E-Citations hardware and software for the traffic unit and additional patrol officers.
- ✓ Participated in the design, construction, and moved into the new Goodyear police operations building.
- ✓ Ensured all department personnel receive yearly AZPOST approved ethics training course.
- ✓ Replaced old and aging radar and lidar equipment.
- ✓ Hired, trained, and deployed additional patrol officers to add a “power squad” in the patrol rotation.
- ✓ Continued training of officers in dealing with individuals with behavioral health issues.

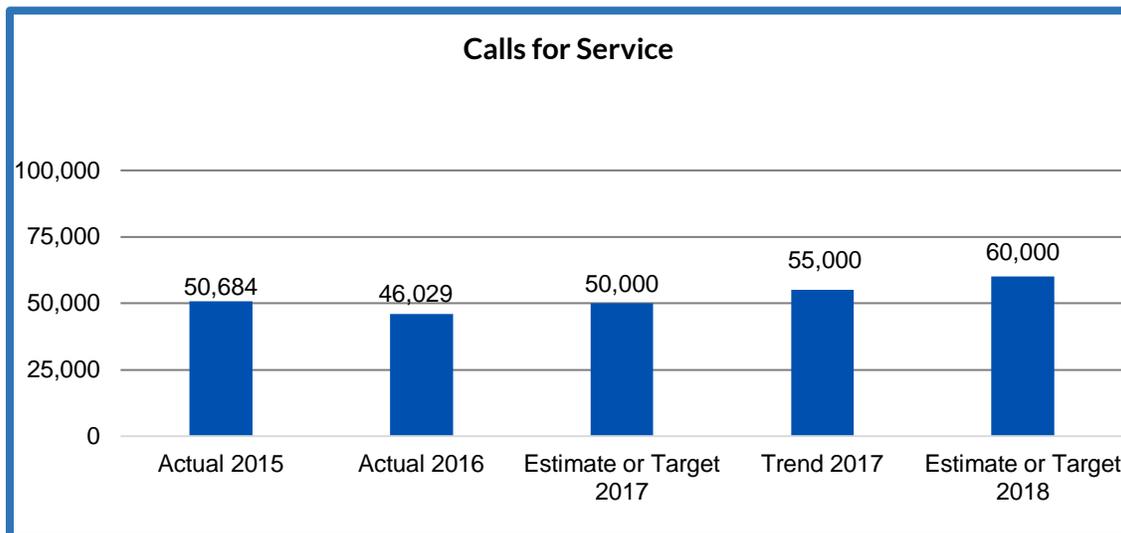
**FY18 GOALS AND OBJECTIVES**

- Continue implementation of a citizen online reporting and lobby kiosk program.
- Ensure all department personnel receive yearly AZPOST approved ethics training course.
- Streamline digital evidence management, including issuing iPhones to patrol officers and upgrading the Evidence.com contract.
- Purchase, install, and deploy new digital portable and vehicle radios throughout the department in accordance with the Regional Wireless Cooperative.
- Create and begin staffing for a second radio dispatch channel to increase dispatcher and officer communication in the field.
- Based on available grant and budget funding, purchase and deploy a new command vehicle.

**PERFORMANCE MEASURES**

Average Priority 1 Response Time (Minutes)	
ACTUAL 2015	3:35
ACTUAL 2016	3:09
ESTIMATE OR TARGET 2017	5:00
TREND 2017	3:29
ESTIMATE OR TARGET 2018	5:00

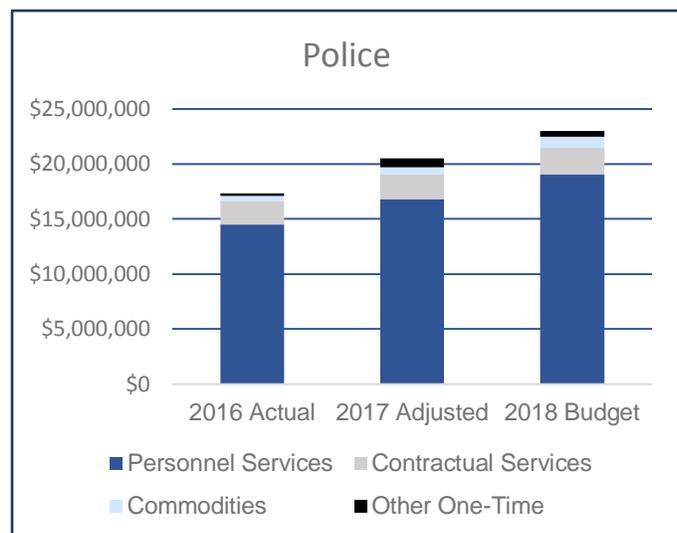
Average Proactive Patrol Time per Officer	
ACTUAL 2015	29%
ACTUAL 2016	25%
ESTIMATE OR TARGET 2017	40%
TREND 2017	25%
ESTIMATE OR TARGET 2018	30%



**DEPARTMENT BUDGET**

The Police Department General Fund budget increased \$2.46 million, or 12% from the prior year. The major portion of this increase is the addition of 9 new positions within the department, including one patrol squad. These staffing increases are in keeping with the City Council’s continued focus on public safety as a budget priority. There are also ongoing expenditure increases in contractual obligations to county agencies for jail services and other items.

The Impound Fund is a special revenue fund that includes expenditures associated with the operations and administration of state-mandated tow and impound of vehicles for specific offenses.



**EXPENDITURES - GENERAL FUND**

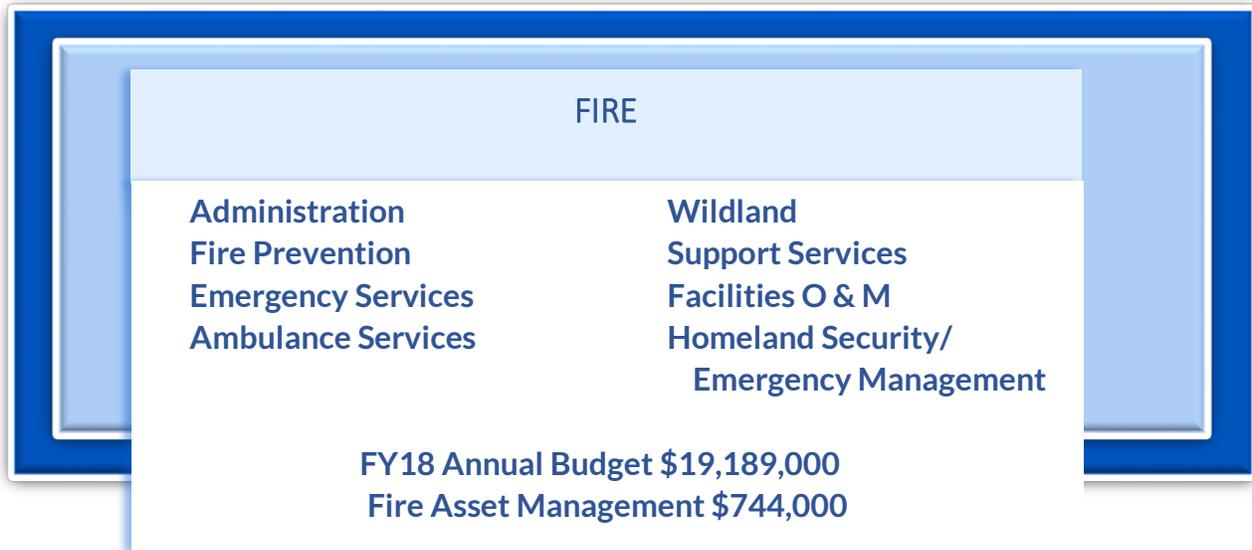
Division	2016 Actuals	2017 Adjusted	2018 Budget
Administration	\$ 3,966,982	\$ 5,140,543	\$ 6,040,500
Patrol	6,769,420	7,766,489	8,955,300
Investigations	1,761,142	2,679,607	2,383,100
Telecommunications	2,089,026	2,239,934	2,530,000
Specialized Patrol	2,734,996	2,689,733	3,066,700
<b>TOTAL</b>	<b>\$ 17,321,566</b>	<b>\$ 20,516,306</b>	<b>\$ 22,975,600</b>

**OTHER FUNDS MANAGED BY DEPARTMENT**

Division	2016 Actuals	2017 Adjusted	2018 Budget
Impound Fund	\$ 105,936	\$ 252,598	\$ 182,400
Officer Safety Equipment	-	53,942	-
Police Asset Management Reserve	-	116,000	-
<b>TOTAL</b>	<b>\$ 105,936</b>	<b>\$ 422,540</b>	<b>\$ 182,400</b>

**STAFFING BY DIVISION**

Division	2016 Actuals	2017 Adjusted	2018 Budget
Administration	19	21	21
Patrol	56	65	72
Investigations	20	17	17
Telecommunications	17	18	20
Specialized Patrol	19	20	20
<b>TOTAL</b>	<b>131</b>	<b>141</b>	<b>150</b>



**DEPARTMENT OVERVIEW**

The purpose of the Fire Department is to preserve lives and property in the community, while maintaining the highest standards of professionalism, efficiency, and effectiveness. We serve by providing exceptional care, mitigation of emergencies, prevention, education and community outreach. The department currently has six fire stations located throughout Goodyear and also has a trained hazardous materials team.

**Administration**

The Administration Division connects the services of the Fire Department to the city’s senior staff. Its activities strongly support and uphold the City’s and Fire Department’s mission and values. Community and labor relations and effectiveness of operations are major responsibilities of the office. Additionally, the role of administration is to support front-line service providers by creating an environment for success. Administration is the link between the department, the Council, and the community. Our office provides support in the areas of customer service, human resources, information management, fiscal management, policy development, and planning.

**Fire Prevention**

The Fire Prevention division handles fire code and inspection services for existing businesses. Fire Prevention is also responsible for the annual permit program involving high risk occupancies and works closely with the state for completing school and prison inspections. Additionally, Fire Prevention is responsible for the investigation of the cause and origin of fires and works closely with the Police Department on suspicious or arson related fires.

**Emergency Services**

The Emergency Services division responds to various types of emergency and non-emergency incidents including emergency medical services (EMS), fire suppression, transportation-related accidents, hazardous materials incidents, and specialty response. Additionally, essential activities include providing oversight and direction to departmental training, health/safety, pre-incident planning, fire prevention, and community education.

### Ambulance Service

The ambulance division strives to provide the community with quality patient care, transport of sick or injured citizens and superior customer service. Goodyear fire department takes a team approach when providing emergency care and responds to various types of medical and traumatic emergencies.

### Wildland

The Wildland Team of the Goodyear Fire Department works as an adjunct to our Emergency Services division under the management of the Arizona Department of Forestry and Fire Management for the purpose of providing personnel and apparatus to assist in suppressing wildfires across the state of Arizona and elsewhere in the United States. Team members maintain "Red Card" wildland firefighter certification through the State of Arizona, and GFD Type 3 and Type 6 engines are dispatched to wild fires by the Central Area Wildfire Response Team (CAWRT). Other members deploy as "single resource" assets to General and Command staff overhead fire management teams. All expenses incurred from wildfire deployments are reimbursed to the city by State Forestry.

### Support Services

The Support Services division provides the maintenance of equipment frequently used by first responders and is responsible for supplying the stations and trucks with the proper inventory of supplies. It also works toward improving the effectiveness of the department's logistical resources through research and planning in the areas of protective equipment, new fire apparatus,

janitorial supplies, fleet and facility maintenance, and new facility construction.

### Facilities O&M

The Facilities O&M division encompasses a broad spectrum of services required to assure the facilities will perform the functions for which the facility was designed and constructed. O&M typically includes day-to-day activities for the building, its systems and equipment to perform their intended function. Due to the 24 hour nature of the facilities maintenance is critical to ensure continuity of operations. Items would include but not limited to; HVAC, swamp coolers, generators, kitchen and household appliances, exhaust removal systems, gates and general building maintenance and upkeep.

### Homeland Security / Emergency Management

The Emergency Management team is responsible for providing mitigation, preparedness, response, recovery, and coordination for large-scale emergencies and disasters, both natural and man-made, to the citizens of Goodyear for the purpose of saving lives and preventing property damage. Additionally, Public Education resides within the Emergency Management division and provides presentations to the community on numerous topics, including water safety, helmet safety, smoke alarms and more. They participate in all major city events with displays and information, work with organizations and schools in the area to host safety fairs, and participate in neighborhood activities. They also provide child safety seat inspections.

## STRATEGIC GOALS



Fiscal and Resource Management



Quality of Life

**FY17 ACCOMPLISHMENTS**

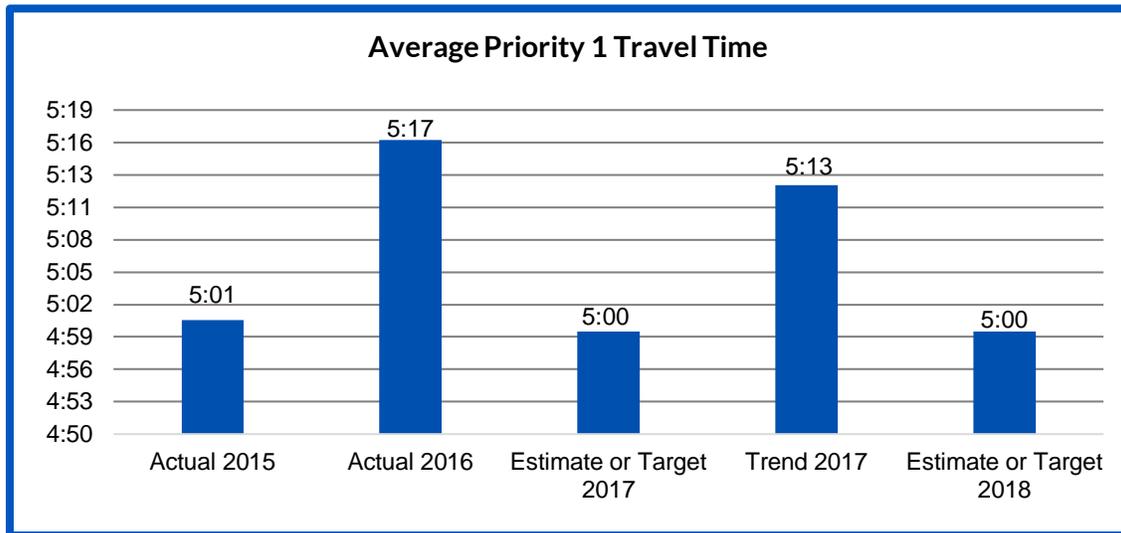
- ✓ Completed and published a fire station location study.
- ✓ Developed a fire station improvement plan to identify and facilitate the updating/repair of station spaces.
- ✓ Participated in the Blue Card Command Certification process for all remaining supervisors and acting supervisors; certified two additional Blue Card instructors.
- ✓ Sent at least two Chief Officers to outside conferences or training.
- ✓ Purchased and installed a Flashover Training Simulator and certified 6 Flashover Training Simulator instructors.
- ✓ Provided training opportunities for Inspectors to maintain ICC certifications.
- ✓ Provided code training to FPAT Inspectors to test for State Inspector I.
- ✓ Conducted a 2017 Battalion Chief rotation.
- ✓ Conducted an environmental (SWOT) analysis of Training and Fire Logistics Divisions.
- ✓ Conducted Fire Captain and Fire Engineer promotional processes.
- ✓ Completed nine month evaluation for probationary firefighters.
- ✓ Implemented Community Paramedicine Pilot Program with four other cities.
- ✓ Implemented and delivered a Behavioral Health Program to all employees in Fire department.
- ✓ Implemented and utilized the Zoll/RMS and logistical process related to equipment and travel for inspections, re-inspections and other related activities to adequately support Fire Prevention activities that validate time management.
- ✓ Updated the Fire Prevention Website to better serve the community and our business customers.
- ✓ Developed and implemented an inspection program for health care facilities.
- ✓ Developed and implemented an inspection program for schools.
- ✓ FPAT conducted 398 inspections as of April 2017.
- ✓ Developed a new Public Information Officer program.
- ✓ Hosted 3rd annual EMS Open House.
- ✓ Hosted 3rd annual Dinner with Fire Chief.
- ✓ Hosted 3rd annual Girls Camp.
- ✓ Deployed 92 Self-Contained Breathing Apparatuses along with Bluetooth upgrade to radios.
  
- ✓ Completed first year of Fire Department Replacement Plan.
- ✓ Awarded Urban Area Security Initiative Sustainment (UASI) Grant.
- ✓ Completed a Table Top Exercise conducted by the Emergency Manager.
- ✓ Completed a Threat Vulnerability Assessment (TVA) with Cancer Treatment Center of America (CTCA).

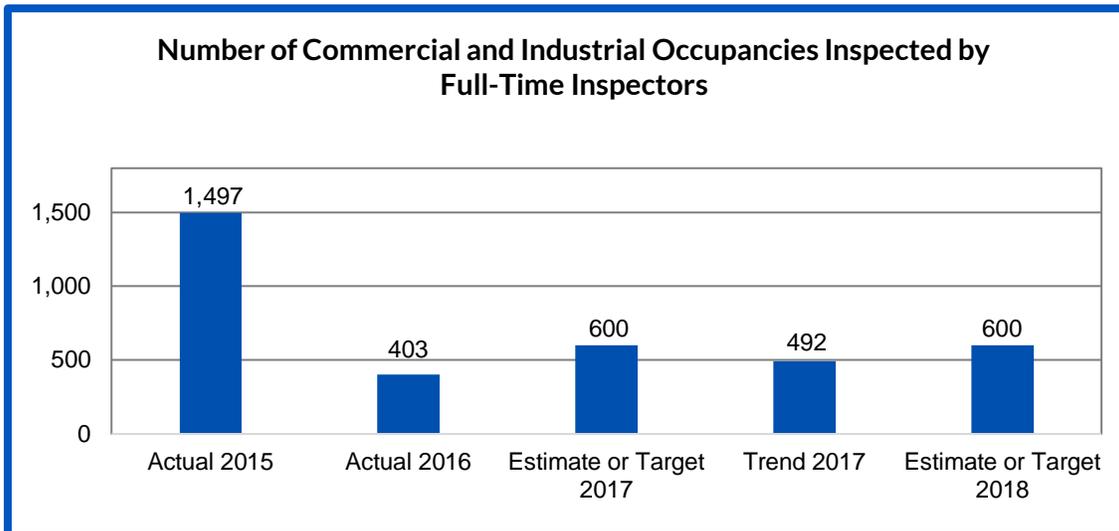
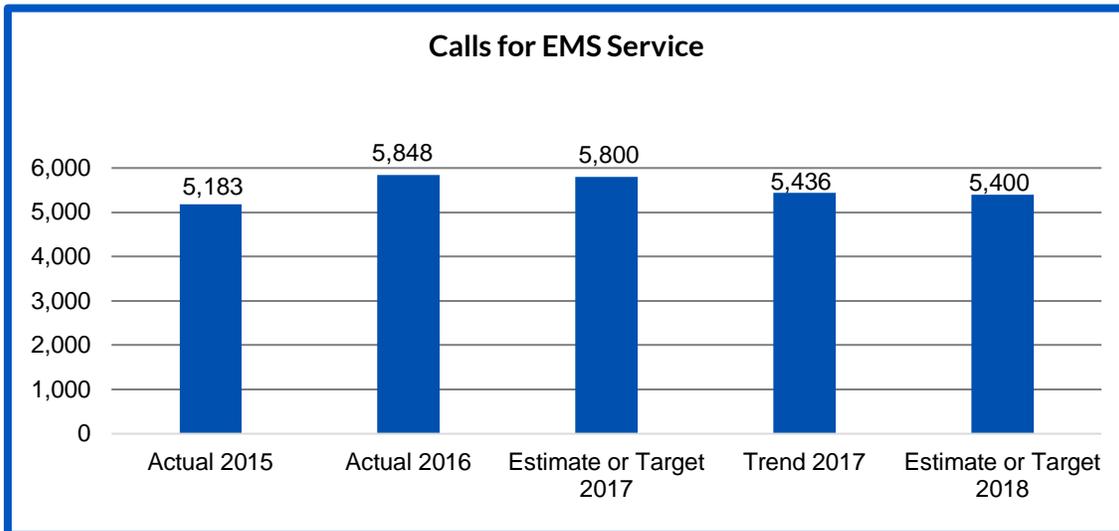
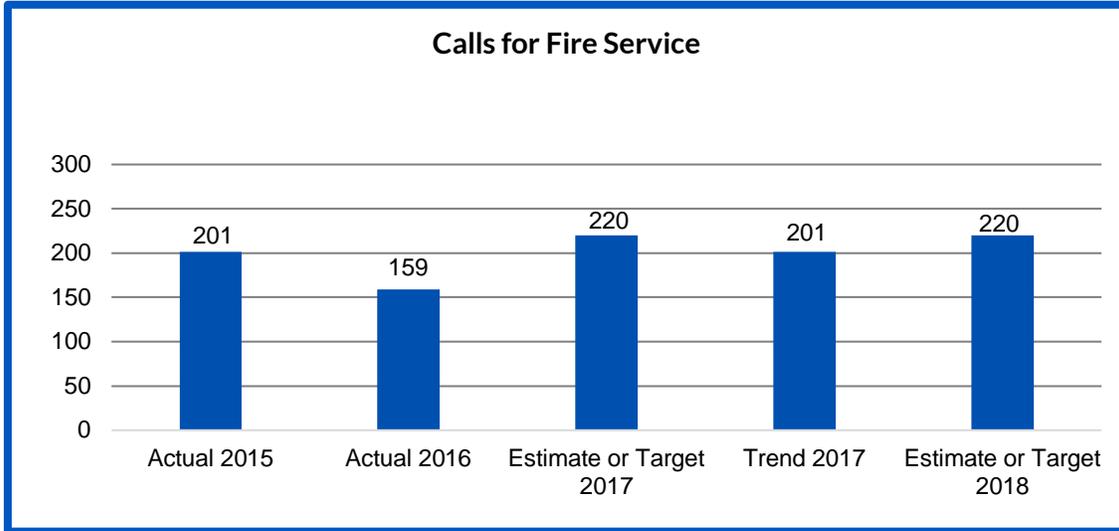
- ✓ Participated in a mock drill - DUI Crash at Millennium High School.

**FY18 GOALS AND OBJECTIVES**

- Develop a ladder operations program for all personnel.
- Complete the Traffic Incident Management System program.
- Evaluate division assignments and analyze the effectiveness of current workload support as well as support for future growth.
- Complete the design phase for the construction of future fire station.
- Complete the specifications for the procurement of a ladder truck.
- Implement assignment rotation for the deputy fire chiefs.
- Conduct a CERT Class.
- Complete the Standards of Cover for the Accreditation process.
- Complete the AMR contract extension.
- Submit the Certificate of Need (CON) application.
- Complete a Firefighter recruitment for staffing new stations and successfully complete the Fire Academy.
- Monitor the Behavioral Health Agreement.
- Implement an upgraded apparatus exhaust system.
- Send eight firefighters to a Paramedic Training course.
- Work with the information technology department and the procurement office to initiate an RFP for a Records Management System (RMS).
- Complete Tactical EMS Training.

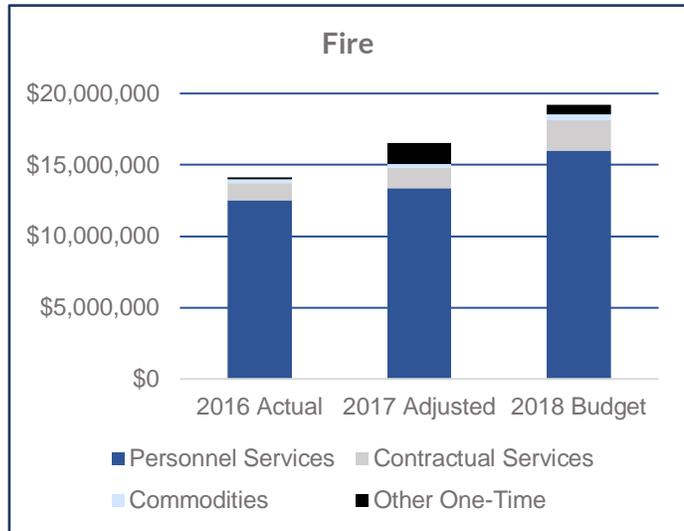
**PERFORMANCE MEASURES**





**DEPARTMENT BUDGET**

The Fire Department budget is 16% higher than the prior year largely due to the creation of a new ambulance services division and staffing for a new engine company, three rover captains and two firefighters for the emergency services division. There are also one-time supplementals for ambulance start up, tactical EMS training, records management system and a behavioral health provider.



**EXPENDITURES - GENERAL FUND**

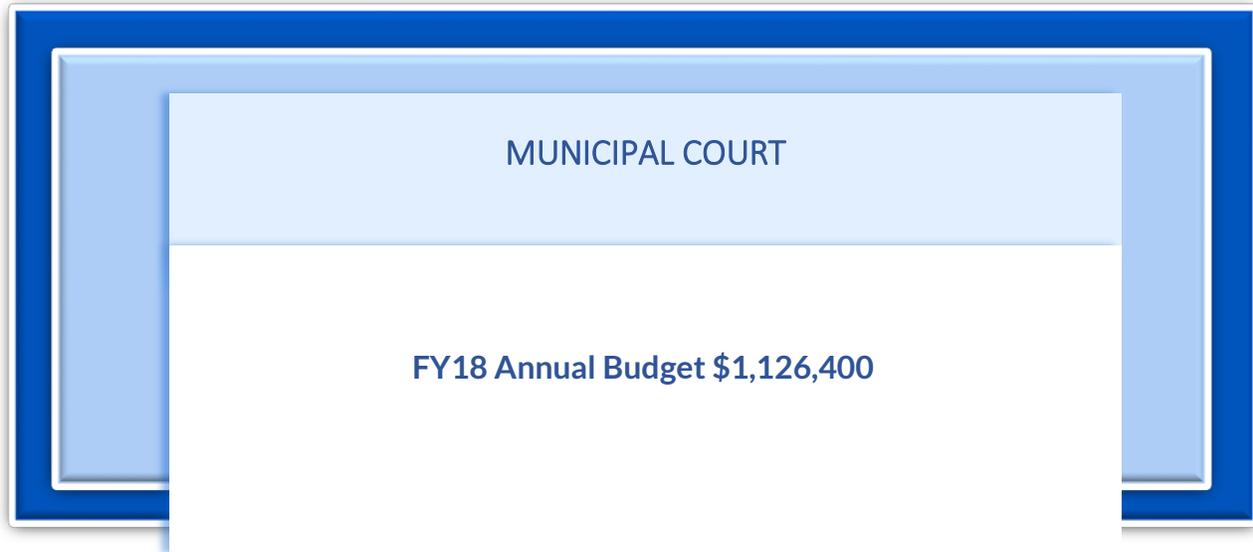
Division	2016 Actuals	2017 Adjusted	2018 Budget
Administration	\$ 588,760	\$ 732,774	\$ 1,053,800
Fire Prevention	347,214	342,766	415,100
Emergency Services	11,558,309	12,736,325	14,738,200
Ambulance Service	-	-	1,115,800
Wildland	-	99,600	152,800
Support Services	1,079,444	1,999,348	1,061,500
Facility O&M	314,759	362,800	362,800
Homeland Security/Emergency Management	250,865	267,678	289,000
<b>TOTAL</b>	<b>\$ 14,139,351</b>	<b>\$ 16,541,291</b>	<b>\$ 19,189,000</b>

**STAFFING BY DIVISION**

Division	2016 Actuals	2017 Adjusted	2018 Budget
Administration	5	5	5
Fire Prevention	3	3	3
Emergency Services	88	89	89
Ambulance Service	-	-	7
Wildland	-	-	-

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Support Services	4	3	3
Facility O&M	-	-	-
Homeland Security/Emergency Management	2	2	2
<b>TOTAL</b>	<b>102</b>	<b>102</b>	<b>109</b>



**DEPARTMENT OVERVIEW**

The mission of the Goodyear Municipal Court is to fairly, impartially, and expeditiously process all legal matters within our jurisdiction, while providing professional

customer service through transparency, accessibility, and our commitment to the administration of justice, public confidence, communication and education.

**Description**

**Criminal Traffic (Misdemeanor):**

- DUI
- Hit and Run
- Reckless Driving
- Driving on Suspended Drivers Licenses

**Criminal (Misdemeanor):**

- Domestic Violence
- Theft
- Assault
- City Ordinance & City Codes

**Civil Traffic:**

- Moving Violations
- Non-Moving Violations
- Parking (Title 28 and City Ordinance)
- Violations of City Ordinances & City Codes

The Court also issues Orders of Protection, Injunctions, Prohibiting Harassment and Search Warrants. The Municipal Court has jurisdiction over a limited variety of cases. The Municipal Judge presides over misdemeanor crimes and petty offenses committed within the City. Jurisdiction of the Goodyear Municipal Court includes all civil

traffic, criminal traffic, criminal misdemeanors, juvenile traffic, liquor violations, and City Code violations within the City of Goodyear.

The court has concurrent jurisdiction with the Justice Courts on orders of protection, injunctions against harassment, and search

warrants. The court also collects bonds, fines, fees, and restitution. The Goodyear Municipal Court is part of the integrated judicial system and serves as the judicial branch of the Goodyear municipal

government, and is subject to the administrative authority of the Arizona Superior Court and Arizona Supreme Court.

**STRATEGIC GOALS**



Fiscal and Resource Management



Economic Vitality

**FY17 ACCOMPLISHMENTS**

- ✓ Participated in Stand up for Veterans, Stand Down for Veterans and Homeless Court programs. Programs assist United States Armed Force Veteran’s and homeless individuals with a venue to resolve outstanding cases with the Goodyear Municipal Court in a manner in which justice is served and assistance to the individuals is provided. These venues offer, respectively, an alternative program for resolution of outstanding Court obligations, and a multitude of outreach services for participants which aids individuals in being successful, contributing members of the community. The Court focuses on ensuring that veterans and homeless individuals address the root causes of their behavior that resulted in entering the criminal justice system, and allow alternative sentencing options.
- ✓ Enhanced payment services to Court customers, allowing for 24/7 online payments and civil citation resolution as well as extended phone payment service hours. Elimination of credit card processing fees to the City through new vendor.
- ✓ Development of Language Access Plan, for services offered to Limited English Proficient court customers.
- ✓ Two staff graduates of the Arizona Court Supervisor (ACS) Program with the Arizona Supreme Court Education Center, as well as two additional enrollments in the program for the Goodyear Court.
- ✓ Preparation and planning for Court Security Standards & Implementation mandates.
- ✓ Completion of Electronic Court Records Retention & Destruction report as issued by the AOC.

**FY18 GOALS AND OBJECTIVES**

- Ensure the Goodyear Municipal Court provides, fair, impartial and expedient justice to all citizens of Goodyear and individuals who require the assistance of the Court.
- Compliance with all Federal, State, and Local laws and mandates.
- Completion of the Court Security Standards & Implementation Phase 1 as mandated by the Arizona Supreme Court and Administrative Office of the Courts.

- Increased use of technology to include partnership with the Motor Vehicle Division and implementation of a service kiosk within the Court facility for customer use.
- Encourage and assist staff in personal development and education.
- Review and update strategic, operational, emergency and technological court plans.
- Review and update strategic, operational, emergency and technological court plans.
- Migration from AZTEC case management system to AJACS as administered by the Administrative Office of the Courts.
- Development & completion of Court Self-Help Center space.
- Automation of specific Court processes & services through changes in Court CMS.

### PERFORMANCE MEASURES

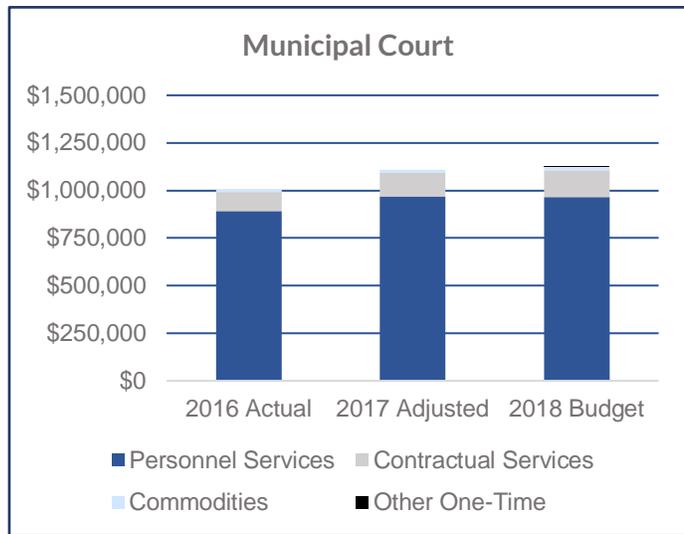
Civil Traffic Filings Completed Within 90 Days	
ACTUAL 2015	100%
ACTUAL 2016	100%
ESTIMATE OR TARGET 2017	100%
TREND 2017	98%
ESTIMATE OR TARGET 2018	100%

Criminal Traffic Cases Resolved Within 180 Days	
ACTUAL 2015	100%
ACTUAL 2016	100%
ESTIMATE OR TARGET 2017	100%
TREND 2017	98%
ESTIMATE OR TARGET 2018	100%

Criminal Misdemeanor Cases Resolved Within 180 Days	
ACTUAL 2015	100%
ACTUAL 2016	100%
ESTIMATE OR TARGET 2017	100%
TREND 2017	98%
ESTIMATE OR TARGET 2018	100%

**DEPARTMENT BUDGET**

The Municipal Court’s budget is 2% higher than prior year, and the Court Enhancement Fund is higher 10% higher than from prior year; as a contracted Court Security Guard position was converted into a full-time City employee.



**EXPENDITURES - GENERAL FUND**

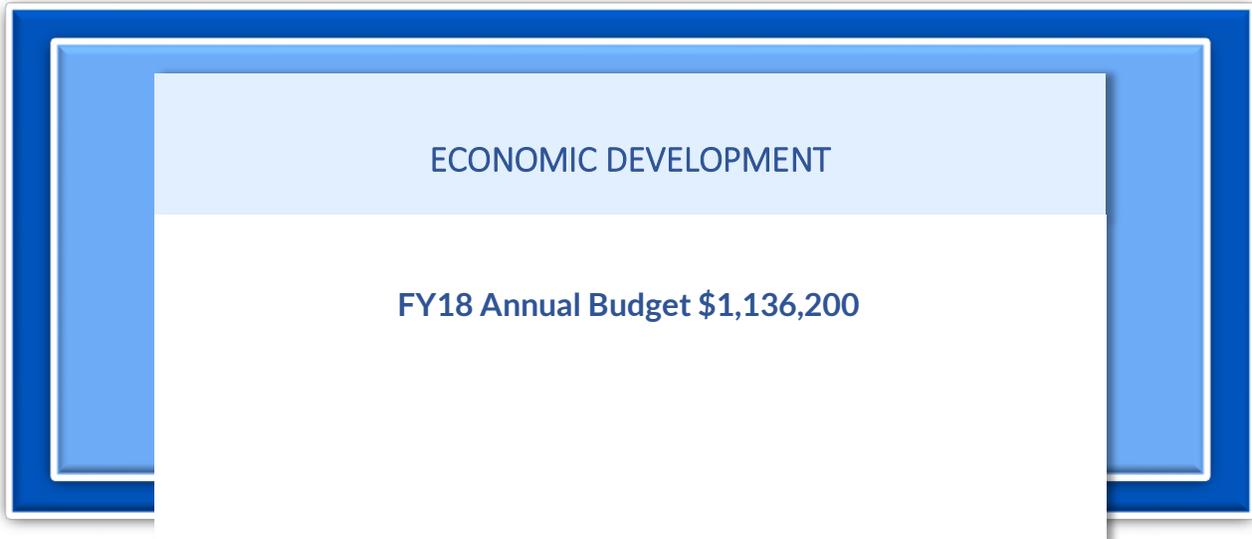
Division	2016 Actuals	2017 Adjusted	2018 Budget
Municipal Court	\$ 1,003,690	\$ 1,107,619	\$ 1,126,400
<b>TOTAL</b>	<b>\$ 1,003,690</b>	<b>\$ 1,107,619</b>	<b>\$ 1,126,400</b>

### OTHER FUNDS MANAGED BY DEPARTMENT

Division	2016 Actuals	2017 Adjusted	2018 Budget
Court Enhancement Fund	38,523	\$ 85,000	\$ 100,200
Judicial Collection Enhancement Fund (JCEF)	-	\$ 60,000	\$ 60,000
Fill the Gap Fund	-	\$ 9,000	\$ 9,000
<b>TOTAL</b>	<b>\$ 38,523</b>	<b>\$ 154,000</b>	<b>\$ 169,200</b>

### STAFFING BY DIVISION

Division	2016 Actuals	2017 Adjusted	2018 Budget
Municipal Court	9	9	10
<b>TOTAL</b>	<b>9</b>	<b>9</b>	<b>10</b>



**DEPARTMENT OVERVIEW**

To promote, communicate and improve the City's economic and social well-being by attracting and retaining businesses and residents, improving the city's image and expanding the city's employment and tax based to build a sustainable community.

social, and environmental well-being through the attraction and enhancement of commercial and industrial projects that create and sustain employment base, tax revenues, financial security, and environmental stability for the community.

The Economic Development Department of the City of Goodyear improves the City's economic,

**STRATEGIC GOALS**



Fiscal and Resource Management



Economic Vitality



Sense of Community



Quality of Life

**FY17 ACCOMPLISHMENTS**

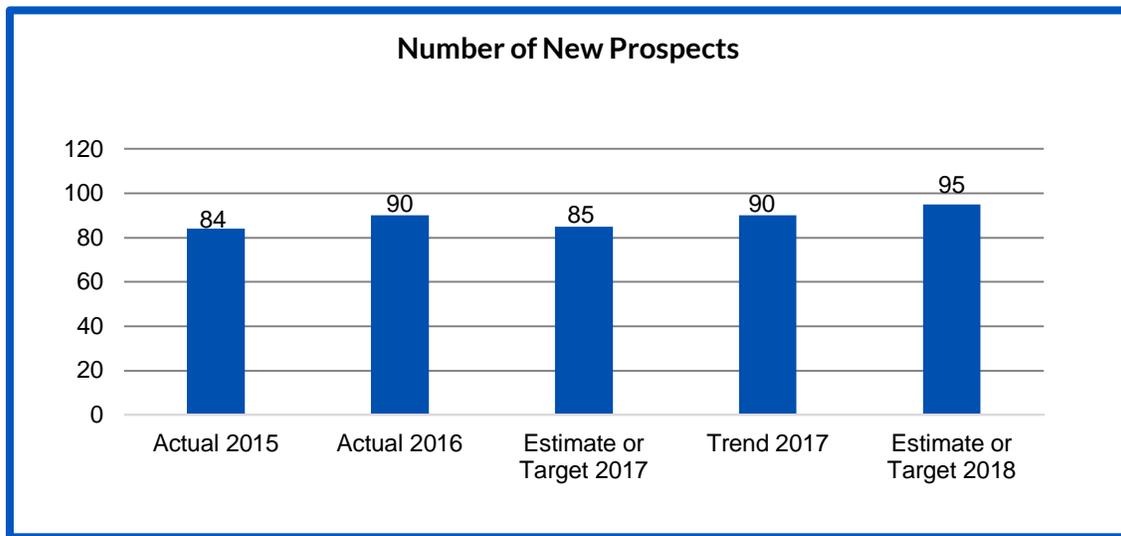
- ✓ Created more than 1,700 jobs in diverse industries including aerospace, healthcare, logistics and manufacturing.
- ✓ Facilitated more than 750 interactions with entrepreneurs through free workshops, ASU Startup School, and one-on-one mentoring at the InnovationHub.

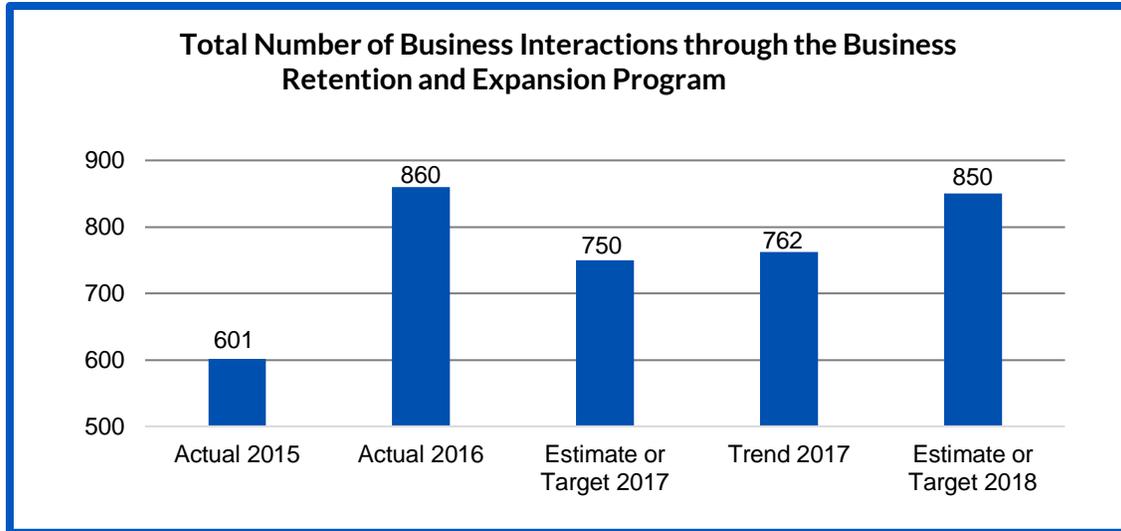
- ✓ Created the Goodyear Retail and Entertainment Development Impact Fee Incentive Program to enhance attraction of retail and entertainment users.
- ✓ Attracted a record-number of website hits to the Economic Development department website at close to 100,000.

**FY18 GOALS AND OBJECTIVES**

- Continue to create quality job opportunities for West Valley residents.
- Increase the attraction of retail and entertainment venues in Goodyear.
- Enhance the quality and quantity of development in Goodyear in diverse sectors and industries.
- Facilitate interactions with entrepreneurs toward starting their own businesses in Goodyear.
- Focus on retention of current Goodyear businesses.

**PERFORMANCE MEASURES**





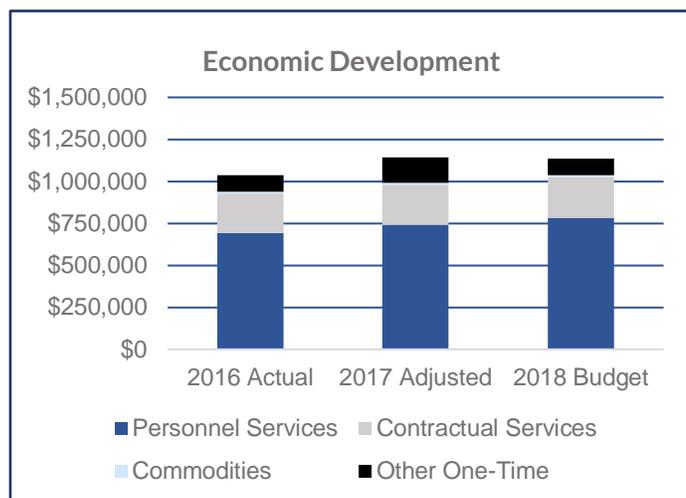
### Number of Website Hits (from Economic Development specific pages)

ACTUAL 2015	42,815
ACTUAL 2016	65,193
ESTIMATE OR TARGET 2017	65,000
TREND 2017	78,188
ESTIMATE OR TARGET 2018	75,000

## DEPARTMENT BUDGET

The Economic Development budget for FY18 is less than 1% lower than the prior year, due to a net increase in personnel costs and a decrease in contractual services for a grant match fund.

The non-department budget includes \$2,000,000 for the Impact Fee Reduction Program that will accelerate the development of retail and entertainment businesses with the city providing tax revenue necessary to provide essential public services.



**EXPENDITURES - GENERAL FUND**

<b>Division</b>	<b>2016 Actuals</b>	<b>2017 Adjusted</b>	<b>2018 Budget</b>
Economic Development	\$ 1,037,337	\$ 1,142,832	\$ 1,136,200
<b>TOTAL</b>	<b>\$ 1,037,337</b>	<b>\$ 1,142,832</b>	<b>\$ 1,136,200</b>

**STAFFING BY DIVISION**

<b>Division</b>	<b>2016 Actuals</b>	<b>2017 Adjusted</b>	<b>2018 Budget</b>
Economic Development	6	6	6
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>



## DEPARTMENT OVERVIEW

The Development Services Department encompasses Planning & Zoning, Building Safety, and Code Compliance. The department is responsible for the administration of city zoning, planning, and development policies and is responsible for the preparation, adoption, and implementation of the City of Goodyear General Plan, which provides community goals and development policies to effectively guide and manage the long-term growth of the city. Development Services staff also prepare and implement various zoning and development ordinances. The Building Safety and Inspections Division is responsible for ensuring construction activity meets the minimum standards of the applicable life safety code. Code Compliance is responsible for the ensuring fair and consistent application of the City Codes and Ordinances.

### **Administration**

Administration coordinates the activities of the divisions within the department, ensures that activities and programs are consistent with the department's mission, provides necessary resources and information services

support, and provides staff support. This division also prepares monthly reports, manages the city's Kiosk Signage Program, and serves as the H.T.E. system administrator for Development Services.

### **Planning & Zoning**

The Planning and Zoning Division is responsible for preparing and implementing various zoning and development related codes and ordinances, such as the Zoning Ordinance, Subdivision Regulations, Design Guidelines, and General Plan. Specific duties include reviewing and processing General Plan Amendments, rezone applications, variances, subdivision plats, use permits, site plans, and development agreements to ensure compliance with City ordinances. Staff is also responsible for development plan reviews, analysis of population and socioeconomic data, and providing support to the Planning & Zoning Commission and Board of Adjustment. This division receives and processes all new development applications including rezones, plats, use permits, special use permits, general plan amendments, and site plans. The division

also maintains all planning & zoning records and responds to records requests.

### Building Safety

The Building Safety Division ensures quality construction for the city's residents by regulating building construction and building occupancy. Building Safety encompasses both permit processing and inspections to enforce the city's building, electrical, mechanical, plumbing, and zoning ordinances. This division also enforces other applicable state and local laws and ordinances.

### Code Compliance

Code Compliance's goal is to keep our neighborhoods beautiful. Code Compliance works to educate citizens on city property code requirements, build relationships, and facilitate mediation when necessary. Primary duties include providing information about city codes for property maintenance, zoning, variances and signage, and encouraging voluntary compliance. Proactive field inspections and response to citizen complaints lead to enforcement through established procedures when voluntary compliance does not occur.

## STRATEGIC GOALS



Economic Vitality



Sense of Community



Quality of Life

## FY17 ACCOMPLISHMENTS

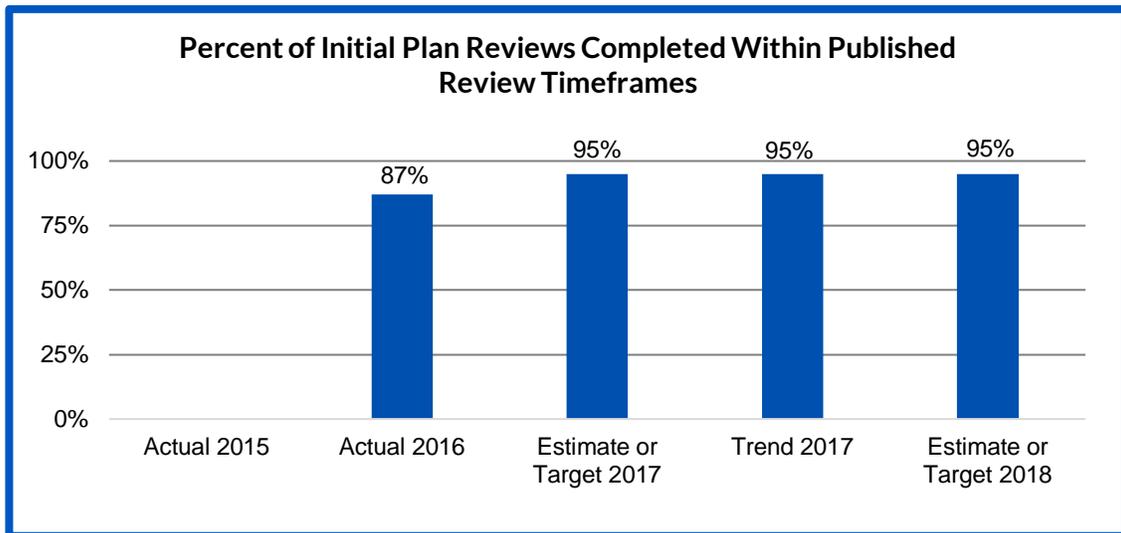
- ✓ Development Agreement commitments have been documented and are being tracked on a spreadsheet located on SharePoint.
- ✓ Lean implementation has resulted in reducing the turnaround time for planning application by half. This accomplishment is even more significant as the applications received this year has doubled.
- ✓ Continue to make improvements in the building plan review process by assigning reviews with expected out process dates that help forecast workloads for downstream customer (permit tech).
- ✓ Implemented new visual management by placing building plans according to who will review them rather than by discipline.
- ✓ Updated production housing start policy to provide clarity for the development community.
- ✓ Updated change of occupant permit process eliminating costly registrant involvement in simple change of use projects and eliminate excess processing by not routing plans through the review process.
- ✓ Building Safety worked collaboratively with planning and permit administrator to update permit applications and submittal checklists for applicants and intake checklists for permit technicians.

- ✓ Updated building permit requirements for water softeners, modified the roof inspection process to increase employee safety, and implemented a new cutoff time for permit applications for better customer service.
- ✓ Code Compliance has updated their Lean visual boards, created standard work for routine operations, and is utilizing a time tracking board to improve code compliance work efforts.

**FY18 GOALS AND OBJECTIVES**

- Continue process improvements utilizing Lean techniques. Identify opportunities for staff training and engagement to further the Lean culture.
- Strategize with Economic Development to help create or revise policies to attract development desired by city residents.
- Increase housing diversity by identifying draft standards and goals.
- Continue to identify professional advancement opportunities with each DSD employee in order to maintain a high state of employee engagement, empowerment, and job satisfaction.

**PERFORMANCE MEASURES**

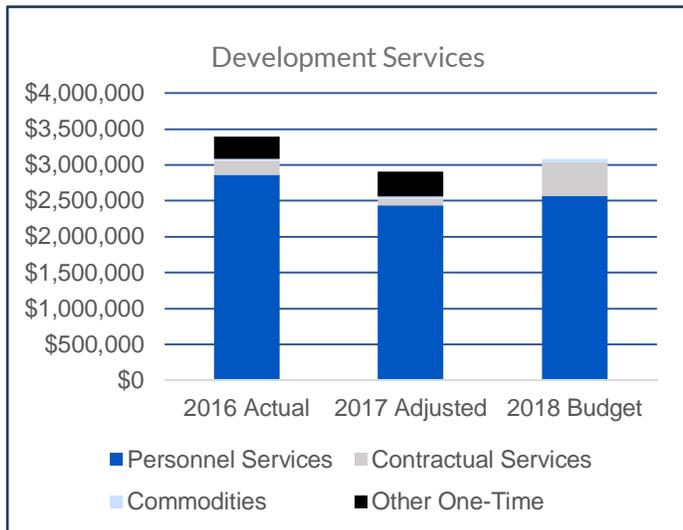


Percent of Building Construction Plan Reviews Completed Within Published Review Cycle Times	
ACTUAL 2015	95%
ACTUAL 2016	N/A
ESTIMATE OR TARGET 2017	95%
TREND 2017	N/A
ESTIMATE OR TARGET 2018	N/A

Percent of All Graffiti Case First Inspections Completed Within One Business Day	
ACTUAL 2015	95%
ACTUAL 2016	85%
ESTIMATE OR TARGET 2017	95%
TREND 2017	N/A
ESTIMATE OR TARGET 2018	N/A

**DEPARTMENT EXPENDITURES**

The Development Services Department overall budget is 6% higher than prior year due to an increase in personnel costs and an increase in one-time expenditures for site plan review services. The budget also reflects one-time supplementals for construction plan review and inspections services. The department continues to budget these services using one-time supplementals to keep a conservative approach in budgeting for an area that is still stabilizing after the recessionary period.



**EXPENDITURES - GENERAL FUND**

<b>Division</b>	<b>2016 Actuals</b>	<b>2017 Adjusted</b>	<b>2018 Budget</b>
Administration	\$ 359,102	\$ 378,859	\$ 420,800
Planning & Zoning	1,441,085	728,015	823,900
Building Safety	1,316,204	1,494,592	1,525,400
Code Compliance	277,428	306,298	314,900
<b>TOTAL</b>	<b>\$ 3,393,819</b>	<b>\$ 2,907,764</b>	<b>\$ 3,085,000</b>

**STAFFING BY DIVISION**

<b>Division</b>	<b>2016 Actuals</b>	<b>2017 Adjusted</b>	<b>2018 Budget</b>
Administration	3	3	3
Planning & Zoning	5	5	5
Building Safety	11	11	11
Code Compliance	3	3	3
<b>TOTAL</b>	<b>22</b>	<b>22</b>	<b>22</b>

ENGINEERING	
Administration	Streets & Markings
Plan Review	Street Maintenance
Permit Processing	Sweeper Operations
Inspections	Traffic Signal
GIS	Traffic Management
Project Management	
FY18 Annual Budget \$9,685,500 Traffic Signals Asset Management \$1,954,000	

## DEPARTMENT OVERVIEW

The Engineering Department is responsible for the design, review and inspection of the city's capital infrastructure including grading and drainage, water, sewer, storm drains, storm water retention and streets. Engineering reviews site plans, preliminary and final plats, rezoning requests, special use permits, construction drawings, and water, sewer, traffic and drainage master plans. Engineering issues construction permits and easements, assigns street names and addresses and maintains the fiber optic network. Engineering also provides project management for the city's Capital Improvements Projects. Engineering ensures traffic signals, signage, and striping meet federal, state, and local standards and coordinates freeway and transit improvements in the city.

### **Engineering General Fund:**

#### **Administration**

Administration coordinates the activities of the divisions within the department, and provides project management, real estate, and special projects services.

#### **Plan Review**

The City of Goodyear Engineering Department Plan Review Division is responsible for the review and approval of development and construction plans for improvements in the city right-of-ways and site improvements on private property.

#### **Permit Processing**

The Engineering Permit Division works closely with the Development Services Department to serve as the one-stop shop for accepting and processing all civil engineering plans and related development submittals for review and approval. The division is also responsible for collecting fees related to development.

#### **Inspections**

The Inspections Division is responsible for inspecting the construction of infrastructure in the City of Goodyear to ensure that construction of city right-of-ways and private site improvements meet the requirements of the Engineering Design Standards and Policies Manual and other applicable standards. The Inspections Division also manages warranty repair and maintenance of city-owned infrastructure.

**GIS**

The GIS Division is responsible for the promotion, development and coordination of GIS throughout the city. GIS develops and maintains spatial data layers including water, sewer, storm drain, streets, addresses, street names and many others. GIS also creates maps, performs data analysis, and maintains the intranet mapping system.

**Project Management**

The Engineering Project Management Division provides planning for the city’s Capital Improvement Projects. The Project Managers housed in Engineering work in partnership with their internal and external customers to ensure the city receives accurate, high-quality design and construction services that will ultimately benefit our residents.

**Engineering Highway User Revenue Fund (HURF):**

**Streets & Markings**

The Streets & Markings Division is responsible for the safety of the traveling public by ensuring that the traffic signals and traffic signing and striping in the City of Goodyear

meet current Federal, State, and Local standards.

**Street Maintenance and Sweeper Operations**

The Street Maintenance Division is responsible for maintaining city streets which is comprised of residential, arterials and collectors. This division also implements the Pavement Management Program.

The Sweeper Operations Division is responsible for the sweeping of streets city-wide, which removes dust and dirt from roadways left from vehicular traffic. This work prevents certain types of particulate matter from becoming airborne, reducing local air pollution and improving air quality. Sweeper operations also help to keep gutters and storm drains free of debris, allowing rain water to flow freely down local storm drains.

**Traffic Signals and Traffic Management**

The Traffic Signals and Traffic Management Divisions ensure that the city’s roadway network functions effectively and efficiently to serve Goodyear residents, visitors and employers. This division also manages the city’s Intelligent Transportation System (fiber optic) network.

**STRATEGIC GOALS**



Fiscal and Resource Management



Economic Vitality



Sense of Community



Quality of Life

**FY17 ACCOMPLISHMENTS**



Completed an update to the Engineering Design Standards & Policies manual, including the addition of 4-years of revision requests from internal customers.



Assisted departments to develop improved cost estimates for new CIP project submittals.

- ✓ Utilized Lean principles, including project level loading and the timely elevation of issues, to reduce the Planning & Zoning review times overall by approximately 33% (15 day average reduced to 10 day average).
- ✓ Surrendered 849 as-built plan sets to the AZ State Library and Archives (two pallets of Mylars).
- ✓ Landscape as-built drawings are no longer required to be submitted on Mylar. Landscaping as-builts are being submitted, reviewed and accepted on a CD which reduces transportation and materials cost to the customer, reduces staff time by eliminating scanning as-builts and eliminates storage space needed in our facility.

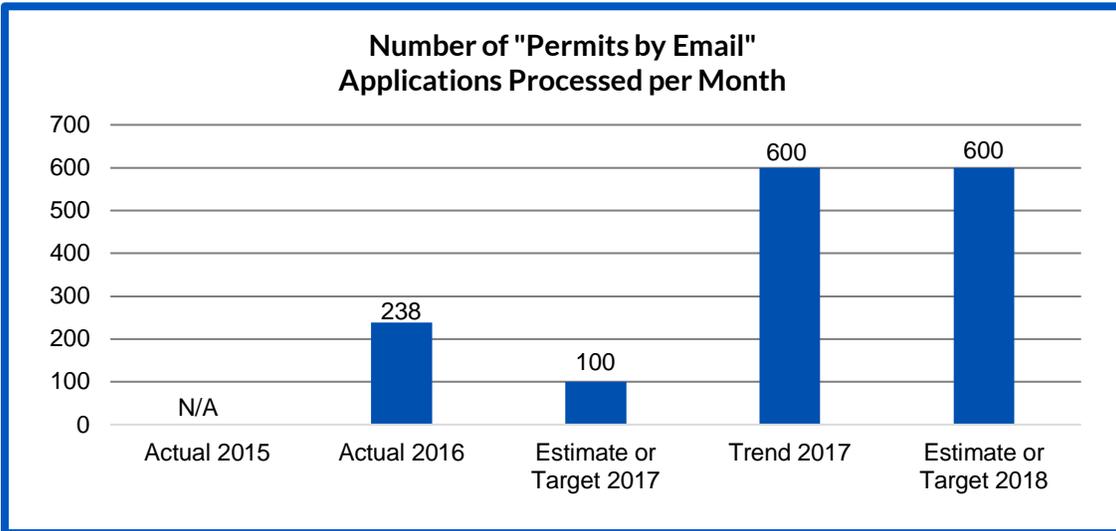
**FY18 GOALS AND OBJECTIVES**

- Expand the electronic as-built submittal, review and approval process to ALL as-built drawings.
- Partner with Liberty Utilities to improve the plan review process for projects within their service area.
- Complete a new Project Management manual to improve customer service and become more efficient by standardizing our processes.
- Establish a web portal for traffic control permits for submittal, review, approval, payment and permit issue via the city website.
- Establish a web portal for Permits by Email for submittal, review, approval, payment and permit issue via the city website.

**PERFORMANCE MEASURES**

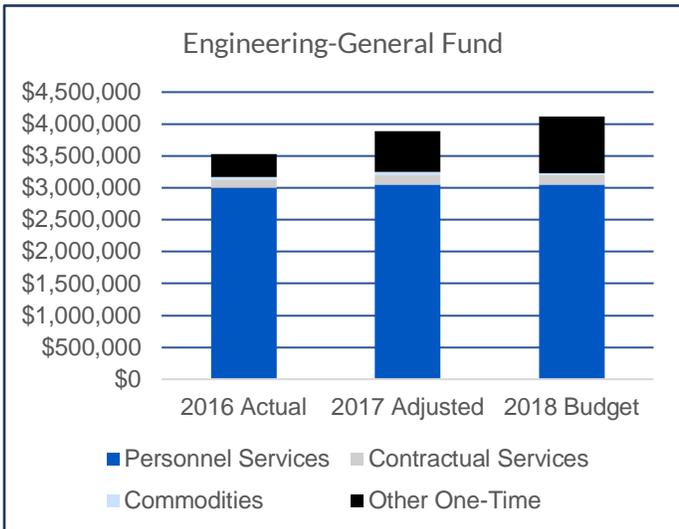
Percent of Civil Reviews Completed On Time - 1 <sup>st</sup> Review (NEW MEASURE)	
ESTIMATE OR TARGET 2017	100%
TREND 2017	100%
ESTIMATE OR TARGET 2018	100%

Complete Public Staff Requests for Street Maintenance, Street Lights, and Street Sweeper within Target - 3 Business Days (NEW MEASURE)	
ESTIMATE OR TARGET 2017	100%
TREND 2017	100%
ESTIMATE OR TARGET 2018	95%



**DEPARTMENT EXPENDITURES**

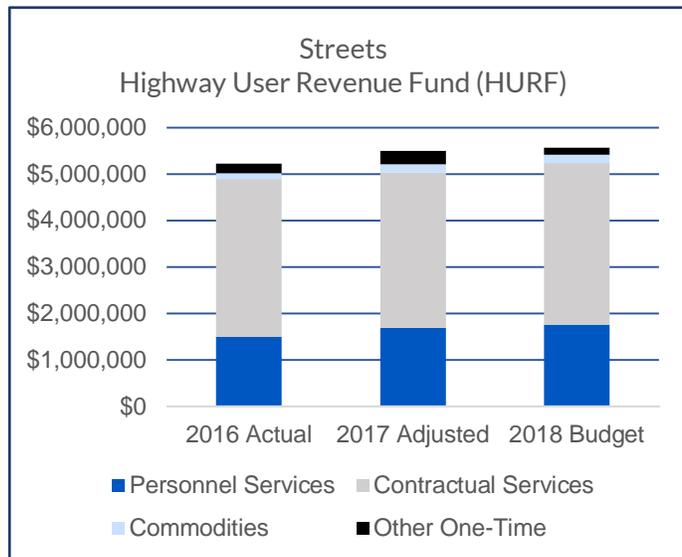
The Engineering Department’s General Fund budget increased 6% over the prior year due to increases in one-time contractual services for inspections and project management. One-time items also include contractual services for plan review. The department is engaged in the Lean Method to implement process improvements and increase staff efficiency. The use of one-time supplementals to manage high volumes of development activity will continue until proper staffing adjustments are determined through Lean. A full-time position was transferred to the City



Manager's Office late in FY17, decreasing the department's positions by one. The reduction in personnel costs from the position reduction was offset by the citywide wage increase in personnel services.

The Highway User Revenue Fund (HURF) budget increased 1.3% from FY17 due to an increase in personnel and contractual services, and was offset by a decrease in one-time supplementals.

The Arizona Lottery Fund (ALF) budget increased 35% over FY17 due to increased transit costs for the Zoom circulator and ADA Para-transit Dial-a-Ride service in Goodyear.



### EXPENDITURES - GENERAL FUND

Division	2016 Actuals	2017 Adjusted	2018 Budget
Administration	\$ 1,170,061	\$ 1,255,381	\$ 906,900
Plan Review	437,190	653,122	522,400
Permit Processing	458,206	503,180	538,700
Inspections	495,769	543,045	738,300
GIS	300,976	325,545	358,200
Project Management	666,484	602,772	1,053,300
<b>TOTAL</b>	<b>\$ 3,528,686</b>	<b>\$ 3,883,045</b>	<b>\$ 4,117,800</b>

### EXPENDITURES - HIGHWAY USER REVENUE FUND (HURF)

Division	2016 Actuals	2017 Adjusted	2018 Budget
Streets & Markings	\$ 293,178	\$ 333,230	\$ 320,400
Street Maintenance	2,351,436	2,351,931	2,371,100
Sweeper Operations	238,472	243,235	241,700
Traffic Signals	2,050,378	2,171,891	2,187,900
Traffic Management	292,418	397,357	446,600
<b>TOTAL</b>	<b>\$ 5,225,882</b>	<b>\$ 5,497,644</b>	<b>\$ 5,567,700</b>

## OTHER FUNDS MANAGED BY DEPARTMENT

Division	2016 Actuals	2017 Adjusted	2018 Budget
Arizona Lottery Funds	\$ 124,408	\$ 161,862	\$ 174,200
Local Transportation Assistance Fund (LTAF)	15,473	-	-
Traffic Signals and Asset Management Reserve	-	-	1,954,000
<b>TOTAL</b>	<b>\$ 139,881</b>	<b>\$ 161,862</b>	<b>\$ 2,128,200</b>

## STAFFING BY DIVISION - GENERAL FUND

Division	2016 Actuals	2017 Adjusted	2018 Budget
Administration	8	6	6
Plan Review	4	4	4
Permit Processing	6	6	6
Inspections	4	4	4
GIS	3	3	3
Project Management	3	4	4
<b>TOTAL</b>	<b>28</b>	<b>27</b>	<b>27</b>

## STAFFING BY DIVISION - STREETS

Division	2016 Actuals	2017 Adjusted	2018 Budget
Streets & Markings	2	2	2
Street Maintenance	6	6	6
Sweeper Operations	2	2	2
Traffic Signals	5	5	5
Traffic Management	2	2	2
<b>TOTAL</b>	<b>17</b>	<b>17</b>	<b>17</b>

PUBLIC WORKS	
Administration	Water Resources
Fleet and Equipment Management	Water
Facilities Management	Wastewater
Program Management	Sanitation
	Maintenance
FY18 Annual Budget \$25,410,400	
Fleet Asset Management Reserve \$3,131,900	

## DEPARTMENT OVERVIEW

The Public Works Department manages water and wastewater service for areas of the city south of Interstate 10, water resources and conservation initiatives, trash/bulk collection and recycling, and vehicle, facility, and utility infrastructure maintenance.

### Administration

The Administration Division provides managerial oversight to all of Public Works' divisions in maintaining the city's infrastructure, and providing customer service to citizens. This division also works with multiple agencies and stakeholders to develop cost-effective, innovative processes that aid in the delivery of essential resources and services that enhance the quality of life for Goodyear citizens and visitors.

### Fleet and Equipment Management

The Fleet and Equipment Management Division manages all aspects of maintenance and operations for assigned fleet vehicles and rolling stock equipment, and provides priority service to public safety vehicles (Police & Fire). The division's work includes all regulatory compliance with fleet operations, fueling, emissions, safety, and maintenance.

### Facilities Management

The Facilities Management Division administers contract services for building modifications, major mechanical and/or electrical component installations, and general building maintenance, as necessary, to provide excellent service to city staff and citizens. The division also oversees contract services for custodial maintenance, security systems, and speciality items, such as elevator maintenance. Staff provides routine, preventable, and corrective maintenance for all city facilities, related equipment, and furnishings and provides support for special events.

### Program Management

The Program Management Division is responsible for managing programs that protect and enhance the public health and environment by ensuring safe drinking water and reducing the impact of pollutants discharged to surface and groundwater. The division is responsible for ensuring the drinking water is of the highest quality and meets EPA and governmental standards. The division facilitates the city's industrial pretreatment program, fat/oil/grease (FOG) program, and backflow program. The division also manages the city's Stormwater

Management Program in conformance with ADEQ and EPA regulations and prepares and submits the annual report to ADEQ. In addition, this team provides engineering support to Public Works in the areas of development and capital projects.

### **Water Resources**

The Water Resources Division manages, protects, and ensures the city's water resources portfolio to efficiently and effectively provide the needed water supplies for not only the existing and committed development but also future projected growth and development.

### **Water**

The essential function of the Water Services Division is to produce and deliver excellent water to our customers that will protect public health, support the economy, protect life and property from the threat of fire, and contribute to the overall quality of life.

Water Production is responsible for operating and maintaining all wells and reservoir storage. The division treats water as needed to provide safe drinking water for customers 24 hours a day, 365 days a year.

Water Distribution is responsible for monitoring, maintaining, and repairing the city's water distribution system, to assure efficient delivery of potable water to our customers, and assure adequate pressure and flow for firefighting purposes. The division also reads water meters in support of utility billing operations

### **Wastewater**

The Wastewater Services Division ensures environmentally sensitive wastewater collection, treatment, and reuse. Wastewater

is treated to a level that can be safely recharged (allowed to percolate down into the water table). Cleaned recharged water has the potential to improve the groundwater quality.

The treated effluent (reused wastewater that has been cleaned to a level just under drinking quality) can also be used for industrial and turf-related uses. The division maintains sewer lines and pump stations.

### **Sanitation**

The Sanitation Division performs the essential tasks of bulk collections, mandated sanitary inspections, enhanced recycling through public education and oversight of the contracted residential container refuse/recycling collections. The division also manages the distribution and replacement of refuse and recycling containers for residents. The division prepares semi-annual reports for Maricopa County on the residential collection permit. The division also coordinates special events such as the annual Household Hazardous Waste Collection event.

### **Maintenance**

The Maintenance Division provides support to the water and wastewater operations teams by assuring the safety and reliability of existing assets. In addition, this group serves as the lead in the effort to increase asset security and the implementation of new technologies.

## STRATEGIC GOALS



Economic Vitality



Sense of Community



Quality of Life

## FY17 ACCOMPLISHMENTS

- ✓ Completed a Strategic Operations Action plan that defines a uniform Vision, Mission, and Values for the department. The plan focuses on goals and tasks associated with tackling issues that improve safety, add reliability, and provide improvement to equipment and processes.
- ✓ Completed the Integrated Water Master Plan (IWMP). This plan developed a water resource and infrastructure strategy to support current and future needs related to growth.
- ✓ Established an agreement with Salt River Project to deliver the City's Colorado River water allocation directly to city limits. This accomplishment will result in the construction of a Water Treatment Facility, assuring water resources needs for the next two decades.
- ✓ Implemented a reorganization of the Public Works Department which included relocation of staff. This has created better workflows as a result of reporting structures and adjacency of staff with similar work functions.
- ✓ Established a professional development program that targets individual career goals.
- ✓ Working with Engineering, implemented a five year capital program to address issues related to water and wastewater infrastructure.
- ✓ Working with Engineering, completed construction and commissioning of vadose zone injection wells adding flexibility to the City's reclaimed water strategies.
- ✓ Successfully transitioned the sanitation container program from Waste Management to an in-house City-provided service resulting in better customer service and operational savings.
- ✓ Completed the Well Siting Study to determine future well locations.
- ✓ Completed the Inter-Departmental assured water supply approval tracking process between Development Services, Engineering, GIS, and Water Resources.
- ✓ Established a Water Conservation Committee currently developing recommendations for new citywide water conservation strategies.
- ✓ Completed the Brine Feasibility Study. This project won Top Project from the Water & Wastes Digest for 2016 and Most Innovative Project from the National WaterReuse Association 2016.
- ✓ Completed upgrade of electronic keycard system for fire stations.

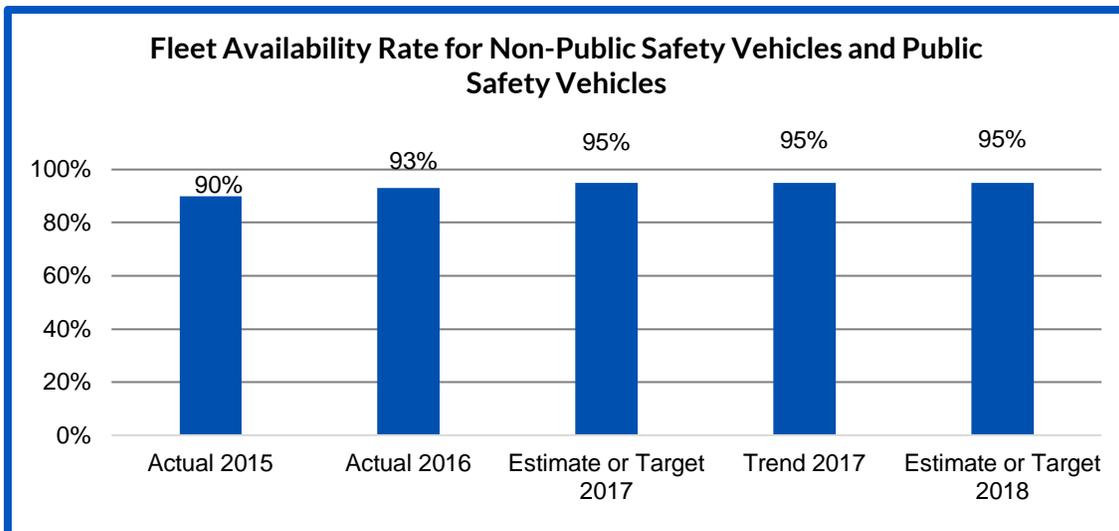
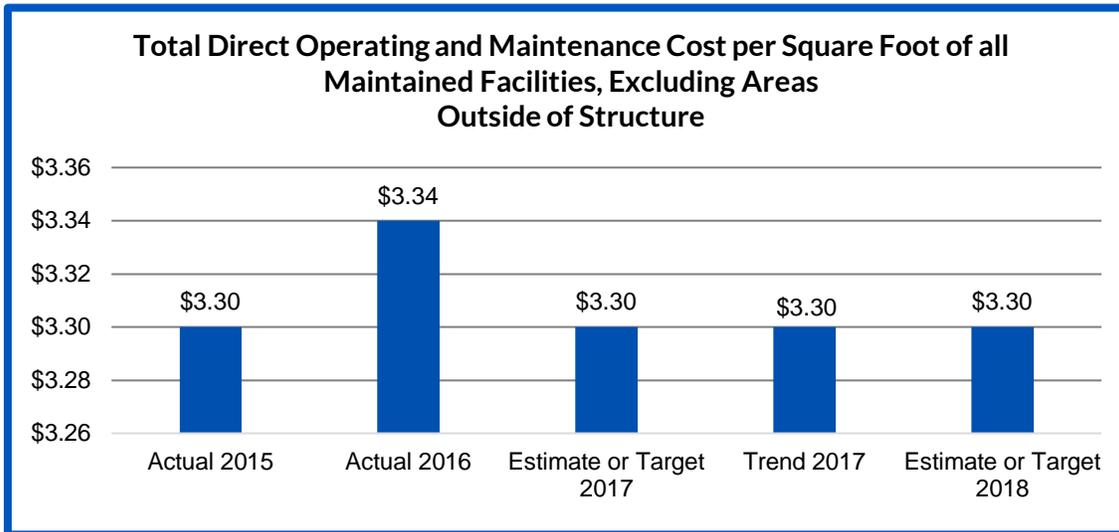
- ✓ Performed upgrades of Loma Linda pool facility. This work included the installation of water saving plumbing fixtures.
- ✓ As part of a multiphase project, Facilities relocated the Utilities Customer Service function to the 1st floor lobby space into the space vacated by APS.
- ✓ The Public Works Admin staff teamed up to streamline the process for making and issuing keycard access badges.
- ✓ Facilities received accolades from Parks and the Ballpark Teams for a successful 2017 season. Due to preseason work combined with dedicated staff and team talent, there were minimal facility issues, and unforeseen events were handled quickly and seamlessly
- ✓ Facilitated the purchase and up-fit of 41 replacement and new hire vehicles
- ✓ Revised pool draining permit application process to improve customer service while reducing the number of needed inspections by staff
- ✓ Improved the security of potable sampling taps citywide by installing better locking mechanisms
- ✓ The City Stormwater program obtained continuing coverage under the statewide MS4 permit issued by ADEQ and the Stormwater Management Program was revised and updated to reflect the newly issued MS4 Stormwater permit

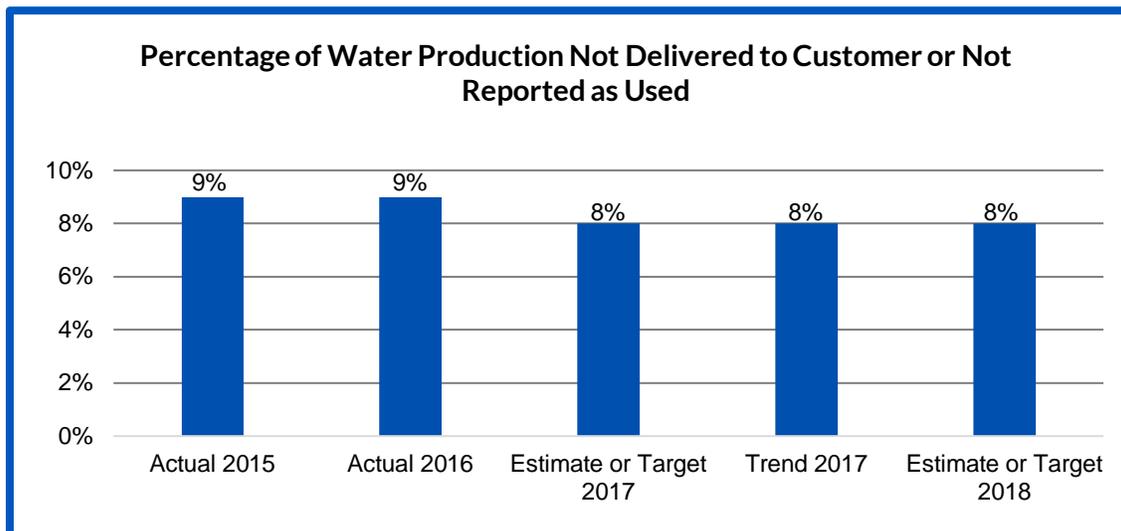
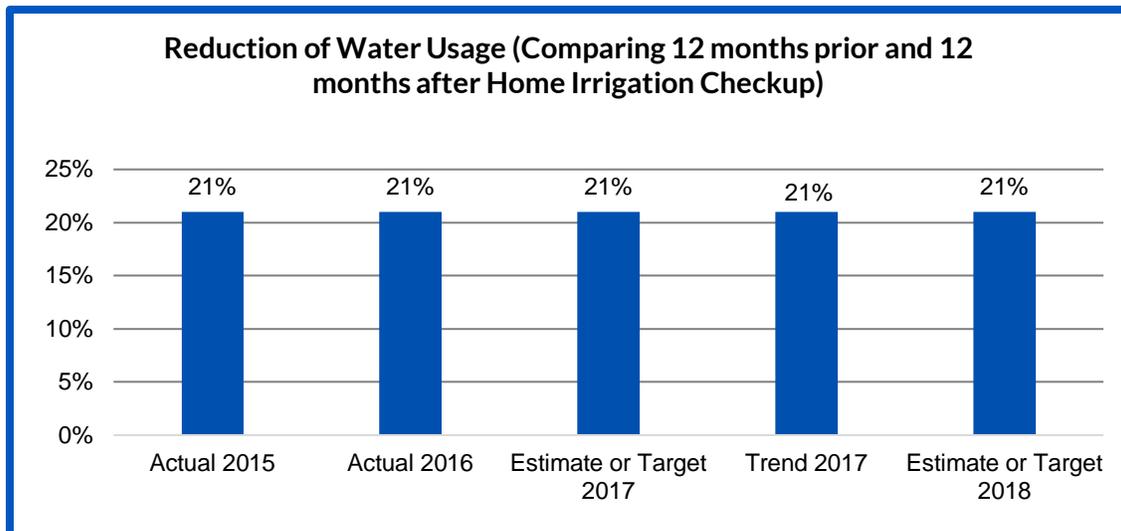
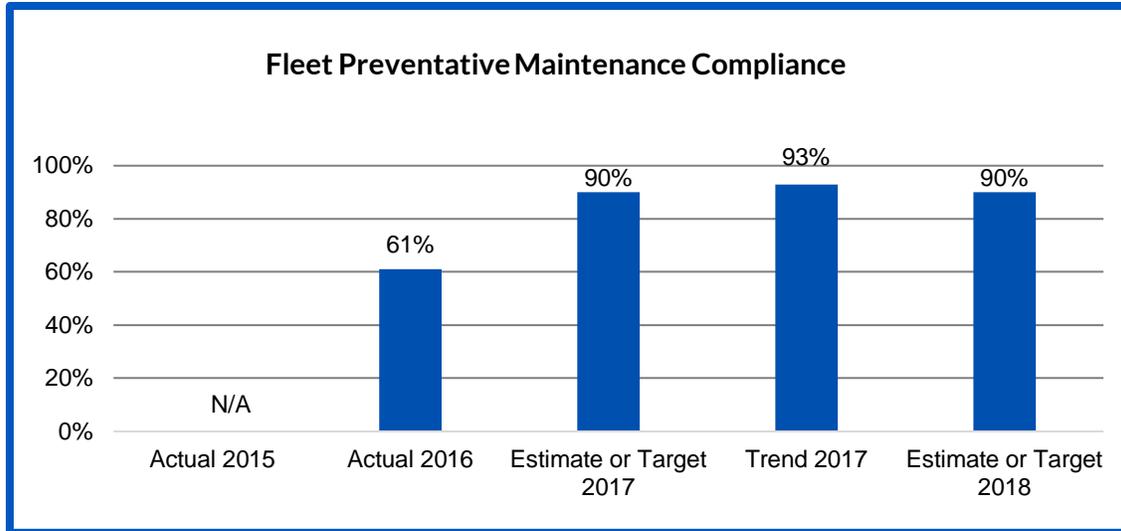
### FY18 GOALS AND OBJECTIVES

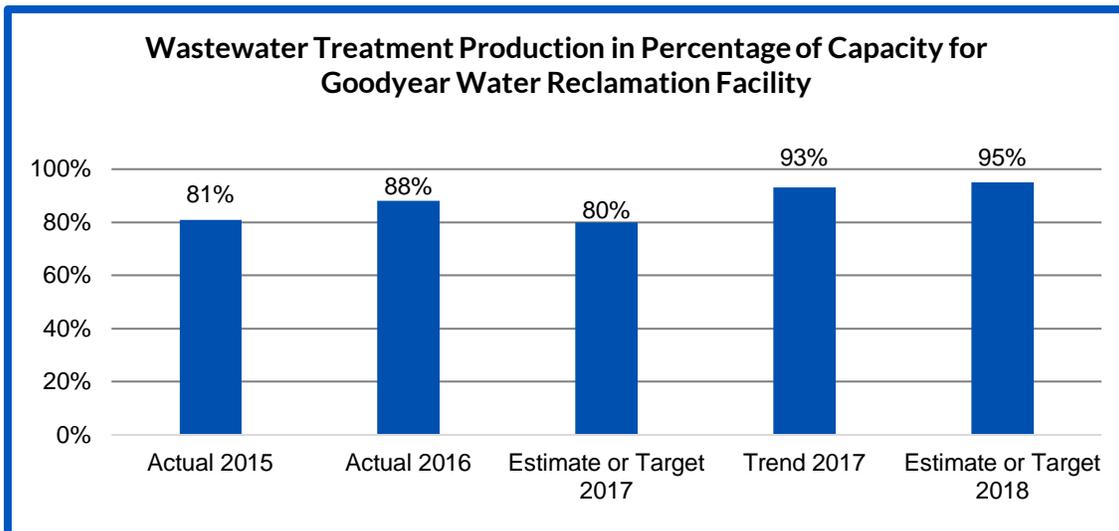
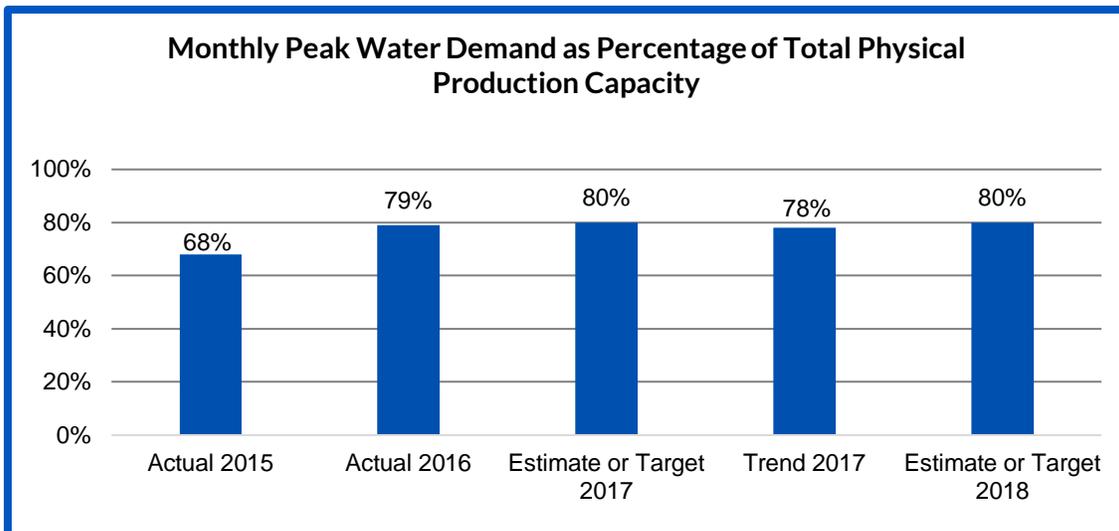
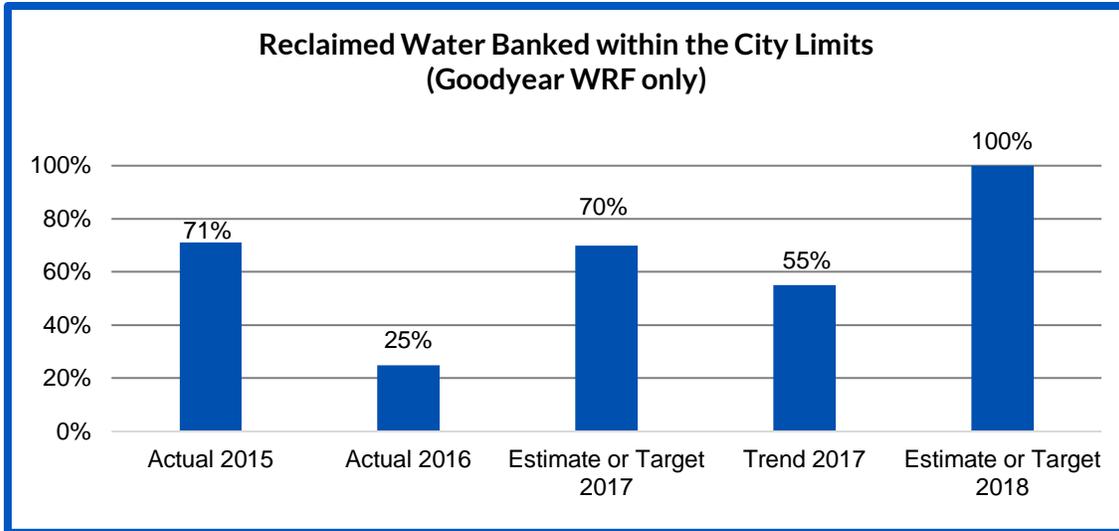
- Seek and implement process improvements throughout the Public Works organization.
- Continue the implementation of the infrastructure improvement projects.
- Complete the Sanitation Services Study and begin implementing recommendations.
- Begin the implementation of SCADA infrastructure connecting utility critical sites.
- Implement Computerized Maintenance Management System.
- Begin the construction phase of the Goodyear Water Reclamation Facility expansion project.
- Complete the Water Conservation Committee's five-year recommendation plan. This will be due before Council on or before June 2018.
- Continue expanding Water Resources and Water Conservation strategies through the development of planning documents.
- Update the 2008 Water Conservation and Curtailment Plan.
- Complete additional agreements with SRP for recharge, recovery, and the acquisition of new water CAP and/or other renewable water supplies.
- Seek and establish interagency relationships that focus on the development and sustainability of water resources.
- Develop and implement a well replacement strategy that addresses potential superfund impacts.
- Prepare a 10-year Facilities Asset Replacement Plan and submit for consideration in the FY19 budget.

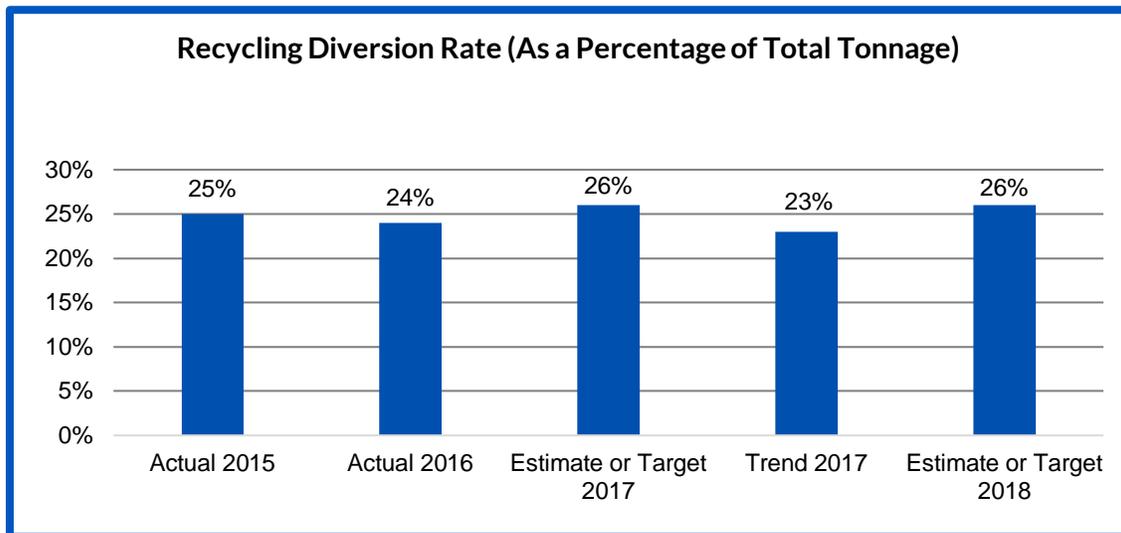
- Commence evaluation of energy efficiency efforts at City facilities.
- Implement City Fleet Replacement guideline.
- Continue to advance clean air initiative within the Fleet by increasing the number of alternative fuel vehicles.

**PERFORMANCE MEASURES**



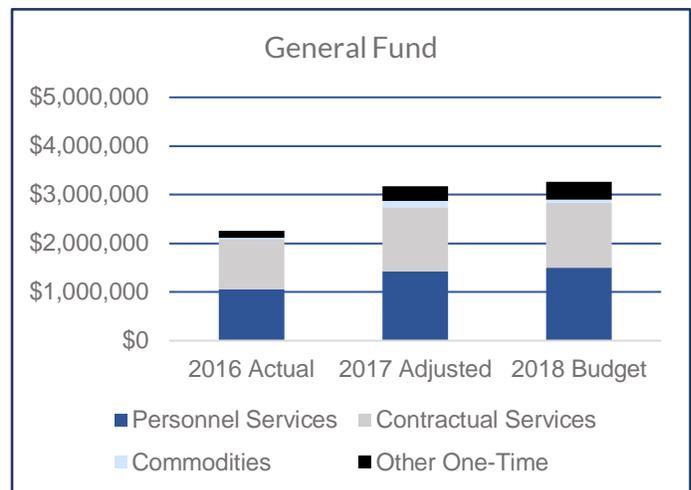




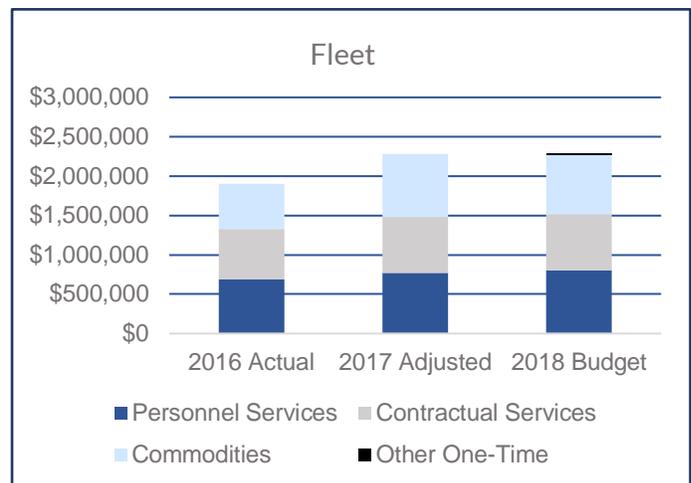


## DEPARTMENT BUDGET

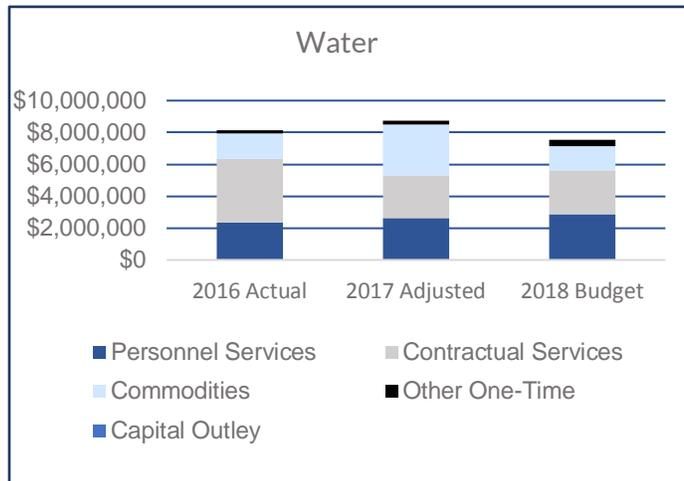
The Public Works General Fund budget that supports the Administration, Facilities Management and Program Management divisions, is 3% higher than prior year. Primarily in the Facilities Management division due to an increase in contractual services, and one-time expenditures for renovations, repairs and maintenance of city buildings.



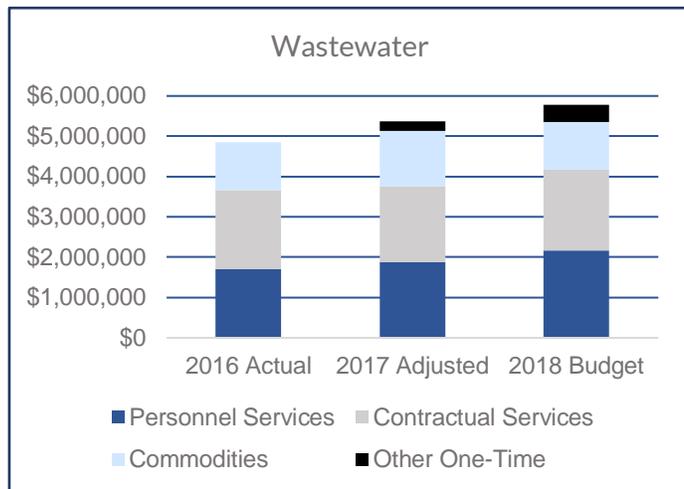
The Fleet internal service fund remained relatively the same as the prior year.



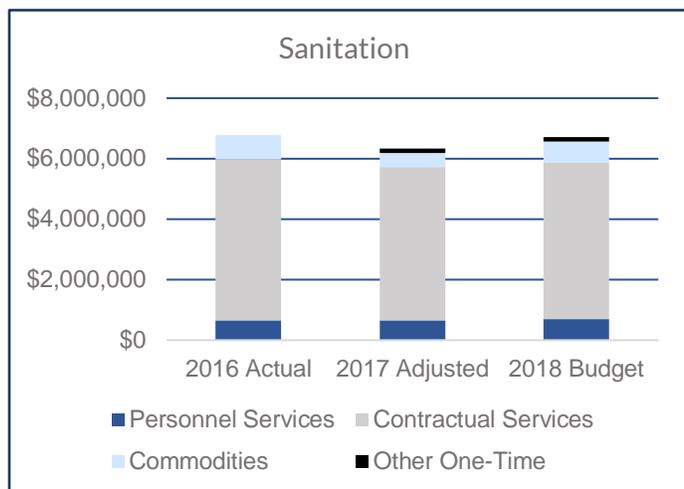
The Water fund decreased 14% primarily in Water Resources due to reallocation of funding to pay for the CAP surface water project.



The Wastewater fund increased by 8% over prior year, primarily due to one-time funding for computer hardware for the Interconnect Critical Wastewater Sites to SCADA and contractual services



The Sanitation budget increased by 6% due to the anticipated purchase of a tractor and a refuse truck.



## EXPENDITURES - BY FUND AND DIVISION

General Fund	2016 Actuals	2017 Adjusted	2018 Budget
Administration	\$ 429,881	\$ 469,989	\$ 501,800
Facilities Management	1,825,221	2,419,631	2,459,900
Program Management	-	287,126	296,900
<b>TOTAL</b>	<b>\$ 2,255,102</b>	<b>\$ 3,176,746</b>	<b>\$ 3,258,600</b>

Water	2016 Actuals	2017 Adjusted	2018 Budget
Administration	\$ 1,194,822	\$ 894,398	\$ 943,900
Water Distribution	1,473,138	1,581,267	1,843,300
Water Production	2,835,131	3,288,992	3,134,500
Water Quality	217,028	-	-
Water Resources	2,212,639	2,303,537	853,400
Water Maintenance	223,144	393,883	405,400
Program Management	-	266,152	298,800
<b>TOTAL</b>	<b>\$ 8,155,902</b>	<b>\$ 8,728,229</b>	<b>\$ 7,479,300</b>

Wastewater	2016 Actuals	2017 Adjusted	2018 Budget
Administration	\$ 831,784	\$ 970,657	\$ 920,100
Collection Systems	942,205	1,009,758	1,179,300
Reclamation	659,740	662,040	777,600
Corgett WWTP	323,145	418,650	402,200
Goodyear WRF	1,300,258	1,262,550	1,251,500
Rainbow Valley WRF	210,773	339,780	327,100
Environmental Quality	386,263	-	0
Wastewater Maintenance	188,839	272,574	287,300
Program Management	-	427,237	529,200
<b>TOTAL</b>	<b>\$ 4,843,007</b>	<b>\$ 5,363,246</b>	<b>\$ 5,674,300</b>

Sanitation	2016 Actuals	2017 Adjusted	2018 Budget
Administration	\$ 6,786,788	\$ 5,734,023	\$ 6,308,800
Container Maintenance	-	593,064	402,400
<b>TOTAL</b>	<b>\$ 6,786,788</b>	<b>\$ 6,327,087</b>	<b>\$ 6,711,200</b>

Fleet	2016 Actuals	2017 Adjusted	2018 Budget
Fleet and Equipment Management	\$ 1,898,679	\$ 2,282,707	\$ 2,287,000
<b>TOTAL</b>	<b>\$ 1,898,679</b>	<b>\$ 2,282,707</b>	<b>\$ 2,287,000</b>

#### OTHER FUNDS MANAGED BY DEPARTMENT

Fleet Asset Management Reserve	\$1,651,839	\$ 3,407,000	\$ 3,131,900
<b>TOTAL</b>	<b>\$1,651,839</b>	<b>\$ 3,407,000</b>	<b>\$ 3,131,900</b>

#### STAFF BY DIVISION

Division	2016 Actuals	2017 Adjusted	2018 Budget
Administration	4	4	4
Fleet Services	7	7	7
Facilities	8	9	9
Program Management	4	5	5
Water Administration	3	3	3
Water Distribution	9	9	10
Water Production	7	7	7
Water Maintenance	3	5	5
Water Resources	3	3	3
Wastewater Administration	1	1	1
Wastewater Collection	6	6	6
Wastewater Reclamation	8	8	9
Wastewater Maintenance	2	2	2
Sanitation	8	7	7
<b>TOTAL</b>	<b>73</b>	<b>76</b>	<b>78</b>

**PARKS & RECREATION**

<p><b>Administration</b></p> <p><b>Parks Maintenance</b></p> <p><b>Rights of Way</b></p> <p><b>Recreation Operations</b></p> <p><b>Aquatics</b></p>	<p><b>Arts &amp; Culture</b></p> <p><b>Ballpark Operations</b></p> <p><b>Ballpark</b></p>
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**FY18 Annual Budget General Fund \$12,016,700**

**Park Asset Management Reserves \$2,221,000**

**Ballpark Capital Replacement Fund \$589,900**

**DEPARTMENT OVERVIEW**

The Parks and Recreation Department enhances the quality of life and fosters a sense of community for residents through parks, programs, community events and services. The Department operates 327 acres of public parks, ballpark campus, greenbelts and special-use areas, while providing year-round recreational opportunities for all ages and abilities. Working with the Parks and Recreation Advisory Commission and the Arts and Culture Commission, the Department provides safe parks, diverse programs that promote active lifestyles and community events. The Department also operates the Goodyear Ballpark and associated state-of-the-art baseball facilities. These facilities host Major League Baseball Spring Training as well as a plethora of public/private events year-round. In addition, the Department provides Library Services through an agreement with Maricopa County Library District.

**Park Maintenance**

The Park Maintenance Division manages and oversees 223 acres in 17 city parks, while actively maintaining a total of 204 acres. The

division ensures parks are clean, safe, attractive and functional. Park amenities include athletic fields, sport courts, picnic areas, open turf, tot lots, pump track, swimming pool, splash pads and off-leash dog areas. The division also oversees park planning/development, renovation and land acquisition.

**Rights of Way Maintenance**

The Rights of Way Division is responsible for the maintenance and care of over 23 million square feet of city-maintained rights of way and medians. The division maximizes resources by utilizing a contract service provider as well as the Perryville Inmate Program to ensure these areas are clean, safe and aesthetically pleasing.

**Recreation Operations**

The Recreation Operations Division is responsible for the delivery of programs and services that positively impact the quality of life and enhance a sense of community for the citizens of Goodyear. The division serves over 32,000 participants in 510 programs such as youth and adult sports, senior activities, community special events and special interest

classes. The division also coordinates facility rentals.

### **Aquatics**

The Aquatics Division is responsible for the delivery of pool related programs and activities such as swim lessons, swim/dive teams, open swim and private pool rentals. These programs enhance the quality of life by teaching and promoting water safety skills. The division also ensures safety standards are met in regards to operational and lifeguarding best practices, general pool maintenance and compliance with Maricopa County regulations.

### **Arts & Culture**

The Arts and Culture Division develops a community identity through the arts that embraces, celebrates and unites all of our diverse histories, beliefs, cultures and aspirations. The division promotes and organizes public and community art projects, exhibitions, festivals, performing arts, arts education, and fine art events. Each year, over 20,000 participants enjoy a unique arts experience through the Arts & Culture programs.

### **Ballpark Operations**

The Ballpark Operations Division is responsible for business operations of the

Goodyear Ballpark and associated state-of-the-art baseball facilities. The 108 acre site is the Spring Training and year-round Player Development Home of the Cleveland Indians and Cincinnati Reds. The site is comprised of a 10,311 seat ballpark and related facilities and amenities. Business operations include tickets sales, concessions, sponsorship, corporate sales and marketing, as well as event solicitation, development, coordination and facilitation. In addition to attracting over 150,000 fans to Major League Spring Training each year, the facility also hosts more than 85 events annually such as youth and adult regional baseball tournaments, city signature events, graduations, festivals and adventure runs.

### **Ballpark Maintenance**

The Ballpark Maintenance Division is responsible for the maintenance and horticultural care of the Goodyear Ballpark and associated state-of-the-art baseball facilities. The 108 acre site is comprised of a 10,311 seat ballpark and related facilities, 12 full-sized baseball fields, four (4) ½ sized baseball fields, two (2) agility fields, four (4) pitching galleries, four (4) batting tunnels, two (2) 43,000 sq. ft. club houses, three (3) multipurpose fields, three (3) paved parking lots and surrounding rights of way and common areas.

## STRATEGIC GOALS



Fiscal and Resource Management



Economic Vitality



Sense of Community



Quality of Life

## FY17 ACCOMPLISHMENTS

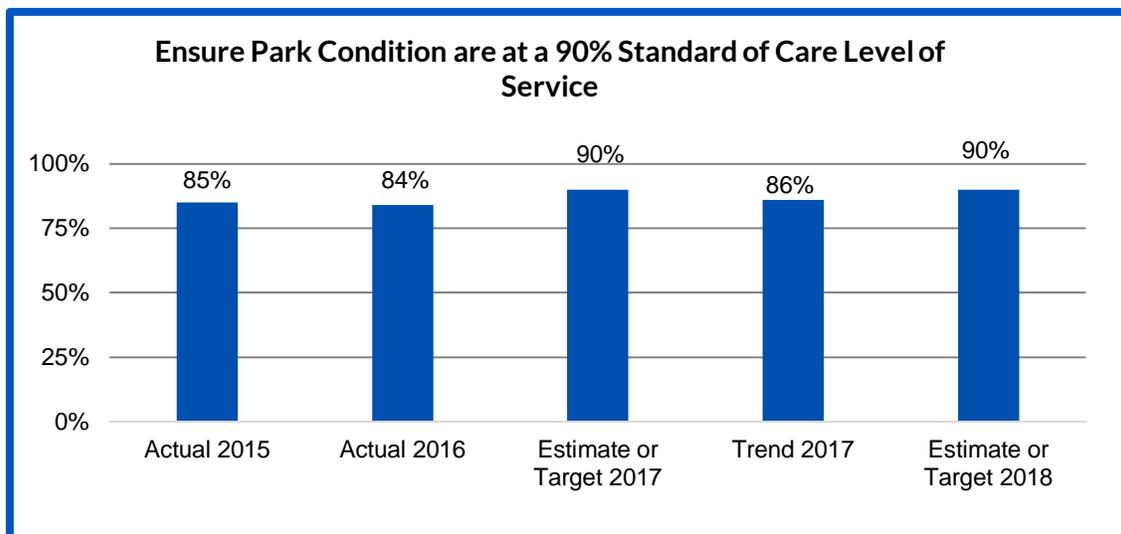
- ✓ Improving and renovating existing parks, facilities and rights of way was a major focus for FY17. Over the past year, the Department completed \$4.6 million in rights of way/median and park improvements. Below are some of the highlights for completed projects:
  - Volunteers completed Phase II of the Pump Track at Foothills Community Park
  - New playgrounds at Foothills Community, Canada Village, Estrella Vista North parks
  - Loma Linda Park received new lighting, multi-sport court upgrade, horseshoe pits, irrigation improvements, pool decking, parking lot resurfacing, and landscaping
  - Basketball court improvements at Canada Village and Parque De Paz
  - Ramada improvement at Canada Village
  - Lighting improvements to Rio Paseo, Canada Village, Parque De Paz, Estrella Vista South and Palm Valley
  - Granite/shrub improvements at Estrella Vista North and South, Palm Valley and Wildflower
  - Rights of way granite/tree/shrub improvements:
    - McDowell Road, Dysart Road to Litchfield Road
    - Litchfield Road, I-10 to Indian School Road
    - 144th Avenue, Indian School Road to RID Canal
    - RID Canal, Litchfield Road to Pebble Creek Parkway
    - PebbleCreek Parkway, Indian School Road to Virginia
    - Wigwam Boulevard, Indian School Road to 144th Ave
    - Wildflower Ranch Community and surrounding roads (Yuma, Sarival and Virginia)
    - Palm Valley Phase I Community and surrounding roads
    - Estrella Parkway, MC85 to Star Tower
    - Estrella Mountain Community (Golf Club Drive, Westar Drive, San Miguel, San Gabriel, Elliot)
- ✓ Partnered with Arizona Diamondbacks to install new baseball/softball field at Falcon Park. "Paul Goldschmidt Field" was dedicated on April 4, 2017 and represents a donation value of \$500,000 to the community.
- ✓ Over 20,000 people experienced the arts in FY17 through engaging programming and original events.
  - Five public art projects were installed that engaged the community by connecting art with the audience:
    - "Brotherhood"- Veterans creating art for Veterans
    - "Honor Wall"- Celebrating and visually demonstrating Goodyear PD's role in the community
    - Light Pole Banners- Exhibits Goodyear artist's vision of Goodyear
    - Library Gathering Space- Sculptural seating and active lighting that enhances the environment for library patrons
    - "Centennial"- Local high school artists depict the geographic and geological history on 11 mosaic trail kiosks
  - The 4th annual Goodyear Lakeside Music Fest had its largest audience to date with 7,000 in attendance for nine hours of continuous music.

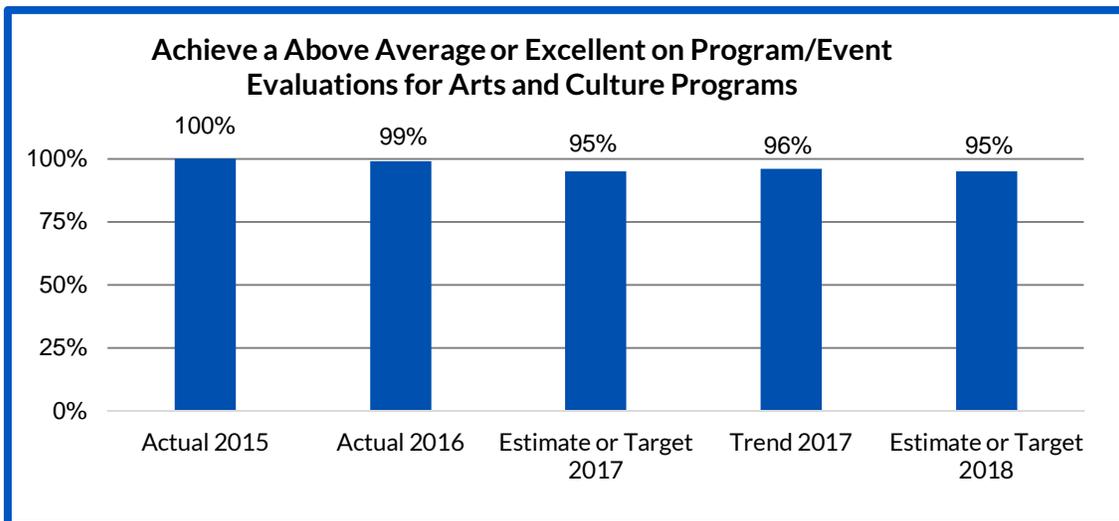
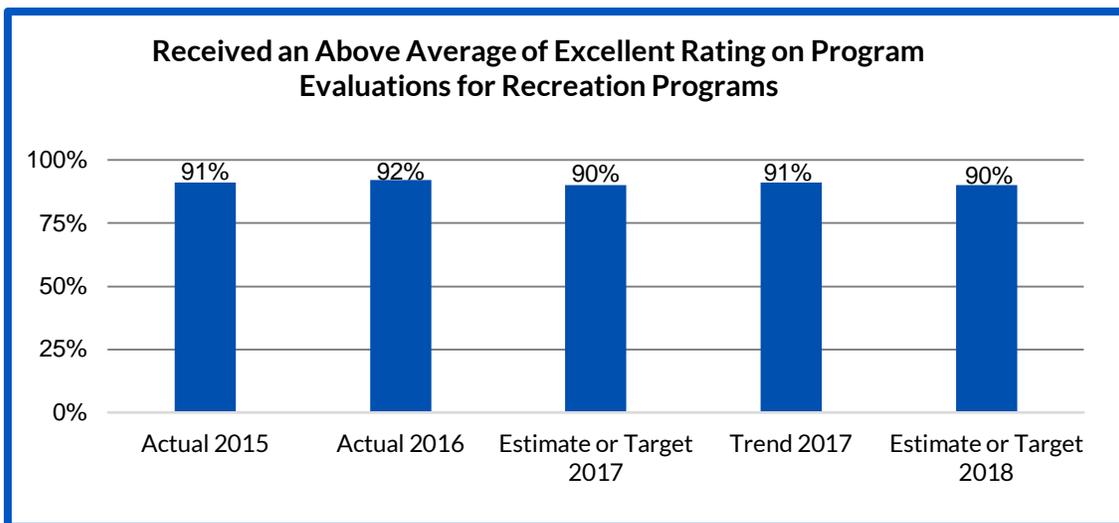
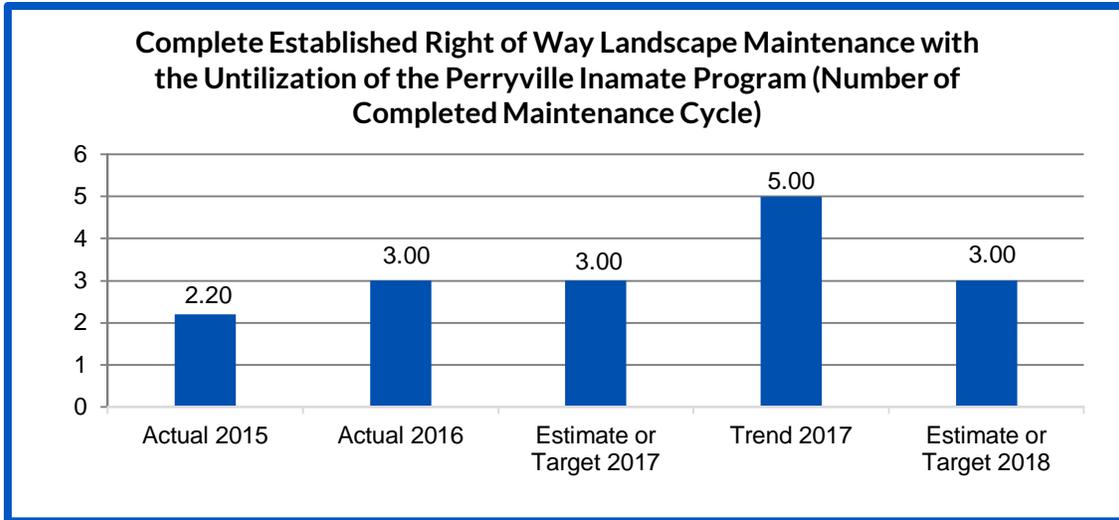
- ✓ Executed an Intergovernmental Agreement (IGA) with Maricopa County for the operation of the Goodyear Branch Library. Over 140,000 patrons visited the library in FY17.
- ✓ 2017 Spring Training Season set a new attendance record attracting 174,369 fans. In addition, the ballpark hosted more than 85 events over the course of the year.
- ✓ In FY17, more than 30,000 patrons participated in over 500 recreation programs while Loma Linda Pool attracted an additional 25,000 visitors. .
- ✓ Steady progress has been made with the Community Health Park.
  - 129 acres of land was acquired from Maricopa County
  - A Charter was created and solidified the mission, goals, and structure of the Public-Private Partnership
  - The Conceptual Master Plan was completed in FY17 and will be adopted by City Council in FY18

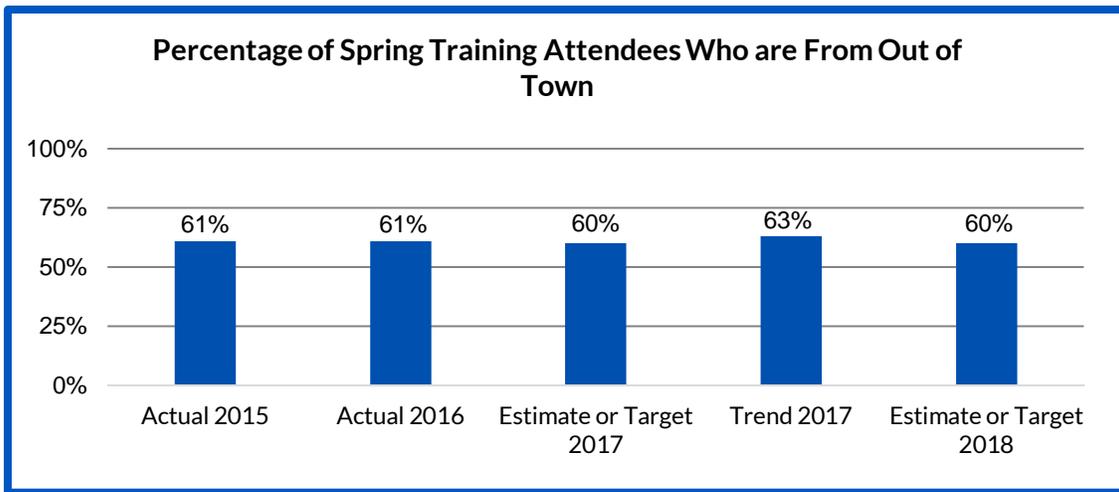
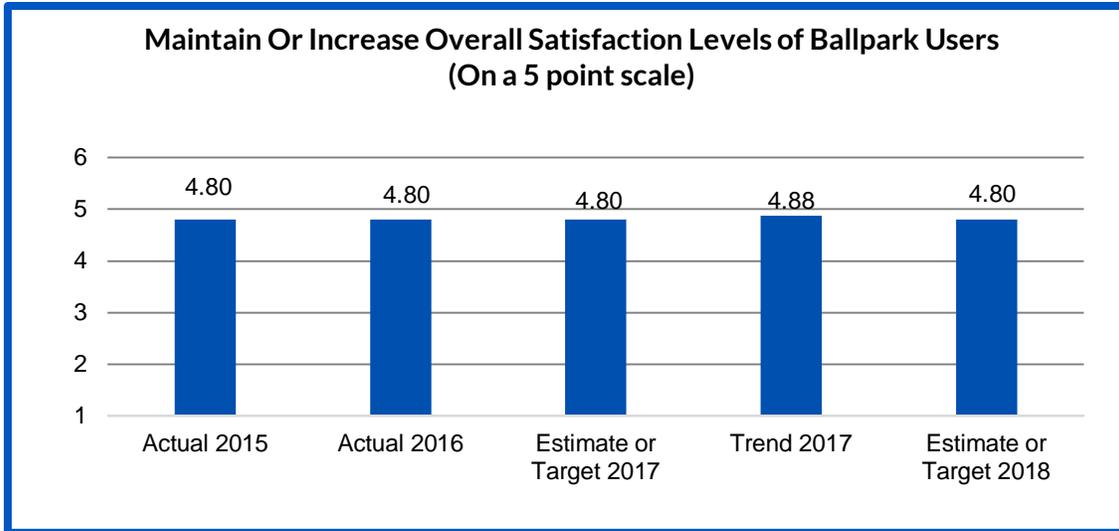
**FY18 GOALS AND OBJECTIVES**

- Implement the Department’s Asset Management Plan to improve and renovate existing parks, facilities and rights of way.
- Continue execution of the Implementation Plan for the Parks, Recreation, Trails and Open Space Master Plan.
- Update the Parks and Recreation Fee Policy and Structure.
- Implement strategies to increase ballpark utilization and non-spring training revenue.
- Complete the Master Plan for the Goodyear Recreation Campus.
- Ensure implementation of the Arts and Culture Annual Art Plan.

**PERFORMANCE MEASURES**

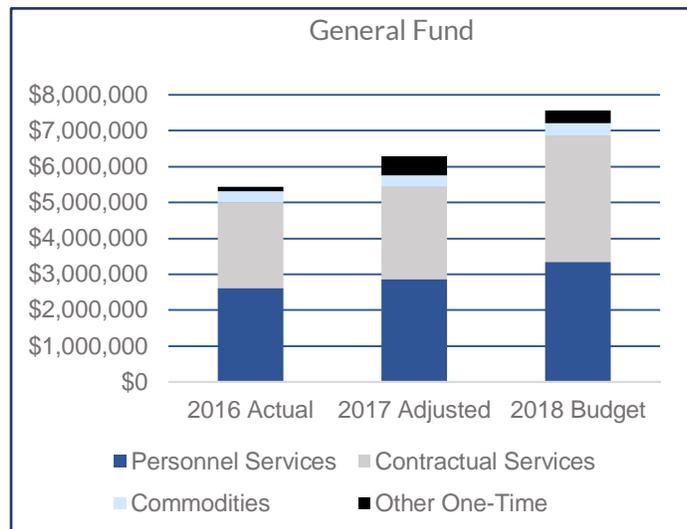






**DEPARTMENT BUDGET**

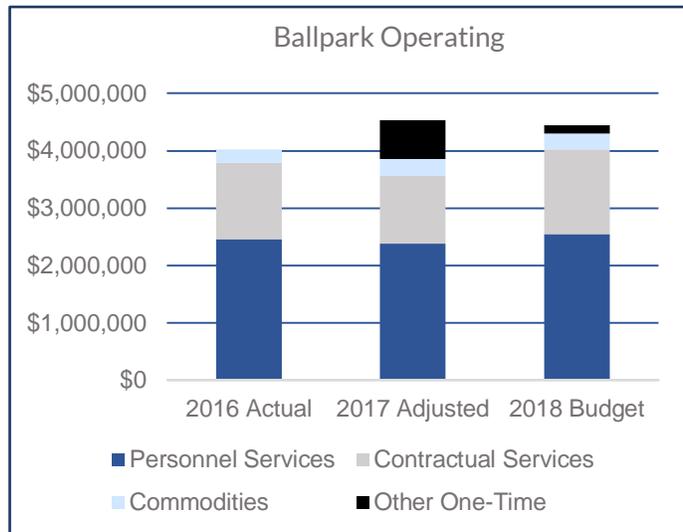
The Parks & Recreation General Fund budget is 20% higher than the previous year which reflects city budget priorities to maintain and improve parks, and provide recreational opportunities as requested by residents through the annual citizen satisfaction survey. The increase in contractual services reflects \$775,000 in Library operating costs that were previously funded by Maricopa County and \$15,000 to add Library services on Sunday. Expenses in personnel services increased due to a



City-wide wage increase, the addition of one full time position, and the conversion of two part-time positions to two full-time positions.

The Ballpark Operating budget is 2% lower than prior year which included one-time supplementals for landscape replacement and fence repairs, as well as an enhancement to the right field pavilion area.

The Ballpark Capital Replacement Fund budget increased by \$174,900 to cover expenditures that are contractually obligated by the use agreements with the two major league teams.



**EXPENDITURES - GENERAL FUND**

Division	2016 Actuals	2017 Adjusted	2018 Budget
Parks Administration	\$ 452,550	\$ 485,367	\$ 1,310,800
Parks Maintenance	2,267,905	2,417,875	2,482,600
Rights of Way	1,408,710	1,877,891	2,015,100
Recreation Operations	805,490	880,480	1,101,800
Aquatics	364,715	473,709	469,800
Arts & Culture	143,151	156,912	193,000
<b>TOTAL</b>	<b>\$ 5,442,521</b>	<b>\$ 6,292,234</b>	<b>\$ 7,573,100</b>

Division	2016 Actuals	2017 Adjusted	2018 Budget
Ballpark Operations	\$ 1,296,596	\$ 1,308,740	\$ 1,308,000
Ballpark Maintenance	2,727,782	3,229,238	3,135,600
<b>TOTAL</b>	<b>\$ 4,024,378</b>	<b>\$ 4,537,978</b>	<b>\$ 4,443,600</b>

## OTHER FUNDS MANAGED BY DEPARTMENT

Division	2016 Actuals	2017 Adjusted	2018 Budget
Ballpark Capital Replacement	304,465	415,000	589,900
Parks Asset Management Reserve	166,633	1,308,392	2,221,000
<b>TOTAL</b>	<b>\$ 471,098</b>	<b>\$ 1,723,392</b>	<b>\$ 2,810,900</b>

## STAFFING BY DIVISION

Division	2016 Actuals	2017 Adjusted	2018 Budget
Administration	4	4	4
Parks Maintenance	13	14	14
Rights of Way	6	6	7
Recreation Operations	3	4	6
Aquatics	-	-	-
Arts & Culture	1	1	1
Ballpark Operations	6	6	6
Ballpark Maintenance	18	18	18
<b>TOTAL</b>	<b>51</b>	<b>53</b>	<b>56</b>



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# **10-Year Capital Improvement Program**

## CAPITAL IMPROVEMENT PROGRAM (CIP)

The Capital Improvement Program (CIP) is a ten year financial plan designed to create, support, maintain, and finance Goodyear's present and future infrastructure needs. The CIP outlines project costs, funding sources, and estimated future operating costs associated with each project. The CIP is the result of a budgeting process designed to identify and allocate resources to projects when needed, and to ensure that the city will have the funds to pay for and maintain them. The CIP is prepared each year for ten years. The CIP is updated to incorporate new funding information, revised priorities, and Council decisions. The City Council's policy goals provide direction to city staff.

The guiding principles for fiscal year 2018 are: (1) take care of what we have, (2) public safety, (3) provide a gathering place for the community (4) attract, develop, and retain a skilled workforce, and (5) plan for anticipated operating costs.

Capital Projects are defined as: one-time projects; major maintenance that extends asset lives; projects of significant value; generally over \$50,000; and/or an expected useful life of at least five years. The CIP is updated annually to ensure that it addresses new and changing priorities within the city. The CIP is a *plan*. As such, projects are subject to change based on new or shifting service needs, special financing opportunities, emergency needs, or other directives. Projects in the plan are reviewed and updated during each annual planning process and are aligned with the City of Goodyear Strategic Plan. The four strategic focus areas are: Fiscal & Resource management, Economic Vitality, Sense of Community and Quality of Life. CIP may consist of street projects, fire and police facilities, water and wastewater infrastructure and treatment plants, parks and recreation facilities, land beautification projects and major system enhancements.

### TEN YEAR CAPITAL IMPROVEMENT PROGRAM (CIP)

In order to meet the future needs of the community, it is necessary to plan for capital improvements far in advance along with future operating costs. The City of Goodyear accomplishes this by preparing a ten year plan that includes an operating cost set-aside. The plan is dynamic and updated from year to year to meet and adapt to the future needs of the city.

The city expends a great deal of effort reviewing and updating this plan to ensure not only that critical needs are being met, but also that the cost, scope, and timing of projects are coordinated. The effective use of the CIP process provides for project identification, planning, evaluation, scope definition, public discussion, cost estimating, and financial planning. CIP projects are designed to prevent the deterioration of the city's existing infrastructure, and respond to and anticipate the future growth.

The first year of the FY18-27 plan is adopted by Council as part of the FY18 Budget. The total for the ten year plan is \$417 million. The adopted FY18 CIP budget for new funding of projects is \$102.4 million; consisting of \$38.2 million in non-utility capital improvements and \$64.2 million in utility capital improvements. Carryovers from prior year projects are an additional \$25.6 million for a total FY18 CIP budget of \$128 million. The program planning takes into consideration known capital improvement needs, while utilizing available revenue sources to meet those needs. Only fundable projects are included in the 10-year Capital Improvement Plan.

In preparing the FY18-27 CIP, projects in the ten year plan have been prioritized based on an analysis of existing infrastructure inventory, forecast for future service demand, existing obligations, and availability of funding. Resources for the CIP are generated from voter authorized bonds, development impact fees, one-time general funds, grants, or user fee revenue or revenue bonds from municipal utilities.

## TYPES OF CAPITAL IMPROVEMENT PROJECTS

### Non-Utility CIP

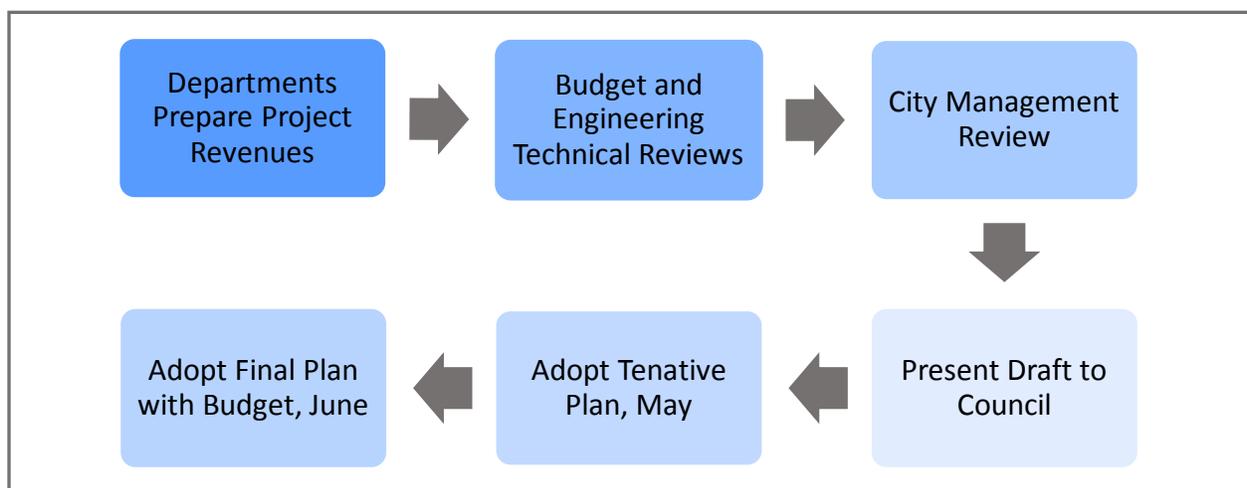
The Non-Utility CIP provides for improvements and/or construction of the city's street system; parks and recreational facilities; libraries; police and fire protection facilities and equipment; other city owned facilities and economic incentives. Development impact fees, one-time General Funds and General Obligation (G.O.) Bonds are the primary funding mechanism for these capital improvements.

### Utility CIP

The CIP for the utility operations consists of improvements to and/or construction of water and wastewater systems. These projects are funded primarily with development impact fees, enterprise revenues and the issuance of debt such as revenue bonds.

## PLANNING FOR CAPITAL IMPROVEMENT PROJECTS

CIP Planning occurs at various levels. Staff works continuously to maintain an evolving capital plan. Requests are submitted through a CIP database with detailed information about the project. All information included in this form is important, as it assists with all phases of review of the request such as scope, costs, justification, ongoing operating costs, and the focus areas of the City of Goodyear Strategic Action Plan. Once these projects are submitted, the next process is a technical review of the project requests with the Engineering Department and Budget and Research.



In this step, CIP project request submissions are reviewed for completeness and alignment with the City of Goodyear Strategic Action Plan. A report is prepared showing projects with no proposed changes, projects with proposed changes including new projects, or changes due to statutory requirements. Engineering project managers review each project to ensure that projects costs are estimated consistent with the describe scope.

City Management reviews the proposed 10-year funded CIP and prioritizes the projects. They may make additional project changes, add new projects, or request further analysis.

The City Council annually reviews multi-year plans for water, sewer, streets, parks, major facilities, equipment, and technology. City Council's strategic goals and financial policies provide the parameters for development of the annual capital plan. The Council reviews annual improvements based on community feedback, and considers the impact of increased debt on the city's overall tax rate. The Council approves yearly CIP allocations, and adopts the annual tax rate and utility rates to support proposed debt payments.

The following information is included on each project request submitted:

- Project Name
- Project Number
- Source Explanation
- Project start date
- Project completion date
- Location of the project
- Project manager/owner
- Brief description
- Timelines and cost estimates by project phase as land, design, construction, art, or furniture, fixtures, and equipment
- Revenue sources such as IGA's, grants, contributions, bonds, and operating revenues
- Related Priority Based Budgeting Program(s)
- Projected accomplishments or benefits in line with master plans or city strategic goals
- Operating and maintenance costs

The capital planning process not only provides an orderly and routine method for planning and financing of capital improvements, but the process also makes capital expenditures more responsive to community needs by informing and involving the public. By prioritizing projects according to criteria that are grounded in the city's mission and plans, the CIP process also creates a more understandable and defensible investment in the decision making process, improves linkages between capital investments, and the city's long-term vision and goals, and builds citizen confidence by making more efficient use of city resources. Existing projects are reviewed annually to monitor their progress. Determining how and when to schedule projects is a complicated process. It must take into account 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.

### **ON-GOING OPERATING IMPACTS**

The city's CIP has a direct effect on the operating budget. All newly completed projects must be maintained and if bonds were sold to finance the construction, annual debt service payments are required. In addition to operation, maintenance, and debt service, the capital improvement program includes pay-as-you-go projects and grant matches that come directly from the operating budget.

Although the CIP is prepared separately from the operating budget, the two have a direct relationship. Budget appropriations lapse at the end of the fiscal year, however, capital

appropriations are re-budgeted through a carryover projects each year until the project is completed. In the year the new project is to open for operations, the operating costs are addressed as part of the operating budget supplemental process. The city anticipates operating costs through multi-year operating fund forecasts that include capital project operating costs. Beginning in FY17 the city took a more proactive approach to ensure operating funds will be available to pay for the new project operating costs by implementing an operating cost set-aside. The set-aside concept protects future ongoing budget capacity for known upcoming operating costs by diverting the use of current ongoing revenues to one-time costs so that those one-time items can be eliminated once the new operating costs materialize.

Most new CIP projects have ongoing expenses for routine maintenance and operation of facilities and equipment including utilities, staffing, repair and maintenance and fuel for heavy equipment. The costs of future operations and maintenance for new CIP projects are estimated based on past expenditures and anticipated increase in materials, labor and other related costs.

There are a number of projects in the CIP that will require substantial operating funds. The following CIP projects could have a significant impact on the operating budget.

- New facilities – recreation center, aquatic facility, 30 acre park, fire station.
- New surface water project
- New well installations
- Expansion of a wastewater treatment plant

CIP Anticipated Operating Costs in Excess of \$10,000				
Project Name	Operating Costs Anticipated FY19	Operating Costs Anticipated FY20	Operating Costs Anticipated FY 21	Operating Costs Anticipated FY22-27
Recreation Center	\$ -	\$ 871,100	-	\$ -
Community Aquatic Facility	-	799,400	-	-
Central Goodyear 30-Acre Park	-	651,200	-	-
Police Operations Building Phase II	-	-	76,000	-
Estrella Mountain Fire Station	1,808,000	-	-	-
West Goodyear Fire Station	-	-	2,029,800	-
<b>Non-Utility Projects</b>	<b>\$ 1,808,000</b>	<b>\$ 2,321,700</b>	<b>\$ 2,105,800</b>	<b>\$ -</b>
Adaman Well #3	518,600	-	-	-
Site 12 - Well A	-	593,200	-	-
Site 12 - Well B	-	518,600	-	-
Site 12 Pumps (+1,800 gpm)	-	20,000	-	-
Surface Water Treatment	-	-	-	2,789,900
1.2 MG Storage Capacity for North Service Area	-	30,000	-	-
Vadose Injection Well Project - Phase II	-	-	-	30,000
Goodyear WRF Expansion 6 to 8 MGD	221,800	-	-	-
Corgett RD Expansion	-	-	-	145,000
<b>Utility Projects</b>	<b>\$ 740,400</b>	<b>\$ 1,161,800</b>	<b>\$ -</b>	<b>\$ 2,964,900</b>
<b>Total Anticipated Operating Costs</b>	<b>\$ 2,548,400</b>	<b>\$ 3,483,500</b>	<b>\$ 2,105,800</b>	<b>\$ 2,964,900</b>

CIP projects may or may not include operation and maintenance costs depending on the type and timeline of projects being funded. Departments are asked to identify new operating costs if projected to be greater than \$10,000. Below are several expense categories that are considered when developing operating cost estimates for a CIP project:

- Staffing – the estimated salary and benefits
- Supplies/Contracts – professional services, supplies and postage
- Utilities – based on facility size, hours of operation and types of systems used, number of staff and customers frequenting the facility
- Building Maintenance – personnel and equipment costs including electrical, plumbing, carpentry, painting, service vehicles, supplies and custodial services
- Equipment Maintenance – specialized equipment, maintenance and repairs
- Insurance: Fire and Liability – personnel and property
- Electrical – maintain security and electronic systems
- Information Technology – cost of new or replacement equipment
- Vehicles – purchase cost, annual replacement, repairs and maintenance, and fuel
- Landscape – maintenance, water rate, right-of-way costs
- Water – water usage based on prior size and costs
- Refuse – costs to provide trash services based on use

These operating costs are carefully considered in deciding which projects move forward in the CIP. The budget process, including multi-year fund forecasts, ensures the city's operating budget is able to absorb the additional costs. City Council will carefully stagger capital projects so the operating impacts are manageable.

CIP projects involving land acquisitions or water rights for future needs increase costs in the operating budget. Maintenance costs such as fencing, security and weed control can increase operating costs without receiving any benefits or revenue from the projects at the time of purchase. Many improvements make a positive contribution to the fiscal wellbeing of the city and therefore help promote the economic development and growth that generates additional operating revenues. These new revenue sources can potentially provide the funding needed to maintain, improve and expand the city's infrastructure.

## TEN YEAR PLAN REVIEW PROCESS

The CIP brings together projects and needs identified through several capital planning processes. Master plans, citizen's requests, safety needs, planned rehabilitation cycles and repair and maintenance schedules are projects that are proposed for funding.

The City of Goodyear recently updated the city's General Plan and several Master Plans to meet the needs of the community at large. These plans provide the foundation for both short term and long range planning of land use and infrastructure needs. They provide project priorities, timing and implementation strategies. Planning is critical to ensure a sustainable future for the City of Goodyear.

Planning efforts such as those encompassed by the city's General Plan and various Master Plans provide the city with an important planning tool.

## **GOODYEAR 2025 GENERAL PLAN**

The General Plan is the community's vision for the growth and development in Goodyear. It was created by the community and approved by the voters of Goodyear on November 4, 2014. The purpose of the General Plan is to guide decision making in the community in order to ensure that we are growing according to our shared vision and strategy:

- Strategy 1: Create Attractive Places and Diverse Destinations
- Strategy 2: Develop a Physically and Socially Connected Community
- Strategy 3: Expand the Parks, Open Space, Trails, and Recreation System
- Strategy 4: Cultivate Art and Culture
- Strategy 5: Advance Economic Opportunity
- Strategy 6: Protect and Utilize our Assets
- Strategy 7: Maximize Partnerships and Collaboration
- Strategy 8: Provide Opportunities for Living a Healthy Lifestyle
- Strategy 9: Foster a Sustainable Economy and Community

The city is required by Arizona Revised Statutes to update the General Plan at least once every ten years. The Goodyear 2025 General Plan update started in October 2012 and was completed in the fall of 2014. The update revisited the elements contained in the previous General Plan, and added a number of new elements which are required now that the city's population exceeds 50,000.

## **FACILITY MASTER PLAN**

Employing a twenty year planning horizon, the city-wide Facilities Master Plan was developed to ensure that the short and long term needs of the city are met, through responsible planning and prioritization of facility projects. As facility needs continue to evolve, the annual review of the master plan will move projects identified to the city's proposed CIP. Projects identified within the current CIP include two Fire Stations and the renovation of various facilities. Projects identified in the city's proposed CIP include the Police Operations Building Phase II and a Fire Station.

## **PARKS AND RECREATION MASTER PLAN**

The purpose of the Parks, Recreation, Trails and Open Space Master Plan is to offer strategies and operational policies that provide guidance and direction in the development and preservation of parks and recreation facilities. This comprehensive plan was adopted by City Council (July 2014) and was developed through a highly interactive process involving public forums, stakeholder meetings, surveys, site evaluations, benchmarks to like communities and meetings with the Parks and Recreation Advisory Commission as well as the General Plan Committee.

The plan is focused on the city's commitment to providing high quality parks, trails, facilities and recreational opportunities that continue to meet the needs of residents, while contributing to the economic well-being of the city.

## **TRANSPORTATION MASTER PLAN**

The Transportation Master Plan is the city's plan for maintaining and enhancing its transportation system. The plan addresses all transportation modes in the city – vehicular, non-motorized, and transit and provides the city with direction on specific improvements to enhance the ability of residents and visitors to navigate the community. The public will benefit from the systematic planning of transportation to ensure that the short-term and long-term needs of the city are met through responsible planning and prioritization of transportation projects.

## **INTEGRATED WATER MASTER PLAN (IWMP)**

The Integrated Water Master Plan (IWMP) is a composition of four master plans that include the 1) Water Resources Master Plan; 2) Water System Master Plan; 3) Wastewater System Master Plan; and 4) the Reclaimed Water Master Plan. This plan looks at critical components of growth, desired levels of services, and the capital assets as a whole in meeting the needs of the service areas. The IWMP is the first plan needed in a linear progression of plans towards the development of a sound Capital Improvement Plan (CIP), an Infrastructure Improvement Plan (IIP), and the setting of development impact fees. The Capital Improvement Plan will be integral along with the annual costs of services to determine utility rates each year. The 2016 IWMP produced a new 5-year CIP which looked at existing customers and improving upon the level of services. A new IIP is planned for FY18 that will use the IWMP information to update existing development impact fees and if needed, develop new ones. The IWMP also determines the challenges of resources needed for long range planning. For example, the 100-year assured water supplies addresses where new water resources needed can be secured and acquired, and what the costs are associated with the infrastructure to move it to the city. The planning horizons for the IWMP were 2015 (current state), 2020, 2025, and build-out.

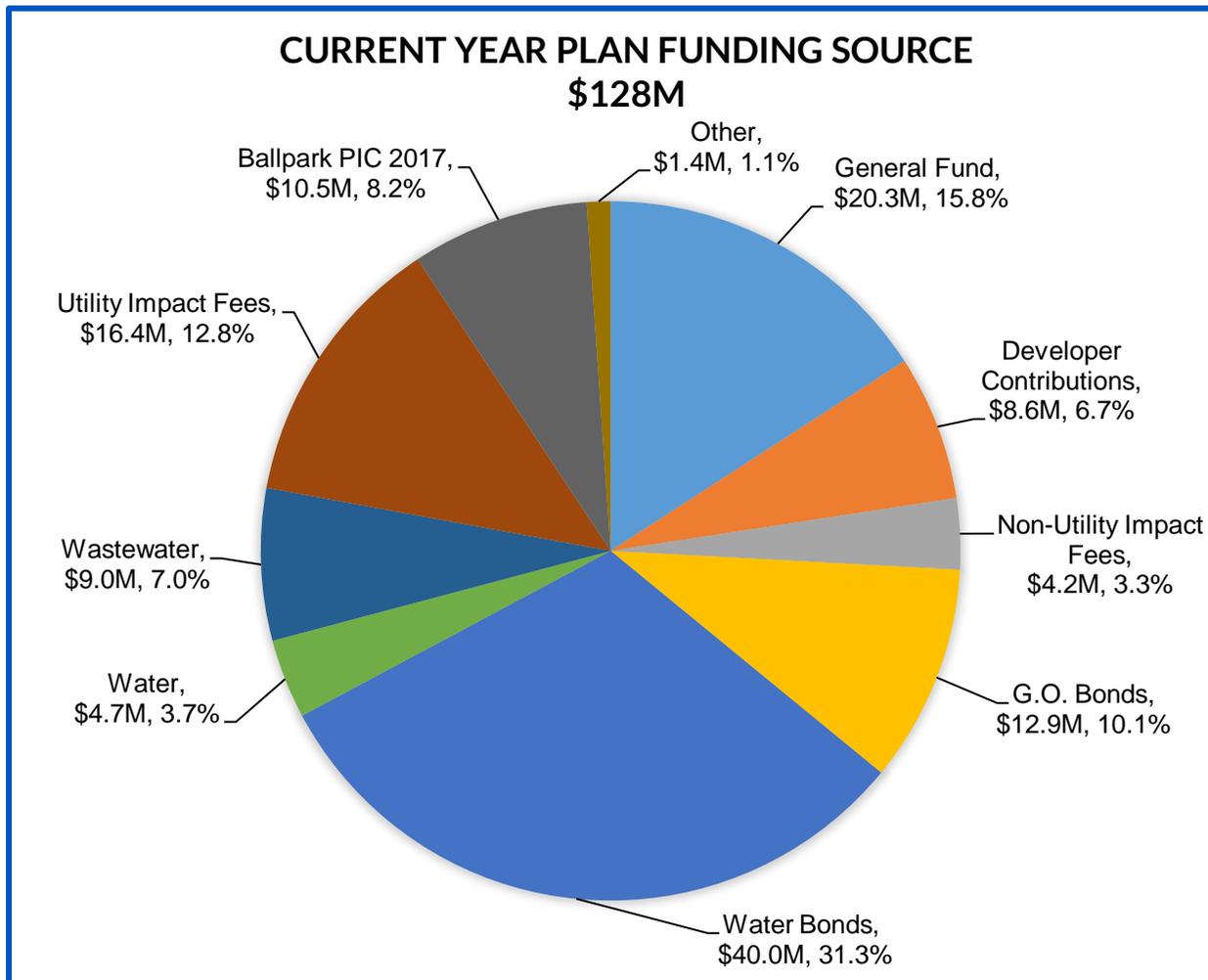
## **WATER & WASTEWATER INFRASTRUCTURE IMPROVEMENT PROGRAM**

In October of 2015, City Council approved a new 5 year Water & Wastewater rate plan that will support the improvement of the utility infrastructure throughout the city. The new rate schedule was effective on January 1, 2016. These improvements will assure the safety and reliability of service for our current residents by funding projects that include re-drilling of wells, rehabilitation of pump stations, major equipment replacements in water and wastewater delivery and treatment facilities, and upgrades in technology. The projects were identified in the first phase of the Integrated Water Master Plan and are planned to be completed over the next five years. The community vision is to create a highly desirable and sustainable place for all to live, work, visit, and play.

## **FUNDING CAPITAL IMPROVEMENT PROJECTS**

Projects included in the CIP form the basis for appropriations in the FY18 budget. The first year of the plan is the only year appropriated by City Council. The remaining nine years serve as a guide for planning purposes and are subject to review on an annual basis. Funding is not guaranteed to occur in the year planned. The final decision to fund a project is made by the Council during the annual budget process.

The major sources of financing are \$128 million for capital improvement projects in the upcoming year are:

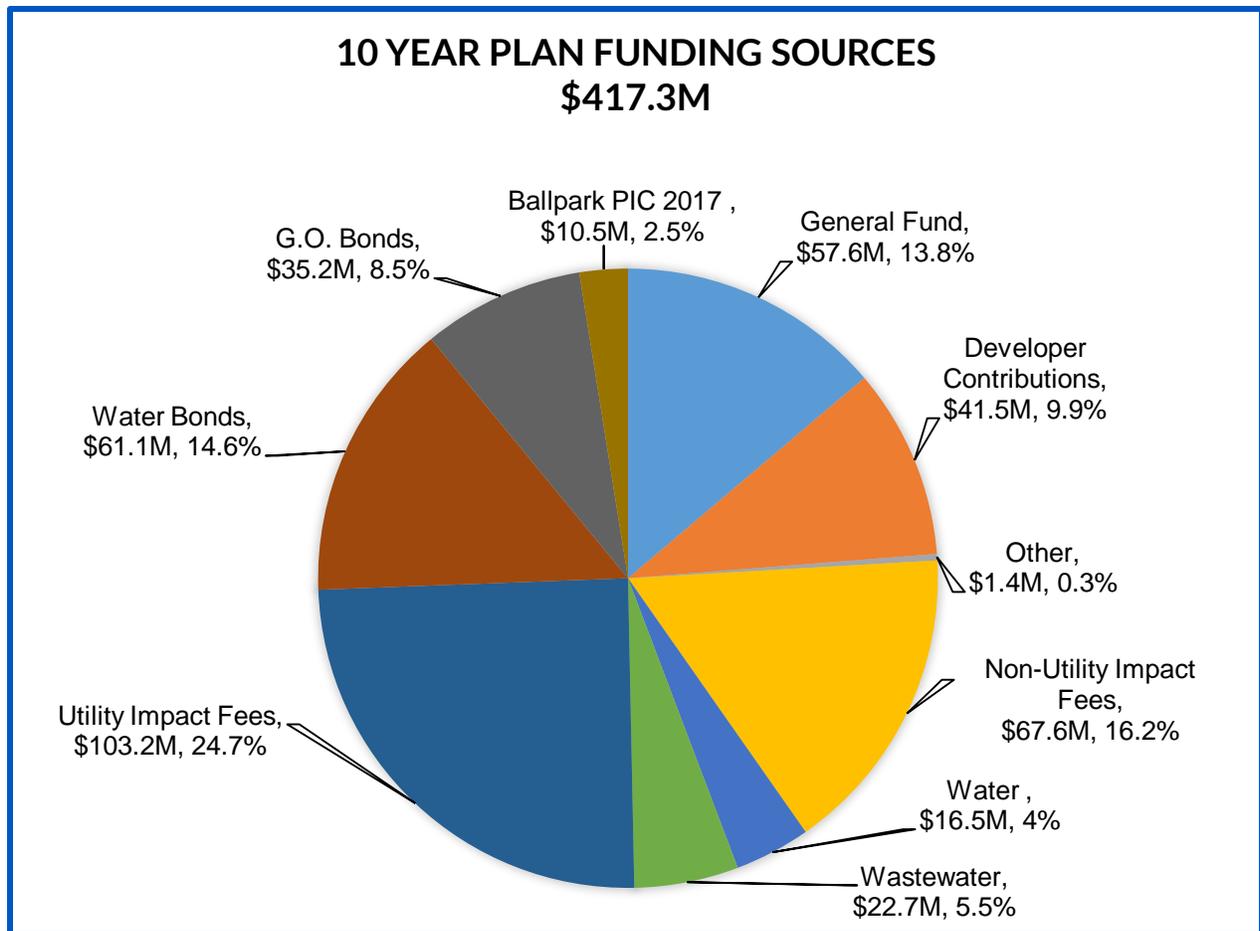


\*This includes amounts carried over from projects not completed in prior year.

## MAJOR SOURCES OF FINANCING

The ten year CIP totals **\$417,280,800**

<b>CIP TEN YEAR PLAN FUNDING SOURCES</b>					
<b>Fund Type</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2022-26</b>
General Fund	\$ 8,139,500	\$ 8,567,100	\$ 5,140,200	\$ 2,538,800	\$ 21,087,300
Developer Contributions	4,746,300	820,000	-	-	-
Grants	902,000	-	-	-	-
Gen. Govt. Impact Fees	204,400	-	-	-	-
Library Impact Fees	121,000	-	-	-	-
Park & Rec. Impact Fees	1,969,000	12,878,800	512,900	748,800	1,652,200
Police Impact Fees	7,500	700	3,659,300	700	1,367,100
Fire Impact Fees	10,000	1,334,300	5,711,700	608,800	3,736,000
Streets Impact Fees	1,888,200	3,659,700	4,405,600	1,463,200	21,633,400
Water Enterprise	4,706,800	4,337,500	2,057,500	665,700	4,755,200
Wastewater Enterprise	8,970,300	4,283,600	3,802,200	1,421,100	4,263,300
Developer Reimbursement	3,887,200	32,000,000	-	-	-
Water Impact Fees	7,309,700	45,866,900	5,563,600	1,697,200	7,822,100
Wastewater Impact Fees	9,125,800	1,831,400	3,125,700	2,341,700	18,521,900
Water Bonds	40,013,900	20,958,200	112,500	-	-
GO Bonds	12,907,500	16,640,400	5,040,500	643,500	-
Ballpark PIC 2017	10,500,000	-	-	-	-
Ballpark Operations	480,000	-	-	-	-
Police Asset Mgmt Reserve	2,113,400	-	-	-	-
<b>TOTAL</b>	<b>\$ 128,002,500</b>	<b>\$ 153,178,600</b>	<b>\$ 39,131,700</b>	<b>\$ 12,129,500</b>	<b>\$ 84,838,500</b>



### SOURCES OF FUNDING FOR CIP

A brief description of the major types of funding used for capital projects is presented below. Projects that do not have a funding source are classified as unfunded city capital projects. These projects are evaluated annually to address changes in funding, as estimates are revised and changes in priorities for the city. Unfunded projects are not included in the published 10-year CIP. A project is unfunded if it does not have another funding source such as future anticipated bonds, development impact fee revenues or cannot be funded within long range fund forecasts.

**Developer Contributions** – Developers may provide the city with funding in advance or on a reimbursement basis as part of a development requirement or to advance infrastructure. Contributions are collected to ensure that infrastructure and community facilities support the needs of our growing community.

**Development Impact Fees** – Development Impact Fees were adopted by the City Council beginning in 1986, which required new development to pay its proportionate share of the costs associated with providing necessary public infrastructure. These fees provide capital revenues to pay for infrastructure demands placed on the city by new development. State law restricts these fees. The Infrastructure Improvement Plan (IIP) as adopted by Council became effective August 1, 2014. The city will update the plan in FY18.

The city currently has six Development Impact Fee categories. They include:

- Streets – Components for the arterial street improvements, regional transportation improvements, and traffic signals.
- Police – Police Stations and Apparatus
- Fire – Fire Stations and Apparatus.
- Parks and Recreation – Components for community parks.
- Wastewater – Components for treatment projects, collection projects, and equipment.
- Water – Components for water development and water resource projects, support facilities, and equipment.

The state requires studies and audits which are also funded from these fees.

**Grants** – Grant funding is a contribution from one government unit or funding source to another. The contribution is usually made to support a specified program, but may be for more general purposes.

**General Obligation (G.O.) Bonds** – G.O. Bonds require voter approval and finance a variety of public capital projects. These bonds are a common method used to raise revenues for large-scale city projects.

**Revenue Bonds** – Revenue bonds can be issued for utility and street operations to support major capital improvements. These bonds are not secured by general taxing authority. Backing comes from specific revenues earmarked for their operations. Bond proceeds to support large water and wastewater utility projects are repaid from utility rate revenue. The city can also use Highway User Revenue Fund (HURF) revenue allocation to pay debt service on street revenue bonds. The city does not have HURF backed bonds.

**Public Improvement Corporation (PIC) Bonds** – PIC is a non-profit corporation created by the city as a financing mechanism for the purpose of financing the construction or acquisition of city capital improvement projects. PIC bonds are secured by excise taxes or other undesignated general fund revenues. These bonds are used to acquire land and buildings and to construct improvements to such buildings.

**Operating Funds** – These funds are used to support vital government and business type operations. Each year, the city identifies any one-time, non-recurring revenues from each of these fund types that may be used to support capital needs. These include funds such as the General Fund and Water and Wastewater operating funds.

## CAPITAL IMPROVEMENT PROGRAM REPORTS

Pages 155 through 173 include the 10-year Capital Improvement Plan along with summary reports by funding and program. Also provided is a five year timeline for multiyear projects.

2018 - 2027 Capital Improvement Program  
By Funds

Funds	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
CIP - Development Contribution Admin	\$ 4,746,300	\$ 820,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,566,300
Developer Reimbursement	3,887,200	32,000,000	-	-	-	-	-	-	-	-	35,887,200
FY16 Water Bonds	40,013,900	20,958,200	112,500	-	-	-	-	-	-	-	61,084,600
GO Bonds	12,907,500	16,640,400	5,040,500	643,500	-	-	-	-	-	-	35,231,900
Impact Fee - Community Facilities	650,000	2,076,900	-	-	-	-	-	-	-	-	2,726,900
Impact Fee - Fire 2012	-	-	1,264,100	-	-	-	-	-	-	-	1,264,100
Impact Fee - Fire North & Central 2014	5,000	820,500	4,020,000	500	5,000	500	641,000	500	-	5,500	5,498,500
Impact Fee - Fire South 2014	5,000	513,800	427,600	608,300	796,800	1,071,600	1,209,100	500	-	5,500	4,638,200
Impact Fee - General Government	204,400	-	-	-	-	-	-	-	-	-	204,400
Impact Fee - Library	121,000	-	-	-	-	-	-	-	-	-	121,000
Impact Fee - Parks 2012	50,000	647,800	-	-	-	-	-	-	-	-	697,800
Impact Fee - Parks North & Central 2014	844,500	9,708,700	-	1,300	12,500	1,300	-	1,300	-	13,800	10,583,400
Impact Fee - Parks South 2014	424,500	445,400	512,900	747,500	986,300	631,000	-	500	-	5,500	3,753,600
Impact Fee - Police 2014	7,500	700	3,659,300	700	7,500	700	1,350,000	700	-	8,200	5,035,300
Impact Fee - Streets Central 2014	700,500	1,470,900	2,014,000	1,700	2,381,500	4,077,700	4,111,000	1,700	-	19,200	14,778,200
Impact Fee - Streets North 2014	12,500	1,658,300	1,730,000	1,300	12,500	5,088,300	1,983,000	1,300	-	13,800	10,501,000
Impact Fee - Streets South 2014	691,200	530,500	661,600	1,460,200	7,500	800	3,926,000	800	-	8,300	7,286,900
Impact Fee - Transportation 2012	484,000	-	-	-	-	-	-	-	-	-	484,000
Impact Fees - Wastewater	298,000	-	-	-	-	-	-	-	-	-	298,000
Impact Fees - Wastewater 2012	66,500	-	-	-	-	-	-	-	-	-	66,500
Impact Fees - Wastewater North & Central	7,916,600	967,200	1,962,200	992,100	382,200	344,000	4,355,800	5,008,900	339,700	386,500	22,655,200
Impact Fees - Wastewater South	844,700	864,200	1,163,500	1,349,600	1,488,700	1,200	6,200,000	1,200	-	13,700	11,926,800
Impact Fees - Water North & Central	3,440,100	41,850,300	1,104,200	967,500	1,032,000	1,244,600	2,503,500	968,600	968,200	978,700	55,057,700
Impact Fees - Water South	3,869,600	4,016,600	4,459,400	729,700	55,000	5,500	-	5,500	-	60,500	13,201,800
Ballpark PIC 2017	10,500,000	-	-	-	-	-	-	-	-	-	10,500,000
<b>Total Capital Funds (in dollars)</b>	<b>\$ 92,690,500</b>	<b>\$ 135,990,400</b>	<b>\$ 28,131,800</b>	<b>\$ 7,503,900</b>	<b>\$ 7,167,500</b>	<b>\$ 12,467,200</b>	<b>\$ 26,279,400</b>	<b>\$ 5,991,500</b>	<b>\$ 1,307,900</b>	<b>\$ 1,519,200</b>	<b>\$ 319,049,300</b>
Ballpark Operations	480,000	-	-	-	-	-	-	-	-	-	480,000
Wastewater Operations	8,970,300	4,283,600	3,802,200	1,421,100	1,421,100	1,421,100	1,421,100	-	-	-	22,740,500
Water Operations	4,706,800	4,337,500	2,057,500	665,700	699,000	734,000	770,700	809,000	850,000	892,500	16,522,700
<b>Total Enterprise Funds (in dollars)</b>	<b>\$ 14,157,100</b>	<b>\$ 8,621,100</b>	<b>\$ 5,859,700</b>	<b>\$ 2,086,800</b>	<b>\$ 2,120,100</b>	<b>\$ 2,155,100</b>	<b>\$ 2,191,800</b>	<b>\$ 809,000</b>	<b>\$ 850,000</b>	<b>\$ 892,500</b>	<b>\$ 39,743,200</b>
General Fund	18,139,500	8,567,100	5,140,200	2,538,800	4,926,100	2,545,900	3,680,400	2,600,600	2,629,600	4,704,700	55,472,900
Police Asset Management Reserve	2,113,400	-	-	-	-	-	-	-	-	-	2,113,400
<b>Total General Funds (in dollars)</b>	<b>\$ 20,252,900</b>	<b>\$ 8,567,100</b>	<b>\$ 5,140,200</b>	<b>\$ 2,538,800</b>	<b>\$ 4,926,100</b>	<b>\$ 2,545,900</b>	<b>\$ 3,680,400</b>	<b>\$ 2,600,600</b>	<b>\$ 2,629,600</b>	<b>\$ 4,704,700</b>	<b>\$ 57,586,300</b>
SR 303 L System Traffic Interchange	902,000	-	-	-	-	-	-	-	-	-	902,000
<b>Total Grant Funds (in dollars)</b>	<b>\$ 902,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 902,000</b>
<b>TOTAL (in dollars)</b>	<b>\$ 128,002,500</b>	<b>\$ 153,178,600</b>	<b>\$ 39,131,700</b>	<b>\$ 12,129,500</b>	<b>\$ 14,213,700</b>	<b>\$ 17,168,200</b>	<b>\$ 32,151,600</b>	<b>\$ 9,401,100</b>	<b>\$ 4,787,500</b>	<b>\$ 7,116,400</b>	<b>\$ 417,280,800</b>

2018 - 2027 Capital Improvement Program  
By Programs

<b>Program</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>Total</b>
Arts & Parks	\$ 15,559,000	\$ 29,902,400	\$ 512,900	\$ 807,000	\$ 1,056,300	\$ 705,500	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 48,843,100
Facilities & Technology	17,243,800	4,067,100	14,817,800	1,334,800	1,254,800	1,096,100	3,200,100	25,000	-	275,000	43,314,500
Streets	13,863,500	9,949,200	9,139,500	3,879,700	7,002,100	11,633,900	13,625,400	2,525,600	2,554,600	4,629,700	78,803,200
Water	63,295,100	103,150,400	7,733,600	2,350,700	1,663,500	1,971,900	3,274,200	1,770,900	1,818,200	1,797,000	188,825,500
Wastewater	18,041,100	6,109,500	6,927,900	3,757,300	3,237,000	1,760,800	11,976,900	5,004,600	339,700	339,700	57,494,500
<b>TOTAL</b>	<b>\$ 128,002,500</b>	<b>\$ 153,178,600</b>	<b>\$ 39,131,700</b>	<b>\$ 12,129,500</b>	<b>\$ 14,213,700</b>	<b>\$ 17,168,200</b>	<b>\$ 32,151,600</b>	<b>\$ 9,401,100</b>	<b>\$ 4,787,500</b>	<b>\$ 7,116,400</b>	<b>\$ 417,280,800</b>

Arts & Parks  
Capital Improvement Program Summary

Project Listing	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Bullard Wash LOMR	\$ 96,300.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 96,300.00
Public Art Projects	-	-	-	-	75,000	75,000	75,000	75,000	75,000	75,000	450,000
Public Art: Goodyear Mobile Museum	5,000	-	-	-	-	-	-	-	-	-	5,000
Public Art: Recreation Center	30,000	220,000	-	-	-	-	-	-	-	-	250,000
Public Art: Central Goodyear 30 Acre Park	20,000	165,000	-	-	-	-	-	-	-	-	185,000
Public Art: Goodyear 75th Anniversary	-	-	-	60,000	-	-	-	-	-	-	60,000
Public Art: Fire Station 181 Replacement	40,000	-	-	-	-	-	-	-	-	-	40,000
Public Art: Fire Station EMR	40,000	-	-	-	-	-	-	-	-	-	40,000
Public Art: Goodyear Community Park	20,000	-	-	-	-	-	-	-	-	-	20,000
Monument Sign Installation	100,300	-	-	-	-	-	-	-	-	-	100,300
Light Pole Banners	2,000	-	-	-	-	-	-	-	-	-	2,000
Art Conservation & Maintenance	5,000	-	-	-	-	-	-	-	-	-	5,000
Library Gathering Space	55,000	-	-	-	-	-	-	-	-	-	55,000
City Hall Entrance	20,000	-	-	-	-	-	-	-	-	-	20,000
ZIZ Water Feature Renovation	124,800	-	-	-	-	-	-	-	-	-	124,800
Goodyear Community Park - Pickle Ball Court	168,000	-	-	-	-	-	-	-	-	-	168,000
Estrella Foothills Park - Softball Fields	318,000	-	-	-	-	-	-	-	-	-	318,000
Asset Management - ROW	900,000	-	-	-	-	-	-	-	-	-	900,000
86 Acre Recreation Campus Site Plan	100,000	-	-	-	-	-	-	-	-	-	100,000
ROW Median Landscaping (Litchfield Rd South of Western)	212,000	-	-	-	-	-	-	-	-	-	212,000
Former Duncan Farms Property	140,100	-	-	-	-	-	-	-	-	-	140,100
Community Aquatic Facility	590,000	7,904,700	-	-	-	-	-	-	-	-	8,494,700

Arts & Parks  
Capital Improvement Program Summary

Project Listing	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Recreation Center	650,000	11,460,400	-	-	-	-	-	-	-	-	12,110,400
Library Build Out Exterior	121,000	-	-	-	-	-	-	-	-	-	121,000
Community Park Site Plan	50,000	-	-	-	-	-	-	-	-	-	50,000
Central Goodyear 30-Acre Park	832,000	9,707,400	-	-	-	-	-	-	-	-	10,539,400
Newland Reimbursement EMR Park	419,500	444,900	512,900	747,000	981,300	630,500	-	-	-	-	3,736,100
Indian Facility Improvements	10,500,000	-	-	-	-	-	-	-	-	-	10,500,000
<b>Total Projects (in dollars)</b>	<b>\$ 15,559,000</b>	<b>\$ 29,902,400</b>	<b>\$ 512,900</b>	<b>\$ 807,000</b>	<b>\$ 1,056,300</b>	<b>\$ 705,500</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$48,843,100</b>

Funds	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
CIP - Development Contribution Admin	\$ 96,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 96,300
General Fund	2,300,200	385,000	-	60,000	75,000	75,000	75,000	75,000	75,000	75,000	3,195,200
GO Bonds	590,000	16,640,400	-	-	-	-	-	-	-	-	17,230,400
Impact Fee - Community Facilities	650,000	2,076,900	-	-	-	-	-	-	-	-	2,726,900
Impact Fee - Library	121,000	-	-	-	-	-	-	-	-	-	121,000
Impact Fee - Parks 2012	50,000	647,800	-	-	-	-	-	-	-	-	697,800
Impact Fee - Parks North & Central 2014	832,000	9,707,400	-	-	-	-	-	-	-	-	10,539,400
Impact Fee - Parks South 2014	419,500	444,900	512,900	747,000	981,300	630,500	-	-	-	-	3,736,100
Ballpark PIC 2017	10,500,000	-	-	-	-	-	-	-	-	-	10,500,000
<b>Total Funds (in dollars)</b>	<b>\$ 15,559,000</b>	<b>\$ 29,902,400</b>	<b>\$ 512,900</b>	<b>\$ 807,000</b>	<b>\$ 1,056,300</b>	<b>\$ 705,500</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$48,843,100</b>

Facilities & Technology  
Capital Improvement Program Summary

<b>Project Listing</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>Total</b>
EMR Fire Station	\$ 4,650,000	\$ 820,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,470,000
City Hall Renovations	156,000	27,100	112,500	58,500	213,000	-	-	-	-	-	567,100
Renovation of Fire Station 183	109,200	903,500	-	-	-	-	-	-	-	-	1,012,700
Renovation of Fire Station 187	41,600	-	-	-	-	-	-	-	-	-	41,600
Goodyear Medical Clinic Relocation	51,000	-	-	-	-	-	-	-	-	-	51,000
Police Operations Building - Phase I	113,300	-	-	-	-	-	-	-	-	-	113,300
West Goodyear Fire Station	-	820,000	5,577,900	-	-	-	-	-	-	-	6,397,900
Fire Station 181 - Renovation/Repair	420,800	-	-	-	-	-	-	-	-	-	420,800
Capital Projects/Loan Reserve	1,743,700	-	-	-	-	-	-	-	-	-	1,743,700
Financial System Implementation Project	2,297,300	958,200	-	-	-	-	-	-	-	-	3,255,500
Fire Station 181 Replacement	4,817,500	-	-	-	-	-	-	-	-	-	4,817,500
Fire Apparatus	-	-	-	-	-	-	1,282,000	-	-	-	1,282,000
Newland Reimbursement EMR - Fire Station	-	513,300	427,600	607,800	791,800	1,071,100	568,100	-	-	-	3,979,700
Impact Fee Audit	-	25,000	-	25,000	-	25,000	-	25,000	-	25,000	125,000
Impact Fee Study	250,000	-	-	-	250,000	-	-	-	-	250,000	750,000
Police Building Phase II	-	-	8,699,800	643,500	-	-	-	-	-	-	9,343,300
Police Apparatus	-	-	-	-	-	-	1,350,000	-	-	-	1,350,000
Radio (Portable and In-Car) Replacement	2,113,400	-	-	-	-	-	-	-	-	-	2,113,400
Ballpark Repair for Right Field Pavilion	480,000	-	-	-	-	-	-	-	-	-	480,000
<b>Total Projects (in dollars)</b>	<b>\$ 17,243,800</b>	<b>\$ 4,067,100</b>	<b>\$ 14,817,800</b>	<b>\$ 1,334,800</b>	<b>\$ 1,254,800</b>	<b>\$ 1,096,100</b>	<b>\$ 3,200,100</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ 275,000</b>	<b>\$43,314,500</b>

Facilities & Technology  
Capital Improvement Program Summary

<b>Funds</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>Total</b>
CIP - Development Contribution Admin	\$ 4,650,000	\$ 820,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,470,000
General Fund	4,728,500	1,888,800	406,300	58,500	213,000	-	-	-	-	-	7,295,100
GO Bonds	4,817,500	-	5,040,500	643,500	-	-	-	-	-	-	10,501,500
Impact Fee - Fire 2012	-	-	1,264,100	-	-	-	-	-	-	-	1,264,100
Impact Fee - Fire North & Central 2014	5,000	820,500	4,020,000	500	5,000	500	641,000	500	-	5,500	5,498,500
Impact Fee - Fire South 2014	5,000	513,800	427,600	608,300	796,800	1,071,600	1,209,100	500	-	5,500	4,638,200
Impact Fee - General Government	204,400	-	-	-	-	-	-	-	-	-	204,400
Impact Fee - Parks North & Central 2014	12,500	1,300	-	1,300	12,500	1,300	-	1,300	-	13,800	44,000
Impact Fee - Parks South 2014	5,000	500	-	500	5,000	500	-	500	-	5,500	17,500
Impact Fee - Police 2014	7,500	700	3,659,300	700	7,500	700	1,350,000	700	-	8,200	5,035,300
Impact Fee - Streets Central 2014	17,500	1,700	-	1,700	17,500	1,700	-	1,700	-	19,200	61,000
Impact Fee - Streets North 2014	12,500	1,300	-	1,300	12,500	1,300	-	1,300	-	13,800	44,000
Impact Fee - Streets South 2014	7,500	800	-	800	7,500	800	-	800	-	8,300	26,500
Impact Fees - Wastewater North & Central	42,500	4,300	-	4,300	42,500	4,300	-	4,300	-	46,800	149,000
Impact Fees - Wastewater South	12,500	1,200	-	1,200	12,500	1,200	-	1,200	-	13,700	43,500
Impact Fees - Water North & Central	67,500	6,700	-	6,700	67,500	6,700	-	6,700	-	74,200	236,000
Impact Fees - Water South	55,000	5,500	-	5,500	55,000	5,500	-	5,500	-	60,500	192,500
Police Asset Management Reserve	2,113,400	-	-	-	-	-	-	-	-	-	2,113,400
Ballpark Operations	480,000	-	-	-	-	-	-	-	-	-	480,000
<b>Total Funds (in dollars)</b>	<b>\$ 17,243,800</b>	<b>\$ 4,067,100</b>	<b>\$ 14,817,800</b>	<b>\$ 1,334,800</b>	<b>\$ 1,254,800</b>	<b>\$ 1,096,100</b>	<b>\$ 3,200,100</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ 275,000</b>	<b>\$43,314,500</b>

Streets  
Capital Improvement Program Summary

Project Listing	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
86 Acre Recreation Campus: 158th Ave - Harrison to Sherman	\$ 249,900	\$ 407,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 657,600
86 Acre Recreation Campus - Harrison Half - 158th to Estrella Pkwy	632,600	1,446,800	-	-	-	-	-	-	-	-	2,079,400
86 Acre Recreation Campus - Estrella Pkwy - One Lane - Harrison to Goodyear Blvd.	413,900	894,400	-	-	-	-	-	-	-	-	1,308,300
86 Acre Recreation Campus - RID Relocation	343,200	808,400	-	-	-	-	-	-	-	-	1,151,600
86 Acre City Park - Harrison Half St - 158th to 160th Lane	-	-	-	-	-	-	-	-	-	2,044,900	2,044,900
Bullard Ave & Van Buren Intersection Improvements	-	-	1,100,000	-	-	-	-	-	-	-	1,100,000
Yuma Cotton Lane to Sarival	-	-	-	-	2,193,000	-	-	-	-	-	2,193,000
Sarival Avenue: Jefferson Street to Yuma Rd	1,315,800	1,469,200	-	-	-	-	-	-	-	-	2,785,000
Roadway to Sonoran Valley (EIS Study)	24,800	-	-	-	-	-	-	-	-	-	24,800
Fiber Project: Elwood St (Cotton to Estrella); Cotton Ln (Estrella to Lower Buckeye)	40,000	54,100	-	-	-	-	-	-	-	-	94,100
Bullard Avenue Fiber Interconnect - Earll Drive to Indian School Road	62,400	-	-	-	-	-	-	-	-	-	62,400
Estrella Parkway & Vineyard Avenue - Intersection Relocation and Traffic Signal Construction	378,700	280,000	1,228,500	-	-	-	-	-	-	-	1,887,200
Camelback Road Pedestrian Crossing	244,200	-	-	-	-	-	-	-	-	-	244,200
Traffic Control Speed Bump	35,900	-	-	-	-	-	-	-	-	-	35,900
Goodyear Blvd NW Quad Improvement Phase I and II	1,555,700	-	-	-	-	-	-	-	-	-	1,555,700
Indian School Rd: S303 to Sarival Widening	500,000	-	-	-	-	-	-	-	-	-	500,000

Streets  
Capital Improvement Program Summary

Project Listing	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Various Median Improvements	30,000	-	-	-	-	-	-	-	-	-	30,000
Fiber Project: Yuma (Estrella to Cotton) and Cotton (Yuma to Canyon Trails Blvd/Lilac St)	131,900	-	-	-	-	-	-	-	-	-	131,900
Pavement Management Program	1,872,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	18,072,000
New Potential Warranted Traffic Signals	551,400	573,500	596,400	620,300	645,100	670,900	697,700	725,600	754,600	784,800	6,620,300
Van Buren Street, Estrella Parkway to Sarival	1,852,400	-	-	-	-	-	-	-	-	-	1,852,400
Developer Deposits for Anticipated Projects	137,100	28,400	9,000	-	-	-	1,107,700	-	-	-	1,282,200
Bullard Ave Storm Water Retention Basins - Yuma to Van Buren	25,000	-	-	-	-	-	-	-	-	-	25,000
Cotton Lane and Lower Buckeye Road Traffic Signal	530,800	-	-	-	-	-	-	-	-	-	530,800
Riggs Road Survey, Land Acquisition and Repair	211,200	-	-	-	-	-	-	-	-	-	211,200
Yuma and Cotton Northwest Corner Drainage Improvements	120,000	-	-	-	-	-	-	-	-	-	120,000
135th Ave & Thomas Traffic Signal	532,100	-	-	-	-	-	-	-	-	-	532,100
Yuma Rd. @ Bullard Ave.	-	-	2,014,000	-	-	-	-	-	-	-	2,014,000
Citrus Rd: McDowell Rd to Van Buren St	-	-	-	-	-	4,076,000	-	-	-	-	4,076,000
Van Buren St. @ Litchfield Road	-	-	-	-	2,364,000	-	-	-	-	-	2,364,000
MC85 @ Estrella Pkwy	-	-	-	-	-	-	1,639,000	-	-	-	1,639,000
Van Buren St. Citrus Rd to Cotton Ln.	-	-	-	-	-	-	2,472,000	-	-	-	2,472,000
Sarival: Van Buren - I10	374,500	-	-	-	-	-	-	-	-	-	374,500
Developer Reimbursement for Traffic Signals	235,700	-	-	-	-	-	-	-	-	-	235,700
McDowell Rd @ Citrus Rd.	-	1,657,000	-	-	-	-	-	-	-	-	1,657,000
McDowell Rd: Citrus to Loop 303	-	-	-	-	-	5,087,000	-	-	-	-	5,087,000

Streets  
Capital Improvement Program Summary

Project Listing	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Indian School Rd @ Cotton Lane	-	-	1,730,000	-	-	-	-	-	-	-	1,730,000
Indian School: Loop 303 to West of Sarival Rd.	-	-	-	-	-	-	1,983,000	-	-	-	1,983,000
3 Signalization EMR along Estrella Parkway	-	-	-	1,200,000	-	-	-	-	-	-	1,200,000
Willis Road: Calistoga to Rainbow Valley	-	-	-	-	-	-	3,926,000	-	-	-	3,926,000
Newland Streets Reimbursement	503,700	529,700	661,600	259,400	-	-	-	-	-	-	1,954,400
Van Buren: Estrella to Cotton Lane (Signals)	56,600	-	-	-	-	-	-	-	-	-	56,600
SR303 Restore Roadways	902,000	-	-	-	-	-	-	-	-	-	902,000
<b>Total Projects (in dollars)</b>	<b>\$ 13,863,500</b>	<b>\$ 9,949,200</b>	<b>\$ 9,139,500</b>	<b>\$ 3,879,700</b>	<b>\$ 7,002,100</b>	<b>\$ 11,633,900</b>	<b>\$ 13,625,400</b>	<b>\$ 2,525,600</b>	<b>\$ 2,554,600</b>	<b>\$ 4,629,700</b>	<b>\$78,803,200</b>

Funds	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
General Fund	\$ 11,110,800	\$ 6,293,300	\$ 4,733,900	\$ 2,420,300	\$ 4,638,100	\$ 2,470,900	\$ 3,605,400	\$ 2,525,600	\$ 2,554,600	\$ 4,629,700	\$44,982,600
Impact Fee - Streets Central 2014	683,000	1,469,200	2,014,000	-	2,364,000	4,076,000	4,111,000	-	-	-	14,717,200
Impact Fee - Streets North 2014	-	1,657,000	1,730,000	-	-	5,087,000	1,983,000	-	-	-	10,457,000
Impact Fee - Streets South 2014	683,700	529,700	661,600	1,459,400	-	-	3,926,000	-	-	-	7,260,400
Impact Fee - Transportation 2012	484,000	-	-	-	-	-	-	-	-	-	484,000
SR 303 L System Traffic Interchange	902,000	-	-	-	-	-	-	-	-	-	902,000
<b>Total Funds (in dollars)</b>	<b>\$ 13,863,500</b>	<b>\$ 9,949,200</b>	<b>\$ 9,139,500</b>	<b>\$ 3,879,700</b>	<b>\$ 7,002,100</b>	<b>\$ 11,633,900</b>	<b>\$ 13,625,400</b>	<b>\$ 2,525,600</b>	<b>\$ 2,554,600</b>	<b>\$ 4,629,700</b>	<b>\$78,803,200</b>

Water  
Capital Improvement Program Summary

Project Listing	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Site #12 1.2MG Storage Reservoir	\$ 416,000	\$ 4,478,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,894,400
Well #3 Replace Capacity	-	1,082,000	-	-	-	-	-	-	-	-	1,082,000
Develop DMOM Plan	-	-	112,500	-	-	-	-	-	-	-	112,500
Adaman Well #3	6,768,200	-	-	-	-	-	-	-	-	-	6,768,200
Site # 12 8-Inch Brine Line for RO Concentrate	447,200	-	-	-	-	-	-	-	-	-	447,200
Booster Pump Station #13 Reservoir Rehabilitation	402,100	-	-	-	-	-	-	-	-	-	402,100
Liberty Potable Interconnects	390,000	-	-	-	-	-	-	-	-	-	390,000
Site #12 - Well A	728,000	5,635,100	-	-	-	-	-	-	-	-	6,363,100
Site #12 - Well B	6,352,300	-	-	-	-	-	-	-	-	-	6,352,300
Site #12 Pumps (+ 1,800 gpm)	104,000	678,400	-	-	-	-	-	-	-	-	782,400
Well #18A Casing and Screen Replacement	1,000,000	-	-	-	-	-	-	-	-	-	1,000,000
Well #19 Production Improvement	187,000	-	-	-	-	-	-	-	-	-	187,000
Well #1 Re-Drill and Re-Equip	6,352,300	-	-	-	-	-	-	-	-	-	6,352,300
Site #12 Increase Booster Capacity	-	-	-	-	-	271,500	1,538,500	-	-	-	1,810,000
Surface Water Project	30,264,000	83,985,900	-	-	-	-	-	-	-	-	114,249,900
Site #12 Booster 9	2,078,000	-	-	-	-	-	-	-	-	-	2,078,000
Debt Service GRIC - Impact Fee Share	967,400	965,600	963,400	960,800	964,500	966,400	965,000	961,900	968,200	904,500	9,587,700
Debt Service - Impact Fee Share	327,200	328,100	140,800	-	-	-	-	-	-	-	796,100
Newland Zone 3 Reimbursement	3,814,600	4,011,100	4,459,400	724,200	-	-	-	-	-	-	13,009,300
CAP Subcontract Capital Charges	575,000	603,800	634,000	665,700	699,000	734,000	770,700	809,000	850,000	892,500	7,233,700
Differential Impact Fee Credits	811,300	835,600	860,700	-	-	-	-	-	-	-	2,507,600
Oversizing Lines	530,500	546,400	562,800	-	-	-	-	-	-	-	1,639,700
Potable Water Interconnect	780,000	-	-	-	-	-	-	-	-	-	780,000
<b>Total Projects (in dollars)</b>	<b>\$ 63,295,100</b>	<b>\$ 103,150,400</b>	<b>\$ 7,733,600</b>	<b>\$ 2,350,700</b>	<b>\$ 1,663,500</b>	<b>\$ 1,971,900</b>	<b>\$ 3,274,200</b>	<b>\$ 1,770,900</b>	<b>\$ 1,818,200</b>	<b>\$ 1,797,000</b>	<b>\$ 188,825,500</b>

Water  
Capital Improvement Program Summary

<b>Funds</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>Total</b>
Developer Reimbursement	\$ 3,887,200	\$ 32,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,887,200
FY16 Water Bonds	40,013,900	20,958,200	112,500	-	-	-	-	-	-	-	61,084,600
GO Bonds	7,500,000	-	-	-	-	-	-	-	-	-	7,500,000
Impact Fees - Water North & Central	3,372,600	41,843,600	1,104,200	960,800	964,500	1,237,900	2,503,500	961,900	968,200	904,500	54,821,700
Impact Fees - Water South	3,814,600	4,011,100	4,459,400	724,200	-	-	-	-	-	-	13,009,300
Water Operations	4,706,800	4,337,500	2,057,500	665,700	699,000	734,000	770,700	809,000	850,000	892,500	16,522,700
<b>Total Funds (in dollars)</b>	<b>\$ 63,295,100</b>	<b>\$ 103,150,400</b>	<b>\$ 7,733,600</b>	<b>\$ 2,350,700</b>	<b>\$ 1,663,500</b>	<b>\$ 1,971,900</b>	<b>\$ 3,274,200</b>	<b>\$ 1,770,900</b>	<b>\$ 1,818,200</b>	<b>\$ 1,797,000</b>	<b>\$ 188,825,500</b>

Wastewater  
Capital Improvement Program Summary

Project Listing	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Debt Service - Impact Fee Share	\$ 960,900	\$ 962,900	\$ 962,200	\$ 987,800	\$ 339,700	\$ 339,700	\$ 339,700	\$ 339,700	\$ 339,700	\$ 339,700	\$ 5,912,000
Vadose Injection Well Project - Phase II	-	-	2,080,000	-	-	-	-	-	-	-	2,080,000
Goodyear WRF Expansion 6 to 8 MGD	-	-	-	-	-	-	4,016,100	4,664,900	-	-	8,681,000
Goodyear WRF Expansion 4 to 6 MGD	6,913,200	-	-	-	-	-	-	-	-	-	6,913,200
Corgett WRF Expansion	-	-	-	-	-	-	6,200,000	-	-	-	6,200,000
Newland WW Reimbursement	832,200	863,000	1,163,500	1,348,400	1,476,200	-	-	-	-	-	5,683,300
Goodyear WRF 2 MGD Expansion Design	432,600	-	-	-	-	-	-	-	-	-	432,600
LS 6 Lost - Lift Station Upgrade	286,000	-	-	-	-	-	-	-	-	-	286,000
LS 3 Palm Valley Lift Station - Rehabilitation	93,600	-	-	-	-	-	-	-	-	-	93,600
Corgett WRF Chlorine Contact Basin Upgrades	163,600	-	-	-	-	-	-	-	-	-	163,600
Rainbow Valley WRF - Disc Filter Replacement	-	597,300	-	-	-	-	-	-	-	-	597,300
LS 13 Las Brisas Lift Station	-	110,400	-	-	-	-	-	-	-	-	110,400
Corgett WRF Scum Pump Station Improvements	-	-	97,300	-	-	-	-	-	-	-	97,300
LS 2 Del Camino Lift Station - Rehabilitation	-	-	78,800	-	-	-	-	-	-	-	78,800
Differential Impact Fee Credits	671,100	671,100	671,100	671,100	671,100	671,100	671,100	-	-	-	4,697,700
Oversizing Lines	750,000	750,000	750,000	750,000	750,000	750,000	750,000	-	-	-	5,250,000
Goodyear WRF Solids Handling - New Centrifuge	1,204,300	-	-	-	-	-	-	-	-	-	1,204,300
Goodyear WRF Solids Handling Facility Upgrade	1,351,900	-	-	-	-	-	-	-	-	-	1,351,900
Goodyear WRF South Aerobic Digester Liner	315,000	-	-	-	-	-	-	-	-	-	315,000
Litchfield Road 12" Gravity Sewer Line Repair	170,100	-	-	-	-	-	-	-	-	-	170,100
LS 12 Rainbow Valley - Lift Station Rehabilitation	507,100	-	-	-	-	-	-	-	-	-	507,100
Manhole Rehabilitation or Replacements	520,000	541,000	1,125,000	-	-	-	-	-	-	-	2,186,000

Wastewater  
Capital Improvement Program Summary

Project Listing	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Perryville Grinder Station	300,000	-	-	-	-	-	-	-	-	-	300,000
Quarter Section 59 - Sewer Pipe Rehabilitation or Replacements	112,700	1,613,800	-	-	-	-	-	-	-	-	1,726,500
Rainbow Valley WRF - Sludge Holding Tanks	58,400	-	-	-	-	-	-	-	-	-	58,400
Corgett WRF Influent Pump Station/Headwork Upgrades	1,379,700	-	-	-	-	-	-	-	-	-	1,379,700
Rainbow Valley WRF Aeration Basin Improvements	381,500	-	-	-	-	-	-	-	-	-	381,500
Rainbow Valley WRF Return Activated/Waste Activated Sludge Pump Station Improvements	51,700	-	-	-	-	-	-	-	-	-	51,700
Rainbow Valley WRF Solids Handling Area Improvements	63,200	-	-	-	-	-	-	-	-	-	63,200
Wells Fargo Lift Station and Force Main Rehabilitation	522,300	-	-	-	-	-	-	-	-	-	522,300
<b>Total Projects (in dollars)</b>	<b>\$ 18,041,100</b>	<b>\$ 6,109,500</b>	<b>\$ 6,927,900</b>	<b>\$ 3,757,300</b>	<b>\$ 3,237,000</b>	<b>\$ 1,760,800</b>	<b>\$ 11,976,900</b>	<b>\$ 5,004,600</b>	<b>\$ 339,700</b>	<b>\$ 339,700</b>	<b>\$57,494,500</b>

Funds	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Impact Fees - Wastewater 2012	66,500	-	-	-	-	-	-	-	-	-	66,500
Impact Fees - Wastewater North & Central	7,874,100	962,900	1,962,200	987,800	339,700	339,700	4,355,800	5,004,600	339,700	339,700	22,506,200
Impact Fees - Wastewater South	832,200	863,000	1,163,500	1,348,400	1,476,200	-	6,200,000	-	-	-	11,883,300
Wastewater - Impact Fees	298,000	-	-	-	-	-	-	-	-	-	298,000
Wastewater Operations	8,970,300	4,283,600	3,802,200	1,421,100	1,421,100	1,421,100	1,421,100	-	-	-	22,740,500
<b>Total Funds (in dollars)</b>	<b>18,041,100</b>	<b>6,109,500</b>	<b>6,927,900</b>	<b>3,757,300</b>	<b>3,237,000</b>	<b>1,760,800</b>	<b>11,976,900</b>	<b>5,004,600</b>	<b>339,700</b>	<b>339,700</b>	<b>57,494,500</b>

**CITY OF GOODYEAR 10 YEAR CAPITAL IMPROVEMENT PLAN - FY2018-2027**

Project	Funding Source	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
<b>ARTS &amp; PARKS PROJECTS</b>												
Public Art Projects	General Fund	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 450,000
Public Art: Goodyear Mobile Museum	General Fund	5,000	-	-	-	-	-	-	-	-	-	5,000
Public Art: Recreation Center	General Fund	30,000	220,000	-	-	-	-	-	-	-	-	250,000
Public Art: Central Goodyear 30 Acre Park	General Fund	20,000	165,000	-	-	-	-	-	-	-	-	185,000
Public Art: Goodyear 75th Anniversary	General Fund	-	-	-	60,000	-	-	-	-	-	-	60,000
Public Art: Fire Station 181 Replacement	General Fund	40,000	-	-	-	-	-	-	-	-	-	40,000
Public Art: Fire Station EMR	General Fund	40,000	-	-	-	-	-	-	-	-	-	40,000
Public Art: Goodyear Community Park	General Fund	20,000	-	-	-	-	-	-	-	-	-	20,000
Monument Sign Installation	General Fund	100,300	-	-	-	-	-	-	-	-	-	100,300
Light Pole Banners	General Fund	2,000	-	-	-	-	-	-	-	-	-	2,000
Art Conservation & Maintenance	General Fund	5,000	-	-	-	-	-	-	-	-	-	5,000
Library Gathering Space	General Fund	55,000	-	-	-	-	-	-	-	-	-	55,000
City Hall Entrance	General Fund	20,000	-	-	-	-	-	-	-	-	-	20,000
ZIZ Water Feature Renovation	General Fund	124,800	-	-	-	-	-	-	-	-	-	124,800
Library Build Out Exterior	Impact Fee - Library	121,000	-	-	-	-	-	-	-	-	-	121,000
Central Goodyear 30-Acre Park	Impact Fee - Parks North & Central 2014	832,000	9,707,400	-	-	-	-	-	-	-	-	10,539,400
Community Aquatic Facility	G.O. Bonds	590,000	7,904,700	-	-	-	-	-	-	-	-	8,494,700
Goodyear Community Park - Pickle Ball Court	General Fund	168,000	-	-	-	-	-	-	-	-	-	168,000
Estrella Foothills Park - Softball Fields	General Fund	318,000	-	-	-	-	-	-	-	-	-	318,000
Indian Facility Improvements	Ballpark PIC 2017	10,500,000	-	-	-	-	-	-	-	-	-	10,500,000
Recreation Center	G.O. Bonds	-	8,735,700	-	-	-	-	-	-	-	-	8,735,700
Recreation Center	Impact Fee - Community Facilities	650,000	2,076,900	-	-	-	-	-	-	-	-	2,726,900
Recreation Center	Impact Fee - Parks 2012	-	647,800	-	-	-	-	-	-	-	-	647,800
Bullard Wash LOMR	CIP - Development Contribution	96,300	-	-	-	-	-	-	-	-	-	96,300
Asset Management - ROW	General Fund	900,000	-	-	-	-	-	-	-	-	-	900,000
86 Acre Recreation Campus Site Plan	General Fund	100,000	-	-	-	-	-	-	-	-	-	100,000
ROW Median Landscaping (Litchfield Rd South of Western)	General Fund	212,000	-	-	-	-	-	-	-	-	-	212,000
Newland Reimbursement EMR Park	Impact Fee - Parks South 2014	419,500	444,900	512,900	747,000	981,300	630,500	-	-	-	-	3,736,100
Community Park Site Plan	Impact Fee - Parks 2012	50,000	-	-	-	-	-	-	-	-	-	50,000
Former Duncan Farms Property	General Fund	140,100	-	-	-	-	-	-	-	-	-	140,100
<b>Subtotal: Arts &amp; Parks Projects</b>		<b>\$ 15,559,000</b>	<b>\$ 29,902,400</b>	<b>\$ 512,900</b>	<b>\$ 807,000</b>	<b>\$ 1,056,300</b>	<b>\$ 705,500</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 48,843,100</b>
<b>FACILITIES &amp; TECHNOLOGY PROJECTS</b>												
City Hall Renovations	General Fund	\$ 156,000	\$ 27,100	\$ 112,500	\$ 58,500	\$ 213,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 567,100
Renovation of Fire Station 183	General Fund	109,200	903,500	-	-	-	-	-	-	-	-	1,012,700
Renovation of Fire Station 187	General Fund	41,600	-	-	-	-	-	-	-	-	-	41,600
Goodyear Medical Clinic Relocation	General Fund	51,000	-	-	-	-	-	-	-	-	-	51,000
Police Operations Building - Phase I	General Fund	113,300	-	-	-	-	-	-	-	-	-	113,300
West Goodyear Fire Station	General Fund	-	-	293,800	-	-	-	-	-	-	-	293,800
West Goodyear Fire Station	Impact Fee - Fire 2012	-	-	1,264,100	-	-	-	-	-	-	-	1,264,100
West Goodyear Fire Station	Impact Fee - Fire North & Central 2014	-	820,000	4,020,000	-	-	-	-	-	-	-	4,840,000
Fire Apparatus	Impact Fee - Fire North & Central 2014	-	-	-	-	-	-	641,000	-	-	-	641,000
Fire Apparatus	Impact Fee - Fire South 2014	-	-	-	-	-	-	641,000	-	-	-	641,000
EMR Fire Station	CIP - Development Contribution	4,650,000	820,000	-	-	-	-	-	-	-	-	5,470,000
Fire Station 181 Replacement	G.O. Bonds	4,817,500	-	-	-	-	-	-	-	-	-	4,817,500

**CITY OF GOODYEAR 10 YEAR CAPITAL IMPROVEMENT PLAN - FY2018-2027**

Project	Funding Source	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Newland Reimbursement EMR - Fire Station	Impact Fee - Fire South 2014	-	513,300	427,600	607,800	791,800	1,071,100	568,100	-	-	-	3,979,700
Fire Station 181 - Renovation/Repair	General Fund	420,800	-	-	-	-	-	-	-	-	-	420,800
Capital Projects/Loan Reserve	General Fund	1,743,700	-	-	-	-	-	-	-	-	-	1,743,700
Impact Fee Audit	Impact Fee - Various	-	25,000	-	25,000	-	25,000	-	25,000	-	25,000	125,000
Impact Fee Study	Impact Fee - Various	250,000	-	-	-	250,000	-	-	-	-	250,000	750,000
Police Building Phase II	G.O. Bonds	-	-	5,040,500	643,500	-	-	-	-	-	-	5,684,000
Police Building Phase II	Impact Fee - Police 2014	-	-	3,659,300	-	-	-	-	-	-	-	3,659,300
Police Apparatus	Impact Fee - Police 2014	-	-	-	-	-	-	1,350,000	-	-	-	1,350,000
Radio (Portable and In-Car) Replacement	Police Asset Management Reserve	2,113,400	-	-	-	-	-	-	-	-	-	2,113,400
Ballpark Repair for Right Field Pavilion	Ballpark Operations	480,000	-	-	-	-	-	-	-	-	-	480,000
Financial System Implementation Project	General Fund	2,092,900	958,200	-	-	-	-	-	-	-	-	3,051,100
Financial System Implementation Project	Impact Fee - General Government	204,400	-	-	-	-	-	-	-	-	-	204,400
<b>Subtotal: Facilities &amp; Technology Projects</b>		<b>\$ 17,243,800</b>	<b>\$ 4,067,100</b>	<b>\$ 14,817,800</b>	<b>\$ 1,334,800</b>	<b>\$ 1,254,800</b>	<b>\$ 1,096,100</b>	<b>\$ 3,200,100</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ 275,000</b>	<b>\$ 43,314,500</b>

**STREETS PROJECTS**

86 Acre Recreation Campus: 158th Ave - Harrison to Sherman	General Fund	\$ 249,900	\$ 407,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 657,600
86 Acre Recreation Campus - Harrison Half St - 158th to Estrella Pkwy	General Fund	632,600	1,446,800	-	-	-	-	-	-	-	-	2,079,400
86 Acre Recreation Campus - Estrella Pkwy - One Lane - Harrison to Goodyear Blvd.	General Fund	413,900	894,400	-	-	-	-	-	-	-	-	1,308,300
86 Acre Recreation Campus - RID Relocation	General Fund	343,200	808,400	-	-	-	-	-	-	-	-	1,151,600
86 Acre City Park - Harrison Half St - 158th to 160th Lane	General Fund	-	-	-	-	-	-	-	-	-	2,044,900	2,044,900
Bullard Avenue & Van Buren Intersection Improvements	General Fund	-	-	1,100,000	-	-	-	-	-	-	-	1,100,000
Yuma Cotton Lane to Sarival	General Fund	-	-	-	-	2,193,000	-	-	-	-	-	2,193,000
McDowell Rd @ Citrus Rd.	Impact Fee - Streets North 2014	-	1,657,000	-	-	-	-	-	-	-	-	1,657,000
Yuma Rd. @ Bullard Ave.	Impact Fee - Streets Central 2014	-	-	2,014,000	-	-	-	-	-	-	-	2,014,000
Sarival Avenue: Jefferson Street to Yuma Rd	General Fund	1,063,000	-	-	-	-	-	-	-	-	-	1,063,000
Sarival Avenue: Jefferson Street to Yuma Rd	Impact Fee - Streets Central 2014	252,800	1,469,200	-	-	-	-	-	-	-	-	1,722,000
McDowell Rd: Citrus to Loop 303	Impact Fee - Streets North 2014	-	-	-	-	-	5,087,000	-	-	-	-	5,087,000
Indian School Rd @ Cotton Lane	Impact Fee - Streets North 2014	-	-	1,730,000	-	-	-	-	-	-	-	1,730,000
3 Signalization EMR along Estrella Parkway	Impact Fee - Streets South 2014	-	-	-	1,200,000	-	-	-	-	-	-	1,200,000
Citrus Rd: McDowell Rd to Van Buren St	Impact Fee - Streets Central 2014	-	-	-	-	-	4,076,000	-	-	-	-	4,076,000
Van Buren St. @ Litchfield Road	Impact Fee - Streets Central 2014	-	-	-	-	2,364,000	-	-	-	-	-	2,364,000
Indian School: Loop 303 to West of Sarival Rd.	Impact Fee - Streets North 2014	-	-	-	-	-	-	1,983,000	-	-	-	1,983,000
MC85 @ Estrella Pkwy	Impact Fee - Streets Central 2014	-	-	-	-	-	-	1,639,000	-	-	-	1,639,000
Van Buren St. Citrus Rd to Cotton Ln.	Impact Fee - Streets Central 2014	-	-	-	-	-	-	2,472,000	-	-	-	2,472,000
Willis Road: Calistoga to Rainbow Valley	Impact Fee - Streets South 2014	-	-	-	-	-	-	3,926,000	-	-	-	3,926,000
Roadway to Sonoran Valley (EIS Study)	General Fund	24,800	-	-	-	-	-	-	-	-	-	24,800
Fiber Project: Elwood St (Cotton to Estrella); Cotton Ln (Estrella to Lower Buckeye)	General Fund	40,000	54,100	-	-	-	-	-	-	-	-	94,100
Bullard Avenue Fiber Interconnect - Earll Drive to Indian School Road	General Fund	62,400	-	-	-	-	-	-	-	-	-	62,400
Estrella Parkway & Vineyard Avenue - Intersection Relocation and Traffic Signal Construction	General Fund	378,700	280,000	1,228,500	-	-	-	-	-	-	-	1,887,200
Camelback Road Pedestrian Crossing	General Fund	244,200	-	-	-	-	-	-	-	-	-	244,200
Sarival: Van Buren - I10	Impact Fee - Streets Central 2014	374,500	-	-	-	-	-	-	-	-	-	374,500
Traffic Control Speed Bump	General Fund	35,900	-	-	-	-	-	-	-	-	-	35,900
Goodyear Boulevard NW Quad Improvements - Phase I and II	General Fund	1,555,700	-	-	-	-	-	-	-	-	-	1,555,700
Indian School Rd: S303 to Sarival Widening	General Fund	145,000	-	-	-	-	-	-	-	-	-	145,000
Indian School Rd: S303 to Sarival Widening	Impact Fee - Transportation 2012	355,000	-	-	-	-	-	-	-	-	-	355,000

**CITY OF GOODYEAR 10 YEAR CAPITAL IMPROVEMENT PLAN - FY2018-2027**

Project	Funding Source	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Van Buren: Estrella to Cotton Lane (Signals)	Impact Fee - Transportation 2012	56,600	-	-	-	-	-	-	-	-	-	56,600
Various Median Improvements	General Fund	30,000	-	-	-	-	-	-	-	-	-	30,000
Fiber Project: Yuma (Estrella to Cotton) and Cotton (Yuma to Canyon Trails Blvd/Lilac St)	General Fund	131,900	-	-	-	-	-	-	-	-	-	131,900
Pavement Management Program	General Fund	1,872,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	18,072,000
New Potential Warranted Traffic Signals	General Fund	551,400	573,500	596,400	620,300	645,100	670,900	697,700	725,600	754,600	784,800	6,620,300
Van Buren Street, Estrella Parkway to Sarival	General Fund	1,780,000	-	-	-	-	-	-	-	-	-	1,780,000
Van Buren Street, Estrella Parkway to Sarival	Impact Fee - Transportation 2012	72,400	-	-	-	-	-	-	-	-	-	72,400
Developer Deposits for Anticipated Projects	General Fund	137,100	28,400	9,000	-	-	-	1,107,700	-	-	-	1,282,200
Developer Reimbursement for Traffic Signals	Impact Fee - Streets Central 2014	55,700	-	-	-	-	-	-	-	-	-	55,700
Developer Reimbursement for Traffic Signals	Impact Fee - Streets South 2014	180,000	-	-	-	-	-	-	-	-	-	180,000
Bullard Ave Storm Water Retention Basins - Yuma to Van Buren	General Fund	25,000	-	-	-	-	-	-	-	-	-	25,000
Cotton Lane and Lower Buckeye Road Traffic Signal	General Fund	530,800	-	-	-	-	-	-	-	-	-	530,800
Riggs Road Survey, Land Acquisition and Repair	General Fund	211,200	-	-	-	-	-	-	-	-	-	211,200
SR303 Restore Roadways	SR 303 L System Traffic Interchange	902,000	-	-	-	-	-	-	-	-	-	902,000
Yuma and Cotton Northwest Corner Drainage Improvements	General Fund	120,000	-	-	-	-	-	-	-	-	-	120,000
Newland Streets Reimbursement	Impact Fee - Streets South 2014	503,700	529,700	661,600	259,400	-	-	-	-	-	-	1,954,400
135th Ave & Thomas Traffic Signal	General Fund	532,100	-	-	-	-	-	-	-	-	-	532,100
<b>Subtotal: Streets Projects</b>		<b>\$ 13,863,500</b>	<b>\$ 9,949,200</b>	<b>\$ 9,139,500</b>	<b>\$ 3,879,700</b>	<b>\$ 7,002,100</b>	<b>\$ 11,633,900</b>	<b>\$ 13,625,400</b>	<b>\$ 2,525,600</b>	<b>\$ 2,554,600</b>	<b>\$ 4,629,700</b>	<b>\$ 78,803,200</b>

**WATER PROJECTS**

Site #12 Increase Booster Capacity	Impact Fees - Water North & Central	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 271,500	\$ 1,538,500	\$ -	\$ -	\$ -	\$ 1,810,000
Site #12 1.2 MG Storage Capacity for North Service Area	FY16 Water Bonds	416,000	4,478,400	-	-	-	-	-	-	-	-	4,894,400
Well #3 Re-drill and Re-equip	FY16 Water Bonds	-	1,082,000	-	-	-	-	-	-	-	-	1,082,000
Develop DMOM Plan	FY16 Water Bonds	-	-	112,500	-	-	-	-	-	-	-	112,500
Surface Water Project	Developer Reimbursement	-	32,000,000	-	-	-	-	-	-	-	-	32,000,000
Surface Water Project	FY16 Water Bonds	20,754,000	9,084,300	-	-	-	-	-	-	-	-	29,838,300
Surface Water Project	G.O. Bonds	7,500,000	-	-	-	-	-	-	-	-	-	7,500,000
Surface Water Project	Impact Fees - Water North & Central	-	40,549,900	-	-	-	-	-	-	-	-	40,549,900
Surface Water Project	Water Operations	2,010,000	2,351,700	-	-	-	-	-	-	-	-	4,361,700
Site #12 Booster 9	Impact Fees - Water North & Central	2,078,000	-	-	-	-	-	-	-	-	-	2,078,000
Adaman Well #3	Developer Reimbursement	3,887,200	-	-	-	-	-	-	-	-	-	3,887,200
Adaman Well #3	FY16 Water Bonds	2,881,000	-	-	-	-	-	-	-	-	-	2,881,000
Debt Service GRIC - Impact Fee Share	Impact Fees - Water North & Central	967,400	965,600	963,400	960,800	964,500	966,400	965,000	961,900	968,200	904,500	9,587,700
Debt Service - Impact Fee Share	Impact Fees - Water North & Central	327,200	328,100	140,800	-	-	-	-	-	-	-	796,100
Newland Zone 3 Reimbursement	Impact Fees - Water South	3,814,600	4,011,100	4,459,400	724,200	-	-	-	-	-	-	13,009,300
8-Inch Brine Line for RO Concentrate	FY16 Water Bonds	447,200	-	-	-	-	-	-	-	-	-	447,200
Booster Pump Station #13 Reservoir Rehabilitation	FY16 Water Bonds	402,100	-	-	-	-	-	-	-	-	-	402,100
Liberty Potable Interconnects	FY16 Water Bonds	390,000	-	-	-	-	-	-	-	-	-	390,000
Site #12 - Well A	FY16 Water Bonds	728,000	5,635,100	-	-	-	-	-	-	-	-	6,363,100
Site #12 - Well B	FY16 Water Bonds	6,352,300	-	-	-	-	-	-	-	-	-	6,352,300
Site #12 Pumps (+ 1,800 gpm)	FY16 Water Bonds	104,000	678,400	-	-	-	-	-	-	-	-	782,400
Well #18A Casing and Screen Replacement	FY16 Water Bonds	1,000,000	-	-	-	-	-	-	-	-	-	1,000,000

**CITY OF GOODYEAR 10 YEAR CAPITAL IMPROVEMENT PLAN - FY2018-2027**

Project	Funding Source	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Well #19 Production Improvement	FY16 Water Bonds	187,000	-	-	-	-	-	-	-	-	-	187,000
CAP Subcontract Capital Charges	Water Operations	575,000	603,800	634,000	665,700	699,000	734,000	770,700	809,000	850,000	892,500	7,233,700
Differential Impact Fee Credits	Water Operations	811,300	835,600	860,700	-	-	-	-	-	-	-	2,507,600
Oversizing Lines	Water Operations	530,500	546,400	562,800	-	-	-	-	-	-	-	1,639,700
Well #1 Re-Drill and Re-Equip	FY16 Water Bonds	6,352,300	-	-	-	-	-	-	-	-	-	6,352,300
Potable Water Interconnect	Water Operations	780,000	-	-	-	-	-	-	-	-	-	780,000
<b>Subtotal: Water Projects</b>		<b>\$ 63,295,100</b>	<b>\$ 103,150,400</b>	<b>\$ 7,733,600</b>	<b>\$ 2,350,700</b>	<b>\$ 1,663,500</b>	<b>\$ 1,971,900</b>	<b>\$ 3,274,200</b>	<b>\$ 1,770,900</b>	<b>\$ 1,818,200</b>	<b>\$ 1,797,000</b>	<b>\$ 188,825,500</b>
<b>WASTEWATER PROJECTS</b>												
Debt Service - Impact Fee Share	Impact Fees - Wastewater North & Central	\$ 960,900	\$ 962,900	\$ 962,200	\$ 987,800	\$ 339,700	\$ 339,700	\$ 339,700	\$ 339,700	\$ 339,700	\$ 339,700	\$ 5,912,000
Corgett WRF Expansion	Impact Fees - Wastewater South	-	-	-	-	-	-	6,200,000	-	-	-	6,200,000
Vadose Injection Well Project - Phase II	Impact Fees - Wastewater North & Central	-	-	1,000,000	-	-	-	-	-	-	-	1,000,000
Vadose Injection Well Project - Phase II	Wastewater Operations	-	-	1,080,000	-	-	-	-	-	-	-	1,080,000
Goodyear WRF Expansion 6 to 8 MGD	Impact Fees - Wastewater North & Central	-	-	-	-	-	-	4,016,100	4,664,900	-	-	8,681,000
LS 6 Lost - Lift Station Upgrade	Wastewater Operations	286,000	-	-	-	-	-	-	-	-	-	286,000
LS 3 Palm Valley Lift Station - Rehabilitation	Wastewater Operations	93,600	-	-	-	-	-	-	-	-	-	93,600
Corgett WRF Chlorine Contact Basin Upgrades	Wastewater Operations	163,600	-	-	-	-	-	-	-	-	-	163,600
Rainbow Valley WRF - Disc Filter Replacement	Wastewater Operations	-	597,300	-	-	-	-	-	-	-	-	597,300
LS 13 Las Brisas Lift Station	Wastewater Operations	-	110,400	-	-	-	-	-	-	-	-	110,400
Corgett WRF Scum Pump Station Improvements	Wastewater Operations	-	-	97,300	-	-	-	-	-	-	-	97,300
LS 2 Del Camino Lift Station - Rehabilitation	Wastewater Operations	-	-	78,800	-	-	-	-	-	-	-	78,800
Goodyear WRF 2 MGD Expansion Design	Impact Fees - Wastewater 2012	66,500	-	-	-	-	-	-	-	-	-	66,500
Goodyear WRF 2 MGD Expansion Design	Wastewater - Impact Fees	298,000	-	-	-	-	-	-	-	-	-	298,000
Goodyear WRF 2 MGD Expansion Design	Wastewater Operations	68,100	-	-	-	-	-	-	-	-	-	68,100
Differential Impact Fee Credits	Wastewater Operations	671,100	671,100	671,100	671,100	671,100	671,100	671,100	-	-	-	4,697,700
Oversizing Lines	Wastewater Operations	750,000	750,000	750,000	750,000	750,000	750,000	750,000	-	-	-	5,250,000
Goodyear WRF Expansion 4 to 6 MGD	Impact Fees - Wastewater North & Central	6,913,200	-	-	-	-	-	-	-	-	-	6,913,200
Newland WW Reimbursement	Impact Fees - Wastewater South	832,200	863,000	1,163,500	1,348,400	1,476,200	-	-	-	-	-	5,683,300
Goodyear WRF Solids Handling - New Centrifuge	Wastewater Operations	1,204,300	-	-	-	-	-	-	-	-	-	1,204,300
Goodyear WRF Solids Handling Facility Upgrade	Wastewater Operations	1,351,900	-	-	-	-	-	-	-	-	-	1,351,900
Goodyear WRF South Aerobic Digester Liner	Wastewater Operations	315,000	-	-	-	-	-	-	-	-	-	315,000
Litchfield Road 12" Gravity Sewer Line Repair	Wastewater Operations	170,100	-	-	-	-	-	-	-	-	-	170,100
LS 12 Rainbow Valley - Lift Station Rehabilitation	Wastewater Operations	507,100	-	-	-	-	-	-	-	-	-	507,100
Manhole Rehabilitation or Replacements	Wastewater Operations	520,000	541,000	1,125,000	-	-	-	-	-	-	-	2,186,000
Perryville Grinder Station	Wastewater Operations	300,000	-	-	-	-	-	-	-	-	-	300,000
Quarter Section 59 - Sewer Pipe Rehabilitation or Replacements	Wastewater Operations	112,700	1,613,800	-	-	-	-	-	-	-	-	1,726,500
Rainbow Valley WRF - Sludge Holding Tanks	Wastewater Operations	58,400	-	-	-	-	-	-	-	-	-	58,400
Corgett WRF Influent Pump Station/Headwork Upgrades	Wastewater Operations	1,379,700	-	-	-	-	-	-	-	-	-	1,379,700
Rainbow Valley WRF Aeration Basin Improvements	Wastewater Operations	381,500	-	-	-	-	-	-	-	-	-	381,500
Rainbow Valley WRF Return Activated/Waste Activated Sludge Pump Station Improvements	Wastewater Operations	51,700	-	-	-	-	-	-	-	-	-	51,700
Rainbow Valley WRF Solids Handling Area Improvements	Wastewater Operations	63,200	-	-	-	-	-	-	-	-	-	63,200
Wells Fargo Lift Station and Force Main Rehabilitation	Wastewater Operations	522,300	-	-	-	-	-	-	-	-	-	522,300
<b>Subtotal: Wastewater Projects</b>		<b>\$ 18,041,100</b>	<b>\$ 6,109,500</b>	<b>\$ 6,927,900</b>	<b>\$ 3,757,300</b>	<b>\$ 3,237,000</b>	<b>\$ 1,760,800</b>	<b>\$ 11,976,900</b>	<b>\$ 5,004,600</b>	<b>\$ 339,700</b>	<b>\$ 339,700</b>	<b>\$ 57,494,500</b>
<b>TOTAL NEW CIP</b>		<b>\$ 128,002,500</b>	<b>\$ 153,178,600</b>	<b>\$ 39,131,700</b>	<b>\$ 12,129,500</b>	<b>\$ 14,213,700</b>	<b>\$ 17,168,200</b>	<b>\$ 32,151,600</b>	<b>\$ 9,401,100</b>	<b>\$ 4,787,500</b>	<b>\$ 7,116,400</b>	<b>\$ 417,280,800</b>

**CITY OF GOODYEAR 10 YEAR CAPITAL IMPROVEMENT PLAN - FY2018-2027**

<b>CIP by Fund</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>Total</b>
General Fund	\$ 18,139,500	\$ 8,567,100	\$ 5,140,200	\$ 2,538,800	\$ 4,926,100	\$ 2,545,900	\$ 3,680,400	\$ 2,600,600	\$ 2,629,600	\$ 4,704,700	\$ 55,472,900
Police Asset Management Reserve	2,113,400	-	-	-	-	-	-	-	-	-	2,113,400
SR 303 L System Traffic Interchange	902,000	-	-	-	-	-	-	-	-	-	902,000
Water Operations	4,706,800	4,337,500	2,057,500	665,700	699,000	734,000	770,700	809,000	850,000	892,500	16,522,700
Wastewater Operations	8,970,300	4,283,600	3,802,200	1,421,100	1,421,100	1,421,100	1,421,100	-	-	-	22,740,500
CIP - Development Contribution Admin	4,746,300	820,000	-	-	-	-	-	-	-	-	5,566,300
Developer Reimbursement	3,887,200	32,000,000	-	-	-	-	-	-	-	-	35,887,200
Impact Fee - Community Facilities	650,000	2,076,900	-	-	-	-	-	-	-	-	2,726,900
Impact Fee - Fire 2012	-	-	1,264,100	-	-	-	-	-	-	-	1,264,100
Impact Fee - Fire North & Central 2014	5,000	820,500	4,020,000	500	5,000	500	641,000	500	-	5,500	5,498,500
Impact Fee - Fire South 2014	5,000	513,800	427,600	608,300	796,800	1,071,600	1,209,100	500	-	5,500	4,638,200
Impact Fee - General Government	204,400	-	-	-	-	-	-	-	-	-	204,400
Impact Fee - Library	121,000	-	-	-	-	-	-	-	-	-	121,000
Impact Fee - Parks 2012	50,000	647,800	-	-	-	-	-	-	-	-	697,800
Impact Fee - Parks North & Central 2014	844,500	9,708,700	-	1,300	12,500	1,300	-	1,300	-	13,800	10,583,400
Impact Fee - Parks South 2014	424,500	445,400	512,900	747,500	986,300	631,000	-	500	-	5,500	3,753,600
Impact Fee - Police 2014	7,500	700	3,659,300	700	7,500	700	1,350,000	700	-	8,200	5,035,300
Impact Fee - Streets Central 2014	700,500	1,470,900	2,014,000	1,700	2,381,500	4,077,700	4,111,000	1,700	-	19,200	14,778,200
Impact Fee - Streets North 2014	12,500	1,658,300	1,730,000	1,300	12,500	5,088,300	1,983,000	1,300	-	13,800	10,501,000
Impact Fee - Streets South 2014	691,200	530,500	661,600	1,460,200	7,500	800	3,926,000	800	-	8,300	7,286,900
Impact Fee - Transportation 2012	484,000	-	-	-	-	-	-	-	-	-	484,000
Impact Fees - Wastewater	298,000	-	-	-	-	-	-	-	-	-	298,000
Impact Fees - Wastewater 2012	66,500	-	-	-	-	-	-	-	-	-	66,500
Impact Fees - Wastewater North & Central	7,916,600	967,200	1,962,200	992,100	382,200	344,000	4,355,800	5,008,900	339,700	386,500	22,655,200
Impact Fees - Wastewater South	844,700	864,200	1,163,500	1,349,600	1,488,700	1,200	6,200,000	1,200	-	13,700	11,926,800
Impact Fees - Water North & Central	3,440,100	41,850,300	1,104,200	967,500	1,032,000	1,244,600	2,503,500	968,600	968,200	978,700	55,057,700
Impact Fees - Water South	3,869,600	4,016,600	4,459,400	729,700	55,000	5,500	-	5,500	-	60,500	13,201,800
Stadium Operations	480,000	-	-	-	-	-	-	-	-	-	480,000
Stadium CIP	10,500,000	-	-	-	-	-	-	-	-	-	10,500,000
FY16 Water Bonds	40,013,900	20,958,200	112,500	-	-	-	-	-	-	-	61,084,600
G.O. Bonds	12,907,500	16,640,400	5,040,500	643,500	-	-	-	-	-	-	35,231,900
<b>TOTAL NEW CIP</b>	<b>\$ 128,002,500</b>	<b>\$ 153,178,600</b>	<b>\$ 39,131,700</b>	<b>\$ 12,129,500</b>	<b>\$ 14,213,700</b>	<b>\$ 17,168,200</b>	<b>\$ 32,151,600</b>	<b>\$ 9,401,100</b>	<b>\$ 4,787,500</b>	<b>\$ 7,116,400</b>	<b>\$ 417,280,800</b>

## DEBT SERVICE SUMMARY

### DEBT MANAGEMENT

The City of Goodyear uses General Obligation (G.O.) Bonds and revenue bonds to finance capital projects. G.O. Bond debt service is paid from secondary property taxes and utility revenues. Revenue bonds include utility and Private Improvement Corporation (PIC) financed debt and are backed by the related utility revenue or general revenues if not utility related.

The City Council has adopted financial policies which include debt management to provide capacity to build capital projects while also maintaining conservative financial practices. In addition to self-imposed financial policies shown below, the use of bonded debt is limited by State statute, assessed valuations established by Maricopa County and financial markets.

Identifying and forecasting available revenues for servicing principal and interest payments is a key factor in planning for new debt issuances. Outstanding existing debt service, capacity limitations and cash flow analysis are all reviewed as part of the capital budgeting and financing process. Multi-year rate plans and fund forecasts are prepared for utilities, secondary property tax and the General Fund. Annual debt service payments are included in the operating budget.

Analysis of the city's debt position is essential as the currently planned 10 year capital improvement projects will require new property tax and revenue bonds sales. The city actively manages its debt portfolio. Debt is refunded if doing so provides cost savings. Cost savings refundings were completed in FY16 and FY17 reducing PIC, GO Bond and revenue bond debt service. The terms were not extended in any of these refundings.

The city has instituted a conservative plan of financing for capital improvement projects. The main objective of the plan are:

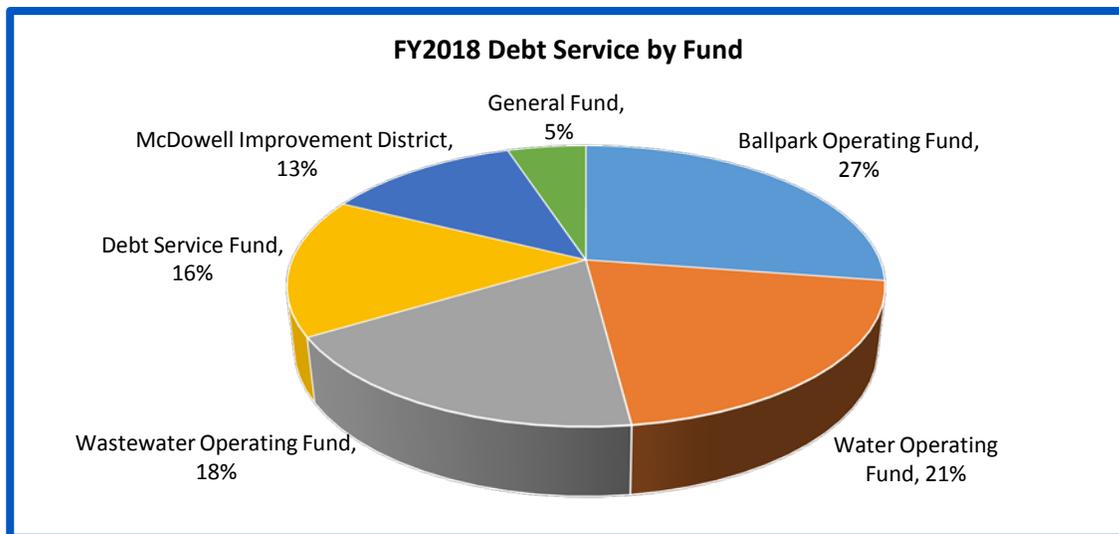
- Evaluate all possible funding mechanisms
- Utilize debt structure that match the useful lives of the projects being financed
- Use revenue-based bond issues for Enterprise funds where appropriate
- Utilize excise tax bond issues when appropriate
- Bonds should not be financed by General Funds unless necessary.

The city's financial policy on debt management states that debt should be maintained at a level considered manageable by the bond rating agencies.

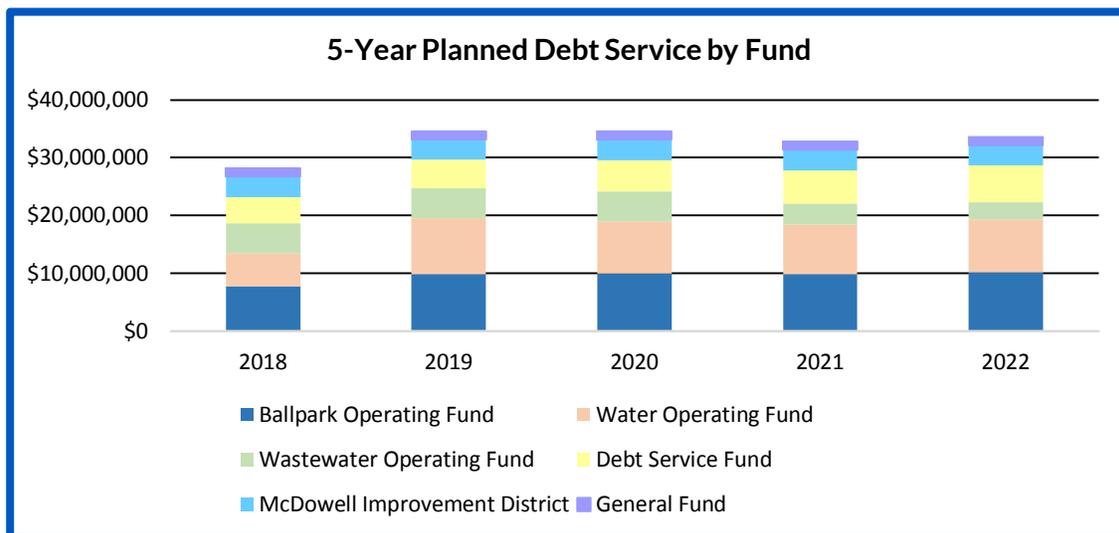
- A. The General Fund financed bonds shall not exceed 10 percent (10%) of the current three years average operating revenues of the General Funds excluding city construction sales tax revenues.
- B. Short-term debt payments should not exceed 5% of annual revenue or 20% of total annual debt.
- C. City of Goodyear Public Improvement Corporation lease payments are funded by an excise tax pledge. These type of bonds require a "coverage ratio" 1.50 to 1.00 of pledge excise tax revenue to debt payment.

- D. Maintain and sell new General Obligation Bonds only when the combined property tax rate of \$1.74 or lower can be achieved.
- E. Annual levy calculations should be at the maximum amount allowed for the city’s primary property tax.

Debt service expenditures include payments of principal, interest, costs of issuance and related costs such as trustee fees and reserve requirements for bonds issued. The debt service allowance in FY18 for existing debt and anticipated future bond sales is \$28,146,100. The budget assumes \$25 million in new G.O. Bonds will be issued in FY18 with half a year of principal and interest payment. The five year forecast assumes up to another \$25 million over the next four years for secondary property tax backed G.O. Bonds. FY18 Debt service expenditures are funded by Water (21%), Wastewater (18%), Improvement District (13%), Secondary Property Tax (16%), Ballpark (27%), and General Fund (5%)



The below chart includes existing payments and new debt planned for issue in FY18.



In addition, the city has been taking steps to address the future budget capacity needed to pay principal on debt service payments associated with PIC bonds used to fund the baseball stadium. This is being done by increasing one-time capital expenditures funded by ongoing General Fund operating revenues of \$680,000 each year rather than through bonds. This setting aside of future budget capacity began in FY13 and was to reach \$3.1 million in FY18 to prepare for the anticipated increase in principal payments in FY19. In FY17, this debt was refinanced to achieve substantial savings and flatten the future payments. Some principal payments were advanced and as a result, \$1 million of the set-aside is now being used for the intended debt service. Further the FY18 increase of \$680,000 in the set-aside was not required due to the reduced debt service payments. The goal here is to minimize the impact on the city’s ongoing operational activity by building the room in the budget to pay the debt service.

**BOND RATINGS**

The city has its general obligation bond credit reviewed by two national bond rating agencies. In February 2015, the city’s G.O. bond ratings were upgraded by Standard & Poor’s. In April 2016, the city’s G.O. bond ratings were assigned a positive outlook by Moody’s - reflective of their view that the city’s strong financial profile may be consistent with that of a higher rating category. Higher ratings generate significant savings for the City of Goodyear in favorable interest rates.

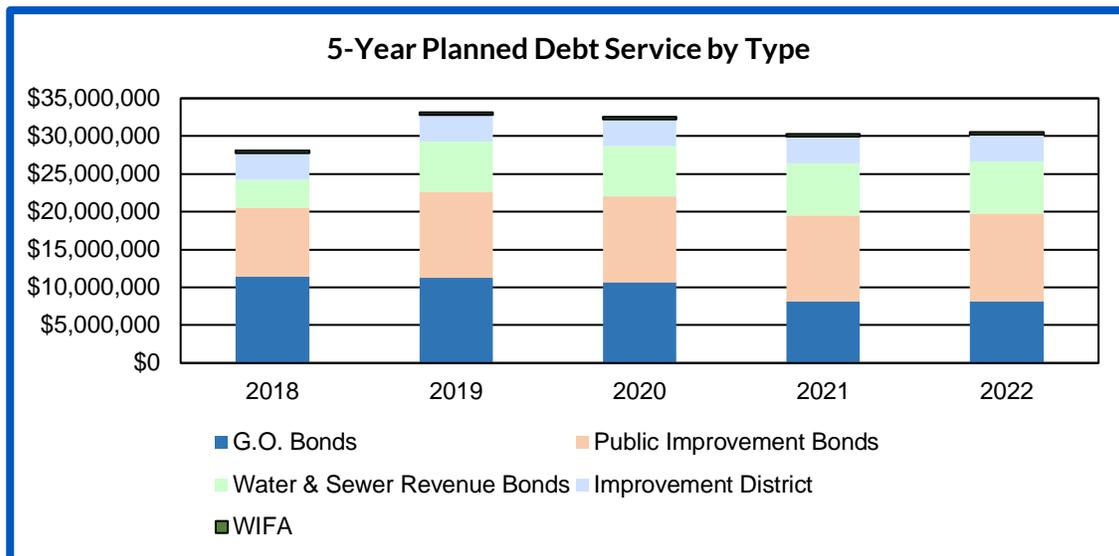
In March 2014, Goodyear’s rating for Water & Sewer Revenue bonds was raised by Standard & Poor’s and then in April 2016 the subordinate lien rating was separated to differentiate it from the senior lien rating as part of a Standard & Poor rating criterion change.

<p><b>General Obligation Bonds (G.O.)</b></p>	<p>Moody’s                      Aa2 Standard &amp; Poor’s        AA</p>
<p><b>Public Improvement Corporation (PIC) Bonds</b></p>	<p>Moody’s                      Aa3 Standard &amp; Poor’s        AA-</p>
<p><b>Water &amp; Sewer Revenue Bonds Senior Lien</b></p>	<p>Moody’s                      A1 Standard &amp; Poor’s        AA-</p>
<p><b>Water &amp; Sewer Revenue Bonds Subordinate Lien</b></p>	<p>Moody’s                      A2 Standard &amp; Poor’s        A+</p>
<p><b>Improvement District Bonds</b></p>	<p>Moody’s                      A1 Standard &amp; Poor’s        A</p>

**FY2018 DEBT SERVICE BY TYPE**

The largest type of debt service is General Obligation (G.O.) Bonds totaling \$11.4 million or 41% of total debt service. G.O. debt is paid for from secondary property tax levies and utility revenues. Other debt includes Public Improvement Corporation (PIC) bonds totaling \$9.1 million or 32%, Water and Sewer Revenue Bonds totaling \$3.7 million or 13%, Improvement Districts (ID) totaling \$3.5 million or 13% and Water Infrastructure Finance Authority (WIFA) totaling \$0.3 million or 1% of debt.

Below is a graphical view of the five year planned debt service payments by type.



## 5-YEAR DEBT PAYMENT SCHEDULE

Bond Description	Payments FY2018	Payments FY2019	Payments FY2020	Payments FY2021	Payments FY2022
<b>Secondary Property Tax Funded Debt</b>					
General Obligation Bond Series 2017	\$ 1,056,000	\$ 1,056,000	\$ 1,056,000	\$ 1,056,000	\$ 1,056,000
General Obligation Refunding Bonds Series 2016	4,059,200	6,033,100	5,295,200	5,289,400	5,273,100
General Obligation Refunding Bonds Series 2014	2,725,000	3,174,000	3,213,000	-	-
General Obligation Refunding Bonds Series 2012	1,300,000	-	-	-	-
General Obligation Refunding Bonds Series 2010	204,200	204,200	204,200	579,200	575,000
Taxable General Obligation Refunding Bonds Series 2010	346,000	346,000	451,000	775,400	792,000
General Obligation Refunding Bonds Series 2009	285,800	479,400	479,400	479,400	479,400
General Obligation Bonds Series 2008	1,457,400	-	-	-	-
<b>Secondary Property Tax Funded Debt Total</b>	<b>\$ 11,433,600</b>	<b>\$ 11,292,700</b>	<b>\$ 10,698,800</b>	<b>\$ 8,179,400</b>	<b>\$ 8,175,500</b>
<b>Water &amp; Sewer Revenue Funded Debt</b>					
Water & Sewer Planned Revenue Obligations, Series 2019	\$ -	\$ 3,414,600	\$ 3,414,600	\$ 3,624,600	\$ 4,306,200
Water & Sewer Revenue and Refunding Obligations, Series 2016	1,395,800	1,390,600	1,395,400	1,433,700	446,200
Water & Sewer Revenue Obligations, Series 2011	1,051,000	1,048,400	1,050,000	1,046,200	1,048,600
Water & Sewer Revenue Obligations, Series 2010	827,000	827,000	827,000	827,000	1,127,000
Water & Sewer Revenue Refunding Bonds, Series 2009	21,800	21,800	21,800	21,800	21,800
Water & Sewer Revenue Refunding Bonds, Series 1999	400,000	-	-	-	-
<b>Water &amp; Sewer Revenue Funded Debt Total</b>	<b>\$ 3,695,600</b>	<b>\$ 6,702,400</b>	<b>\$ 6,708,800</b>	<b>\$ 6,953,300</b>	<b>\$ 6,949,800</b>
<b>Public Improvement Corporation Funded Debt</b>					
PIC Series 2017 - MLB Indians Project	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
PIC Refunding Bonds, Series 2016A	1,794,800	4,754,800	4,736,800	4,742,400	5,089,800
PIC Refunding Bonds, Series 2016B	2,202,800	3,000,400	3,020,800	3,011,200	2,927,400
PIC Tax-Exempt Revenue Bonds, Series 2012A	1,021,200	1,021,200	1,021,300	1,021,200	1,021,300
PIC Taxable Revenue Bonds, Series 2012B	126,900	126,700	126,800	126,900	127,000
PIC Revenue Refunding Bonds, Series 2011A	1,413,500	1,406,100	1,393,800	1,391,500	1,394,000
PIC Revenue Refunding Bonds, Series 2011B	1,560,400	-	-	-	-
<b>Public Improvement Corporation Funded Debt Total</b>	<b>\$ 9,119,600</b>	<b>\$ 11,309,200</b>	<b>\$ 11,299,500</b>	<b>\$ 11,293,200</b>	<b>\$ 11,559,500</b>
<b>Water Infrastructure Finance Authority Funded Debt</b>					
2009 Loan	\$ 339,600	\$ 339,600	\$ 339,600	\$ 339,600	\$ 339,700
<b>Water Infrastructure Finance Authority Funded Debt Total</b>	<b>\$ 339,600</b>	<b>\$ 339,600</b>	<b>\$ 339,600</b>	<b>\$ 339,600</b>	<b>\$ 339,700</b>
<b>Improvement District Funded Debt</b>					
McDowell Road Commercial Corridor Improvement District	\$ 3,534,200	\$ 3,534,700	\$ 3,530,500	\$ 3,531,300	\$ 3,526,800
<b>Improvement District Funded Debt Total</b>	<b>\$ 3,534,200</b>	<b>\$ 3,534,700</b>	<b>\$ 3,530,500</b>	<b>\$ 3,531,300</b>	<b>\$ 3,526,800</b>
<b>Total Debt Service Payments (All Bonds)**</b>	<b>\$ 28,122,600</b>	<b>\$ 33,178,600</b>	<b>\$ 32,577,200</b>	<b>\$ 30,296,800</b>	<b>\$ 30,551,300</b>
** Does not include fees					

## GENERAL OBLIGATION (G.O. BONDS)

All projects funded property tax backed with General Obligation bonds require voter approval through a city-wide election.

The Arizona Constitution limits a city's bonded debt capacity to certain percentages of the city's net assessed secondary property value and by the type of project to be constructed with G.O. bonds. For projects involving water, sewer, artificial lighting, parks, open space, recreational facility improvements, public safety, and streets and transportation the city can issue G.O. bonds up to 20% of its net assessed limited property value. For any other general purpose improvements, the city may issue bonds up to 6% of its net assessed limited property value.

### Constitutional Debt Capacity Analysis:

	General Obligation Bonds	
	All Other Purposes 6%	Water/Sewer, Lights, Open Space and Parks 20%
Constitutional Debt Limitation		
Net Secondary Assessed Valuation	\$52,272,330	\$174,241,101
Outstanding Debt	205,000	90,065,000
Available Borrowing Capacity	\$52,067,330	\$84,176,101

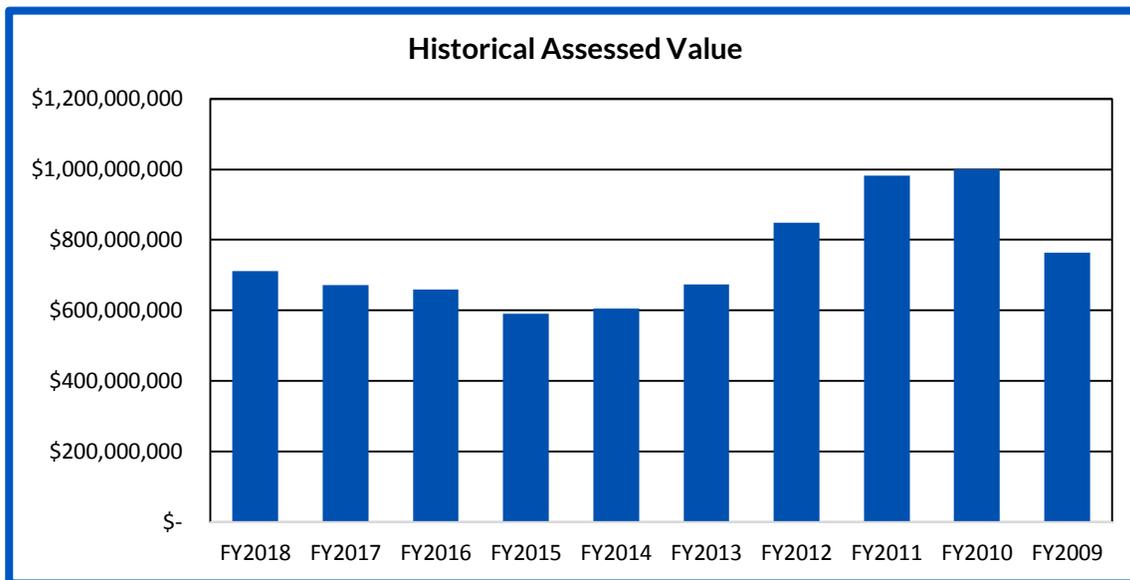
Although the principal and interest on the 20% limit bonds can be paid with property tax revenues, the debt service may also be paid by revenues generated from the utility or a combination of both sources of revenue. The city currently pays debt service on existing G.O. bonds from both property taxes and utility system revenues.

For water and sewer projects funded by G.O. bonds, the city has used water and sewer revenues to pay debt service. However, if those utility system revenues are not sufficient to pay the principal and interest on the bonds, then the city is required to levy and collect property taxes sufficient to pay the debt service.

Below is a table of the Historical Assessed Property Value. The impacts of the recession are clearly evident. The FY18 assessed valuations are still well below the FY10 peak. This drop in assessed valuations resulted in the city discontinuing planned bond funded projects. Note, the years shown in the table are Maricopa County Property Tax years. Property tax year 2017 is the FY18 budget assessed valuation.

Historical Assessed Property Value		
Tax Year	Assessed Value	% of Growth
2017	\$ 710,534,322	5.90%
2016	\$ 670,952,898	1.72%
2015	\$ 659,588,897	11.75%
2014	\$ 590,258,652	-2.54%
2013	\$ 605,642,183	-10.01%
2012	\$ 673,001,828	-20.71%
2011	\$ 848,758,886	-13.64%
2010	\$ 982,856,423	-1.79%
2009	\$ 1,000,721,049	30.94%
2008	\$ 764,237,138	54.42%

Below is a graphical view of the same ten year historical data by city fiscal year.



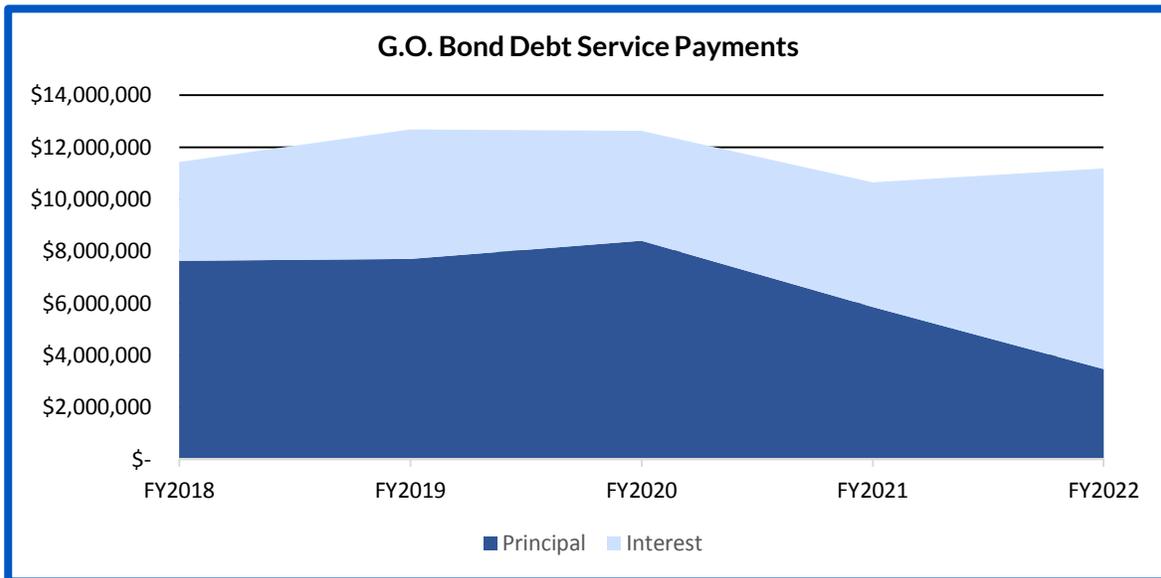
The total outstanding debt, as of December 31, 2016, for G.O. bonds is \$117,123,488.

The G.O. Bond debt service payments in the 5 year plan are reduced as older debt obligations mature and increased with planned issues of new bonds. Debt is structured differently for each bond and can vary when principle and interest payments are due.

Below are the planned G.O. Bond principal and interest payments over the next 5 years assuming the FY18 \$25 million in new bonds is issued.

G.O. Bond Debt Service Payments			
Fiscal Year	Total Payment	Principal	Interest
FY2018	\$11,433,600	\$ 7,633,300	\$ 3,800,300
FY2019	\$12,684,700	\$ 7,706,700	\$ 4,978,000
FY2020	\$12,630,800	\$ 8,405,000	\$ 4,225,800
FY2021	\$10,651,400	\$ 5,859,500	\$ 4,791,900
FY2022	\$11,187,500	\$ 3,470,600	\$ 7,716,900

The chart below provides a 5 year planned graphical view of G.O. Bond debt service payments.



The city has the following amounts of voter authorized and unissued G.O. bonds:

<b>AUTHORIZED AND UNISSUED G.O. BONDS</b>	
<b>PROGRAM AREA:</b>	<b>Remaining Authorized and Unissued</b>
Library, Municipal Building	\$ 45M
Parks & Recreational Facilities	32M
Storm Sewers & Bridge Drainage	18M
Fire Protection	17M
Public Safety - Police Only	10M
Street & Highway	8M
Transportation	3M
Sanitary Sewers	27M
Water System	8M
Remaining Voter Approved G.O. Bonds	\$ 168M

## WATER AND SEWER REVENUE BONDS

Revenue bonds are used to finance projects that have an identifiable revenue source. There are no statutory limits in the amount of water and sewer revenue bonds that may be issued. However, senior utility revenue bonds must be first approved by the voters before they can be issued. Subordinate lien water and sewer revenue obligations may be issued without voter approval. There are other bond issue related constraints that limit the amount of water and sewer revenue bonds that may be issued. For example, the issue will be required to have a “coverage ratio” of at least 1.15%, which means that the projected new revenues from the project must be at least 115% of projected debt service requirements. In addition, each of the outstanding bond issues must maintain a debt service reserve fund which is sufficient to cover the aggregate maximum annual debt service. There are also practical limits in terms of utility rate increases that can be borne by the system users.

<b>Pledged Revenue Coverage Schedule</b>					
<b>Fiscal Year</b>	<b>Revenues</b>	<b>O&amp;M Expenses</b>	<b>Net Income</b>	<b>Debt Service</b>	<b>Revenue to Debt Service Coverage Ratio</b>
FY2018	\$ 34,063,700	\$ 15,205,700	\$ 18,858,000	\$ 3,695,600	5.1%
FY2019	\$ 37,220,600	\$ 17,196,400	\$ 20,024,200	\$ 6,702,400	3.0%
FY2020	\$ 40,002,100	\$ 19,038,700	\$ 20,963,400	\$ 6,708,800	3.1%
FY2021	\$ 42,730,500	\$ 20,723,000	\$ 22,007,500	\$ 6,953,300	3.2%

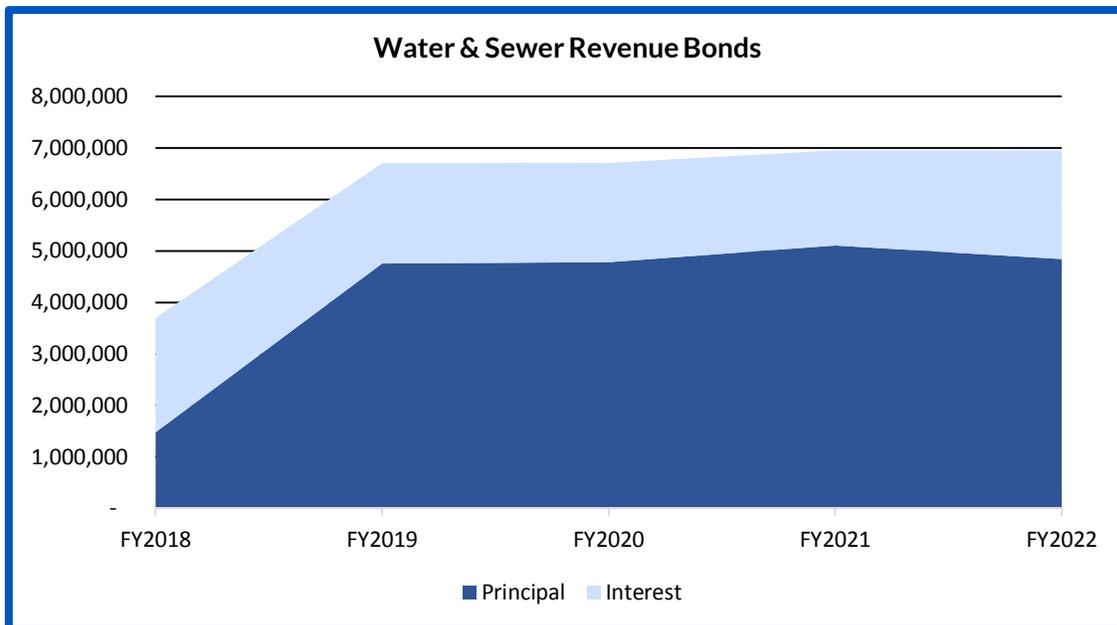
\*Pledged Revenue Coverage Schedule Taken from FY2016 Comprehensive Annual Financial Report.

Property taxes cannot be used for payment of this type of debt service. Revenues used to service outstanding water and sewer revenue bonds come from user charges or fees-for-service; such as connection fees, service charges, etc. Since water and sewer revenue bonds are not backed by the full faith and credit of the city, they normally carry a higher interest rate than G.O. bonds. The total outstanding debt as of December 31, 2016 for Water & Sewer Revenue Bonds is \$75,036,848.

One of the city’s financial plan for capital improvement projects includes the use of revenue-based bond issues for Enterprise Funds where appropriate. A major planned water capital improvement project will utilize bonds as part of the projects financing.

Water & Sewer Revenue Bond Debt Service Payments			
Fiscal Year	Total Payments	Principal	Interest
FY2018	\$ 3,695,600	\$ 1,475,000	\$ 2,220,600
FY2019	\$ 6,702,400	\$ 4,754,600	\$ 1,947,800
FY2020	\$ 6,708,800	\$ 4,781,000	\$ 1,927,800
FY2021	\$ 6,953,300	\$ 5,104,700	\$ 1,848,600
FY2022	\$ 6,949,800	\$ 4,841,200	\$ 2,108,600

The chart below provides a 5 year planned graphical view of Water & Sewer Bond debt service payments. A multi-year plan supports this increase in debt service which is associated with significant projects to improve the existing system as well as a new system and plant to receive, treat and distributed the city’s allocation of Central Arizona Project (CAP) water.



## PUBLIC IMPROVEMENT CORPORATION (PIC) BONDS

Public Improvement Corporation (PIC) is a non-profit corporation created by the city as a financing mechanism for the purpose of financing the construction or acquisition of city capital projects. PIC bonds are secured by excise tax or other undesignated General Fund revenues. These bonds can be without limitation as to interest rate or amount. Debt policies are in place and the bond market provides practical limits.

A significant advantage of the PIC structure is that certain municipal capital needs can be financed without effecting the statutory municipal bonding approvals or limitations. Under this method of financing, the city acquires the desired facilities from the non-profit corporation by means of a lease-purchase contract. In order to obtain the funds necessary for the construction of the facilities, the PIC issues its own bonds. The facility financed with the PIC bonds is then leased to the city for lease-rental payments which mirror the semi-annual interest and annual principal payments on the PIC bonds.

Although there is no statutory limitation as to the amount of bonds or certificates the PIC may issue, there are legal limitations through the covenants in the trust indenture. For example, the issue will be required to have a "coverage ratio" of at least 2.0%, which means that the projected net revenues from the project must be at least 200% of projected debt service.

Forecasted Pledged Revenues			
Fiscal Year	Pledged Revenue	Debt Payments	PIC Coverage Ratio
FY2018	\$ 74,403,500	\$ 9,119,600	8.2
FY2019	\$ 77,426,500	\$ 10,309,200	7.5
FY2020	\$ 80,576,900	\$ 10,299,500	7.8
FY2021	\$ 83,855,400	\$ 10,293,200	8.1
FY2022	\$ 87,267,500	\$ 10,559,500	8.3

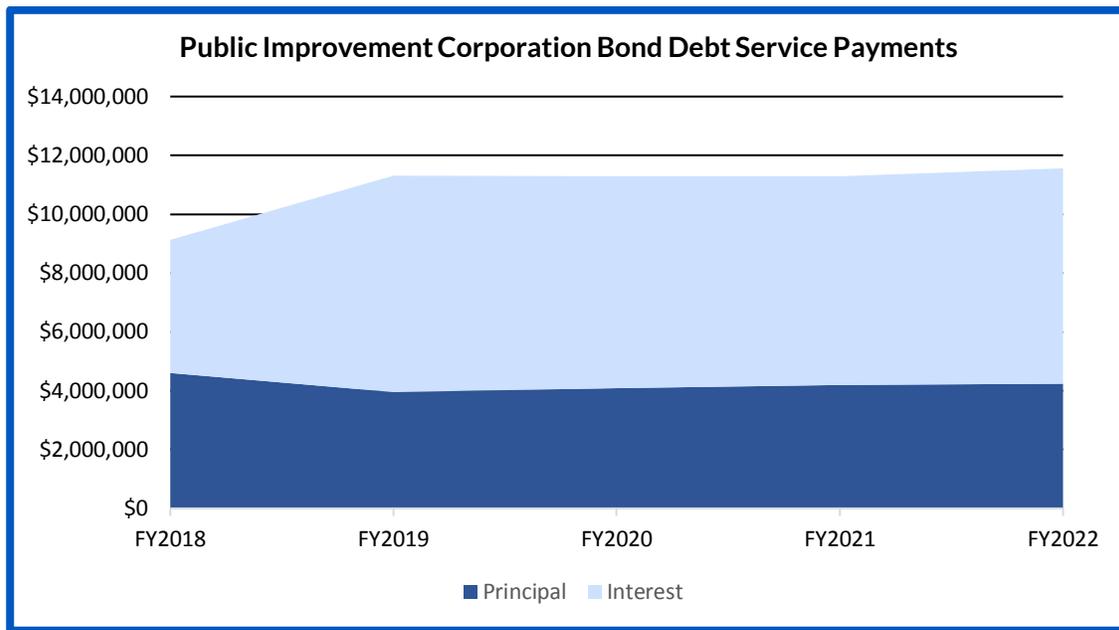
\*Forecasted Pledged Revenues

The total outstanding debt, as of December 31, 2016 for Public Improvement Corporation Bonds is \$146,795,157.

Debt is structured differently for each bond issuance and can vary when principal and interest payments are due.

The chart below provides a 5 year planned graphical view of Public Improvement Corporation Bond debt service payments.

Public Improvement Corporation Bonds			
Fiscal Year	Total Payment	Principal	Interest
FY2018	\$ 9,119,600	\$ 4,600,600	\$ 4,519,000
FY2019	\$ 11,309,200	\$ 3,951,200	\$ 7,358,000
FY2020	\$ 11,299,500	\$ 4,077,700	\$ 7,221,800
FY2021	\$ 11,293,200	\$ 4,189,800	\$ 7,103,400
FY2022	\$ 11,559,500	\$ 4,237,800	\$ 7,321,700



**IMPROVEMENT DISTRICT BONDS**

Improvement District bonds are used to finance infrastructure projects for multiple property owners that have created an Improvement District. The creation of the district requires a majority of the owners within the proposed district to agree on the formation of the district. The debt service is paid by the collection of property assessments levied on the property within the district. There is no statutory debt limit or legal limit to the amount of improvement district bonds that may be issued.

The total outstanding debt, as of December 31, 2016, for the McDowell Road Improvement District bonds is \$56,265,288.

Improvement District Bonds		
Year	Principal	Interest
FY2018	\$ 1,660,000	\$ 1,874,200
FY2019	\$ 1,750,000	\$ 1,784,700
FY2020	\$ 1,840,000	\$ 1,690,500
FY2021	\$ 1,940,000	\$ 1,591,300
FY2022	\$ 2,040,000	\$ 1,486,800

#### WATER INFRASTRUCTURE FINANCE AUTHORITY (WIFA)

WIFA is a low interest loan provided by the Arizona Clean Water State Revolving Fund. These funds are eligible to fund: water and energy efficiency projects, green infrastructure, construction of wastewater treatment plants, wastewater facilities expansions, water reclamation facilities expansions and construction of district sewer collection systems.

The WIFA bond was issued to finance sanitary sewer system improvements. The total outstanding debt, as of December 31, 2016, for WIFA Bonds is \$4,378,597.

WIFA Revenue Bonds		
Fiscal Year	Principal	Interest
FY2018	\$ 274,841	\$ 71,299
FY2019	\$ 280,338	\$ 65,802
FY2020	\$ 285,945	\$ 60,196
FY2021	\$ 291,664	\$ 54,477
FY2022	\$ 297,497	\$ 48,644



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# City Budget Schedules

## **CITY BUDGET SCHEDULES**

**CITY OF GOODYEAR  
SCHEDULE 1 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
TOTAL SOURCES AND USES**

REVENUES					EXPENDITURES								Estimated Ending Balance
	Beginning Balance July 1, 2017	Projected Revenues	Transfers In	Total Sources	Operations	Capital Improvement Projects	One-Time Supplementals + Operating Carryover	Long-Term Debt	Contingency	Total Expenditures	Transfers Out	Total Uses	June 30, 2018
<b>GENERAL FUNDS</b>													
General Fund	\$ 45,861,500	\$ 92,906,800	\$ 3,700,000	\$ 142,468,300	\$ 78,896,100	\$ 18,139,500	\$ 8,224,000	\$ 1,431,400	\$ 17,800,000	\$ 124,491,000	\$ 17,977,300	\$ 142,468,300	\$ -
Fleet Asset Management Reserve	3,314,000	-	1,750,000	5,064,000	991,700	-	2,140,200	-	-	3,131,900	-	3,131,900	1,932,100
Technology Asset Management Reserve	1,390,300	-	900,000	2,290,300	819,000	-	-	-	-	819,000	-	819,000	1,471,300
Parks Asset Management Reserve	1,451,100	-	1,900,000	3,351,100	2,021,000	-	200,000	-	-	2,221,000	-	2,221,000	1,130,100
Police Asset Management Reserve	2,144,000	-	-	2,144,000	-	2,113,400	-	-	-	2,113,400	-	2,113,400	30,600
Fire Asset Management Reserve	62,000	-	700,000	762,000	744,000	-	-	-	-	744,000	-	744,000	18,000
Traffic Signals Asset Management Reserve	-	-	2,000,000	2,000,000	1,954,000	-	-	-	-	1,954,000	-	1,954,000	46,000
Risk Reserve	1,077,500	-	-	1,077,500	1,077,500	-	-	-	-	1,077,500	-	1,077,500	-
<b>TOTAL GENERAL FUNDS</b>	<b>\$ 55,300,400</b>	<b>\$ 92,906,800</b>	<b>\$ 10,950,000</b>	<b>\$ 159,157,200</b>	<b>\$ 86,503,300</b>	<b>\$ 20,252,900</b>	<b>\$ 10,564,200</b>	<b>\$ 1,431,400</b>	<b>\$ 17,800,000</b>	<b>\$ 136,551,800</b>	<b>\$ 17,977,300</b>	<b>\$ 154,529,100</b>	<b>\$ 4,628,100</b>
<b>SPECIAL REVENUE FUNDS</b>													
Ballpark Operating	\$ -	\$ 3,234,300	\$ 9,391,000	\$ 12,625,300	\$ 4,291,600	\$ 480,000	\$ 152,000	\$ 7,701,700	\$ -	\$ 12,625,300	\$ -	\$ 12,625,300	\$ -
Ballpark Capital Replacement Fund	916,400	-	900,000	1,816,400	589,900	-	-	-	-	589,900	-	589,900	1,226,500
Highway User Revenue Fund (HURF)	-	5,131,400	436,300	5,567,700	5,416,300	-	151,400	-	-	5,567,700	-	5,567,700	-
Impound Fund	198,800	140,000	-	338,800	182,400	-	-	-	-	182,400	-	182,400	156,400
Arizona Lottery Funds	734,600	195,000	-	929,600	161,200	-	13,000	-	-	174,200	-	174,200	755,400
Park and Ride Marquee	947,900	100,500	-	1,048,400	-	-	-	-	-	-	-	-	1,048,400
Court Enhancement Fund	64,400	42,000	-	106,400	100,200	-	-	-	-	100,200	-	100,200	6,200
Judicial Collection Enhancement Fund (JCEF)	99,000	13,000	-	112,000	60,000	-	-	-	-	60,000	-	60,000	52,000
Fill the Gap	96,500	7,500	-	104,000	9,000	-	-	-	-	9,000	-	9,000	95,000
Officer Safety Equipment	13,000	13,000	-	26,000	-	-	-	-	-	-	-	-	26,000
Miscellaneous Grants	89,000	902,000	-	991,000	-	902,000	89,000	-	-	991,000	-	991,000	-
<b>TOTAL SPECIAL REVENUE</b>	<b>\$ 3,159,600</b>	<b>\$ 9,778,700</b>	<b>\$ 10,727,300</b>	<b>\$ 23,665,600</b>	<b>\$ 10,810,600</b>	<b>\$ 1,382,000</b>	<b>\$ 405,400</b>	<b>\$ 7,701,700</b>	<b>\$ -</b>	<b>\$ 20,299,700</b>	<b>\$ -</b>	<b>\$ 20,299,700</b>	<b>\$ 3,365,900</b>
<b>DEBT SERVICE FUNDS</b>													
Secondary Property Tax	\$ 301,900	\$ 4,581,800	\$ -	\$ 4,883,700	\$ -	\$ -	\$ -	\$ 4,501,800	\$ -	\$ 4,501,800	\$ -	\$ 4,501,800	\$ 381,900
McDowell Improvement District	111,200	3,534,200	-	3,645,400	-	-	-	3,535,200	-	3,535,200	-	3,535,200	110,200
<b>TOTAL DEBT SERVICE</b>	<b>\$ 413,100</b>	<b>\$ 8,116,000</b>	<b>\$ -</b>	<b>\$ 8,529,100</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,037,000</b>	<b>\$ -</b>	<b>\$ 8,037,000</b>	<b>\$ -</b>	<b>\$ 8,037,000</b>	<b>\$ 492,100</b>
<b>ENTERPRISE FUNDS</b>													
Water	\$ 5,427,800	\$ 19,073,400	\$ -	\$ 24,501,200	\$ 7,436,700	\$ 4,687,500	\$ 400,900	\$ 5,803,300	\$ -	\$ 18,328,400	\$ 1,150,000	\$ 19,478,400	\$ 5,022,800
Wastewater	13,713,400	15,140,900	-	28,854,300	5,359,500	8,989,600	415,000	5,172,700	-	19,936,800	1,650,000	21,586,800	7,267,500
Wastewater Reserve	113,900	-	-	113,900	-	-	-	-	-	-	-	-	113,900
Sanitation	2,196,000	7,693,000	-	9,889,000	6,571,200	-	140,000	-	-	6,711,200	900,000	7,611,200	2,277,800
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$ 21,451,100</b>	<b>\$ 41,907,300</b>	<b>\$ -</b>	<b>\$ 63,358,400</b>	<b>\$ 19,367,400</b>	<b>\$ 13,677,100</b>	<b>\$ 955,900</b>	<b>\$ 10,976,000</b>	<b>\$ -</b>	<b>\$ 44,976,400</b>	<b>\$ 3,700,000</b>	<b>\$ 48,676,400</b>	<b>\$ 14,682,000</b>
<b>INTERNAL SERVICE FUND - FLEET</b>													
	\$ -	\$ 2,287,000	\$ -	\$ 2,287,000	\$ 2,272,000	\$ -	\$ 15,000	\$ -	\$ -	\$ 2,287,000	\$ -	\$ 2,287,000	\$ -
<b>CAPITAL FUNDS</b>													
General Obligation Bonds-Secondary Property Tax	\$ -	\$ 25,000,000	\$ -	\$ 25,000,000	\$ -	\$ 12,907,500	\$ -	\$ -	\$ -	\$ 12,907,500	\$ -	\$ 12,907,500	\$ 12,092,500
CIP - Potential Improvement District	-	15,000,000	-	15,000,000	-	-	-	-	15,000,000	15,000,000	-	15,000,000	-
CIP Development Contributions	302,300	5,870,000	-	6,172,300	-	4,746,300	-	-	-	4,746,300	-	4,746,300	1,426,000
Ballpark PIC 2017	-	10,500,000	-	10,500,000	-	10,500,000	-	-	-	10,500,000	-	10,500,000	-
Water Bonds	16,358,200	24,000,000	-	40,358,200	-	40,013,900	-	-	-	40,013,900	-	40,013,900	344,300
Water Reserve	61,000	-	-	61,000	-	-	-	-	-	-	-	-	61,000
Water Developer Reimbursement	6,363,600	-	-	6,363,600	-	3,887,200	-	-	-	3,887,200	-	3,887,200	2,476,400
Wastewater CIP	4,700	-	-	4,700	-	-	-	-	-	-	-	-	4,700
Ballpark - Infrastructure	229,200	-	-	229,200	-	-	-	-	-	-	-	-	229,200
Non-Utility Impact Fees	12,178,400	5,262,100	-	17,440,500	-	4,200,100	-	-	-	4,200,100	-	4,200,100	13,240,400
Construction Sales Tax - Impact Fee	1,915,300	2,173,300	-	4,088,600	-	-	-	-	-	-	-	-	4,088,600
Utility Impact Fees	7,115,800	11,493,800	-	18,609,600	-	16,435,500	-	-	-	16,435,500	-	16,435,500	2,174,100
<b>TOTAL CAPITAL FUNDS</b>	<b>\$ 44,528,500</b>	<b>\$ 99,299,200</b>	<b>\$ -</b>	<b>\$ 143,827,700</b>	<b>\$ -</b>	<b>\$ 92,690,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000,000</b>	<b>\$ 107,690,500</b>	<b>\$ -</b>	<b>\$ 107,690,500</b>	<b>\$ 36,137,200</b>
<b>GRAND TOTAL ALL FUNDS</b>	<b>\$ 124,852,700</b>	<b>\$ 254,295,000</b>	<b>\$ 21,677,300</b>	<b>\$ 400,825,000</b>	<b>\$ 118,953,300</b>	<b>\$ 128,002,500</b>	<b>\$ 11,940,500</b>	<b>\$ 28,146,100</b>	<b>\$ 32,800,000</b>	<b>\$ 319,842,400</b>	<b>\$ 21,677,300</b>	<b>\$ 341,519,700</b>	<b>\$ 59,305,300</b>

**CITY OF GOODYEAR  
SCHEDULE 2 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
REVENUES**

	<b>FY16 ACTUALS</b>	<b>FY17 BUDGET</b>	<b>FY17 ESTIMATE</b>	<b>FY18 BUDGET</b>
<b>GENERAL FUND</b>				
Property Tax-Primary	\$ 7,729,380	\$ 8,240,777	\$ 8,240,800	\$ 8,655,900
Property Tax-Prior Year Levy	31,711	-	50,000	50,000
<b>Primary Property Taxes</b>	<b>\$ 7,761,091</b>	<b>\$ 8,240,777</b>	<b>\$ 8,290,800</b>	<b>\$ 8,705,900</b>
General Sales Tax	\$ 41,700,090	\$ 42,255,860	\$ 43,837,800	\$ 45,818,600
Construction Sales Tax	5,437,869	3,995,000	5,000,000	4,200,000
Franchise Taxes	2,832,759	2,863,606	2,902,000	2,944,600
<b>Sales &amp; Franchise Taxes</b>	<b>\$ 49,970,718</b>	<b>\$ 49,114,466</b>	<b>\$ 51,739,800</b>	<b>\$ 52,963,200</b>
<b>Licenses &amp; Registrations</b>	<b>\$ 308,831</b>	<b>\$ 243,800</b>	<b>\$ 312,600</b>	<b>\$ 314,500</b>
<b>Proceeds from Development Agreements</b>	<b>\$ 549,142</b>	<b>\$ 600,000</b>	<b>\$ 960,000</b>	<b>\$ 500,000</b>
Urban Revenue Sharing (Income Tax)	\$ 7,859,101	\$ 9,669,908	\$ 9,665,400	\$ 9,568,100
Auto Lieu Tax	2,729,966	3,071,021	3,071,300	3,219,600
State Sales Tax	6,258,721	7,389,633	7,440,900	7,245,700
<b>State Shared Revenues</b>	<b>\$ 16,847,788</b>	<b>\$ 20,130,562</b>	<b>\$ 20,177,600</b>	<b>\$ 20,033,400</b>
<b>Reimbursements &amp; Miscellaneous Services</b>	<b>\$ 2,285,197</b>	<b>\$ 1,378,679</b>	<b>\$ 1,654,000</b>	<b>\$ 1,421,800</b>
<b>Rentals</b>	<b>\$ 422,871</b>	<b>\$ 390,127</b>	<b>\$ 405,300</b>	<b>\$ 401,800</b>
<b>Parks &amp; Recreation Fees</b>	<b>\$ 386,043</b>	<b>\$ 368,439</b>	<b>\$ 387,500</b>	<b>\$ 395,000</b>
Planning & Engineering Fees	\$ 2,659,820	\$ 2,327,483	\$ 2,533,300	\$ 2,516,500
Building Safety & Code Compliance Fees	4,388,556	3,183,992	4,184,400	3,990,300
<b>Development Related Revenue</b>	<b>\$ 7,048,376</b>	<b>\$ 5,511,475</b>	<b>\$ 6,717,700</b>	<b>\$ 6,506,800</b>
<b>Municipal Court</b>	<b>\$ 761,957</b>	<b>\$ 739,700</b>	<b>\$ 739,700</b>	<b>\$ 739,700</b>
<b>Miscellaneous Revenue</b>	<b>\$ 982,952</b>	<b>\$ 2,408,921</b>	<b>\$ 819,400</b>	<b>\$ 924,700</b>
<b>Total General Fund</b>	<b>\$ 87,324,966</b>	<b>\$ 89,126,946</b>	<b>\$ 92,204,400</b>	<b>\$ 92,906,800</b>
<b>Reserve Funds</b>				
Fleet Asset Management	\$ 327,017	\$ -	\$ -	\$ -
Risk Reserve	2,218	-	-	-
<b>Total Reserve Funds</b>	<b>\$ 329,235</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL GENERAL FUNDS</b>	<b>\$ 87,654,201</b>	<b>\$ 89,126,946</b>	<b>\$ 92,204,400</b>	<b>\$ 92,906,800</b>
<b>SPECIAL REVENUE FUNDS</b>				
Ballpark Operating	\$ 2,244,126	\$ 2,277,733	\$ 2,217,800	\$ 3,234,300
Highway User Revenue Fund	4,406,105	4,269,076	4,500,000	5,131,400
Impound Fund	121,698	120,000	130,000	140,000
Arizona Lottery Funds	124,133	191,527	191,500	195,000
Park & Ride Marquee Fund	102,236	100,500	100,500	100,500
Court Enhancement Fund	44,012	42,000	42,000	42,000
Judicial Collection Enhancement Fund (JCEF)	13,040	13,000	13,000	13,000
Fill the Gap	7,174	8,000	8,000	7,500
Officer Safety Equipment	13,724	13,000	13,000	13,000
Local Area Transportation Fund I	14	-	-	-
Miscellaneous Grants	659,194	293,300	293,300	902,000
<b>TOTAL SPECIAL REVENUE</b>	<b>\$ 7,735,456</b>	<b>\$ 7,328,136</b>	<b>\$ 7,509,100</b>	<b>\$ 9,778,700</b>

**CITY OF GOODYEAR  
SCHEDULE 2 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
REVENUES**

	<b>FY16 ACTUALS</b>	<b>FY17 BUDGET</b>	<b>FY17 ESTIMATE</b>	<b>FY18 BUDGET</b>
<b>DEBT SERVICE FUNDS</b>				
Secondary Property Tax	\$ 4,725,016	\$ 4,991,799	\$ 4,991,800	\$ 4,581,800
McDowell Debt Service	3,533,669	3,540,051	3,539,600	3,534,200
<b>TOTAL DEBT SERVICE</b>	<b>\$ 8,258,685</b>	<b>\$ 8,531,850</b>	<b>\$ 8,531,400</b>	<b>\$ 8,116,000</b>
<b>ENTERPRISE FUNDS</b>				
<b>Water Enterprise Fund</b>				
Residential Fees	\$ 5,759,721	\$ 6,533,966	\$ 6,757,900	\$ 7,864,400
Commercial Fees	2,009,894	1,873,153	2,302,300	2,641,800
Industrial Fees	483,810	558,751	538,500	618,800
Irrigation Fees	3,916,229	4,021,178	4,041,400	4,714,300
Construction Fees	87,968	235,129	84,800	75,000
Connection Fees	254,147	249,698	253,400	253,400
CAP Surcharge Fees	452,585	1,512,043	1,512,000	1,731,800
Miscellaneous Revenue	1,198,867	1,170,812	1,189,200	1,173,900
<b>Total Water Enterprise Fund</b>	<b>\$ 14,163,221</b>	<b>\$ 16,154,730</b>	<b>\$ 16,679,500</b>	<b>\$ 19,073,400</b>
<b>Wastewater Enterprise Fund</b>				
Residential Fees	\$ 10,445,334	\$ 10,942,242	\$ 11,111,500	\$ 11,548,900
Commercial/Effluent Fees	3,135,202	3,185,466	3,240,600	3,358,900
Miscellaneous Revenue	123,727	149,168	270,300	233,100
<b>Total Wastewater Enterprise Fund</b>	<b>\$ 13,704,263</b>	<b>\$ 14,276,876</b>	<b>\$ 14,622,400</b>	<b>\$ 15,140,900</b>
<b>Sanitation Enterprise Fund</b>	\$ 7,239,384	\$ 7,496,741	\$ 7,421,000	\$ 7,693,000
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$ 35,106,868</b>	<b>\$ 37,928,347</b>	<b>\$ 38,722,900</b>	<b>\$ 41,907,300</b>
<b>INTERNAL SERVICE FUND - FLEET</b>	<b>\$ 1,898,678</b>	<b>\$ 2,282,707</b>	<b>\$ 2,185,500</b>	<b>\$ 2,287,000</b>
<b>CAPITAL FUNDS</b>				
<b>G.O. Bonds 2017</b>	\$ -	\$ -	\$ -	\$ 25,000,000
<b>Potential Improvement District</b>	\$ -	\$ 16,984,894	\$ -	\$ 15,000,000
<b>CIP Development Contributions</b>	\$ -	\$ -	\$ -	\$ 5,870,000
<b>Ballpark PIC 2017</b>	\$ -	\$ -	\$ -	\$ 10,500,000
<b>Enterprise Capital</b>				
Water Bond Funds	\$ 7,539,011	\$ 9,000,000	\$ 9,000,000	\$ 24,000,000
Wastewater	(1,143)	-	-	-
Ballpark - Infrastructure	(207)	-	-	-
<b>Total Enterprise Capital Funds</b>	<b>\$ 7,537,661</b>	<b>\$ 9,000,000</b>	<b>\$ 9,000,000</b>	<b>\$ 24,000,000</b>
<b>Non-Utility Development Fees</b>				
Construction Sales Tax	\$ 2,175,690	\$ 1,598,000	\$ 2,130,700	\$ 2,173,300
Parks & Recreation	18,087	-	-	-
General Government	3,339	-	-	-
Public Works	(3,634)	-	-	-
Transportation	1,886	-	-	-
Library	(353)	-	-	-
Parks & Recreation 2012	1,397	-	-	-
Fire 2012	7,534	-	-	-
Police 2012	(3,121)	-	-	-

**CITY OF GOODYEAR  
SCHEDULE 2 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
REVENUES**

	<b>FY16 ACTUALS</b>	<b>FY17 BUDGET</b>	<b>FY17 ESTIMATE</b>	<b>FY18 BUDGET</b>
Transportation 2012	590	-	-	-
Regional Transportation 2012	168	-	-	-
Parks & Recreation North	720,458	841,559	861,400	885,100
Parks & Recreation South	300,832	373,600	387,900	419,500
Fire North	304,491	419,623	428,200	439,200
Fire South	205,961	302,752	317,100	339,800
Police	422,077	574,230	589,900	615,800
Transportation North	903,866	898,433	707,900	738,300
Transportation Central	715,864	941,088	1,205,400	1,320,700
Transportation South	328,289	436,738	460,600	503,700
<b>Total Non-Utility Impact Fees</b>	<b>\$ 6,103,421</b>	<b>\$ 6,386,023</b>	<b>\$ 7,089,100</b>	<b>\$ 7,435,400</b>
<b>Utility Impact Fees</b>				
Water North & Central	\$ 1,386,375	\$ 5,100,004	\$ 3,412,000	\$ 4,094,400
Water South	2,290,268	2,703,612	3,612,600	3,814,600
Development Fees Water 2012	16,023	-	-	-
Wastewater North & Central	1,509,111	2,977,144	2,026,700	2,746,500
Wastewater South	485,561	536,269	789,000	838,300
Development Fees Sewer 2012	617,705	-	-	-
<b>Total Utility Impact Fees</b>	<b>\$ 6,305,043</b>	<b>\$ 11,317,028</b>	<b>\$ 9,840,300</b>	<b>\$ 11,493,800</b>
<b>TOTAL CAPITAL FUNDS</b>	<b>\$ 19,946,125</b>	<b>\$ 43,687,945</b>	<b>\$ 25,929,400</b>	<b>\$ 99,299,200</b>
<b>TOTAL REVENUE ALL FUNDS</b>	<b>\$ 160,600,013</b>	<b>\$ 188,885,931</b>	<b>\$ 175,082,700</b>	<b>\$ 254,295,000</b>

**CITY OF GOODYEAR  
SCHEDULE 3 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
OPERATING EXPENDITURES - ALL FUNDS**

DEPT/ DIV	EXPENDITURE CATEGORY	FY16 ACTUAL	FY17 ADJUSTED BUDGET	FY18 Initial Budget	FY18 Ongoing Supplementals	FY18 BASE BUDGET	FY18 One-Time Supplementals	FY18 One-Time Carryovers	FY18 TOTAL BUDGET
<b>GENERAL FUNDS</b>									
<b>MAYOR AND COUNCIL</b>									
	Personnel Services	\$ 169,462	\$ 211,135	\$ 212,300	\$ -	\$ 212,300	\$ -	\$ -	\$ 212,300
	Contractual Services	81,016	113,550	112,100	-	112,100	-	-	112,100
	Commodities	2,183	3,850	5,300	-	5,300	-	-	5,300
	<b>Total Mayor and Council</b>	<b>\$ 252,661</b>	<b>\$ 328,535</b>	<b>\$ 329,700</b>	<b>\$ -</b>	<b>\$ 329,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 329,700</b>
<b>CITY CLERK</b>									
	Administrative Services								
	Personnel Services	\$ 376,093	\$ 411,511	\$ 430,500	\$ -	\$ 430,500	\$ -	\$ -	\$ 430,500
	Contractual Services	23,908	61,099	70,500	-	70,500	-	-	70,500
	Commodities	5,364	6,200	6,100	-	6,100	-	-	6,100
	One-Time Supplementals	-	170,700	-	-	-	-	-	-
	Total Administration	\$ 405,365	\$ 649,510	\$ 507,100	\$ -	\$ 507,100	\$ -	\$ -	\$ 507,100
	Records Management								
	Personnel Services	\$ 143,279	\$ 171,175	\$ 172,400	\$ -	\$ 172,400	\$ -	\$ -	\$ 172,400
	Contractual Services	10,225	15,452	11,400	-	11,400	-	-	11,400
	Commodities	1,306	2,650	2,700	-	2,700	-	45,900	48,600
	One-Time Supplementals	-	45,900	-	-	-	-	-	-
	Total Records Administration	\$ 154,810	\$ 235,177	\$ 186,500	\$ -	\$ 186,500	\$ -	\$ 45,900	\$ 232,400
	<b>Total City Clerk</b>	<b>\$ 560,175</b>	<b>\$ 884,687</b>	<b>\$ 693,600</b>	<b>\$ -</b>	<b>\$ 693,600</b>	<b>\$ -</b>	<b>\$ 45,900</b>	<b>\$ 739,500</b>
<b>CITY MANAGER'S OFFICE</b>									
	Administration								
	Personnel Services	\$ 437,129	\$ 493,379	\$ 628,200	\$ -	\$ 628,200	\$ -	\$ -	\$ 628,200
	Contractual Services	83,557	92,299	94,200	-	94,200	-	-	94,200
	Commodities	3,257	7,875	7,500	-	7,500	-	-	7,500
	Total Administration	\$ 523,943	\$ 593,553	\$ 729,900	\$ -	\$ 729,900	\$ -	\$ -	\$ 729,900
	Intergovernmental Relations								
	Personnel Services	\$ 540,235	\$ 592,325	\$ 649,300	\$ -	\$ 649,300	\$ -	\$ -	\$ 649,300
	Contractual Services	180,550	183,955	180,200	-	180,200	-	-	180,200
	Commodities	1,096	6,800	4,600	-	4,600	-	-	4,600
	Total Intergovernmental Relations	\$ 721,881	\$ 783,080	\$ 834,100	\$ -	\$ 834,100	\$ -	\$ -	\$ 834,100
	Deputy City Manager								
	Personnel Services	\$ 665,953	\$ 708,509	\$ 754,800	\$ 113,500	\$ 868,300	\$ -	\$ -	\$ 868,300
	Contractual Services	30,826	22,260	36,800	3,100	39,900	92,000	-	131,900
	Commodities	1,878	3,100	3,100	-	3,100	6,000	-	9,100
	Total Deputy City Manager	\$ 698,657	\$ 733,869	\$ 794,700	\$ 116,600	\$ 911,300	\$ 98,000	\$ -	\$ 1,009,300
	Risk Management								
	Personnel Services	\$ -	\$ -	\$ 122,000	\$ -	\$ 122,000	\$ -	\$ -	\$ 122,000
	Contractual Services	-	-	1,188,500	74,300	1,262,800	-	-	1,262,800
	Total Risk Management	\$ -	\$ -	\$ 1,310,500	\$ 74,300	\$ 1,384,800	\$ -	\$ -	\$ 1,384,800

**CITY OF GOODYEAR  
SCHEDULE 3 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
OPERATING EXPENDITURES - ALL FUNDS**

DEPT/ DIV	EXPENDITURE CATEGORY	FY16 ACTUAL	FY17 ADJUSTED BUDGET	FY18 Initial Budget	FY18 Ongoing Supplementals	FY18 BASE BUDGET	FY18 One-Time Supplementals	FY18 One-Time Carryovers	FY18 TOTAL BUDGET
Communications									
	Personnel Services	\$ 511,073	\$ 566,853	\$ 562,700	\$ -	\$ 562,700	\$ -	\$ -	\$ 562,700
	Contractual Services	108,480	141,960	142,200	42,000	184,200	-	-	184,200
	Commodities	46,542	50,000	55,500	26,000	81,500	-	-	81,500
	One-Time Supplementals	20,217	-	-	-	-	-	-	-
	Total Communications	\$ 686,312	\$ 758,813	\$ 760,400	\$ 68,000	\$ 828,400	\$ -	\$ -	\$ 828,400
	<b>Total City Manager's Office</b>	<b>\$ 2,630,793</b>	<b>\$ 2,869,315</b>	<b>\$ 4,429,600</b>	<b>\$ 258,900</b>	<b>\$ 4,688,500</b>	<b>\$ 98,000</b>	<b>\$ -</b>	<b>\$ 4,786,500</b>
<b>LEGAL SERVICES</b>									
City Attorney - Civil Division									
	Personnel Services	\$ 722,896	\$ 763,583	\$ 770,700	\$ -	\$ 770,700	\$ -	\$ -	\$ 770,700
	Contractual Services	59,449	235,825	235,800	-	235,800	-	-	235,800
	Commodities	2,020	8,150	8,200	-	8,200	-	-	8,200
	Total City Attorney - Civil Division	\$ 784,365	\$ 1,007,558	\$ 1,014,700	\$ -	\$ 1,014,700	\$ -	\$ -	\$ 1,014,700
City Prosecutor - Criminal Division									
	Personnel Services	\$ 409,891	\$ 445,809	\$ 461,100	\$ -	\$ 461,100	\$ -	\$ -	\$ 461,100
	Contractual Services	8,878	22,800	22,700	-	22,700	-	-	22,700
	Commodities	10,564	10,645	10,700	-	10,700	-	75,000	85,700
	One-Time Supplementals	-	75,000	-	-	-	-	-	-
	Total City Prosecutor - Criminal Division	\$ 429,333	\$ 554,254	\$ 494,500	\$ -	\$ 494,500	\$ -	\$ 75,000	\$ 569,500
	<b>Total Legal Services</b>	<b>\$ 1,213,698</b>	<b>\$ 1,561,812</b>	<b>\$ 1,509,200</b>	<b>\$ -</b>	<b>\$ 1,509,200</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ 1,584,200</b>
<b>FINANCE DEPARTMENT</b>									
Administration									
	Personnel Services	\$ 417,182	\$ 435,812	\$ 385,600	\$ -	\$ 385,600	\$ -	\$ -	\$ 385,600
	Contractual Services	274,174	191,769	200,800	17,200	218,000	-	-	218,000
	Commodities	7,424	9,750	16,000	-	16,000	-	-	16,000
	Total Finance Administration	\$ 698,780	\$ 637,331	\$ 602,400	\$ 17,200	\$ 619,600	\$ -	\$ -	\$ 619,600
Financial Services									
	Personnel Services	\$ 493,432	\$ 905,688	\$ 834,000	\$ -	\$ 834,000	\$ 18,400	\$ -	\$ 852,400
	Contractual Services	49,855	116,850	130,500	-	130,500	-	-	130,500
	Commodities	10,739	9,750	11,400	-	11,400	-	-	11,400
	Operating Capital/Debt Service	3,180	5,000	-	-	-	-	-	-
	Total General Accounting	\$ 557,206	\$ 1,037,288	\$ 975,900	\$ -	\$ 975,900	\$ 18,400	\$ -	\$ 994,300
Special District & Taxation									
	Personnel Services	\$ 271,281	\$ -	\$ 69,400	\$ -	\$ 69,400	\$ -	\$ -	\$ 69,400
	Contractual Services	192	5,412	400	-	400	-	-	400
	Commodities	25	2,207	1,700	-	1,700	-	-	1,700
	Total Special District & Taxation	\$ 271,498	\$ 7,619	\$ 71,500	\$ -	\$ 71,500	\$ -	\$ -	\$ 71,500
Budget & Research									
	Personnel Services	\$ 489,754	\$ 467,838	\$ 804,200	\$ -	\$ 804,200	\$ -	\$ -	\$ 804,200
	Contractual Services	17,099	36,600	21,300	-	21,300	-	150,000	171,300
	Commodities	2,260	13,250	6,400	-	6,400	-	-	6,400
	One-Time Supplementals	-	150,000	-	-	-	-	-	-
	Total Budget & Research Office	\$ 509,113	\$ 667,688	\$ 831,900	\$ -	\$ 831,900	\$ -	\$ 150,000	\$ 981,900

**CITY OF GOODYEAR  
SCHEDULE 3 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
OPERATING EXPENDITURES - ALL FUNDS**

DEPT/ DIV	EXPENDITURE CATEGORY	FY16 ACTUAL	FY17 ADJUSTED BUDGET	FY18 Initial Budget	FY18 Ongoing Supplementals	FY18 BASE BUDGET	FY18 One-Time Supplementals	FY18 One-Time Carryovers	FY18 TOTAL BUDGET
Customer Service									
	Personnel Services	\$ 542,740	\$ 653,727	\$ 576,900	\$ -	\$ 576,900	\$ -	\$ -	\$ 576,900
	Contractual Services	13,982	27,400	10,100	-	10,100	-	-	10,100
	Commodities	147,170	184,670	162,900	-	162,900	-	-	162,900
	One-Time Supplementals	-	88,100	-	-	-	-	-	-
	Total Customer Service	\$ 703,892	\$ 953,897	\$ 749,900	\$ -	\$ 749,900	\$ -	\$ -	\$ 749,900
Procurement									
	Personnel Services	\$ 314,695	\$ 445,394	\$ 476,200	\$ -	\$ 476,200	\$ -	\$ -	\$ 476,200
	Contractual Services	4,161	6,075	11,400	-	11,400	-	-	11,400
	Commodities	1,456	3,800	3,000	-	3,000	-	-	3,000
	Total Procurement Office	\$ 320,312	\$ 455,269	\$ 490,600	\$ -	\$ 490,600	\$ -	\$ -	\$ 490,600
Mail Services									
	Personnel Services	\$ 44,473	\$ 67,301	\$ 71,200	\$ -	\$ 71,200	\$ -	\$ -	\$ 71,200
	Contractual Services	9,938	21,796	17,300	-	17,300	-	-	17,300
	Commodities	1,047	2,850	2,900	-	2,900	-	-	2,900
	Operating Capital	18,570	-	-	-	-	-	-	-
	Total Mail Services	\$ 74,028	\$ 91,947	\$ 91,400	\$ -	\$ 91,400	\$ -	\$ -	\$ 91,400
<b>Total Finance Department</b>		<b>\$ 3,134,829</b>	<b>\$ 3,851,039</b>	<b>\$ 3,813,600</b>	<b>\$ 17,200</b>	<b>\$ 3,830,800</b>	<b>\$ 18,400</b>	<b>\$ 150,000</b>	<b>\$ 3,999,200</b>
<b>INFORMATION TECHNOLOGY</b>									
Administration									
	Personnel Services	\$ 197,297	\$ 269,530	\$ 251,200	\$ -	\$ 251,200	\$ -	\$ -	\$ 251,200
	Contractual Services	1,157,743	1,263,263	1,278,400	404,200	1,682,600	-	-	1,682,600
	Commodities	34,760	3,067	3,100	-	3,100	-	-	3,100
	One-Time Supplementals	-	50,000	-	-	-	-	-	-
	Total Administration	\$ 1,389,800	\$ 1,585,860	\$ 1,532,700	\$ 404,200	\$ 1,936,900	\$ -	\$ -	\$ 1,936,900
Security & Infrastructure									
	Personnel Services	\$ 620,986	\$ 842,808	\$ 787,200	\$ -	\$ 787,200	\$ -	\$ -	\$ 787,200
	Contractual Services	341,292	331,125	361,600	-	361,600	50,000	-	411,600
	Commodities	45,365	75,000	75,000	-	75,000	-	-	75,000
	One-Time Supplementals	58,102	100,000	-	-	-	-	-	-
	Total Technical Support & Services	\$ 1,065,745	\$ 1,348,933	\$ 1,223,800	\$ -	\$ 1,223,800	\$ 50,000	\$ -	\$ 1,273,800
Application Development & Support									
	Personnel Services	\$ 1,010,935	\$ 1,067,467	\$ 1,111,300	\$ -	\$ 1,111,300	\$ -	\$ -	\$ 1,111,300
	Contractual Services	41,007	29,000	29,000	-	29,000	25,000	-	54,000
	Commodities	1,482	2,500	2,500	-	2,500	-	-	2,500
	Total Application Development & Support	\$ 1,053,424	\$ 1,098,967	\$ 1,142,800	\$ -	\$ 1,142,800	\$ 25,000	\$ -	\$ 1,167,800
<b>Total Information Technology</b>		<b>\$ 3,508,969</b>	<b>\$ 4,033,760</b>	<b>\$ 3,899,300</b>	<b>\$ 404,200</b>	<b>\$ 4,303,500</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ 4,378,500</b>

**CITY OF GOODYEAR  
SCHEDULE 3 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
OPERATING EXPENDITURES - ALL FUNDS**

DEPT/ DIV	EXPENDITURE CATEGORY	FY16 ACTUAL	FY17 ADJUSTED BUDGET	FY18 Initial Budget	FY18 Ongoing Supplementals	FY18 BASE BUDGET	FY18 One-Time Supplementals	FY18 One-Time Carryovers	FY18 TOTAL BUDGET
<b>HUMAN RESOURCES</b>									
Administration									
	Personnel Services	\$ 829,880	\$ 840,040	\$ 996,100	\$ 14,000	\$ 1,010,100	\$ -	\$ -	\$ 1,010,100
	Contractual Services	551,133	832,559	833,300	2,000	835,300	-	-	835,300
	Commodities	7,229	17,929	18,000	-	18,000	-	-	18,000
	One-Time Supplementals	-	95,000	-	-	-	-	-	-
	<b>Total Administration</b>	<b>\$ 1,388,242</b>	<b>\$ 1,785,528</b>	<b>\$ 1,847,400</b>	<b>\$ 16,000</b>	<b>\$ 1,863,400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,863,400</b>
Employee Development									
	Personnel Services	\$ 204,285	\$ 336,818	\$ 248,300	\$ -	\$ 248,300	\$ -	\$ -	\$ 248,300
	Contractual Services	76,368	46,000	46,000	-	46,000	15,000	-	61,000
	<b>Total Employee Development</b>	<b>\$ 280,653</b>	<b>\$ 382,818</b>	<b>\$ 294,300</b>	<b>\$ -</b>	<b>\$ 294,300</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ 309,300</b>
Risk Management									
	Personnel Services	\$ 101,876	\$ 115,746	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Contractual Services	1,271,948	1,463,400	-	-	-	-	-	-
	One-Time Supplementals	-	35,000	-	-	-	-	-	-
	<b>Risk Management</b>	<b>\$ 1,373,824</b>	<b>\$ 1,614,146</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Total Human Resources</b>	<b>\$ 3,042,719</b>	<b>\$ 3,782,492</b>	<b>\$ 2,141,700</b>	<b>\$ 16,000</b>	<b>\$ 2,157,700</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ 2,172,700</b>
<b>NON-DEPARTMENTAL</b>									
	Personnel Services	\$ -	\$ 200,000	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000
	Contractual Services	2,901,519	3,935,838	2,654,400	-	2,654,400	2,000,000	873,700	5,528,100
	Commodities	25,992	28,000	28,000	-	28,000	-	-	28,000
	Operating Capital	-	372,904	-	-	-	-	-	-
	Contingency	-	-	500,000	-	500,000	150,000	-	650,000
	Operating Capital	-	-	-	-	-	-	162,000	162,000
	<b>Total Non-Departmental</b>	<b>\$ 2,927,511</b>	<b>\$ 4,536,742</b>	<b>\$ 3,482,400</b>	<b>\$ -</b>	<b>\$ 3,482,400</b>	<b>\$ 2,150,000</b>	<b>\$ 1,035,700</b>	<b>\$ 6,668,100</b>
<b>POLICE DEPARTMENT</b>									
Administration									
	Personnel Services	\$ 1,850,867	\$ 2,777,078	\$ 2,850,000	\$ -	\$ 2,850,000	\$ -	\$ -	\$ 2,850,000
	Contractual Services	1,499,902	1,640,747	1,690,700	83,100	1,773,800	25,000	-	1,798,800
	Commodities	402,312	495,718	632,700	94,000	726,700	210,000	-	936,700
	Operating Capital	-	-	-	-	-	455,000	-	455,000
	One-Time Supplementals	213,901	227,000	-	-	-	-	-	-
	<b>Total Administration</b>	<b>\$ 3,966,982</b>	<b>\$ 5,140,543</b>	<b>\$ 5,173,400</b>	<b>\$ 177,100</b>	<b>\$ 5,350,500</b>	<b>\$ 690,000</b>	<b>\$ -</b>	<b>\$ 6,040,500</b>
Patrol									
	Personnel Services	\$ 6,754,952	\$ 7,199,980	\$ 8,159,100	\$ 758,700	\$ 8,917,800	\$ -	\$ -	\$ 8,917,800
	Contractual Services	6,416	43,500	17,500	-	17,500	-	-	17,500
	Commodities	8,052	58,409	20,000	-	20,000	-	-	20,000
	One-Time Supplementals	-	464,600	-	-	-	-	-	-
	<b>Total Field Operations</b>	<b>\$ 6,769,420</b>	<b>\$ 7,766,489</b>	<b>\$ 8,196,600</b>	<b>\$ 758,700</b>	<b>\$ 8,955,300</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,955,300</b>

**CITY OF GOODYEAR  
SCHEDULE 3 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
OPERATING EXPENDITURES - ALL FUNDS**

DEPT/ DIV	EXPENDITURE CATEGORY	FY16 ACTUAL	FY17 ADJUSTED BUDGET	FY18 Initial Budget	FY18 Ongoing Supplementals	FY18 BASE BUDGET	FY18 One-Time Supplementals	FY18 One-Time Carryovers	FY18 TOTAL BUDGET
Telecommunications									
	Personnel Services	\$ 1,543,179	\$ 1,679,784	\$ 1,779,200	\$ 163,200	\$ 1,942,400	\$ -	\$ -	\$ 1,942,400
	Contractual Services	540,916	546,950	567,900	11,300	579,200	-	-	579,200
	Commodities	4,931	7,850	8,000	-	8,000	400	-	8,400
	One-Time Supplementals	-	5,350	-	-	-	-	-	-
	Total Telecommunications	\$ 2,089,026	\$ 2,239,934	\$ 2,355,100	\$ 174,500	\$ 2,529,600	\$ 400	\$ -	\$ 2,530,000
Community Service									
	Personnel Services	\$ 1,094,023	\$ 1,058,520	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Contractual Services	26,009	10,000	-	-	-	-	-	-
	Commodities	5,404	15,500	-	-	-	-	-	-
	Total Community Service	\$ 1,125,436	\$ 1,084,020	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investigations									
	Personnel Services	\$ 1,744,729	\$ 2,554,607	\$ 2,353,800	\$ -	\$ 2,353,800	\$ -	\$ -	\$ 2,353,800
	Contractual Services	16,209	22,000	24,300	-	24,300	-	-	24,300
	Commodities	204	12,000	5,000	-	5,000	-	-	5,000
	One-Time Supplementals	-	91,000	-	-	-	-	-	-
	Total Investigations	\$ 1,761,142	\$ 2,679,607	\$ 2,383,100	\$ -	\$ 2,383,100	\$ -	\$ -	\$ 2,383,100
Specialized Patrol									
	Personnel Services	\$ 1,528,878	\$ 1,550,713	\$ 3,007,700	\$ -	\$ 3,007,700	\$ -	\$ -	\$ 3,007,700
	Contractual Services	9,805	10,000	16,000	-	16,000	8,000	-	24,000
	Commodities	60,509	45,000	35,000	-	35,000	-	-	35,000
	One-Time Supplementals	10,368	-	-	-	-	-	-	-
	Total Specialized Patrol	\$ 1,609,560	\$ 1,605,713	\$ 3,058,700	\$ -	\$ 3,058,700	\$ 8,000	\$ -	\$ 3,066,700
<b>Total Police Department</b>		<b>\$ 17,321,566</b>	<b>\$ 20,516,306</b>	<b>\$ 21,166,900</b>	<b>\$ 1,110,300</b>	<b>\$ 22,277,200</b>	<b>\$ 698,400</b>	<b>\$ -</b>	<b>\$ 22,975,600</b>
<b>FIRE DEPARTMENT</b>									
Administration									
	Personnel Services	\$ 542,383	\$ 580,351	\$ 638,900	\$ 20,000	\$ 658,900	\$ 96,300	\$ -	\$ 755,200
	Contractual Services	16,066	33,642	26,200	30,000	56,200	51,700	-	107,900
	Commodities	13,080	18,781	18,700	-	18,700	2,000	-	20,700
	Operating Capital	-	-	-	-	-	170,000	-	170,000
	One-Time Supplementals	17,231	100,000	-	-	-	-	-	-
	Total Administrative Services	\$ 588,760	\$ 732,774	\$ 683,800	\$ 50,000	\$ 733,800	\$ 320,000	\$ -	\$ 1,053,800
Fire Prevention									
	Personnel Services	\$ 294,534	\$ 319,116	\$ 386,400	\$ -	\$ 386,400	\$ -	\$ -	\$ 386,400
	Contractual Services	20,943	17,400	22,400	-	22,400	-	-	22,400
	Commodities	19,676	6,250	6,300	-	6,300	-	-	6,300
	One-Time Supplementals	12,061	-	-	-	-	-	-	-
	Total Fire Prevention	\$ 347,214	\$ 342,766	\$ 415,100	\$ -	\$ 415,100	\$ -	\$ -	\$ 415,100
Emergency Services									
	Personnel Services	\$ 10,955,510	\$ 11,660,468	\$ 13,721,500	\$ 13,100	\$ 13,734,600	\$ 240,000	\$ -	\$ 14,009,600
	Contractual Services	502,824	567,682	589,800	41,600	631,400	79,000	-	675,400
	Commodities	30,076	53,175	53,200	-	53,200	-	-	53,200
	One-Time Supplementals	69,899	455,000	-	-	-	-	-	-
	Total Emergency Services	\$ 11,558,309	\$ 12,736,325	\$ 14,364,500	\$ 54,700	\$ 14,419,200	\$ 319,000	\$ -	\$ 14,738,200

**CITY OF GOODYEAR  
SCHEDULE 3 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
OPERATING EXPENDITURES - ALL FUNDS**

DEPT/ DIV	EXPENDITURE CATEGORY	FY16 ACTUAL	FY17 ADJUSTED BUDGET	FY18 Initial Budget	FY18 Ongoing Supplementals	FY18 BASE BUDGET	FY18 One-Time Supplementals	FY18 One-Time Carryovers	FY18 TOTAL BUDGET
Wildland									
	Personnel Services	\$ -	\$ 92,900	\$ 142,900	\$ -	\$ 142,900	\$ -	\$ -	\$ 142,900
	Contractual Services	-	1,500	4,900	-	4,900	-	-	4,900
	Commodities	-	5,200	5,000	-	5,000	-	-	5,000
	Total Wildland	\$ -	\$ 99,600	\$ 152,800	\$ -	\$ 152,800	\$ -	\$ -	\$ 152,800
Ambulance Service									
	Personnel Services	\$ -	\$ -	\$ -	\$ 62,300	\$ 62,300	\$ -	\$ -	\$ 62,300
	Contractual Services	-	-	-	-	-	496,000	-	496,000
	Commodities	-	-	-	-	-	90,000	-	90,000
	Operating Capital	-	-	-	-	-	467,500	-	467,500
	Total Ambulance Service	\$ -	\$ -	\$ -	\$ 62,300	\$ 62,300	\$ 1,053,500	\$ -	\$ 1,115,800
Support Services									
	Personnel Services	\$ 470,562	\$ 468,323	\$ 373,800	\$ -	\$ 373,800	\$ -	\$ -	\$ 373,800
	Contractual Services	388,775	417,964	421,100	-	421,100	13,000	50,000	484,100
	Commodities	153,246	201,653	203,600	-	203,600	-	-	203,600
	Operating Capital	-	528,608	-	-	-	-	-	-
	One-Time Supplementals	66,861	382,800	-	-	-	-	-	-
	Total Support Services	\$ 1,079,444	\$ 1,999,348	\$ 998,500	\$ -	\$ 998,500	\$ 13,000	\$ 50,000	\$ 1,061,500
Facility O&M									
	Contractual Services	\$ 303,495	\$ 352,800	\$ 352,800	\$ -	\$ 352,800	\$ -	\$ -	\$ 352,800
	Commodities	11,264	10,000	10,000	-	10,000	-	-	10,000
	Total Facility O&M	\$ 314,759	\$ 362,800	\$ 362,800	\$ -	\$ 362,800	\$ -	\$ -	\$ 362,800
Homeland Security/Emergency Mgmt.									
	Personnel Services	\$ 236,236	\$ 253,026	\$ 269,300	\$ -	\$ 269,300	\$ -	\$ -	\$ 269,300
	Contractual Services	11,360	11,470	16,500	-	16,500	-	-	16,500
	Commodities	2,813	3,182	3,200	-	3,200	-	-	3,200
	Operating Capital	456	-	-	-	-	-	-	-
	Total Homeland Security/Emergency Mgmt.	\$ 250,865	\$ 267,678	\$ 289,000	\$ -	\$ 289,000	\$ -	\$ -	\$ 289,000
<b>Total Fire Department</b>		<b>\$ 14,139,351</b>	<b>\$ 16,541,291</b>	<b>\$ 17,266,500</b>	<b>\$ 167,000</b>	<b>\$ 17,433,500</b>	<b>\$ 1,705,500</b>	<b>\$ 50,000</b>	<b>\$ 19,189,000</b>
<b>MUNICIPAL COURT</b>									
Administrative									
	Personnel Services	\$ 892,089	\$ 967,805	\$ 936,400	\$ 29,600	\$ 966,000	\$ -	\$ -	\$ 966,000
	Contractual Services	98,632	123,434	127,700	11,100	138,800	5,300	-	144,100
	Commodities	12,969	16,380	16,300	-	16,300	-	-	16,300
<b>Total Municipal Court</b>		<b>\$ 1,003,690</b>	<b>\$ 1,107,619</b>	<b>\$ 1,080,400</b>	<b>\$ 40,700</b>	<b>\$ 1,121,100</b>	<b>\$ 5,300</b>	<b>\$ -</b>	<b>\$ 1,126,400</b>
<b>ECONOMIC DEVELOPMENT</b>									
Economic Development									
	Personnel Services	\$ 692,347	\$ 740,606	\$ 784,000	\$ -	\$ 784,000	\$ -	\$ -	\$ 784,000
	Contractual Services	236,179	240,926	240,900	-	240,900	-	100,000	340,900
	Commodities	8,811	11,300	11,300	-	11,300	-	-	11,300
	One-Time Supplementals	100,000	150,000	-	-	-	-	-	-
<b>Total Economic Development</b>		<b>\$ 1,037,337</b>	<b>\$ 1,142,832</b>	<b>\$ 1,036,200</b>	<b>\$ -</b>	<b>\$ 1,036,200</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 1,136,200</b>

**CITY OF GOODYEAR  
SCHEDULE 3 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
OPERATING EXPENDITURES - ALL FUNDS**

DEPT/ DIV	EXPENDITURE CATEGORY	FY16 ACTUAL	FY17 ADJUSTED BUDGET	FY18 Initial Budget	FY18 Ongoing Supplementals	FY18 BASE BUDGET	FY18 One-Time Supplementals	FY18 One-Time Carryovers	FY18 TOTAL BUDGET
<b>DEVELOPMENT SERVICES</b>									
Administration									
	Personnel Services	\$ 341,795	\$ 353,424	\$ 395,500	\$ -	\$ 395,500	\$ -	\$ -	\$ 395,500
	Contractual Services	12,695	15,035	14,200	-	14,200	-	-	14,200
	Commodities	4,612	10,400	11,100	-	11,100	-	-	11,100
	Total Administration	\$ 359,102	\$ 378,859	\$ 420,800	\$ -	\$ 420,800	\$ -	\$ -	\$ 420,800
Planning & Zoning									
	Personnel Services	\$ 1,267,964	\$ 628,675	\$ 664,600	\$ -	\$ 664,600	\$ -	\$ -	\$ 664,600
	Contractual Services	113,976	21,440	21,000	-	21,000	135,000	-	156,000
	Commodities	7,106	2,900	3,300	-	3,300	-	-	3,300
	One-Time Supplementals	52,039	75,000	-	-	-	-	-	-
	Total Planning & Zoning	\$ 1,441,085	\$ 728,015	\$ 688,900	\$ -	\$ 688,900	\$ 135,000	\$ -	\$ 823,900
Building Safety									
	Personnel Services	\$ 997,076	\$ 1,172,327	\$ 1,188,100	\$ 35,000	\$ 1,223,100	\$ -	\$ -	\$ 1,223,100
	Contractual Services	55,319	33,175	33,300	-	33,300	250,000	-	283,300
	Commodities	10,631	19,090	19,000	-	19,000	-	-	19,000
	One-Time Supplementals	253,178	270,000	-	-	-	-	-	-
	Total Building Safety & Inspections	\$ 1,316,204	\$ 1,494,592	\$ 1,240,400	\$ 35,000	\$ 1,275,400	\$ 250,000	\$ -	\$ 1,525,400
Code Compliance									
	Personnel Services	\$ 259,509	\$ 279,028	\$ 287,700	\$ -	\$ 287,700	\$ -	\$ -	\$ 287,700
	Contractual Services	12,541	20,505	20,500	-	20,500	-	-	20,500
	Commodities	5,378	6,765	6,700	-	6,700	-	-	6,700
	Total Code Compliance	\$ 277,428	\$ 306,298	\$ 314,900	\$ -	\$ 314,900	\$ -	\$ -	\$ 314,900
<b>Total Development Services</b>		<b>\$ 3,393,819</b>	<b>\$ 2,907,764</b>	<b>\$ 2,665,000</b>	<b>\$ 35,000</b>	<b>\$ 2,700,000</b>	<b>\$ 385,000</b>	<b>\$ -</b>	<b>\$ 3,085,000</b>
<b>ENGINEERING</b>									
Administration									
	Personnel Services	\$ 1,115,435	\$ 918,995	\$ 787,600	\$ -	\$ 787,600	\$ -	\$ -	\$ 787,600
	Contractual Services	37,335	96,251	90,300	-	90,300	-	-	90,300
	Commodities	17,291	21,685	10,500	-	10,500	-	18,500	29,000
	One-Time Supplementals	-	218,450	-	-	-	-	-	-
	Total Administration	\$ 1,170,061	\$ 1,255,381	\$ 888,400	\$ -	\$ 888,400	\$ -	\$ 18,500	\$ 906,900
Plan Review									
	Personnel Services	\$ 393,989	\$ 520,222	\$ 442,500	\$ -	\$ 442,500	\$ -	\$ -	\$ 442,500
	Contractual Services	38,297	5,900	4,800	-	4,800	75,000	-	79,800
	Commodities	4,904	2,000	100	-	100	-	-	100
	One-Time Supplementals	-	125,000	-	-	-	-	-	-
	Total Plan Review	\$ 437,190	\$ 653,122	\$ 447,400	\$ -	\$ 447,400	\$ 75,000	\$ -	\$ 522,400
Permit Processing									
	Personnel Services	\$ 432,454	\$ 501,730	\$ 537,700	\$ -	\$ 537,700	\$ -	\$ -	\$ 537,700
	Contractual Services	25,752	950	1,000	-	1,000	-	-	1,000
	Commodities	-	500	-	-	-	-	-	-
	Total Permit Processing	\$ 458,206	\$ 503,180	\$ 538,700	\$ -	\$ 538,700	\$ -	\$ -	\$ 538,700

**CITY OF GOODYEAR  
SCHEDULE 3 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
OPERATING EXPENDITURES - ALL FUNDS**

DEPT/ DIV	EXPENDITURE CATEGORY	FY16 ACTUAL	FY17 ADJUSTED BUDGET	FY18 Initial Budget	FY18 Ongoing Supplementals	FY18 BASE BUDGET	FY18 One-Time Supplementals	FY18 One-Time Carryovers	FY18 TOTAL BUDGET
Inspections									
	Personnel Services	\$ 413,495	\$ 415,309	\$ 422,800	\$ -	\$ 422,800	\$ 248,200	\$ -	\$ 671,000
	Contractual Services	10,956	17,336	13,600	-	13,600	34,700	-	48,300
	Commodities	9,065	12,200	10,900	-	10,900	8,100	-	19,000
	One-Time Supplementals	62,253	98,200	-	-	-	-	-	-
	Total Inspections	\$ 495,769	\$ 543,045	\$ 447,300	\$ -	\$ 447,300	\$ 291,000	\$ -	\$ 738,300
GIS									
	Personnel Services	\$ 289,480	\$ 297,245	\$ 313,900	\$ -	\$ 313,900	\$ -	\$ -	\$ 313,900
	Contractual Services	11,049	14,500	13,800	20,000	33,800	-	-	33,800
	Commodities	447	10,800	10,500	-	10,500	-	-	10,500
	One-Time Supplementals	-	3,000	-	-	-	-	-	-
	Total GIS	\$ 300,976	\$ 325,545	\$ 338,200	\$ 20,000	\$ 358,200	\$ -	\$ -	\$ 358,200
Project Management									
	Personnel Services	\$ 356,335	\$ 398,586	\$ 540,900	\$ -	\$ 540,900	\$ -	\$ -	\$ 540,900
	Contractual Services	9,812	8,936	9,600	-	9,600	380,000	120,000	509,600
	Commodities	1,626	2,750	2,800	-	2,800	-	-	2,800
	One-Time Supplementals	298,711	192,500	-	-	-	-	-	-
	Total Project Management	\$ 666,484	\$ 602,772	\$ 553,300	\$ -	\$ 553,300	\$ 380,000	\$ 120,000	\$ 1,053,300
<b>Total Engineering (General Fund)</b>		<b>\$ 3,528,686</b>	<b>\$ 3,883,045</b>	<b>\$ 3,213,300</b>	<b>\$ 20,000</b>	<b>\$ 3,233,300</b>	<b>\$ 746,000</b>	<b>\$ 138,500</b>	<b>\$ 4,117,800</b>
<b>PARKS AND RECREATION</b>									
Parks Operations									
	Personnel Services	\$ 991,954	\$ 1,067,824	\$ 1,134,300	\$ 2,400	\$ 1,136,700	\$ -	\$ -	\$ 1,136,700
	Contractual Services	1,169,675	952,151	962,900	53,000	1,015,900	61,000	10,000	1,086,900
	Commodities	99,901	102,300	104,500	1,500	106,000	-	-	106,000
	Operating Capital	-	149,500	-	-	-	58,000	95,000	153,000
	One-Time Supplementals	6,375	146,100	-	-	-	-	-	-
	Total Parks Operations	\$ 2,267,905	\$ 2,417,875	\$ 2,201,700	\$ 56,900	\$ 2,258,600	\$ 119,000	\$ 105,000	\$ 2,482,600
Rights of Way Maintenance									
	Personnel Services	\$ 444,471	\$ 491,162	\$ 520,000	\$ 131,000	\$ 651,000	\$ -	\$ -	\$ 651,000
	Contractual Services	807,339	834,530	736,500	105,300	841,800	100	30,000	871,900
	Commodities	41,451	44,199	44,200	3,100	47,300	1,000	-	48,300
	Operating Capital	-	-	-	-	-	40,000	-	40,000
	One-Time Supplementals	115,449	108,000	-	-	-	-	-	-
	Total Right of Ways Maintenance	\$ 1,408,710	\$ 1,477,891	\$ 1,300,700	\$ 239,400	\$ 1,540,100	\$ 41,100	\$ 30,000	\$ 1,611,200
Parks and Recreation Administration									
	Personnel Services	\$ 444,541	\$ 470,082	\$ 503,500	\$ -	\$ 503,500	\$ -	\$ -	\$ 503,500
	Contractual Services	7,268	13,575	15,600	790,000	805,600	-	-	805,600
	Commodities	741	1,710	1,700	-	1,700	-	-	1,700
	Total Parks and Recreation Administration	\$ 452,550	\$ 485,367	\$ 520,800	\$ 790,000	\$ 1,310,800	\$ -	\$ -	\$ 1,310,800
Right-of-Ways CFD Maintenance									
	Personnel Services	\$ -	\$ 40,000	\$ 43,900	\$ -	\$ 43,900	\$ -	\$ -	\$ 43,900
	Contractual Services	-	360,000	360,000	-	360,000	-	-	360,000
	Total Right-of-Ways CFD Maintenance	\$ -	\$ 400,000	\$ 403,900	\$ -	\$ 403,900	\$ -	\$ -	\$ 403,900

**CITY OF GOODYEAR  
SCHEDULE 3 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
OPERATING EXPENDITURES - ALL FUNDS**

<b>DEPT/ DIV</b>	<b>EXPENDITURE CATEGORY</b>	<b>FY16 ACTUAL</b>	<b>FY17 ADJUSTED BUDGET</b>	<b>FY18 Initial Budget</b>	<b>FY18 Ongoing Supplementals</b>	<b>FY18 BASE BUDGET</b>	<b>FY18 One-Time Supplementals</b>	<b>FY18 One-Time Carryovers</b>	<b>FY18 TOTAL BUDGET</b>
Aquatics Facility	Personnel Services	\$ 107,816	\$ 107,650	\$ 109,700	\$ 30,000	\$ 139,700	\$ -	\$ -	\$ 139,700
	Contractual Services	228,240	212,679	236,800	-	236,800	60,000	-	296,800
	Commodities	28,659	33,380	33,300	-	33,300	-	-	33,300
	One-Time Supplementals	-	120,000	-	-	-	-	-	-
	<b>Total Aquatics Facility</b>	<b>\$ 364,715</b>	<b>\$ 473,709</b>	<b>\$ 379,800</b>	<b>\$ 30,000</b>	<b>\$ 409,800</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ 469,800</b>
Recreation Operations	Personnel Services	\$ 528,073	\$ 568,924	\$ 566,100	\$ 170,800	\$ 736,900	\$ -	\$ -	\$ 736,900
	Contractual Services	152,836	178,606	207,600	11,600	219,200	300	-	219,500
	Commodities	124,581	112,950	128,200	5,200	133,400	12,000	-	145,400
	One-Time Supplementals	-	20,000	-	-	-	-	-	-
	<b>Total Recreation Operations</b>	<b>\$ 805,490</b>	<b>\$ 880,480</b>	<b>\$ 901,900</b>	<b>\$ 187,600</b>	<b>\$ 1,089,500</b>	<b>\$ 12,300</b>	<b>\$ -</b>	<b>\$ 1,101,800</b>
Arts & Culture	Personnel Services	\$ 103,886	\$ 117,412	\$ 130,000	\$ -	\$ 130,000	\$ -	\$ -	\$ 130,000
	Contractual Services	30,578	32,900	56,400	-	56,400	-	-	56,400
	Commodities	6,585	6,600	6,600	-	6,600	-	-	6,600
	Operating Capital	2,102	-	-	-	-	-	-	-
	<b>Total Arts &amp; Culture</b>	<b>\$ 143,151</b>	<b>\$ 156,912</b>	<b>\$ 193,000</b>	<b>\$ -</b>	<b>\$ 193,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 193,000</b>
<b>Total Parks &amp; Recreation (General Fund)</b>		<b>\$ 5,442,521</b>	<b>\$ 6,292,234</b>	<b>\$ 5,901,800</b>	<b>\$ 1,303,900</b>	<b>\$ 7,205,700</b>	<b>\$ 232,400</b>	<b>\$ 135,000</b>	<b>\$ 7,573,100</b>
<b>PUBLIC WORKS</b>									
Administration	Personnel Services	\$ 429,458	\$ 469,989	\$ 485,300	\$ -	\$ 485,300	\$ -	\$ -	\$ 485,300
	Contractual Services	22	-	8,300	-	8,300	-	-	8,300
	Commodities	401	-	8,200	-	8,200	-	-	8,200
	<b>Total Administration</b>	<b>\$ 429,881</b>	<b>\$ 469,989</b>	<b>\$ 501,800</b>	<b>\$ -</b>	<b>\$ 501,800</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 501,800</b>
Facilities Management	Personnel Services	\$ 624,033	\$ 750,823	\$ 802,300	\$ -	\$ 802,300	\$ -	\$ -	\$ 802,300
	Contractual Services	1,021,494	1,231,610	1,224,200	21,000	1,245,200	65,000	176,300	1,486,500
	Commodities	35,484	69,473	47,500	-	47,500	-	-	47,500
	Operating Capital	-	65,600	-	-	-	58,000	65,600	123,600
	One-Time Supplementals	144,210	302,125	-	-	-	-	-	-
	<b>Total Facilities Management</b>	<b>\$ 1,825,221</b>	<b>\$ 2,419,631</b>	<b>\$ 2,074,000</b>	<b>\$ 21,000</b>	<b>\$ 2,095,000</b>	<b>\$ 123,000</b>	<b>\$ 241,900</b>	<b>\$ 2,459,900</b>
Program Management	Personnel Services	\$ -	\$ 196,136	\$ 205,900	\$ -	\$ 205,900	\$ -	\$ -	\$ 205,900
	Contractual Services	-	88,790	88,800	-	88,800	-	-	88,800
	Commodities	-	2,200	2,200	-	2,200	-	-	2,200
	<b>Total Program Management</b>	<b>\$ -</b>	<b>\$ 287,126</b>	<b>\$ 296,900</b>	<b>\$ -</b>	<b>\$ 296,900</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 296,900</b>
<b>Total Public Works (General Fund)</b>		<b>\$ 2,255,102</b>	<b>\$ 3,176,746</b>	<b>\$ 2,872,700</b>	<b>\$ 21,000</b>	<b>\$ 2,893,700</b>	<b>\$ 123,000</b>	<b>\$ 241,900</b>	<b>\$ 3,258,600</b>
<b>Total - General Fund</b>		<b>\$ 65,393,427</b>	<b>\$ 77,416,219</b>	<b>\$ 75,501,900</b>	<b>\$ 3,394,200</b>	<b>\$ 78,896,100</b>	<b>\$ 6,252,000</b>	<b>\$ 1,972,000</b>	<b>\$ 87,120,100</b>

**CITY OF GOODYEAR  
SCHEDULE 3 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
OPERATING EXPENDITURES - ALL FUNDS**

DEPT/ DIV	EXPENDITURE CATEGORY	FY16 ACTUAL	FY17 ADJUSTED BUDGET	FY18 Initial Budget	FY18 Ongoing Supplementals	FY18 BASE BUDGET	FY18 One-Time Supplementals	FY18 One-Time Carryovers	FY18 TOTAL BUDGET
<b>GENERAL FUND - RESERVES</b>									
	Fleet Asset Management Reserve	\$ 1,651,839	\$ 3,407,000	\$ 991,700	\$ -	\$ 991,700	\$ -	\$ 2,140,200	\$ 3,131,900
	Technology Asset Management Reserve	609,450	818,000	819,000	-	819,000	-	-	819,000
	Parks Asset Management Reserve	166,633	1,308,392	2,021,000	-	2,021,000	-	200,000	2,221,000
	Police Asset Management Reserve	-	116,000	-	-	-	-	-	-
	Fire Asset Management Reserve	-	738,000	744,000	-	744,000	-	-	744,000
	Traffic Signals and Asset Management Reserve	-	-	1,954,000	-	1,954,000	-	-	1,954,000
	Risk Reserve	13,000	1,089,134	1,077,500	-	1,077,500	-	-	1,077,500
	<b>Total General Fund - Reserves</b>	<b>\$ 2,440,922</b>	<b>\$ 7,476,526</b>	<b>\$ 7,607,200</b>	<b>\$ -</b>	<b>\$ 7,607,200</b>	<b>\$ -</b>	<b>\$ 2,340,200</b>	<b>\$ 9,947,400</b>
	<b>TOTAL - GENERAL FUNDS</b>	<b>\$ 67,834,349</b>	<b>\$ 84,892,745</b>	<b>\$ 83,109,100</b>	<b>\$ 3,394,200</b>	<b>\$ 86,503,300</b>	<b>\$ 6,252,000</b>	<b>\$ 4,312,200</b>	<b>\$ 97,067,500</b>
<b>SPECIAL REVENUE FUNDS</b>									
<b>BALLPARK OPERATING</b>									
	Ballpark Operations								
	Personnel Services	\$ 901,148	\$ 804,500	\$ 860,800	\$ 13,000	\$ 873,800	\$ -	\$ -	\$ 873,800
	Contractual Services	339,153	409,580	356,600	-	356,600	12,000	-	368,600
	Commodities	56,295	64,660	65,600	-	65,600	-	-	65,600
	One-Time Supplementals	-	30,000	-	-	-	-	-	-
	<b>Total Ballpark Operations</b>	<b>\$ 1,296,596</b>	<b>\$ 1,308,740</b>	<b>\$ 1,283,000</b>	<b>\$ 13,000</b>	<b>\$ 1,296,000</b>	<b>\$ 12,000</b>	<b>\$ -</b>	<b>\$ 1,308,000</b>
	Ballpark Maintenance								
	Personnel Services	\$ 1,559,277	\$ 1,575,280	\$ 1,664,600	\$ 14,000	\$ 1,678,600	\$ -	\$ -	\$ 1,678,600
	Contractual Services	991,133	773,585	1,003,600	110,000	1,113,600	-	-	1,113,600
	Commodities	177,372	230,373	215,400	-	215,400	-	-	215,400
	Operating Capital	-	300,000	-	(12,000)	(12,000)	65,000	75,000	128,000
	One-Time Supplementals	-	350,000	-	-	-	-	-	-
	<b>Total Ballpark Maintenance</b>	<b>\$ 2,727,782</b>	<b>\$ 3,229,238</b>	<b>\$ 2,883,600</b>	<b>\$ 112,000</b>	<b>\$ 2,995,600</b>	<b>\$ 65,000</b>	<b>\$ 75,000</b>	<b>\$ 3,135,600</b>
	<b>Total Ballpark Operating</b>	<b>\$ 4,024,378</b>	<b>\$ 4,537,978</b>	<b>\$ 4,166,600</b>	<b>\$ 125,000</b>	<b>\$ 4,291,600</b>	<b>\$ 77,000</b>	<b>\$ 75,000</b>	<b>\$ 4,443,600</b>
<b>BALLPARK CAPITAL REPLACEMENT</b>									
	Ballpark Maintenance								
	Operating Capital	\$ 304,465	\$ 415,000	\$ 589,900	\$ -	\$ 589,900	\$ -	\$ -	\$ 589,900
	<b>Total Ballpark Capital Replacement</b>	<b>\$ 304,465</b>	<b>\$ 415,000</b>	<b>\$ 589,900</b>	<b>\$ -</b>	<b>\$ 589,900</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 589,900</b>
	<b>Total Ballpark</b>	<b>\$ 4,328,843</b>	<b>\$ 4,952,978</b>	<b>\$ 4,756,500</b>	<b>\$ 125,000</b>	<b>\$ 4,881,500</b>	<b>\$ 77,000</b>	<b>\$ 75,000</b>	<b>\$ 5,033,500</b>
<b>ENGINEERING - HIGHWAY USER REVENUE FUND</b>									
	Streets-Streets & Markings								
	Personnel Services	\$ 101,528	\$ 182,330	\$ 172,800	\$ -	\$ 172,800	\$ -	\$ -	\$ 172,800
	Contractual Services	101,618	135,700	136,200	-	136,200	-	-	136,200
	Commodities	5,033	15,200	11,400	-	11,400	-	-	11,400
	Operating Capital	84,999	-	-	-	-	-	-	-
	<b>Total Streets &amp; Markings</b>	<b>\$ 293,178</b>	<b>\$ 333,230</b>	<b>\$ 320,400</b>	<b>\$ -</b>	<b>\$ 320,400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 320,400</b>

**CITY OF GOODYEAR  
SCHEDULE 3 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
OPERATING EXPENDITURES - ALL FUNDS**

DEPT/ DIV	EXPENDITURE CATEGORY	FY16 ACTUAL	FY17 ADJUSTED BUDGET	FY18 Initial Budget	FY18 Ongoing Supplementals	FY18 BASE BUDGET	FY18 One-Time Supplementals	FY18 One-Time Carryovers	FY18 TOTAL BUDGET
Streets-Street Maintenance	Personnel Services	\$ 507,517	\$ 534,352	\$ 567,400	\$ -	\$ 567,400	\$ 44,500	\$ -	\$ 611,900
	Contractual Services	1,682,507	1,583,154	1,594,800	89,100	1,683,900	45,400	-	1,729,300
	Commodities	30,412	33,325	28,400	-	28,400	1,500	-	29,900
	One-Time Supplementals	131,000	201,100	-	-	-	-	-	-
	<b>Total Street Maintenance</b>	<b>\$ 2,351,436</b>	<b>\$ 2,351,931</b>	<b>\$ 2,190,600</b>	<b>\$ 89,100</b>	<b>\$ 2,279,700</b>	<b>\$ 91,400</b>	<b>\$ -</b>	<b>\$ 2,371,100</b>
Streets-Sweeper Operations	Personnel Services	\$ 124,555	\$ 161,935	\$ 163,100	\$ -	\$ 163,100	\$ -	\$ -	\$ 163,100
	Contractual Services	98,327	54,900	54,400	-	54,400	-	-	54,400
	Commodities	15,590	26,400	24,200	-	24,200	-	-	24,200
	<b>Total Sweeper Operations</b>	<b>\$ 238,472</b>	<b>\$ 243,235</b>	<b>\$ 241,700</b>	<b>\$ -</b>	<b>\$ 241,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 241,700</b>
Streets-Traffic Signals	Personnel Services	\$ 511,327	\$ 539,316	\$ 563,900	\$ -	\$ 563,900	\$ -	\$ -	\$ 563,900
	Contractual Services	1,494,090	1,535,600	1,559,900	-	1,559,900	-	-	1,559,900
	Commodities	44,961	68,975	64,100	-	64,100	-	-	64,100
	One-Time Supplementals	-	28,000	-	-	-	-	-	-
	<b>Total Traffic Signals</b>	<b>\$ 2,050,378</b>	<b>\$ 2,171,891</b>	<b>\$ 2,187,900</b>	<b>\$ -</b>	<b>\$ 2,187,900</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,187,900</b>
Streets - Traffic Management	Personnel Services	\$ 252,132	\$ 268,857	\$ 290,800	\$ -	\$ 290,800	\$ -	\$ -	\$ 290,800
	Contractual Services	18,471	36,500	45,000	-	45,000	-	60,000	105,000
	Commodities	21,815	24,000	50,800	-	50,800	-	-	50,800
	One-Time Supplementals	-	68,000	-	-	-	-	-	-
	<b>Total Traffic Management</b>	<b>\$ 292,418</b>	<b>\$ 397,357</b>	<b>\$ 386,600</b>	<b>\$ -</b>	<b>\$ 386,600</b>	<b>\$ -</b>	<b>\$ 60,000</b>	<b>\$ 446,600</b>
<b>Total - Streets HURF</b>		<b>\$ 5,225,882</b>	<b>\$ 5,497,644</b>	<b>\$ 5,327,200</b>	<b>\$ 89,100</b>	<b>\$ 5,416,300</b>	<b>\$ 91,400</b>	<b>\$ 60,000</b>	<b>\$ 5,567,700</b>
<b>POLICE - IMPOUND FUND</b>									
Impound Fund	Personnel Services	\$ 59,456	\$ 81,466	\$ 87,400	\$ -	\$ 87,400	\$ -	\$ -	\$ 87,400
	Contractual Services	6,670	20,000	14,000	-	14,000	-	-	14,000
	Commodities	39,810	81,000	81,000	-	81,000	-	-	81,000
	Operating Capital	-	70,132	-	-	-	-	-	-
	<b>Total - Impound Fund</b>	<b>\$ 105,936</b>	<b>\$ 252,598</b>	<b>\$ 182,400</b>	<b>\$ -</b>	<b>\$ 182,400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 182,400</b>
<b>ENGINEERING - ARIZONA LOTTERY FUNDS</b>									
	Contractual Services	\$ 124,408	\$ 161,862	\$ 155,400	\$ 5,800	\$ 161,200	\$ 13,000	\$ -	\$ 174,200
	<b>Total - Arizona Lottery Funds</b>	<b>\$ 124,408</b>	<b>\$ 161,862</b>	<b>\$ 155,400</b>	<b>\$ 5,800</b>	<b>\$ 161,200</b>	<b>\$ 13,000</b>	<b>\$ -</b>	<b>\$ 174,200</b>
<b>ENGINEERING - LOCAL TRANSPORTATION</b>									
	Contractual Services	\$ 15,473	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Total - LTAF</b>	<b>\$ 15,473</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**CITY OF GOODYEAR  
SCHEDULE 3 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
OPERATING EXPENDITURES - ALL FUNDS**

DEPT/ DIV	EXPENDITURE CATEGORY	FY16 ACTUAL	FY17 ADJUSTED BUDGET	FY18 Initial Budget	FY18 Ongoing Supplementals	FY18 BASE BUDGET	FY18 One-Time Supplementals	FY18 One-Time Carryovers	FY18 TOTAL BUDGET
<b>COURT - COURT ENHANCEMENT FUND</b>									
	Personnel Services	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ 40,000
	Contractual Services	37,299	60,000	45,200	-	45,200	-	-	45,200
	Commodities	1,224	25,000	15,000	-	15,000	-	-	15,000
	<b>Total - Court Enhancement Fund</b>	<b>\$ 38,523</b>	<b>\$ 85,000</b>	<b>\$ 60,200</b>	<b>\$ 40,000</b>	<b>\$ 100,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,200</b>
<b>COURT - JUDICIAL COLLECTION ENHANCEMENT</b>									
	Commodities	\$ -	\$ 60,000	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000
	<b>Total - JCEF Fund</b>	<b>\$ -</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>
<b>COURT - FILL THE GAP FUND</b>									
	Contractual Services	\$ -	\$ 9,000	\$ 9,000	\$ -	\$ 9,000	\$ -	\$ -	\$ 9,000
	<b>Total - Fill the Gap Fund</b>	<b>\$ -</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>	<b>\$ -</b>	<b>\$ 9,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,000</b>
<b>POLICE - OFFICER SAFETY EQUIPMENT</b>									
	Commodities	\$ -	\$ 53,942	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Total - Officer Safety Equipment</b>	<b>\$ -</b>	<b>\$ 53,942</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>VARIOUS DEPARTMENTS - MISCELLANEOUS</b>									
	Personnel Services	\$ 276,500	\$ 403,375	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Contractual Services	83,753	122,303	-	-	-	-	50,200	50,200
	Commodities	58,436	106,300	-	-	-	-	38,800	38,800
	Operating Capital	44,944	94,920	-	-	-	-	-	-
	<b>Total Miscellaneous Grants</b>	<b>\$ 463,633</b>	<b>\$ 726,898</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 89,000</b>	<b>\$ 89,000</b>
	<b>TOTAL - SPECIAL REVENUE FUNDS</b>	<b>\$ 10,302,698</b>	<b>\$ 11,799,922</b>	<b>\$ 10,550,700</b>	<b>\$ 259,900</b>	<b>\$ 10,810,600</b>	<b>\$ 181,400</b>	<b>\$ 224,000</b>	<b>\$ 11,216,000</b>
<b>ENTERPRISE FUNDS</b>									
<b>WATER - PUBLIC WORKS</b>									
Administration									
	Personnel Services	\$ 280,807	\$ 255,527	\$ 262,400	\$ -	\$ 262,400	\$ -	\$ -	\$ 262,400
	Contractual Services	226,802	262,986	287,800	3,200	291,000	200	-	291,200
	Commodities	20,863	25,460	17,500	200	17,700	-	-	17,700
	Operating Capital	631,945	346,985	288,500	-	288,500	-	84,100	372,600
	One-Time Supplementals	34,405	3,440	-	-	-	-	-	-
	<b>Total Administration</b>	<b>\$ 1,194,822</b>	<b>\$ 894,398</b>	<b>\$ 856,200</b>	<b>\$ 3,400</b>	<b>\$ 859,600</b>	<b>\$ 200</b>	<b>\$ 84,100</b>	<b>\$ 943,900</b>
Water Distribution									
	Personnel Services	\$ 761,466	\$ 808,305	\$ 834,700	\$ 80,500	\$ 915,200	\$ -	\$ -	\$ 915,200
	Contractual Services	287,034	214,940	225,000	500	225,500	60,000	35,000	320,500
	Commodities	394,095	523,022	517,100	2,000	519,100	53,500	-	572,600
	Operating Capital/Debt Service	30,543	-	-	-	-	35,000	-	35,000
	One-Time Supplementals	-	35,000	-	-	-	-	-	-
	<b>Total Water Distribution</b>	<b>\$ 1,473,138</b>	<b>\$ 1,581,267</b>	<b>\$ 1,576,800</b>	<b>\$ 83,000</b>	<b>\$ 1,659,800</b>	<b>\$ 148,500</b>	<b>\$ 35,000</b>	<b>\$ 1,843,300</b>

**CITY OF GOODYEAR  
SCHEDULE 3 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
OPERATING EXPENDITURES - ALL FUNDS**

DEPT/ DIV	EXPENDITURE CATEGORY	FY16 ACTUAL	FY17 ADJUSTED BUDGET	FY18 Initial Budget	FY18 Ongoing Supplementals	FY18 BASE BUDGET	FY18 One-Time Supplementals	FY18 One-Time Carryovers	FY18 TOTAL BUDGET
Water Production									
	Personnel Services	\$ 586,556	\$ 628,533	\$ 672,600	\$ -	\$ 672,600	\$ -	\$ -	\$ 672,600
	Contractual Services	1,563,175	1,751,284	1,710,700	-	1,710,700	-	-	1,710,700
	Commodities	485,045	545,714	548,100	-	548,100	-	-	548,100
	Capital Outlay	-	163,461	100,000	-	100,000	-	103,100	203,100
	One-Time Supplementals	200,355	200,000	-	-	-	-	-	-
	Total Water Production	\$ 2,835,131	\$ 3,288,992	\$ 3,031,400	\$ -	\$ 3,031,400	\$ -	\$ 103,100	\$ 3,134,500
Water Quality									
	Personnel Services	\$ 128,332	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Contractual Services	77,170	-	-	-	-	-	-	-
	Commodities	11,526	-	-	-	-	-	-	-
	Total Water Quality	\$ 217,028	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Resources									
	Personnel Services	\$ 382,260	\$ 397,983	\$ 419,500	\$ -	\$ 419,500	\$ -	\$ -	\$ 419,500
	Contractual Services	1,818,647	353,879	345,000	70,000	415,000	-	-	415,000
	Commodities	9,417	9,675	8,900	-	8,900	-	-	8,900
	Operating Capital	2,315	1,542,000	10,000	-	10,000	-	-	10,000
	Total Water Resources	\$ 2,212,639	\$ 2,303,537	\$ 783,400	\$ 70,000	\$ 853,400	\$ -	\$ -	\$ 853,400
Water Maintenance (Personnel Only)									
	Personnel Services	\$ 223,144	\$ 393,883	\$ 405,400	\$ -	\$ 405,400	\$ -	\$ -	\$ 405,400
	Total Water Maintenance	\$ 223,144	\$ 393,883	\$ 405,400	\$ -	\$ 405,400	\$ -	\$ -	\$ 405,400
Program Management									
	Personnel Services	\$ -	\$ 147,212	\$ 148,500	\$ -	\$ 148,500	\$ -	\$ -	\$ 148,500
	Contractual Services	-	98,440	98,800	3,000	101,800	-	-	101,800
	Commodities	-	20,500	18,500	-	18,500	30,000	-	48,500
	Total Program Management	\$ -	\$ 266,152	\$ 265,800	\$ 3,000	\$ 268,800	\$ 30,000	\$ -	\$ 298,800
	<b>Total Water - Public Works</b>	<b>\$ 8,155,902</b>	<b>\$ 8,728,229</b>	<b>\$ 6,919,000</b>	<b>\$ 159,400</b>	<b>\$ 7,078,400</b>	<b>\$ 178,700</b>	<b>\$ 222,200</b>	<b>\$ 7,479,300</b>
<b>WATER - INFORMATION TECHNOLOGY</b>									
	Personnel Services	\$ -	\$ -	\$ -	\$ 56,500	\$ 56,500	\$ -	\$ -	\$ 56,500
	Contractual Services	-	-	-	300	300	-	-	300
	<b>Total Water - Information Technology</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 56,800</b>	<b>\$ 56,800</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 56,800</b>
<b>WATER - NON-DEPARTMENTAL</b>									
	Contingency	\$ -	\$ -	\$ -	\$ 301,500	\$ 301,500	\$ -	\$ -	\$ 301,500
	<b>Total Water - Non-Departmental</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 301,500</b>	<b>\$ 301,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 301,500</b>
	<b>Total - Water Fund</b>	<b>\$ 8,155,902</b>	<b>\$ 8,728,229</b>	<b>\$ 6,919,000</b>	<b>\$ 517,700</b>	<b>\$ 7,436,700</b>	<b>\$ 178,700</b>	<b>\$ 222,200</b>	<b>\$ 7,837,600</b>

**CITY OF GOODYEAR  
SCHEDULE 3 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
OPERATING EXPENDITURES - ALL FUNDS**

DEPT/ DIV	EXPENDITURE CATEGORY	FY16 ACTUAL	FY17 ADJUSTED BUDGET	FY18 Initial Budget	FY18 Ongoing Supplementals	FY18 BASE BUDGET	FY18 One-Time Supplementals	FY18 One-Time Carryovers	FY18 TOTAL BUDGET
<b>WASTEWATER - PUBLIC WORKS</b>									
Administration									
	Personnel Services	\$ 162,240	\$ 215,703	\$ 239,200	\$ -	\$ 239,200	\$ -	\$ -	\$ 239,200
	Contractual Services	195,764	158,950	229,900	3,700	233,600	200	-	233,800
	Commodities	27,254	12,833	13,300	200	13,500	-	170,000	183,500
	Operating Capital	446,526	350,771	210,900	-	210,900	-	52,700	263,600
	One-Time Supplementals	-	232,400	-	-	-	-	-	-
	<b>Total Administration</b>	<b>\$ 831,784</b>	<b>\$ 970,657</b>	<b>\$ 693,300</b>	<b>\$ 3,900</b>	<b>\$ 697,200</b>	<b>\$ 200</b>	<b>\$ 222,700</b>	<b>\$ 920,100</b>
Collection Systems									
	Personnel Services	\$ 475,269	\$ 511,058	\$ 551,600	\$ -	\$ 551,600	\$ -	\$ -	\$ 551,600
	Contractual Services	304,993	305,550	295,600	114,000	409,600	-	-	409,600
	Commodities	142,951	175,552	193,100	-	193,100	-	-	193,100
	Operating Capital	18,992	17,598	-	-	-	25,000	-	25,000
	<b>Total Collection Systems</b>	<b>\$ 942,205</b>	<b>\$ 1,009,758</b>	<b>\$ 1,040,300</b>	<b>\$ 114,000</b>	<b>\$ 1,154,300</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ 1,179,300</b>
Reclamation (Personnel Only)									
	Personnel Services	\$ 659,740	\$ 662,040	\$ 689,400	\$ 88,200	\$ 777,600	\$ -	\$ -	\$ 777,600
	<b>Total Reclamation</b>	<b>\$ 659,740</b>	<b>\$ 662,040</b>	<b>\$ 689,400</b>	<b>\$ 88,200</b>	<b>\$ 777,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 777,600</b>
Corgett WWTP									
	Personnel Services	\$ 274	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Contractual Services	246,082	235,155	241,200	-	241,200	-	-	241,200
	Commodities	76,789	167,650	161,000	-	161,000	-	-	161,000
	Operating Capital	-	15,845	-	-	-	-	-	-
	<b>Total Corgett WWTP</b>	<b>\$ 323,145</b>	<b>\$ 418,650</b>	<b>\$ 402,200</b>	<b>\$ -</b>	<b>\$ 402,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 402,200</b>
Goodyear WRF									
	Personnel Services	\$ 370	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Contractual Services	934,799	827,800	781,500	2,000	783,500	3,500	-	787,000
	Commodities	328,647	434,750	429,500	-	429,500	-	-	429,500
	Operating Capital	36,442	-	-	-	-	35,000	-	35,000
	<b>Total Goodyear WRF</b>	<b>\$ 1,300,258</b>	<b>\$ 1,262,550</b>	<b>\$ 1,211,000</b>	<b>\$ 2,000</b>	<b>\$ 1,213,000</b>	<b>\$ 38,500</b>	<b>\$ -</b>	<b>\$ 1,251,500</b>
Rainbow Valley WRF									
	Personnel Services	\$ 501	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Contractual Services	142,841	196,050	186,200	-	186,200	-	-	186,200
	Commodities	67,431	134,150	140,900	-	140,900	-	-	140,900
	Operating Capital	-	9,580	-	-	-	-	-	-
	<b>Total Rainbow Valley WRF</b>	<b>\$ 210,773</b>	<b>\$ 339,780</b>	<b>\$ 327,100</b>	<b>\$ -</b>	<b>\$ 327,100</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 327,100</b>
Environmental Quality									
	Personnel Services	\$ 224,661	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Contractual Services	127,509	-	-	-	-	-	-	-
	Commodities	34,093	-	-	-	-	-	-	-
	<b>Total Environmental Quality</b>	<b>\$ 386,263</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Wastewater Maintenance (Personnel Only)									
	Personnel Services	\$ 188,839	\$ 272,574	\$ 287,300	\$ -	\$ 287,300	\$ -	\$ -	\$ 287,300
	<b>Total Wastewater Maintenance</b>	<b>\$ 188,839</b>	<b>\$ 272,574</b>	<b>\$ 287,300</b>	<b>\$ -</b>	<b>\$ 287,300</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 287,300</b>

**CITY OF GOODYEAR  
SCHEDULE 3 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
OPERATING EXPENDITURES - ALL FUNDS**

DEPT/ DIV	EXPENDITURE CATEGORY	FY16 ACTUAL	FY17 ADJUSTED BUDGET	FY18 Initial Budget	FY18 Ongoing Supplementals	FY18 BASE BUDGET	FY18 One-Time Supplementals	FY18 One-Time Carryovers	FY18 TOTAL BUDGET
Program Management									
	Personnel Services	\$ -	\$ 227,064	\$ 245,500	\$ -	\$ 245,500	\$ -	\$ -	\$ 245,500
	Contractual Services	-	146,473	153,000	-	153,000	75,000	-	228,000
	Commodities	-	53,700	40,700	-	40,700	-	-	40,700
	Operating Capital	-	-	-	-	-	15,000	-	15,000
	Total Program Management	\$ -	\$ 427,237	\$ 439,200	\$ -	\$ 439,200	\$ 90,000	\$ -	\$ 529,200
	<b>Total Wastewater - Public Works</b>	<b>\$ 4,843,007</b>	<b>\$ 5,363,246</b>	<b>\$ 5,089,800</b>	<b>\$ 208,100</b>	<b>\$ 5,297,900</b>	<b>\$ 153,700</b>	<b>\$ 222,700</b>	<b>\$ 5,674,300</b>
<b>WASTEWATER - INFORMATION TECHNOLOGY</b>									
	Personnel Services	\$ -	\$ -	\$ -	\$ 56,500	\$ 56,500	\$ -	\$ -	\$ 56,500
	Contractual Services	-	-	-	2,900	2,900	200	-	3,100
	Commodities	-	-	-	2,200	2,200	-	-	2,200
	Operating Capital	-	-	-	-	-	38,400	-	38,400
	<b>Total Wastewater - Information Technology</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 61,600</b>	<b>\$ 61,600</b>	<b>\$ 38,600</b>	<b>\$ -</b>	<b>\$ 100,200</b>
	<b>Total - Wastewater Fund</b>	<b>\$ 4,843,007</b>	<b>\$ 5,363,246</b>	<b>\$ 5,089,800</b>	<b>\$ 269,700</b>	<b>\$ 5,359,500</b>	<b>\$ 192,300</b>	<b>\$ 222,700</b>	<b>\$ 5,774,500</b>
<b>SANITATION - PUBLIC WORKS</b>									
Administration									
	Personnel Services	\$ 660,876	\$ 572,061	\$ 620,200	\$ -	\$ 620,200	\$ -	\$ -	\$ 620,200
	Contractual Services	5,314,260	5,041,234	5,073,400	86,000	5,159,400	-	50,000	5,209,400
	Commodities	37,750	52,257	54,900	3,500	58,400	-	-	58,400
	Operating Capital/Debt Service	719,551	471	330,800	-	330,800	90,000	-	420,800
	One-Time Supplementals	54,351	68,000	-	-	-	-	-	-
	Total Administration	\$ 6,786,788	\$ 5,734,023	\$ 6,079,300	\$ 89,500	\$ 6,168,800	\$ 90,000	\$ 50,000	\$ 6,308,800
Container Maintenance									
	Personnel Services	\$ -	\$ 84,812	\$ 79,300	\$ -	\$ 79,300	\$ -	\$ -	\$ 79,300
	Contractual Services	-	24,956	13,100	-	13,100	-	-	13,100
	Commodities	-	328,296	310,000	-	310,000	-	-	310,000
	Operating Capital/Debt Service	-	80,000	-	-	-	-	-	-
	One-Time Supplementals	-	75,000	-	-	-	-	-	-
	Total Container Maintenance	\$ -	\$ 593,064	\$ 402,400	\$ -	\$ 402,400	\$ -	\$ -	\$ 402,400
	<b>Total - Sanitation Fund</b>	<b>\$ 6,786,788</b>	<b>\$ 6,327,087</b>	<b>\$ 6,481,700</b>	<b>\$ 89,500</b>	<b>\$ 6,571,200</b>	<b>\$ 90,000</b>	<b>\$ 50,000</b>	<b>\$ 6,711,200</b>
	<b>TOTAL - ENTERPRISE FUNDS</b>	<b>\$ 19,785,697</b>	<b>\$ 20,418,562</b>	<b>\$ 18,490,500</b>	<b>\$ 876,900</b>	<b>\$ 19,367,400</b>	<b>\$ 461,000</b>	<b>\$ 494,900</b>	<b>\$ 20,323,300</b>
<b>INTERNAL SERVICE FUNDS</b>									
<b>FLEET - PUBLIC WORKS</b>									
Fleet and Equipment Management									
	Personnel Services	\$ 689,349	\$ 769,190	\$ 803,400	\$ -	\$ 803,400	\$ -	\$ -	\$ 803,400
	Contractual Services	639,535	710,400	707,400	-	707,400	-	-	707,400
	Commodities	569,795	803,117	761,200	-	761,200	-	-	761,200
	Operating Capital	-	-	-	-	-	15,000	-	15,000
	<b>Total - Fleet</b>	<b>\$ 1,898,679</b>	<b>\$ 2,282,707</b>	<b>\$ 2,272,000</b>	<b>\$ -</b>	<b>\$ 2,272,000</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ 2,287,000</b>
	<b>TOTAL - INTERNAL SERVICE FUNDS</b>	<b>\$ 1,898,679</b>	<b>\$ 2,282,707</b>	<b>\$ 2,272,000</b>	<b>\$ -</b>	<b>\$ 2,272,000</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ 2,287,000</b>
	<b>TOTAL ALL FUNDS</b>	<b>\$ 99,821,423</b>	<b>\$ 119,393,936</b>	<b>\$ 114,422,300</b>	<b>\$ 4,531,000</b>	<b>\$ 118,953,300</b>	<b>\$ 6,909,400</b>	<b>\$ 5,031,100</b>	<b>\$ 130,893,800</b>

**CITY OF GOODYEAR  
SCHEDULE 4 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
DEBT SERVICE**

	<b>FY16 ACTUAL</b>	<b>FY17 BUDGET</b>	<b>FY17 ESTIMATE</b>	<b>FY18 BUDGET</b>
<b>General Obligation Bonds (G.O.)</b>				
GO Series 2017	\$ -	\$ -	\$ -	\$ 1,056,000
GO Refunding 2016	-	-	2,716,300	4,059,200
GO Refunding 2014	2,600,900	2,689,300	2,689,400	2,725,000
GO Refunding 2012	2,379,950	2,414,171	2,390,000	1,300,000
GO Refunding 2010	204,170	204,170	204,200	204,200
GO Build America Bonds 2010	346,045	225,633	346,000	346,000
GO Refunding 2009	285,736	291,080	285,800	285,800
GO Series 2008	2,992,501	3,051,423	1,460,600	1,457,400
GO Series 2007	2,953,062	3,066,494	1,995,300	-
<b>Total G.O.</b>	<b>\$ 11,762,364</b>	<b>\$ 11,942,271</b>	<b>\$ 12,087,600</b>	<b>\$ 11,433,600</b>
<b>Water Infrastructure Finance Authority (WIFA)</b>				
2002	\$ 101,086	\$ 946,604	\$ -	\$ -
2009	339,636	339,636	339,600	339,600
<b>Total WIFA</b>	<b>\$ 440,722</b>	<b>\$ 1,286,240</b>	<b>\$ 339,600</b>	<b>\$ 339,600</b>
<b>Water &amp; Sewer Refunding (W&amp;S)</b>				
Revenue 2016	\$ -	\$ 440,000	\$ 1,392,500	\$ 1,395,800
Revenue 2011	1,046,262	1,046,676	1,046,800	1,051,000
Revenue 2010	827,044	827,044	827,000	827,000
Refunding 2009	21,937	21,938	21,800	21,800
Refunding 1999	475,000	400,000	400,000	400,000
<b>Total W&amp;S</b>	<b>\$ 2,370,243</b>	<b>\$ 2,735,658</b>	<b>\$ 3,688,100</b>	<b>\$ 3,695,600</b>
<b>McDowell Improvement District</b>				
2008	\$ 3,540,150	\$ 3,539,301	\$ 3,539,300	\$ 3,534,200
<b>Total McDowell</b>	<b>\$ 3,540,150</b>	<b>\$ 3,539,301</b>	<b>\$ 3,539,300</b>	<b>\$ 3,534,200</b>
<b>Public Improvement Corporation</b>				
PIC Series 2017 - MLB Indians Project	\$ -	\$ -	\$ -	\$ 1,000,000
PIC Refunding Series 2016A	-	1,825,000	1,564,900	1,794,800
PIC Refunding Series 2016B	-	3,415,000	4,339,400	2,202,800
PIC 2012 A Goodyear Municipal Complex	1,021,272	1,021,272	1,021,200	1,021,200
PIC 2012 B Goodyear Municipal Complex & 911 Ctr.	126,850	126,850	126,900	126,900
PIC Refunding 2011 A&B	1,458,075	1,456,101	1,456,100	2,973,900
PIC Series 2008 (MLB Spring Training Facility)	2,017,038	-	-	-
PIC Series 2007	2,210,000	-	-	-
<b>Total Public Improvement Corporation</b>	<b>\$ 6,833,235</b>	<b>\$ 7,844,223</b>	<b>\$ 8,508,500</b>	<b>\$ 9,119,600</b>
<b>Total Fiscal Agent Fees</b>	<b>\$ 13,550</b>	<b>\$ 93,000</b>	<b>\$ 14,800</b>	<b>\$ 23,500</b>
<b>TOTAL</b>	<b>\$ 24,960,264</b>	<b>\$ 27,440,693</b>	<b>\$ 28,177,900</b>	<b>\$ 28,146,100</b>
<b>DEBT BY FUNDING SOURCE</b>				
General Fund	\$ 1,425,522	\$ 1,423,547	\$ 1,423,600	\$ 1,431,400
Ballpark Operating	5,414,693	6,429,176	7,109,200	7,701,700
Secondary Property Tax	4,669,505	4,949,490	4,732,200	4,501,800
McDowell Improvement District	3,540,900	3,540,051	3,540,100	3,535,200
Water	5,207,283	5,947,597	6,049,700	5,803,300
Wastewater	4,702,361	5,150,832	5,323,100	5,172,700
<b>TOTAL</b>	<b>\$ 24,960,264</b>	<b>\$ 27,440,693</b>	<b>\$ 28,177,900</b>	<b>\$ 28,146,100</b>

**CITY OF GOODYEAR  
SCHEDULE 5 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
AUTHORIZED POSITION DETAIL BY POSITION TITLE**

<b>NAME POSITION TITLE</b>	<b>FY16 ACTUAL</b>	<b>FY17 BUDGET</b>	<b>FY17 CHANGE</b>	<b>FY17 ESTIMATE</b>	<b>FY18 SUPPLEMENTAL CHANGES</b>	<b>FY18 BUDGET</b>
<b>CITY CLERK</b>						
Administrative Services						
City Clerk	1	1	-	1	-	1
Deputy City Clerk	1	1	-	1	-	1
City Clerk Specialist	2	2	-	2	-	2
Records Management						
Records Administrator	1	1	-	1	-	1
Records Analyst II	1	1	-	1	-	1
<b>Total City Clerk</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>6</b>
<b>CITY MANAGER'S OFFICE</b>						
City Manager's Office						
City Manager	1	1	-	1	-	1
Assistant to the City Manager	1	1	-	1	-	1
Continuous Improvement Program Manager	-	-	1	1	-	1
Executive Assistant	1	1	-	1	-	1
Intergovernmental Relations						
Assistant to the Council	1	1	-	1	-	1
Assistant to the Mayor	1	1	-	1	-	1
Executive Assistant	1	1	-	1	-	1
Grants Administrator	1	-	-	-	-	-
Governmental Relations Manager	1	1	-	1	-	1
Management Assistant	1	1	-	1	-	1
Neighborhood Services Coordinator	-	-	1	1	-	1
Neighborhood Services Manager	1	1	(1)	-	-	-
Deputy City Manager's Office						
Deputy City Manager	2	2	-	2	-	2
Executive Assistant	1	1	-	1	-	1
Development Agreement Coordinator	-	-	-	-	1	1
Executive Management Assistant	2	2	-	2	-	2
Risk Management						
Risk and Safety Administrator	-	-	1	1	-	1
Communications						
Communications Manager	1	1	-	1	-	1
Graphic Designer	1	1	-	1	-	1
Media Communications Specialist	1	1	(1)	-	-	-
Video Production Specialist	-	-	1	1	-	1
Public Information Officer	1	1	-	1	-	1
Digital Communications Administrator	1	1	-	1	-	1
<b>Total City Manager's Office</b>	<b>20</b>	<b>19</b>	<b>2</b>	<b>21</b>	<b>1</b>	<b>22</b>

**CITY OF GOODYEAR  
SCHEDULE 5 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
AUTHORIZED POSITION DETAIL BY POSITION TITLE**

NAME POSITION TITLE	FY16 ACTUAL	FY17 BUDGET	FY17 CHANGE	FY17 ESTIMATE	FY18 SUPPLEMENTAL CHANGES	FY18 BUDGET
<b>LEGAL SERVICES</b>						
City Attorney's Office						
City Attorney	1	1	-	1	-	1
Assistant City Attorney	2	2	-	2	-	2
Legal Assistant	1	1	-	1	-	1
Legal Services Coordinator	1	1	-	1	-	1
City Prosecutor's Office						
City Prosecutor	1	1	-	1	-	1
Assistant City Prosecutor	1	1	-	1	-	1
Legal Assistant	1	1	-	1	-	1
Staff Assistant	1	1	-	1	-	1
<b>Total Legal Services</b>	<b>9</b>	<b>9</b>	<b>-</b>	<b>9</b>	<b>-</b>	<b>9</b>
<b>FINANCE DEPARTMENT</b>						
Administration						
Finance Director	1	1	-	1	-	1
Administrative Assistant	1	1	-	1	-	1
Management Assistant	1	1	-	1	-	1
Staff Assistant	1	1	(1)	-	-	-
Financial Services						
Controller	1	1	-	1	-	1
Accounting Supervisor	-	-	1	1	-	1
Senior Accountant	1	2	-	2	-	2
Accountant	1	-	1	1	-	1
Senior Account Clerk	2	2	-	2	-	2
Account Clerk	1	1	-	1	-	1
Special Districts & Taxation						
CFD Administrator	1	1	(1)	-	-	-
CFD Specialist	1	1	(1)	-	-	-
Accounting Specialist	-	-	1	1	-	1
Sales Tax Auditor	1	1	(1)	-	-	-
Budget & Research						
Budget & Research Manager	1	1	-	1	-	1
Budget & Research Analyst	3	3	-	3	-	3
Tax and Financial Analyst	-	-	1	1	-	1
Staff Assistant	-	-	1	1	-	1
Customer Service						
Customer Service Supervisor	1	1	-	1	-	1
Utility Billing Specialist	1	1	-	1	-	1
Customer Service Advocate	1	1	(1)	-	-	-
Customer Service Representative I	3	4	1	5	-	5
Customer Service Representative II	1	1	-	1	-	1
Senior Account Clerk	1	1	(1)	-	-	-
Procurement						
Procurement Manager	1	1	-	1	-	1
Procurement Officer	-	1	-	1	-	1
Procurement Specialist	2	2	-	2	-	2

**CITY OF GOODYEAR  
SCHEDULE 5 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
AUTHORIZED POSITION DETAIL BY POSITION TITLE**

<b>NAME POSITION TITLE</b>	<b>FY16 ACTUAL</b>	<b>FY17 BUDGET</b>	<b>FY17 CHANGE</b>	<b>FY17 ESTIMATE</b>	<b>FY18 SUPPLEMENTAL CHANGES</b>	<b>FY18 BUDGET</b>
Mail Services						
Customer Service Representative I	-	1	-	1	-	1
Mail & Copy Clerk	1	-	-	-	-	-
<b>Total Finance Department</b>	<b>29</b>	<b>31</b>	<b>-</b>	<b>31</b>	<b>-</b>	<b>31</b>
<b>INFORMATION TECHNOLOGY</b>						
ITS Administration						
Director of IT Services	1	1	-	1	-	1
Administrative Assistant	1	1	-	1	-	1
Technical Support & Services						
Security & Infrastructure Manager	1	1	-	1	-	1
Infrastructure Support Supervisor	-	-	1	1	-	1
Infrastructure Administrator	2	2	(1)	1	-	1
Infrastructure Engineer	-	-	1	1	-	1
SCADA Systems Engineer	-	-	-	-	1	1
IT Technician I	1	1	-	1	-	1
IT Technician II	1	1	-	1	-	1
Sr. Infrastructure Administrator	2	2	(1)	1	-	1
Application Development & Support						
Application & Business Manager	1	1	-	1	-	1
Application & Business Analyst	4	4	-	4	-	4
Application Developer	3	3	-	3	-	3
ITS Web Developer	1	1	-	1	-	1
<b>Total Information Technology</b>	<b>18</b>	<b>18</b>	<b>-</b>	<b>18</b>	<b>1</b>	<b>19</b>
<b>HUMAN RESOURCES</b>						
Human Resources Administration						
Human Resources Director	1	1	-	1	-	1
Administrative Assistant	1	-	-	-	-	-
Human Resources Business Partner	3	4	-	4	-	4
Human Resources Specialist	1	1	-	1	-	1
Total Compensation Administrator	1	1	-	1	-	1
Wellness & Volunteer Coordinator	1	1	-	1	-	1
Risk Management						
Risk and Safety Administrator	1	1	(1)	-	-	-
Employee Development						
Human Resources Organizational Strategy Manager	1	1	-	1	-	1
Human Resources Specialist	-	1	(1)	-	-	-
Training Specialist	-	-	1	1	-	1
<b>Total Human Resources</b>	<b>10</b>	<b>11</b>	<b>(1)</b>	<b>10</b>	<b>-</b>	<b>10</b>

**CITY OF GOODYEAR  
SCHEDULE 5 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
AUTHORIZED POSITION DETAIL BY POSITION TITLE**

<b>NAME POSITION TITLE</b>	<b>FY16 ACTUAL</b>	<b>FY17 BUDGET</b>	<b>FY17 CHANGE</b>	<b>FY17 ESTIMATE</b>	<b>FY18 SUPPLEMENTAL CHANGES</b>	<b>FY18 BUDGET</b>
<b>POLICE DEPARTMENT</b>						
Police Administration						
Chief of Police	1	1	-	1	-	1
Deputy Chief of Police	2	2	-	2	-	2
Support Services Manager	1	1	-	1	-	1
Administrative Assistant	2	2	-	2	-	2
Forensic Specialist	1	1	-	1	-	1
Management Assistant	-	1	-	1	-	1
Public Information Officer	1	1	-	1	-	1
Police Lieutenant	-	1	1	2	-	2
Police Records Clerk II	2	2	-	2	-	2
Police Records Specialist	2	2	-	2	-	2
Police Officer	2	-	1	1	-	1
Police Sergeant	2	1	1	2	-	2
Property Evidence Supervisor	1	1	-	1	-	1
Property Officer	2	2	-	2	-	2
Impound						
Investigation Specialist	1	1	-	1	-	1
Field Operations						
Police Lieutenant	4	4	-	4	-	4
Police Sergeant	5	7	-	7	1	8
Police Officer	44	53	(3)	50	5	55
Police Recruit-Cadet	-	-	1	1	-	1
Police Assistant	2	2	-	2	1	3
Telecommunications						
Telecommunications Manager	1	1	-	1	-	1
Telecommunications Supervisor	4	4	-	4	-	4
Telecommunications Operator	12	13	-	13	2	15
Community Services						
Police Lieutenant	1	1	(1)	-	-	-
Police Sergeant	1	3	(3)	-	-	-
Police Officer	6	6	(6)	-	-	-
Investigations						
Crime Intelligence Analyst	1	1	-	1	-	1
Crisis Services Coordinator	1	1	-	1	-	1
Investigations Specialist	1	1	-	1	-	1
Police Lieutenant	1	1	-	1	-	1
Police Sergeant	3	2	-	2	-	2
Police Detective	5	4	-	4	-	4
Police Officer	8	7	-	7	-	7
Specialized Patrol						
Police Lieutenant	1	1	-	1	-	1
Police Sergeant	2	2	2	4	-	4
Police Officer	8	8	7	15	-	15
<b>Total Police Department</b>	<b>131</b>	<b>141</b>	<b>-</b>	<b>141</b>	<b>9</b>	<b>150</b>

**CITY OF GOODYEAR  
SCHEDULE 5 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
AUTHORIZED POSITION DETAIL BY POSITION TITLE**

<b>NAME POSITION TITLE</b>	<b>FY16 ACTUAL</b>	<b>FY17 BUDGET</b>	<b>FY17 CHANGE</b>	<b>FY17 ESTIMATE</b>	<b>FY18 SUPPLEMENTAL CHANGES</b>	<b>FY18 BUDGET</b>
<b>FIRE DEPARTMENT</b>						
Administration						
Fire Chief	1	1	-	1	-	1
Administrative Services Supervisor	1	1	-	1	-	1
Management Assistant	1	1	-	1	-	1
Administrative Assistant	1	1	-	1	-	1
Staff Assistant	1	1	-	1	-	1
Fire Prevention						
Fire Battalion Chief	-	-	1	1	-	1
Fire Captain	1	1	(1)	-	-	-
Fire Inspector II	2	2	-	2	-	2
Emergency Services						
Deputy Fire Chief	1	1	-	1	-	1
Fire Battalion Chief	5	5	-	5	-	5
Firefighter	42	41	(1)	40	-	40
Fire Captain	23	24	1	25	-	25
Fire Engineer	17	17	1	18	-	18
Ambulance Services						
Ambulance EMT's	-	-	-	-	3	3
Ambulance Paramedics	-	-	-	-	3	3
Assistant Contract Monitor	-	-	-	-	1	1
Support Services						
Deputy Fire Chief	1	1	-	1	-	1
Fire Battalion Chief	1	1	(1)	-	-	-
Fire Equipment Maintenance Worker	2	2	-	2	-	2
Emergency Management						
Emergency Manager	1	1	-	1	-	1
Community Risk Reduction Coordinator	1	1	-	1	-	1
<b>Total Fire Department</b>	<b>102</b>	<b>102</b>	<b>-</b>	<b>102</b>	<b>7</b>	<b>109</b>
<b>MUNICIPAL COURT</b>						
Court Administrator	1	1	-	1	-	1
Court Supervisor	1	1	-	1	-	1
Court Interpreter	1	1	-	1	-	1
Court Specialist I	-	1	-	1	-	1
Court Specialist II	3	2	-	2	-	2
Court Specialist III	2	2	-	2	-	2
Security Guard	-	-	-	-	1	1
Judge	1	1	-	1	-	1
<b>Total Municipal Court</b>	<b>9</b>	<b>9</b>	<b>-</b>	<b>9</b>	<b>1</b>	<b>10</b>

**CITY OF GOODYEAR  
SCHEDULE 5 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
AUTHORIZED POSITION DETAIL BY POSITION TITLE**

<b>NAME POSITION TITLE</b>	<b>FY16 ACTUAL</b>	<b>FY17 BUDGET</b>	<b>FY17 CHANGE</b>	<b>FY17 ESTIMATE</b>	<b>FY18 SUPPLEMENTAL CHANGES</b>	<b>FY18 BUDGET</b>
<b>ECONOMIC DEVELOPMENT</b>						
Administrative Assistant	-	1	(1)	-	-	-
Economic Development Director	1	1	-	1	-	1
Economic Development Project Manager	2	1	1	2	-	2
Management Assistant	1	1	-	1	-	1
Marketing Coordinator	1	1	-	1	-	1
Project Manager - Small Business	1	1	-	1	-	1
<b>Total Economic Development</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>6</b>
<b>DEVELOPMENT SERVICES</b>						
Administration						
Administrative Assistant	1	1	(1)	-	-	-
Development Services Administrator	1	1	-	1	-	1
Development Services Director	1	1	-	1	-	1
Management Assistant	-	-	1	1	-	1
Planning & Zoning						
Planner II	1	1	-	1	-	1
Planner III	3	3	-	3	-	3
Planning Manager	1	1	-	1	-	1
Building Safety						
Building Inspection Supervisor	1	1	-	1	-	1
Building Inspector I	-	1	(1)	-	-	-
Building Inspector II	3	2	1	3	-	3
Building Inspector III	1	1	(1)	-	-	-
Chief Building Official	1	1	-	1	-	1
Fire Plan Review and Inspection Specialist	1	1	-	1	-	1
Senior Fire Building Plans Examiner	-	-	1	1	-	1
Plans Examiner	3	4	-	4	-	4
Plans Review Supervisor Building Safety	1	-	-	-	-	-
Code Compliance						
Code Compliance Officer I	2	2	-	2	-	2
Code Compliance Officer II	1	1	-	1	-	1
<b>Total Development Services</b>	<b>22</b>	<b>22</b>	<b>-</b>	<b>22</b>	<b>-</b>	<b>22</b>
<b>ENGINEERING</b>						
Engineering Administration						
Director of Engineering	1	1	-	1	-	1
Assistant City Engineer	1	1	-	1	-	1
City Engineer	1	-	-	-	-	-
Sr. Project Manager	1	1	(1)	-	-	-
Grants Administrator	-	1	-	1	-	1
Plans Examiner II	1	1	(1)	-	-	-
Administrative Assistant	2	2	-	2	-	2
Real Estate Coordinator	1	1	-	1	-	1

**CITY OF GOODYEAR  
SCHEDULE 5 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
AUTHORIZED POSITION DETAIL BY POSITION TITLE**

<b>NAME POSITION TITLE</b>	<b>FY16 ACTUAL</b>	<b>FY17 BUDGET</b>	<b>FY17 CHANGE</b>	<b>FY17 ESTIMATE</b>	<b>FY18 SUPPLEMENTAL CHANGES</b>	<b>FY18 BUDGET</b>
Plan Review						
Civil Engineer	1	1	-	1	-	1
Plans Examiner	2	1	1	2	-	2
Plans Examiner II	-	1	(1)	-	-	-
Sr. Civil Engineer	1	1	-	1	-	1
Engineering Permits						
Civil Engineer	-	-	1	1	-	1
Development Services Technician II	2	2	-	2	-	2
Development Services Technician III	3	3	(1)	2	-	2
Permit Administrator	1	1	-	1	-	1
Inspections						
Construction Inspector	-	2	(2)	-	-	-
Construction Inspector II	3	1	2	3	-	3
Construction Inspection Supervisor	1	1	-	1	-	1
GIS						
GIS Analyst	1	1	-	1	-	1
GIS Coordinator	1	1	-	1	-	1
GIS Technician	1	1	-	1	-	1
Project Management						
Project Manager	2	2	(1)	1	-	1
Sr. Project Manager	1	1	2	3	-	3
Signs & Street Markings						
Traffic Operations Worker II	1	1	-	1	-	1
Traffic Operations Worker III	1	1	-	1	-	1
Streets						
Pavement Management Coordinator	1	1	-	1	-	1
Street Maintenance Foreman	1	1	-	1	-	1
Streets Maintenance Worker II	4	4	(1)	3	-	3
Street Maintenance Worker III	-	-	1	1	-	1
Sweeper Operations						
Equipment Operator	2	2	-	2	-	2
Traffic Signals						
Signal Technician II	2	2	-	2	-	2
Signal Technician III	1	1	-	1	-	1
Streets and Traffic Superintendent	1	1	-	1	-	1
Traffic Operations Foreman	1	1	-	1	-	1
Traffic						
Assistant City Traffic Engineer	1	1	-	1	-	1
City Traffic Engineer	1	1	-	1	-	1
<b>Total Engineering</b>	<b>45</b>	<b>45</b>	<b>(1)</b>	<b>44</b>	<b>-</b>	<b>44</b>

**CITY OF GOODYEAR  
SCHEDULE 5 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
AUTHORIZED POSITION DETAIL BY POSITION TITLE**

NAME POSITION TITLE	FY16 ACTUAL	FY17 BUDGET	FY17 CHANGE	FY17 ESTIMATE	FY18 SUPPLEMENTAL CHANGES	FY18 BUDGET
<b>PUBLIC WORKS</b>						
<b>General Fund:</b>						
Administration						
Administrative Services Supervisor	1	1	-	1	-	1
Administrative Assistant	2	2	-	2	-	2
Management Assistant	1	1	-	1	-	1
Facilities						
Municipal Services Manager	1	1	-	1	-	1
Facilities Maintenance Worker I	3	2	(2)	-	-	-
Facilities Maintenance Worker II	2	1	2	3	-	3
Facilities Maintenance Worker III	1	4	-	4	-	4
Facility Superintendent	1	1	-	1	-	1
Program Management						
Public Works Program Manager	-	1	(1)	-	-	-
Engineering & Regulatory Compliance Manager	-	-	1	1	-	1
Environmental Compliance Supervisor	1	1	-	1	-	1
Water Quality Technician II	1	1	-	1	-	1
Water Quality Technician III	1	1	-	1	-	1
Industrial Pretreatment Coordinator	1	1	-	1	-	1
<b>Fleet Internal Services:</b>						
Fleet Services						
Fleet Management Superintendent	1	1	-	1	-	1
Mechanic I	1	1	-	1	-	1
Mechanic III	3	3	-	3	-	3
Mechanic Foreman	1	1	-	1	-	1
Service Advisor	1	1	-	1	-	1
<b>Sanitation:</b>						
Sanitation Inspector	1	1	-	1	-	1
Sanitation Supervisor	1	1	-	1	-	1
Sanitation Superintendent	1	-	-	-	-	-
Sanitation Worker I	2	2	-	2	-	2
Sanitation Worker II	3	3	(1)	2	-	2
Sanitation Worker III	-	-	1	1	-	1
<b>Water:</b>						
Water Administration						
Environmental Services Manager	1	1	-	1	-	1
Public Works Director	1	1	-	1	-	1
Water Superintendent	1	1	-	1	-	1
Water Distribution						
Location Specialist	-	-	-	-	1	1
Sr. Utility Technician	1	1	-	1	-	1
Utility Technician	3	3	(1)	2	-	2
Utility Technician II	3	4	1	5	-	5
Water Distribution Supervisor	1	1	-	1	-	1
Water Quality Technician II	1	-	-	-	-	-
Utility Technician II	-	-	-	-	-	-

**CITY OF GOODYEAR  
SCHEDULE 5 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
AUTHORIZED POSITION DETAIL BY POSITION TITLE**

<b>NAME POSITION TITLE</b>	<b>FY16 ACTUAL</b>	<b>FY17 BUDGET</b>	<b>FY17 CHANGE</b>	<b>FY17 ESTIMATE</b>	<b>FY18 SUPPLEMENTAL CHANGES</b>	<b>FY18 BUDGET</b>
Water Production						
Operations Supervisor	1	1	-	1	-	1
Sr. Utility Technician	1	1	-	1	-	1
Utility Technician	2	2	-	2	-	2
Utility Technician II	3	3	-	3	-	3
Water Maintenance						
Operations Supervisor	1	1	-	1	-	1
Instrumentation Control Technician	1	1	-	1	-	1
Maintenance Mechanic II	1	2	-	2	-	2
Maintenance Superintendent	-	1	-	1	-	1
Water Resources						
Water Conservation Specialist	1	1	-	1	-	1
Water Resources Manager	1	1	-	1	-	1
Water Resources Planning Advisor	1	1	-	1	-	1
<b>Wastewater:</b>						
Wastewater Administration						
Wastewater Superintendent	1	1	-	1	-	1
Wastewater Collection						
Operations Supervisor	1	1	-	1	-	1
Sr. Utility Technician	1	1	-	1	-	1
Utility Technician I	2	2	-	2	-	2
Utility Technician II	2	2	-	2	-	2
Wastewater Reclamation						
Operations Supervisor Reclamation	1	1	-	1	-	1
Utility Technician I	2	2	-	2	-	2
Utility Technician II	5	4	-	4	-	4
Sr. Utility Technician	-	1	-	1	1	2
Wastewater Maintenance						
Instrumentation & Control Technician	1	1	-	1	-	1
Maintenance Mechanic I	1	1	-	1	-	1
<b>Total Public Works</b>	<b>73</b>	<b>76</b>	<b>-</b>	<b>76</b>	<b>2</b>	<b>78</b>
<b>PARKS AND RECREATION</b>						
Parks and Recreation Administration						
Parks & Recreation Director	1	1	-	1	-	1
Administrative Assistant	1	1	-	1	-	1
Management Assistant	1	1	-	1	-	1
Parks and Recreation Manager	1	1	-	1	-	1
Parks Maintenance						
Parks Foreman	1	1	-	1	-	1
Parks Worker I	3	4	-	4	-	4
Parks Worker II	5	5	-	5	-	5
Parks Worker III	3	3	-	3	-	3
Parks Superintendent	1	1	-	1	-	1

**CITY OF GOODYEAR  
SCHEDULE 5 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
AUTHORIZED POSITION DETAIL BY POSITION TITLE**

<b>NAME POSITION TITLE</b>	<b>FY16 ACTUAL</b>	<b>FY17 BUDGET</b>	<b>FY17 CHANGE</b>	<b>FY17 ESTIMATE</b>	<b>FY18 SUPPLEMENTAL CHANGES</b>	<b>FY18 BUDGET</b>
Rights of Way Maintenance						
Parks Foreman	1	1	-	1	-	1
Parks Worker III	2	2	-	2	-	2
Right of Way Superintendent	-	-	-	-	1	1
Right of Way Worker III	3	3	-	3	-	3
Recreation Administration						
Customer Service Representative II	-	1	-	1	-	1
Recreation Coordinator	2	2	-	2	-	2
Recreation Programmers	-	-	-	-	2	2
Recreation Superintendent	1	1	-	1	-	1
Arts & Culture						
Arts & Culture Coordinator	1	1	-	1	-	1
Ballpark Operations						
Ballpark General Manager	1	1	-	1	-	1
Business Operations & Marketing Coordinator	1	1	-	1	-	1
Ballpark Operations Coordinator	-	-	1	1	-	1
Ballpark Ticket Sales & Operations	-	-	1	1	-	1
Business Development Coordinator	-	-	1	1	-	1
Administrative Assistant	1	1	-	1	-	1
Ballpark Coordinator	3	3	(3)	-	-	-
Ballpark Maintenance						
Ballpark Foreman	3	3	-	3	-	3
Ballpark Superintendent	1	1	-	1	-	1
Grounds Equipment Mechanic	1	1	-	1	-	1
Groundskeeper I	8	6	-	6	-	6
Groundskeeper II	5	7	-	7	-	7
<b>Total Parks and Recreation</b>	<b>51</b>	<b>53</b>	<b>-</b>	<b>53</b>	<b>3</b>	<b>56</b>
<b>TOTAL POSITION COUNT</b>	<b>531</b>	<b>548</b>	<b>-</b>	<b>548</b>	<b>24</b>	<b>572</b>

**CITY OF GOODYEAR  
SCHEDULE 5A - FINAL BUDGET  
FY18 ANNUAL BUDGET  
FULL-TIME AUTHORIZED POSITIONS BY DEPARTMENT AND BY FUND**

<b>POSITIONS BY DEPARTMENT</b>	<b>FY16 ACTUAL</b>	<b>FY17 BUDGET</b>	<b>FY17 ESTIMATES</b>	<b>FY18 BUDGET</b>
City Clerk's Office	6	6	6	6
City Manager's Office	20	19	21	22
Legal Services	9	9	9	9
Finance	29	31	31	31
Information Technology	18	18	18	19
Human Resources	10	11	10	10
Police	131	141	141	150
Fire	102	102	102	109
Municipal Court	9	9	9	10
Economic Development	6	6	6	6
Development Services	22	22	22	22
Engineering	45	45	44	44
Public Works	73	76	76	78
Parks and Recreation	51	53	53	56
<b>TOTAL POSITIONS BY DEPARTMENT</b>	<b>531</b>	<b>548</b>	<b>548</b>	<b>572</b>

<b>POSITIONS BY FUND</b>	<b>FY16 ACTUAL</b>	<b>FY17 BUDGET</b>	<b>FY17 ESTIMATES</b>	<b>FY18 BUDGET</b>
General	428	444	444	466
Highway User Revenue Fund	17	17	17	17
Impound Fund	1	1	1	1
Water	27	29	29	30
Wastewater	19	19	19	20
Sanitation	8	7	7	7
Ballpark	24	24	24	24
Fleet	7	7	7	7
<b>TOTAL POSITIONS BY FUND</b>	<b>531</b>	<b>548</b>	<b>548</b>	<b>572</b>

**CITY OF GOODYEAR  
SCHEDULE 6 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
INTERFUND TRANSFERS**

	FY16 ACTUALS		FY17 BUDGET		FY17 ESTIMATE		FY18 BUDGET	
	IN	OUT	IN	OUT	IN	OUT	IN	OUT
<b>GENERAL FUNDS</b>								
Fleet Asset Management Reserve	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -	\$ 1,750,000
Technology Asset Management Reserve	-	1,000,000	-	1,750,000	-	1,750,000	-	900,000
Parks Asset Management Reserve	-	1,438,000	-	2,250,000	-	2,250,000	-	1,900,000
Police Asset Management Reserve	-	-	-	2,260,000	-	2,260,000	-	-
Fire Asset Management Reserve	-	-	-	800,000	-	800,000	-	700,000
Traffic Signals Asset Management Reserve	-	-	-	-	-	-	-	2,000,000
Ballpark Operating	-	7,548,300	-	9,479,400	-	9,265,900	-	9,391,000
Ballpark Capital Replacement Fund	-	-	-	-	-	900,000	-	900,000
Highway User Revenue Fund	-	739,200	-	1,228,600	-	936,900	-	436,300
Water	700,000	-	700,000	-	700,000	-	1,150,000	-
Wastewater	1,200,000	-	1,200,000	-	1,200,000	-	1,650,000	-
Sanitation	900,000	-	900,000	-	900,000	-	900,000	-
<b>General Fund</b>	<b>\$ 2,800,000</b>	<b>\$ 12,725,500</b>	<b>\$ 2,800,000</b>	<b>\$ 19,768,000</b>	<b>\$ 2,800,000</b>	<b>\$ 20,162,800</b>	<b>\$ 3,700,000</b>	<b>\$ 17,977,300</b>
Fleet Asset Management Reserve	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -	\$ 1,750,000	\$ -
Technology Asset Management Reserve	1,000,000	-	1,750,000	-	1,750,000	-	900,000	-
Parks Asset Management Reserve	1,438,000	-	2,250,000	-	2,250,000	-	1,900,000	-
Police Asset Management Reserve	-	-	2,260,000	-	2,260,000	-	-	-
Fire Asset Management Reserve	-	-	800,000	-	800,000	-	700,000	-
Traffic Signals Asset Management Reserve	-	-	-	-	-	-	2,000,000	-
<b>General Fund Reserves</b>	<b>\$ 4,438,000</b>	<b>\$ -</b>	<b>\$ 9,060,000</b>	<b>\$ -</b>	<b>\$ 9,060,000</b>	<b>\$ -</b>	<b>\$ 7,250,000</b>	<b>\$ -</b>
<b>TOTAL GENERAL FUNDS</b>	<b>\$ 7,238,000</b>	<b>\$ 12,725,500</b>	<b>\$ 11,860,000</b>	<b>\$ 19,768,000</b>	<b>\$ 11,860,000</b>	<b>\$ 20,162,800</b>	<b>\$ 10,950,000</b>	<b>\$ 17,977,300</b>
<b>SPECIAL REVENUE FUNDS</b>								
Ballpark Operating	\$ 7,548,300	\$ -	\$ 9,479,400	\$ -	\$ 9,265,900	\$ -	\$ 9,391,000	\$ -
Ballpark Capital Replacement Fund	-	-	-	-	900,000	-	900,000	-
Highway User Revenue Fund (HURF)	739,200	-	1,228,600	-	936,900	-	436,300	-
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$ 8,287,500</b>	<b>\$ -</b>	<b>\$ 10,708,000</b>	<b>\$ -</b>	<b>\$ 11,102,800</b>	<b>\$ -</b>	<b>\$ 10,727,300</b>	<b>\$ -</b>
<b>ENTERPRISE FUNDS</b>								
Water Staff and Administration	\$ 1,274,800	\$ 700,000	\$ -	\$ 700,000	\$ 1,287,200	\$ 700,000	\$ -	\$ 700,000
Water In Lieu of Property Tax	-	-	-	-	-	-	-	450,000
Wastewater Staff and Administration	450,000	1,200,000	-	1,200,000	956,900	1,200,000	-	1,200,000
Wastewater In Lieu of Property Tax	-	-	-	-	-	-	-	450,000
Sanitation	-	900,000	-	900,000	-	900,000	-	900,000
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$ 1,724,800</b>	<b>\$ 2,800,000</b>	<b>\$ -</b>	<b>\$ 2,800,000</b>	<b>\$ 2,244,100</b>	<b>\$ 2,800,000</b>	<b>\$ -</b>	<b>\$ 3,700,000</b>
<b>IMPACT FEES</b>								
Construction Sales Tax - Impact Fees	\$ 1,451,000	\$ 1,451,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Impact Fees	-	1,274,800	-	-	-	1,287,200	-	-
Wastewater Impact Fees	-	450,000	-	-	-	956,900	-	-
<b>TOTAL IMPACT FEES</b>	<b>\$ 1,451,000</b>	<b>\$ 3,175,800</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,244,100</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL TRANSFERS - ALL FUNDS</b>	<b>\$ 18,701,300</b>	<b>\$ 18,701,300</b>	<b>\$ 22,568,000</b>	<b>\$ 22,568,000</b>	<b>\$ 25,206,900</b>	<b>\$ 25,206,900</b>	<b>\$ 21,677,300</b>	<b>\$ 21,677,300</b>

**CITY OF GOODYEAR  
SCHEDULE 7 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
PROPERTY TAXES**

DESCRIPTION	FY16 BUDGET	FY17 BUDGET	FY18 BUDGET
<b>Primary Property Tax</b>			
Property Valuation	\$ 670,952,898	\$ 710,534,322	\$ 763,038,272
Primary Levy	\$ 7,807,747	\$ 8,240,777	\$ 8,655,906
Rate Per \$100 Assessed Valuation	\$ 1.1637	\$ 1.1598	\$ 1.1344
<b>Secondary Property Tax</b>			
Property Valuation	\$ 670,952,898	\$ 710,534,322	\$ 763,038,272
Secondary Levy	\$ 4,738,940	\$ 4,991,779	\$ 4,581,780
Rate	\$ 0.7063	\$ 0.7025	\$ 0.6005
<b>Combined Property Tax Levy</b>	\$ 12,546,687	\$ 13,232,556	\$ 13,237,686
<b>Combined Property Tax Rate</b>	\$ 1.8700	\$ 1.8623	\$ 1.7349

**Truth in Taxation - FY18**

Primary Property Tax Levy FY17	\$ 8,240,777
Value of New Construction FY18	\$ 22,054,090
Net Assessed Value less New Construction FY18	\$ 740,984,182
Total Net Assessed Valuation FY18	\$ 763,038,272
Truth in Taxation Rate	\$ 1.1121
Max. Levy that can be imposed without Truth in Taxation FY18	\$ 8,485,749
Max. Levy Allowed by law Requires Truth in Taxation	\$ 8,655,906
Levy Amount Requiring Truth in Taxation	\$ 170,157
Maximum Allowable Tax Rate	\$ 1.1344

**CITY OF GOODYEAR  
SCHEDULE 8 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
ARIZONA CONSTITUTIONAL DEBT LIMIT**

<b>2017/18 Secondary Assessed Valuation (AV)</b>	<b>\$</b>	<b>871,205,504</b>
<b>6% Bonds</b>		
Debt Limit 6% Of Assessed Valuation (1)	\$	52,272,330
Bonds Outstanding At June 30, 2017	\$	205,000
Excess Available At June 30, 2017	\$	52,067,330
<b>20% Bonds</b>		
Debt Limit 20% Of Assessed Valuation (2)	\$	174,241,101
Bonds Outstanding At June 30, 2017	\$	90,065,000
Excess Available At June 30, 2017	\$	84,176,101

(1) *The Arizona Constitution limits the amount of tax supported debt that a city may issue. The limit of bonds to finance other projects not in 20% category is 6% of the municipality's assessed valuation.*

(2) *Any incorporated city or town, with assent, may be allowed to become indebted but not exceed twenty per centum additional taxable property for supplying such city or town with water, artificial light, or sewers, when the works for supplying such water, light or sewers are or shall be owned and controlled by the municipality, and for the acquisition and development by the incorporated city or town of land or interest therein for open space preserves, parks, playgrounds and recreational facilities, public safety, law enforcement, fire and emergency services facilities and streets and transportation facilities.*  
*In FY06 projects involving public safety, law enforcement, fire and emergency service facilities, streets, and transportation facilities were added to this category.*

**CITY OF GOODYEAR  
SCHEDULE 9 FINAL BUDGET  
FY18 ANNUAL BUDGET  
CAPITAL IMPROVEMENT PROGRAM**

FUNDING SOURCE/PROJECT NAME	FY18 AMOUNT
<b>GENERAL</b>	
Public Art: Goodyear Mobile Museum	\$ 5,000
Public Art: Recreation Center	30,000
Public Art: Central Goodyear 30 Acre Park	20,000
Public Art: Fire Station 181 Replacement	40,000
Public Art: Fire Station EMR	40,000
Public Art: Goodyear Community Park	20,000
Monument Sign Installation	75,000
Ziz Water Feature Renovation	124,800
Goodyear Community Park - Pickle Ball Court	168,000
Estrella Foothills Park - Softball Fields	318,000
<b>G.O. BONDS</b>	
Community Aquatic Facility	590,000
<b>NON-UTILITY IMPACT FEES</b>	
Recreation Center	650,000
Central Goodyear 30-Acre Park	832,000
Newland Reimbursement EMR Park	419,500
<b>BALLPARK PIC 2017</b>	
MLB Indians Facility Improvements	10,500,000
<b>Arts &amp; Parks Projects Total</b>	<b>\$ 13,832,300</b>
<b>GENERAL</b>	
City Hall Renovations	\$ 156,000
Renovation of Fire Station 183	109,200
Renovation of Fire Station 187	41,600
Goodyear Medical Clinic Relocation	51,000
Fire Station 181 - Renovation/Repair	420,800
Financial System Implementation Project	178,500
Capital Projects/Loan Reserve	1,743,700
<b>BALLPARK OPERATING</b>	
Ballpark Repair for Right Field Pavilion	480,000
<b>CIP DEVELOPMENT CONTRIBUTIONS</b>	
EMR Fire Station	4,650,000
<b>G.O. BONDS</b>	
Fire Station 181 Replacement	4,817,500
<b>POLICE ASSET MANAGEMENT RESERVE</b>	
Radio (Portable and In-Car) Replacement	2,113,400
<b>Facilities &amp; Technology Projects Total</b>	<b>\$ 14,761,700</b>

**CITY OF GOODYEAR  
SCHEDULE 9 FINAL BUDGET  
FY18 ANNUAL BUDGET  
CAPITAL IMPROVEMENT PROGRAM**

FUNDING SOURCE/PROJECT NAME	FY18 AMOUNT
<b>GENERAL</b>	
86 Acre Recreation Campus: 158th Ave - Harrison to Sherman	\$ 249,900
86 Acre Recreation Campus: Harrison Full - 158th to Estrella Pkwy	632,600
86 Acre Recreation Campus: Estrella Pkwy - One Lane - Harrison to Goodyear Blvd.	413,900
86 Acre Recreation Campus: RID Relocation	343,200
Sarival Avenue: Jefferson Street to Yuma Rd	1,063,000
Fiber Project: Elwood St (Cotton to Estrella); Cotton Ln (Estrella to Lower Buckeye)	40,000
Bullard Avenue Fiber Interconnect - Earll Drive to Indian School Road	62,400
Estrella Parkway & Vineyard Avenue - Intersection Relocation and Traffic Signal	378,700
Camelback Road Pedestrian Crossing	244,200
Fiber Project: Yuma (Estrella to Cotton) and Cotton (Yuma to Canyon Trails)	93,100
Pavement Management Program	1,872,000
New Potential Warranted Traffic Signal	551,400
Van Buren Street, Estrella Parkway to Sarival	1,700,000
Developer Deposits for Anticipated Projects	137,100
Riggs Road Survey, Land Acquisition and Repair	160,000
<b>NON-UTILITY IMPACT FEES</b>	
Sarival Avenue: Jefferson Street to Yuma Rd	252,800
Newland Streets Reimbursement	503,700
<b>SR 303</b>	
SR303 Restore Roadways	902,000
<b>Streets Projects Total</b>	<b>\$ 9,600,000</b>
<b>WATER BONDS</b>	
Surface Water Project	\$ 20,754,000
Site #12 1.2 MG Storage Capacity for North Service Area	416,000
Adaman Well #3	2,881,000
8-Inch Brine Line for RO Concentrate	447,200
Booster Pump Station #13 Reservoir Rehabilitation	193,100
Site #12 - Well A	728,000
Site #12 - Well B	6,352,300
Site #12 Pumps (+ 1,800 gpm)	104,000
Well #1 Re-drill and Re-equip	6,352,300
<b>WATER ENTERPRISE</b>	
Surface Water Project	2,010,000
CAP Subcontract Capital Charges	575,000
Differential Impact Fee Credits	811,300
Oversizing Lines	530,500
Potable Water Interconnect	780,000
<b>UTILITY IMPACT FEES</b>	
Debt Service GRIC - Impact Fee Share	967,400
Debt Service - Impact Fee Share	327,200
Newland Zone 3 Reimbursement	3,814,600
<b>WATER DEVELOPMENT REIMBURSEMENT</b>	
Adaman Well #3	1,118,100

**CITY OF GOODYEAR  
SCHEDULE 9 FINAL BUDGET  
FY18 ANNUAL BUDGET  
CAPITAL IMPROVEMENT PROGRAM**

FUNDING SOURCE/PROJECT NAME	FY18 AMOUNT
<b>G.O. BONDS</b>	
Surface Water Project	7,500,000
<b>Water Projects Total</b>	<b>\$ 56,662,000</b>
<b>WASTEWATER ENTERPRISE</b>	
LS 6 Lost - Lift Station Upgrade	\$ 286,000
LS 3 Palm Valley Lift Station - Rehabilitation	93,600
Corgett WRF Chlorine Contact Basin Upgrades	163,600
Goodyear WRF Solids Handling Facility Upgrade	1,201,900
Goodyear WRF South Aerobic Digester Liner	198,700
Litchfield Road 12" Gravity Sewer Line Repair	119,700
Manhole Rehabilitation or Replacements	520,000
Perryville Grinder Station	275,000
Wells Fargo Lift Station and Force Main Rehabilitation	397,000
Differential Impact Fee Credits	671,100
Oversizing Lines	750,000
Corgett WRF Influent Pump Station/Headwork Upgrades	1,100,000
<b>UTILITY IMPACT FEES</b>	
Debt Service - Impact Fee Share	960,900
Newland WW Reimbursement	832,200
<b>Wastewater Projects Total</b>	<b>\$ 7,569,700</b>
<b>Total FY18 Capital Improvement Program</b>	<b>\$ 102,425,700</b>

FUND TYPE	FY18 AMOUNT
General	\$ 11,483,100
Police Asset Management Reserve	2,113,400
Ballpark Operating	480,000
SR 303	902,000
Water Enterprise	4,706,800
Wastewater Enterprise	5,776,600
G.O. Bonds	12,907,500
CIP - Development Contribution	4,650,000
Ballpark PIC 2017	10,500,000
Water Bonds	38,227,900
Water Development Reimbursement	1,118,100
Community Facilities Impact Fee	650,000
Parks North and Central 2014 Impact Fee	832,000
Parks South 2014 Impact Fee	419,500
Streets Central 2014 Impact Fee	252,800
Streets South 2014 Impact Fee	503,700
Water North and Central 2014 Impact Fee	1,294,600
Water South 2014 Impact Fee	3,814,600
Wastewater North and Central 2014 Impact Fee	960,900
Wastewater South 2014 Impact Fee	832,200
<b>Total FY18 Capital Improvement Program</b>	<b>\$ 102,425,700</b>

**CITY OF GOODYEAR  
SCHEDULE 10 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
CARRYOVERS BY FUNDING SOURCE**

CIP PROJECT DESCRIPTION	CARRYOVER BUDGET
Financial System Implementation Project	\$ 1,914,400
Goodyear Blvd NW Quad Improvements	1,555,700
Asset Management - ROW	900,000
135 Ave & Thomas Traffic Signal	532,100
Cotton Lane and Lower Buckeye Road Traffic Signal	530,800
ROW Median Landscaping (Litchfield Rd South of Western)	212,000
Indian School Rd: S303 to Sarival Widening	145,000
Former Duncan Farms Property	140,100
Yuma and Cotton Northwest Corner Drainage	120,000
PD Operations Master Plan	113,300
86 Acre Recreation Campus Site Plan	100,000
Van Buren Street, Estrella Parkway to Sarival	80,000
Library Gathering Space	55,000
Riggs Road Survey and Repair	51,200
Fiber Project: Yuma (Estrella to Cotton) and Cotton (Yuma to Canyon Trails)	38,800
Traffic Control Speed Bump	35,900
Various Median Improvements	30,000
Monument Sign Installation	25,300
Bullard Ave Storm Water Retention Basins - Yuma to Van Buren	25,000
Roadway to Sonoran Valley (EIS Study)	24,800
City Hall Entrance	20,000
Art Conservation & Maintenance	5,000
Light Pole Banners	2,000
<b>General Fund Total</b>	<b>\$ 6,656,400</b>
Bullard Wash LOMR	\$ 96,300
<b>CIP Development Contribution Fund Total</b>	<b>\$ 96,300</b>
Sarival: Van Buren - 110	\$ 374,500
Indian School Rd: S303 to Sarival Widening	355,000
Developer Reimbursement for Traffic Signals	235,700
Financial System Implementation Project	204,400
Library Build Out	121,000
Impact Fee Study	72,500
Van Buren Street: Estrella Parkway to Sarival	72,400
Van Buren: Estrella to Cotton Lane (Signals)	56,600
Community Park Site Plan	50,000
<b>Non-Utility Impact Fees Fund Total</b>	<b>\$ 1,542,100</b>
Adaman Well & Treatment	\$ 2,769,100
<b>Water Developer Reimbursement Fund Total</b>	<b>\$ 2,769,100</b>
Well 18A Casing & Screen Replacement	\$ 1,000,000
Liberty Potable Interconnect	390,000
Booster Station #13 Rehab (Tank)	209,000
Well #19 Production Improvement	187,000
<b>Water Bonds Fund Total</b>	<b>\$ 1,786,000</b>

**CITY OF GOODYEAR  
SCHEDULE 10 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
CARRYOVERS BY FUNDING SOURCE**

CIP PROJECT DESCRIPTION	CARRYOVER BUDGET
Goodyear WRF Solids Handling - New Centrifuge	\$ 1,204,300
LS 12 Rainbow Valley - Lift Station Rehabilitation	507,100
Rainbow Valley WRF Aeration Basin Improvements	381,500
Corgett WRF Influent Pump Station/Headwork Upgrades	279,700
Goodyear WRF Solids Handling Facility Upgrade	150,000
Wells Fargo Lift Station and Force Main Rehabilitation	125,300
Goodyear WRF South Aerobic Digester Liner	116,300
QS59 Sewer Pipe Rehabilitation/Replacements	112,700
Goodyear WRF 2 MGD Expansion Design	68,100
Rainbow Valley WRF Solids Handling Area Improvements	63,200
Rainbow Valley WRF - Sludge Holding Tanks	58,400
Rainbow Valley WRF Return Activated/Waste Activated Sludge Pump Station Improvements	51,700
Litchfield Road 12" Gravity Sewer Line Repair	50,400
Perryville Grinder Station	25,000
<b>Wastewater Enterprise Fund Total</b>	<b>\$ 3,193,700</b>
Goodyear WRF Expansion 4 to 6 MGD	\$ 6,913,200
Site 12 Booster 9	2,078,000
Goodyear WRF 2 MGD Expansion Design	232,300
Impact Fee Study	177,500
Goodyear WRF 2 MGD Expansion Design	132,200
<b>Utility Impact Fees Fund Total</b>	<b>\$ 9,533,200</b>
<b>TOTAL-CAPITAL PROJECTS</b>	<b>\$ 25,576,800</b>

OPERATING CARRYOVER DESCRIPTION	CARRYOVER BUDGET
Job Credits	\$ 873,700
City Council Special Project	162,000
Cost Allocation Plan Study and Cost Recovery Plan Study	150,000
City Hall Renovations	134,100
Bullard Wash Maintenance	100,000
Economic Opportunity Fund	100,000
Community Wellness Park Master Plan	95,000
Prosecution Database Software	75,000
City Hall Signage	65,600
Diesel Exhaust Removal System	50,000
Open Text	45,900
Additional Maintenance and Repair of City Facilities	42,200
Palm Tree Skinning	30,000
NW Goodyear Drainage Evaluation	20,000
ProjectDox Upgrade	18,500
City Hall Softscape Enhancements	10,000
<b>General Fund Total</b>	<b>\$ 1,972,000</b>
Fleet Replacements	\$ 2,140,200
<b>Fleet Asset Management Reserve</b>	<b>\$ 2,140,200</b>

**CITY OF GOODYEAR  
SCHEDULE 10 - FINAL BUDGET  
FY18 ANNUAL BUDGET  
CARRYOVERS BY FUNDING SOURCE**

OPERATING CARRYOVER DESCRIPTION	CARRYOVER BUDGET
Vitalyst (Community Paramedicine) Grant	\$ 44,500
HazMat Training Grant	36,000
HazMat Computer Software and Equipment Grant	8,500
<b>Fire Grants</b>	<b>\$ 89,000</b>
Traffic Management Center Relocation	\$ 60,000
<b>Streets</b>	<b>\$ 60,000</b>
Asset Management Projects	\$ 200,000
<b>Parks Asset Management Reserve</b>	<b>\$ 200,000</b>
Right Field Pavilion Concessionaire Funded Enhancement	\$ 75,000
<b>Ballpark Fund Total</b>	<b>\$ 75,000</b>
Sanitation Services Review	\$ 50,000
<b>Sanitation Enterprise Fund Total</b>	<b>\$ 50,000</b>
Reverse Osmosis Membrane Account	\$ 103,100
IT Replacements	59,100
Historic Goodyear Water Line Grant Match	35,000
Fleet Replacements	25,000
<b>Water Enterprise Fund Total</b>	<b>\$ 222,200</b>
Interconnect Critical Wastewater Sites to SCADA	\$ 170,000
Fleet Replacements	45,000
IT Replacements	7,700
<b>Wastewater Enterprise Fund Total</b>	<b>\$ 222,700</b>
<b>TOTAL OPERATING</b>	<b>\$ 5,031,100</b>

**CITY OF GOODYEAR  
SCHEDULE 11 FINAL  
FY18 ANNUAL BUDGET  
LISTING OF SUPPLEMENTALS**

DEPT	SUPPLEMENTAL NAME	ONGOING	ONE-TIME	TOTAL	POSITIONS
<b>CITY MANAGER</b>					
	Development Agreement Coordinator	\$ 116,600	\$ 66,000	\$ 182,600	1
	Five Additional Issues of In Focus	68,000	-	68,000	-
	Priority Based Budgeting	-	20,000	20,000	-
	Envisio	-	12,000	12,000	-
	Liability Insurance Premium Increase	74,300	-	74,300	-
	<b>Total - City Manager</b>	<b>\$ 258,900</b>	<b>\$ 98,000</b>	<b>\$ 356,900</b>	<b>1</b>
<b>FINANCE</b>					
	Arizona Department of Revenue Contract Fee Increase	\$ 17,200	\$ -	\$ 17,200	-
	Temporary Senior Account Clerk Position	-	18,400	18,400	-
	<b>Total - Finance</b>	<b>\$ 17,200</b>	<b>\$ 18,400</b>	<b>\$ 35,600</b>	<b>-</b>
<b>INFORMATION TECHNOLOGY</b>					
	Annual Software Maintenance and Support	\$ 404,200	\$ -	\$ 404,200	-
	Temporary IT Technician	-	50,000	50,000	-
	Software Consulting Services	-	25,000	25,000	-
	SCADA Systems Engineer (IT Position)	-	-	-	1
	<b>Total - Information &amp; Technology Services</b>	<b>\$ 404,200</b>	<b>\$ 75,000</b>	<b>\$ 479,200</b>	<b>1</b>
<b>HUMAN RESOURCES</b>					
	Broker/Consultant Service Fee Increase	\$ 2,000	\$ -	\$ 2,000	-
	Lean Training Support	-	15,000	15,000	-
	High School Internship Program	14,000	-	14,000	-
	<b>Total - Human Resources</b>	<b>\$ 16,000</b>	<b>\$ 15,000</b>	<b>\$ 31,000</b>	<b>-</b>
<b>NON-DEPARTMENTAL</b>					
	Impact Fee Reduction Program - Economic Development	\$ -	\$ 2,000,000	\$ 2,000,000	-
	City Manager Contingency - Community Paramedicine	-	150,000	150,000	-
	<b>Total - Non-Departmental</b>	<b>\$ -</b>	<b>\$ 2,150,000</b>	<b>\$ 2,150,000</b>	<b>-</b>
<b>POLICE</b>					
	New Police Squad - Patrol	\$ 764,600	\$ 593,800	\$ 1,358,400	6
	Police Assistant	90,200	86,200	176,400	1
	Telecommunications Operators	164,500	400	164,900	2
	Behavioral Health Training	-	10,000	10,000	-
	Behavioral Health Provider	5,000	-	5,000	-
	County Booking/Jail Services Contract Increase	26,000	-	26,000	-
	Southwest Advocacy Contract Increase	12,000	-	12,000	-
	Sonoran Valley Services Contract Increase	10,000	-	10,000	-
	Digital Evidence Management Contract	28,000	-	28,000	-
	iPhones - Patrol	10,000	8,000	18,000	-
	<b>Total - Police</b>	<b>\$ 1,110,300</b>	<b>\$ 698,400</b>	<b>\$ 1,808,700</b>	<b>9</b>
<b>FIRE</b>					
	24-Hour Ambulance Start Up with Contract Monitor	\$ 62,300	\$ 1,053,500	\$ 1,115,800	7
	Paramedic Initial Training Course	13,100	284,000	297,100	-
	Recruitment and Academy	-	150,000	150,000	-
	CAD Agreement	31,100	-	31,100	-
	ePCR Software	10,500	-	10,500	-
	Behavioral Health Provider	20,000	-	20,000	-
	Apparatus Exhaust System Upgrade	-	13,000	13,000	-
	Records Management Software	30,000	170,000	200,000	-
	Tactical EMS Training	-	35,000	35,000	-
	<b>Total - Fire</b>	<b>\$ 167,000</b>	<b>\$ 1,705,500</b>	<b>\$ 1,872,500</b>	<b>7</b>

**CITY OF GOODYEAR  
SCHEDULE 11 FINAL  
FY18 ANNUAL BUDGET  
LISTING OF SUPPLEMENTALS**

DEPT	SUPPLEMENTAL NAME	ONGOING	ONE-TIME	TOTAL	POSITIONS
<b>MUNICIPAL COURT</b>					
	Court Security Guard	\$ 40,700	\$ -	\$ 40,700	1
	Self-Help Center	-	5,300	5,300	-
	<b>Total - Municipal Court</b>	<b>\$ 40,700</b>	<b>\$ 5,300</b>	<b>\$ 46,000</b>	<b>1</b>
<b>DEVELOPMENT SERVICES</b>					
	Overtime - Building Safety Division	\$ 35,000	\$ -	\$ 35,000	-
	Contract Plan Review and Inspections	-	250,000	250,000	-
	Contract Services - Planning	-	75,000	75,000	-
	Landscape Ordinance Update	-	60,000	60,000	-
	<b>Total - Development Services</b>	<b>\$ 35,000</b>	<b>\$ 385,000</b>	<b>\$ 420,000</b>	<b>-</b>
<b>ENGINEERING</b>					
	Project Manager - Fire Stations	\$ -	\$ 180,000	\$ 180,000	-
	Temporary Inspector II	-	94,800	94,800	-
	Two Temporary Inspectors-Civil Engineering	-	196,200	196,200	-
	Consultant-Engineering Design Guideline Update	-	25,000	25,000	-
	Plan Review Consultant Services	-	50,000	50,000	-
	CIP/Engineering Professional Services	-	100,000	100,000	-
	Bullard Wash Maintenance	-	100,000	100,000	-
	Enterprise License Agreement	20,000	-	20,000	-
	<b>Total - Engineering</b>	<b>\$ 20,000</b>	<b>\$ 746,000</b>	<b>\$ 766,000</b>	<b>-</b>
<b>FACILITIES</b>					
	Landscape Maintenance Contract Increase	\$ 20,000	\$ -	\$ 20,000	-
	Access Control System Conversion - Phase III	1,000	65,000	66,000	-
	Facility Repairs and Maintenance	-	58,000	58,000	-
	<b>Total - Facilities</b>	<b>\$ 21,000</b>	<b>\$ 123,000</b>	<b>\$ 144,000</b>	<b>-</b>
<b>PARKS AND RECREATION</b>					
	Library Operations Contract with County	\$ 775,000	\$ -	\$ 775,000	-
	Library Operations Additional Hours	15,000	-	15,000	-
	Summer Recreation Expansion	30,000	-	30,000	-
	Two Recreation Programmers-Convert Part-Time	83,600	300	83,900	2
	ROW Superintendent	138,000	41,100	179,100	1
	Estrella Water Meters	-	25,000	25,000	-
	Landscape Maintenance Contract Increase	85,000	-	85,000	-
	Parks Yard Extension	10,000	-	10,000	-
	Part-Time Employee Minimum Wage Increase	106,400	-	106,400	-
	Utility Increases	58,400	-	58,400	-
	Sidewalk Repairs and Improvements	-	36,000	36,000	-
	Pickup Truck	2,500	40,000	42,500	-
	Dump Trailer	-	18,000	18,000	-
	Aquatics Ultra Violet Water Sanitizers	-	60,000	60,000	-
	Outdoor Mobile Audio System	-	12,000	12,000	-
	<b>Total - Parks &amp; Recreation</b>	<b>\$ 1,303,900</b>	<b>\$ 232,400</b>	<b>\$ 1,536,300</b>	<b>3</b>
	<b>TOTAL GENERAL FUND</b>	<b>\$ 3,394,200</b>	<b>\$ 6,252,000</b>	<b>\$ 9,646,200</b>	<b>22</b>
<b>BALLPARK</b>					
	Custodial Contract Increase	\$ 25,000	\$ -	\$ 25,000	-
	Parking Lot Dust Control	25,000	-	25,000	-
	Part-Time Employee Minimum Wage Increase	27,000	-	27,000	-
	Utility Increases	60,000	-	60,000	-
	Zizzy Costume Replacement	-	12,000	12,000	-
	Reel Grinder	(12,000)	65,000	53,000	-
	<b>TOTAL BALLPARK</b>	<b>\$ 125,000</b>	<b>\$ 77,000</b>	<b>\$ 202,000</b>	<b>-</b>

**CITY OF GOODYEAR  
SCHEDULE 11 FINAL  
FY18 ANNUAL BUDGET  
LISTING OF SUPPLEMENTALS**

DEPT	SUPPLEMENTAL NAME	ONGOING	ONE-TIME	TOTAL	POSITIONS
<b>STREETS HURF</b>					
	Grader Rental/Temporary Heavy Equipment Operator	\$ -	\$ 91,400	\$ 91,400	-
	Street Light Electricity	39,100	-	39,100	-
	Sidewalk Gap Program	50,000	-	50,000	-
	<b>TOTAL STREETS HURF</b>	<b>\$ 89,100</b>	<b>\$ 91,400</b>	<b>\$ 180,500</b>	<b>-</b>
<b>ARIZONA LOTTERY FUND</b>					
	Transit Service	\$ 5,800	\$ -	\$ 5,800	-
	Park and Ride Basin Cleanup	-	13,000	13,000	-
	<b>TOTAL ARIZONA LOTTERY FUND</b>	<b>\$ 5,800</b>	<b>\$ 13,000</b>	<b>\$ 18,800</b>	<b>-</b>
<b>COURT ENHANCEMENT</b>					
	Court Security Guard	\$ 40,000	\$ -	\$ 40,000	-
	<b>TOTAL COURT ENHANCEMENT</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ 40,000</b>	<b>-</b>
<b>FLEET</b>					
	Wi-Fi and Ruggedized Tablets	\$ -	\$ 15,000	\$ 15,000	-
	<b>TOTAL FLEET</b>	<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>-</b>
<b>SANITATION</b>					
	Bulk Trash Collection Labor and Equipment	\$ 89,500	\$ 90,000	\$ 179,500	-
	<b>TOTAL SANITATION</b>	<b>\$ 89,500</b>	<b>\$ 90,000</b>	<b>\$ 179,500</b>	<b>-</b>
<b>WATER - PUBLIC WORKS</b>					
	Location Specialist	\$ 86,700	\$ 38,700	\$ 125,400	1
	SCADA Systems Engineer (IT Position)	56,500	-	56,500	-
	Vadose Zone Well Operations and Maintenance	-	60,000	60,000	-
	Consultant Services - Superfund and WQARF	70,000	-	70,000	-
	Fixed Base Radio Meter Read System	-	50,000	50,000	-
	Compliance Scheduling Software	3,000	30,000	33,000	-
	<b>Total - Water Public Works</b>	<b>\$ 216,200</b>	<b>\$ 178,700</b>	<b>\$ 394,900</b>	<b>1</b>
<b>WATER - NON-DEPARTMENTAL</b>					
	CAP Water Shortage Contingency	\$ 301,500	\$ -	\$ 301,500	-
	<b>Total Water Information Technology</b>	<b>\$ 301,500</b>	<b>\$ -</b>	<b>\$ 301,500</b>	<b>-</b>
	<b>TOTAL WATER</b>	<b>\$ 517,700</b>	<b>\$ 178,700</b>	<b>\$ 696,400</b>	<b>-</b>
<b>WASTEWATER</b>					
	Senior Utility Technician - Reclamation	\$ 94,400	\$ 38,700	\$ 133,100	1
	SCADA Systems Engineer (IT Position)	61,300	38,600	99,900	-
	Video Assessment Sewer Collections System	114,000	25,000	139,000	-
	Environmental Compliance Consultant	-	75,000	75,000	-
	Sampler Replacement	-	15,000	15,000	-
	<b>Total Public Works Wastewater</b>	<b>\$ 269,700</b>	<b>\$ 192,300</b>	<b>\$ 462,000</b>	<b>1</b>
	<b>TOTAL WASTEWATER</b>	<b>\$ 269,700</b>	<b>\$ 192,300</b>	<b>\$ 462,000</b>	<b>1</b>
	<b>TOTAL ALL FUNDS</b>	<b>\$ 4,531,000</b>	<b>\$ 6,909,400</b>	<b>\$ 11,440,400</b>	<b>24</b>

# State Budget Schedules

## STATE BUDGET SCHEDULES

**CITY OF GOODYEAR**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2018**

Fiscal Year	S c h	FUNDS								
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total All Funds	
2017	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	125,215,246	6,405,891	8,489,541	60,147,715	0	51,458,900	2,282,707	254,000,000
2017	Actual Expenditures/Expenses**	E	105,490,310	7,353,421	8,489,541	60,045,534	0	52,538,487	2,282,707	236,200,000
2018	Fund Balance/Net Position at July 1***		55,300,400	3,159,600	413,100	44,528,500	0	21,451,100	0	124,852,700
2018	Primary Property Tax Levy	B	8,655,906							8,655,906
2018	Secondary Property Tax Levy	B			4,581,780					4,581,780
2018	Estimated Revenues Other than Property Taxes	C	84,250,900	9,778,700	3,534,200	39,799,200	0	41,907,300	2,287,000	181,557,300
2018	Other Financing Sources	D	0	0	0	59,500,000	0	0	0	59,500,000
2018	Other Financing (Uses)	D	0	0	0	0	0	0	0	0
2018	Interfund Transfers In	D	3,700,000	10,727,300	0	0	0	0	0	14,427,300
2018	Interfund Transfers (Out)	D	10,727,300	0	0	0	0	3,700,000	0	14,427,300
2018	Reduction for Amounts Not Available:									
2018	LESS: Amounts for Future Debt Retirement:									0
										0
										0
										0
2018	Total Financial Resources Available		141,179,906	23,665,600	8,529,080	143,827,700	0	59,658,400	2,287,000	379,147,686
2018	Budgeted Expenditures/Expenses	E	136,551,800	20,299,700	8,037,000	107,690,500	0	44,976,400	2,287,000	319,842,400

**EXPENDITURE LIMITATION COMPARISON**

1. Budgeted expenditures/expenses
2. Add/subtract: estimated net reconciling items
3. Budgeted expenditures/expenses adjusted for reconciling items
4. Less: estimated exclusions
5. Amount subject to the expenditure limitation
6. EEC expenditure limitation

	2017	2018
1. Budgeted expenditures/expenses	\$ 254,000,000	\$ 319,842,400
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	254,000,000	319,842,400
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 254,000,000	\$ 319,842,400
6. EEC expenditure limitation	\$ 374,646,818	\$ 381,574,459

The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

\* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.

\*\* Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

\*\*\* Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

**CITY OF GOODYEAR**  
**Tax Levy and Tax Rate Information**  
**Fiscal Year 2018**

	<b>2017</b>	<b>2018</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>8,240,777</u>	\$ <u>8,655,906</u>
2. Amount received from primary property taxation in the <b>current year</b> in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ <u>                    </u>	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>8,240,777</u>	\$ <u>8,655,906</u>
B. Secondary property taxes	<u>4,991,779</u>	<u>4,581,780</u>
C. Total property tax levy amounts	\$ <u>13,232,556</u>	\$ <u>13,237,686</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ <u>8,240,777</u>	
(2) Prior years' levies	<u>50,000</u>	
(3) Total primary property taxes	\$ <u>8,290,777</u>	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ <u>4,991,779</u>	
(2) Prior years' levies		
(3) Total secondary property taxes	\$ <u>4,991,779</u>	
C. Total property taxes collected	\$ <u>13,282,556</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>1.1598</u>	<u>1.1344</u>
(2) Secondary property tax rate	<u>0.7025</u>	<u>0.6005</u>
(3) Total city/town tax rate	<u>1.8623</u>	<u>1.7349</u>
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating <u>0</u> special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

\* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**CITY OF GOODYEAR**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2018**

SOURCE OF REVENUES	ESTIMATED REVENUES 2017	ACTUAL REVENUES* 2017	ESTIMATED REVENUES 2018
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
Sales	\$ 42,255,860	\$ 43,837,800	\$ 45,818,600
Construction	3,995,000	5,000,000	4,200,000
Franchise	2,863,606	2,902,000	2,944,600
Delinquent Payments			
<b>Licenses and permits</b>			
License and Registration	243,800	312,600	314,500
<b>Intergovernmental</b>			
Urban Revenue Sharing (Income Tax)	9,669,908	9,665,400	9,568,100
Auto Lieu (VLT)	3,071,021	3,071,300	3,219,600
State Shared Sales Tax	7,389,633	7,440,900	7,245,700
<b>Charges for services</b>			
General Government	1,378,679	1,654,000	1,421,800
Rentals	390,127	405,300	401,800
Parks, Recreation, and Aquatics	368,439	387,500	395,000
Development Related	5,511,475	6,717,700	6,506,800
<b>Fines and forfeits</b>			
Fines	739,700	739,700	739,700
<b>Interest on investments</b>			
<b>In-lieu property taxes</b>			
Utility Revenues			
<b>Contributions</b>			
Voluntary contributions			
<b>Miscellaneous</b>			
Development Fees	600,000	960,000	500,000
Miscellaneous Revenue	2,408,921	819,400	974,700
<b>Total General Fund</b>	<b>\$ 80,886,169</b>	<b>\$ 83,913,600</b>	<b>\$ 84,250,900</b>

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

**CITY OF GOODYEAR**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2018**

SOURCE OF REVENUES	ESTIMATED REVENUES 2017	ACTUAL REVENUES* 2017	ESTIMATED REVENUES 2018
<b>SPECIAL REVENUE FUNDS</b>			
Ballpark	\$ 4,269,076	\$ 2,217,800	\$ 3,234,300
HURF	120,000	4,500,000	5,131,400
Impound Fund	191,527	130,000	140,000
Arizona Lottery Funds	4,580,603	191,500	195,000
	\$ 4,580,603	\$ 7,039,300	\$ 8,700,700
Park & Ride Marquee Fund	\$ 100,500	\$ 100,500	\$ 100,500
Court Enhancement Fund	42,000	42,000	42,000
JCEF	13,000	13,000	13,000
Fill the Gap	8,000	8,000	7,500
	\$ 163,500	\$ 163,500	\$ 163,000
Officer Safety Equipment	\$ 13,000	\$ 13,000	\$ 13,000
	\$ 13,000	\$ 13,000	\$ 13,000
Grants	\$ 293,300	\$ 293,300	\$ 902,000
	\$ 293,300	\$ 293,300	\$ 902,000
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
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**CITY OF GOODYEAR**  
**Other Financing Sources/<Uses> and Interfund Transfers**  
**Fiscal Year 2018**

FUND	OTHER FINANCING 2018		INTERFUND TRANSFERS 2018	
	SOURCES	<USES>	IN	<OUT>
<b>GENERAL FUND</b>				
Ballpark	\$	\$	\$	\$ 9,391,000
Ballpark Capital Replacement				900,000
Water			1,150,000	
Wastewater			1,650,000	
Sanitation			900,000	
HURF				436,300
<b>Total General Fund</b>	\$	\$	\$ 3,700,000	\$ 10,727,300
<b>SPECIAL REVENUE FUNDS</b>				
Ballpark	\$	\$	\$ 9,391,000	\$
Ballpark Capital Replacement			900,000	
HURF			436,300	
<b>Total Special Revenue Funds</b>	\$	\$	\$ 10,727,300	\$
<b>DEBT SERVICE FUNDS</b>				
	\$	\$	\$	\$
<b>Total Debt Service Funds</b>	\$	\$	\$	\$
<b>CAPITAL PROJECTS FUNDS</b>				
Water Capital Project Bond Proceeds	\$ 24,000,000	\$	\$	\$
Ballpark PIC 2017	10,500,000			
General Obligation Bonds	25,000,000			
<b>Total Capital Projects Funds</b>	\$ 59,500,000	\$	\$	\$
<b>PERMANENT FUNDS</b>				
	\$	\$	\$	\$
<b>Total Permanent Funds</b>	\$	\$	\$	\$
<b>ENTERPRISE FUNDS</b>				
Water	\$	\$	\$	\$ 1,150,000
Wastewater				1,650,000
Sanitation				900,000
<b>Total Enterprise Funds</b>	\$	\$	\$	\$ 3,700,000
<b>INTERNAL SERVICE FUNDS</b>				
	\$	\$	\$	\$
<b>Total Internal Service Funds</b>	\$	\$	\$	\$
<b>TOTAL ALL FUNDS</b>	\$ 59,500,000	\$	\$ 14,427,300	\$ 14,427,300

City of Goodyear  
Expenditures/Expenses by Fund  
Fiscal Year 2018

FUND/DEPARTMENT	BUDGETED EXPENDITURES/ EXPENSES 2017	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
<b>GENERAL FUND</b>				
Administrative Services	\$ 9,498,888	\$ (3,500)	\$ 9,495,388	\$
Support Services	13,565,460	(104,847)	13,460,613	17,420,800
General Government				43,860,500
Public Safety	37,078,325	(20,728)	37,057,597	8,339,000
Development Services	8,019,341	(85,700)	7,933,641	3,258,600
Public Works	3,087,546	89,200	3,176,746	7,573,100
Parks & Recreation	6,253,734	38,500	6,292,234	1,431,400
Debt Service	1,423,547		1,423,547	18,139,500
Capital Projects	20,991,879	(1,817,861)	19,174,018	17,800,000
Contingency	17,800,000	(17,800,000)		6,668,100
Non-Departmental				3,131,900
Fleet Asset Management Reserve	3,407,000		3,407,000	819,000
Technology Asset Management Reserve	818,000		818,000	1,077,500
Risk Reserve	1,089,134		1,089,134	2,221,000
Parks Asset Management Reserve	1,328,392	(20,000)	1,308,392	2,113,400
Police Asset Management Reserve	116,000		116,000	744,000
Fire Asset Management Reserve	738,000		738,000	1,954,000
Traffic Signals Asset Management Reserve				136,551,800
<b>Total General Fund</b>	<b>\$ 125,215,246</b>	<b>\$ (19,724,936)</b>	<b>\$ 105,490,310</b>	<b>\$</b>
<b>SPECIAL REVENUE FUNDS</b>				
Ballpark Operating**	\$	\$	\$	\$ 12,625,300
Ballpark Capital Replacement Fund**				589,900
HURF	5,497,644		5,497,644	5,567,700
Impound Fund	277,598		277,598	182,400
Arizona Lottery Fund (ALF)	129,407	32,455	161,862	174,200
Court Enhancement Fund	85,000		85,000	100,200
JCEF	60,000		60,000	60,000
Fill the Gap	9,000		9,000	9,000
Officer Safety Equipment	53,942		53,942	-
Grants	293,300	915,075	1,208,375	991,000
<b>Total Special Revenue Funds</b>	<b>\$ 6,405,891</b>	<b>\$ 947,530</b>	<b>\$ 7,353,421</b>	<b>\$ 20,299,700</b>
<b>DEBT SERVICE FUNDS</b>				
Secondary Property Tax	\$ 4,949,490	\$	\$ 4,949,490	\$ 4,501,800
McDowell Improvement District	3,540,051		3,540,051	3,535,200
<b>Total Debt Service Funds</b>	<b>\$ 8,489,541</b>	<b>\$</b>	<b>\$ 8,489,541</b>	<b>\$ 8,037,000</b>
<b>CAPITAL PROJECTS FUNDS</b>				
General Obligation Bonds	\$	\$	\$	\$ 12,907,500
CIP Potential Improvement District	16,984,894	1,111,226	18,096,120	15,000,000
Developer Contributions	160,000	20,589	180,589	4,746,300
Ballpark PIC 2017				10,500,000
Water Developer Reimbursement	2,813,900		2,813,900	3,887,200
Water Bonds	13,808,000	112,231	13,920,231	40,013,900
Wastewater CIP	34,608	174,745	209,353	-
Non-Utility Impact Fees	6,614,597	(444,287)	6,170,310	4,200,100
Utility Impact Fees	19,731,716	(1,076,685)	18,655,031	16,435,500
<b>Total Capital Projects Funds</b>	<b>\$ 60,147,715</b>	<b>\$ (102,181)</b>	<b>\$ 60,045,534</b>	<b>\$ 107,690,500</b>
<b>PERMANENT FUNDS</b>				
	\$	\$	\$	\$
<b>Total Permanent Funds</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>ENTERPRISE FUNDS</b>				
Water	\$ 16,284,855	\$ (5,946)	\$ 16,278,909	\$ 18,328,400
Wastewater	17,574,804	975,533	18,550,337	19,936,800
Sanitation	6,327,087		6,327,087	6,711,200
Stadium**	11,272,154	110,000	11,382,154	
<b>Total Enterprise Funds</b>	<b>\$ 51,458,900</b>	<b>\$ 1,079,587</b>	<b>\$ 52,538,487</b>	<b>\$ 44,976,400</b>
<b>INTERNAL SERVICE FUNDS</b>				
Fleet	\$ 2,282,707	\$	\$ 2,282,707	\$ 2,287,000
<b>Total Internal Service Funds</b>	<b>\$ 2,282,707</b>	<b>\$</b>	<b>\$ 2,282,707</b>	<b>\$ 2,287,000</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 254,000,000</b>	<b>\$ (17,800,000)</b>	<b>\$ 236,200,000</b>	<b>\$ 319,842,400</b>

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

\*\*Stadium Moved From Enterprise to Special Revenue and Changed to Ballpark

**CITY OF GOODYEAR**  
**Expenditures/Expenses by Department**  
**Fiscal Year 2018**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2017</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2018</b>
<b>City Council</b>				
General Fund - O&M	\$ 328,535	\$	\$ 328,535	\$ 329,700
<b>Department Total</b>	<b>\$ 328,535</b>	<b>\$</b>	<b>\$ 328,535</b>	<b>\$ 329,700</b>
<b>City Clerk</b>				
General Fund - O&M	\$ 884,687	\$	\$ 884,687	\$ 739,500
<b>Department Total</b>	<b>\$ 884,687</b>	<b>\$</b>	<b>\$ 884,687</b>	<b>\$ 739,500</b>
<b>City Manager:</b>				
General Fund - O&M	\$ 2,872,815	\$ (3,500)	\$ 2,869,315	\$ 4,786,500
General Fund - Risk Reserve				1,077,500
<b>Department Total</b>	<b>\$ 2,872,815</b>	<b>\$ (3,500)</b>	<b>\$ 2,869,315</b>	<b>\$ 5,864,000</b>
<b>Legal Services</b>				
General Fund - O&M	\$ 1,561,812	\$	\$ 1,561,812	\$ 1,584,200
General Fund - Risk Reserve				
<b>Department Total</b>	<b>\$ 1,561,812</b>	<b>\$</b>	<b>\$ 1,561,812</b>	<b>\$ 1,584,200</b>
<b>Finance</b>				
General Fund - O&M	\$ 3,851,039	\$	\$ 3,851,039	\$ 3,999,200
General Fund - Capital Projects				3,836,600
Impact Fees - Various				873,900
<b>Department Total</b>	<b>\$ 3,851,039</b>	<b>\$</b>	<b>\$ 3,851,039</b>	<b>\$ 8,709,700</b>
<b>Information Technology</b>				
General Fund - O&M	\$ 4,075,235	\$ (41,475)	\$ 4,033,760	\$ 4,378,500
General Fund - Technology Asset Management Reserve	818,000		818,000	819,000
General Fund - Capital Projects	3,357,896	(145,474)	3,212,422	
General Government Impact Fees	552,778	231,571	784,349	
Enterprise - Water				56,800
Enterprise - Wastewater				100,200
<b>Department Total</b>	<b>\$ 8,803,909</b>	<b>\$ 44,622</b>	<b>\$ 8,848,531</b>	<b>\$ 5,354,500</b>
<b>Human Resources</b>				
General Fund - O&M	\$ 3,508,492	\$ 274,000	\$ 3,782,492	\$ 2,172,700
General Fund - Risk Reserve	1,089,134		1,089,134	
<b>Department Total</b>	<b>\$ 4,597,626</b>	<b>\$ 274,000</b>	<b>\$ 4,871,626</b>	<b>\$ 2,172,700</b>
<b>Police</b>				
General Fund - O&M	\$ 20,540,306	\$ (24,000)	\$ 20,516,306	\$ 22,975,600
General Fund - Police Asset Management Reserve	116,000		116,000	2,113,400
General Fund - Capital Projects	750,000	(750,000)		
Police Impact Fees	2,528,389	(780,680)	1,747,709	
Impound Fund	277,598		277,598	182,400
Officer Safety Equipment	53,942		53,942	
Grants		438,429	438,429	
<b>Department Total</b>	<b>\$ 24,266,235</b>	<b>\$ (1,116,251)</b>	<b>\$ 23,149,984</b>	<b>\$ 25,271,400</b>

**CITY OF GOODYEAR**  
**Expenditures/Expenses by Department**  
**Fiscal Year 2018**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2017</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2018</b>
<b>Fire</b>				
General Fund - O&M	\$ 16,538,019	\$ 3,272	\$ 16,541,291	\$ 19,189,000
General Fund - Fire Asset Management Reserve	738,000		738,000	744,000
General Fund - Capital Projects	1,200,000		1,200,000	571,600
Capital - Development Contribution				4,650,000
General Obligation Bonds				4,817,500
Fire Impact Fees	11,000		11,000	
Grants	125,000	163,469	288,469	89,000
<b>Department Total</b>	<b>\$ 18,612,019</b>	<b>\$ 166,741</b>	<b>\$ 18,778,760</b>	<b>\$ 30,061,100</b>
<b>Municipal Court</b>				
General Fund - O&M	\$ 1,107,619		\$ 1,107,619	\$ 1,126,400
Court Enhancement	85,000		85,000	100,200
Judicial Collection Enhancement Fund (JCEF)	60,000		60,000	60,000
Fill The Gap	9,000		9,000	9,000
<b>Department Total</b>	<b>\$ 1,261,619</b>	<b>\$</b>	<b>\$ 1,261,619</b>	<b>\$ 1,295,600</b>
<b>Economic Development</b>				
General Fund - O&M	\$ 1,139,332	\$ 3,500	\$ 1,142,832	\$ 1,136,200
<b>Department Total</b>	<b>\$ 1,139,332</b>	<b>\$ 3,500</b>	<b>\$ 1,142,832</b>	<b>\$ 1,136,200</b>
<b>Development Services</b>				
General Fund - O&M	\$ 2,907,764		\$ 2,907,764	\$ 3,085,000
General Fund - Capital Projects		25,015	25,015	24,800
CDBG Grants				
<b>Department Total</b>	<b>\$ 2,907,764</b>	<b>\$ 25,015</b>	<b>\$ 2,932,779</b>	<b>\$ 3,109,800</b>
<b>Engineering/Streets</b>				
General Fund - O&M	\$ 3,972,245	\$ (89,200)	\$ 3,883,045	\$ 4,117,800
Traffic Signals/Asset Management Reserve				1,954,000
Highway User Revenue Fund	5,497,644		5,497,644	5,567,700
Arizona Lottery Fund	129,407	32,455	161,862	174,200
General Fund - Capital Projects				11,339,400
Capital - Development Contribution	160,000	20,589	180,589	
Impact Fees - Various	2,952,903	104,822	3,057,725	1,971,700
SR 303		144,000	144,000	902,000
Grants	168,300	13,177	181,477	
<b>Department Total</b>	<b>\$ 12,880,499</b>	<b>\$ 225,843</b>	<b>\$ 13,106,342</b>	<b>\$ 26,026,800</b>
<b>Parks &amp; Recreation</b>				
General Fund - O&M	\$ 6,253,734	\$ 38,500	\$ 6,292,234	\$ 7,573,100
General Fund - Parks Asset Management Reserve	1,328,392	(20,000)	1,308,392	2,221,000
General Fund - Capital Projects	4,396,350	(424,404)	3,971,946	2,160,100
General Obligation Bonds - Community Aquatic Facility				590,000
Capital - Development Contribution				96,300
Impact fees - Various	569,527		569,527	1,532,000
Ballpark - O&M	4,842,978	(305,000)	4,537,978	4,443,600
Ballpark - Capital Projects				10,980,000
Ballpark Capital Replacement		415,000	415,000	589,900
<b>Department Total</b>	<b>\$ 17,390,981</b>	<b>\$ (295,904)</b>	<b>\$ 17,095,077</b>	<b>\$ 30,186,000</b>

**CITY OF GOODYEAR**  
**Expenditures/Expenses by Department**  
**Fiscal Year 2018**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2017</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2018</b>
<b>Public Works</b>				
General Fund - O&M	\$ 3,087,546	\$ 89,200	\$ 3,176,746	\$ 3,258,600
General Fund - Fleet Asset Management Reserve	3,407,000		3,407,000	3,131,900
General Fund - Capital Projects				207,000
Fleet Internal Service Fund	2,282,707		2,282,707	2,287,000
Water Enterprise - O&M	8,734,175	(5,946)	8,728,229	7,479,300
Water Enterprise - Capital Projects	1,603,083		1,603,083	4,706,800
Water Developer Reimbursement	2,813,900		2,813,900	3,887,200
General Obligation Bonds				7,500,000
Water Bonds	13,808,000	112,231	13,920,231	40,013,900
Water Utility Impact Fees	9,220,423	(1,997,475)	7,222,948	7,187,200
Wastewater Utility Impact Fees	10,511,293	920,790	11,432,083	9,070,800
Wastewater Enterprise - O&M	12,423,972	975,533	13,399,505	5,674,300
Wastewater Enterprise - Capital Projects				8,970,300
Wastewater CIP	34,608	174,745	209,353	
Sanitation Enterprise	6,327,087		6,327,087	6,711,200
Grants			300,000	
<b>Department Total</b>	<b>\$ 74,253,794</b>	<b>\$ 569,078</b>	<b>\$ 74,822,872</b>	<b>\$ 110,085,500</b>
<b>Non-Departmental</b>				
General Fund - O&M	\$ 4,874,114	\$ (337,372)	\$ 4,536,742	\$ 6,668,100
General Fund - Contingency	17,800,000	(17,800,000)		17,800,000
General Fund - Debt Service	1,423,547		1,423,547	1,431,400
Secondary Property Tax - Debt Service	4,949,490		4,949,490	4,501,800
McDowell Improvement District - Debt Service	3,540,051		3,540,051	3,535,200
Water Enterprise - Debt Service	5,947,597		5,947,597	5,803,300
Water Enterprise - Contingency				301,500
Wastewater Enterprise - Debt Service	5,150,832		5,150,832	5,172,700
Ballpark - Debt Service	6,429,176		6,429,176	7,701,700
CIP Potential Improvement District	16,984,894	1,111,226	18,096,120	15,000,000
<b>Department Total</b>	<b>\$ 67,099,701</b>	<b>\$ (17,026,146)</b>	<b>\$ 50,073,555</b>	<b>\$ 67,915,700</b>
<b>Department Total</b>	<b>\$ 242,712,367</b>	<b>\$ (17,133,002)</b>	<b>\$ 225,579,365</b>	<b>\$ 319,842,400</b>

**CITY OF GOODYEAR**  
**Full-Time Employees and Personnel Compensation**  
**Fiscal Year 2018**

<b>FUND</b>	<b>Full-Time Equivalent (FTE) 2018</b>	<b>Employee Salaries and Hourly Costs 2018</b>	<b>Retirement Costs 2018</b>	<b>Healthcare Costs 2018</b>	<b>Other Benefit Costs 2018</b>	<b>Total Estimated Personnel Compensation 2018</b>
<b>GENERAL FUND</b>	466	\$ 39,656,100	\$ 9,738,300	\$ 8,028,800	\$ 1,919,200	\$ 59,342,400
<b>SPECIAL REVENUE FUNDS</b>						
Ballpark	24	1,812,000	270,800	415,200	54,400	2,552,400
Impound Fund	1	\$ 58,800	\$ 9,800	\$ 17,300	\$ 1,500	\$ 87,400
HURF	17	1,220,300	211,500	294,100	76,600	1,802,500
Court Enhancement		40,000				40,000
<b>Total Special Revenue Funds</b>	<b>42</b>	<b>\$ 3,131,100</b>	<b>\$ 492,100</b>	<b>\$ 726,600</b>	<b>\$ 132,500</b>	<b>\$ 4,482,300</b>
<b>DEBT SERVICE FUNDS</b>						
		\$	\$	\$	\$	\$
<b>Total Debt Service Funds</b>		\$	\$	\$	\$	\$
<b>CAPITAL PROJECTS FUNDS</b>						
		\$	\$	\$	\$	\$
<b>Total Capital Projects Funds</b>		\$	\$	\$	\$	\$
<b>PERMANENT FUNDS</b>						
		\$	\$	\$	\$	\$
<b>Total Permanent Funds</b>		\$	\$	\$	\$	\$
<b>ENTERPRISE FUNDS</b>						
Water	30	\$ 1,988,700	\$ 348,600	\$ 478,700	\$ 64,100	\$ 2,880,100
Wastewater	20	1,456,500	257,900	393,800	49,500	2,157,700
Sanitation	7	456,000	79,300	132,800	31,400	699,500
<b>Total Enterprise Funds</b>	<b>57</b>	<b>\$ 3,901,200</b>	<b>\$ 685,800</b>	<b>\$ 1,005,300</b>	<b>\$ 145,000</b>	<b>\$ 5,737,300</b>
<b>INTERNAL SERVICE FUND</b>						
Fleet	7	\$ 549,900	\$ 97,400	\$ 129,800	\$ 26,300	\$ 803,400
<b>Total Internal Service Fund</b>	<b>7</b>	<b>\$ 549,900</b>	<b>\$ 97,400</b>	<b>\$ 129,800</b>	<b>\$ 26,300</b>	<b>\$ 803,400</b>
<b>TOTAL ALL FUNDS</b>	<b>572</b>	<b>\$ 47,238,300</b>	<b>\$ 11,013,600</b>	<b>\$ 9,890,500</b>	<b>\$ 2,223,000</b>	<b>\$ 70,365,400</b>

# Appendix

**RESOLUTION NO. 17-1786**

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF GOODYEAR, MARICOPA COUNTY, ARIZONA, DETERMINING AND ADOPTING THE FINAL ESTIMATES OF PROPOSED EXPENDITURES BY THE CITY OF GOODYEAR FOR THE FISCAL YEAR BEGINNING JULY 1, 2017 AND ENDING JUNE 30, 2018.

WHEREAS, in accordance with the provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the City Council did, on May 22, 2017, make an estimate of the different amounts required to meet the public expenditures for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the city of Goodyear; and

WHEREAS, in accordance with said chapter of said title, and following due public notice, the Council met on June 26, 2017 at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies; and

WHEREAS, it appears that publication has been duly made, as required by law, of said estimates together with a notice that the City Council would meet on July 10, 2017 at the Goodyear Justice Facility, 14455 West Van Buren Street, Suite B101, Goodyear, AZ 85338, for the purpose of assessing the primary and secondary property tax levies; and

WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate exceed that amount as computed in A.R.S. §42-17051(A);

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND COUNCIL OF THE CITY OF GOODYEAR, MARICOPA COUNTY, ARIZONA, AS FOLLOWS:

SECTION 1. That the said estimates of revenues and expenditures shown on the accompanying schedules as now increased, reduced, or changed, are hereby adopted as the budget of the city of Goodyear, Maricopa County, Arizona for the fiscal year 2017-18.

PASSED AND ADOPTED by the Mayor and Council of the city of Goodyear, Maricopa County, Arizona, this 26<sup>th</sup> day of June, 2017.

  
Georgia Logg, Mayor

Date: 6-27-17

**ORDINANCE 17-1360**

AN ORDINANCE OF THE MAYOR AND COUNCIL OF THE CITY OF GOODYEAR, MARICOPA COUNTY, ARIZONA, LEVYING UPON THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE CITY OF GOODYEAR, SUBJECT TO PRIMARY AND SECONDARY TAXATION A CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS (\$100.00) OF VALUATION SUFFICIENT TO RAISE THE AMOUNTS ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET FOR THE PURPOSE OF PAYING FOR VARIOUS EXPENSES; TO RAISE THE AMOUNT ESTIMATED TO BE RECEIVED FROM OTHER SOURCES OF REVENUES; PROVIDING FUNDS FOR VARIOUS BOND REDEMPTIONS, FOR THE PURPOSE OF PAYING PRINCIPAL AND INTEREST UPON BONDED INDEBTEDNESS; ALL FOR FISCAL YEAR ENDING THE 30<sup>TH</sup> DAY OF JUNE, 2018.

WHEREAS, the Goodyear City Council adopted the fiscal year 2017-2018 final budget on June 26, 2017; and

WHEREAS, the County of Maricopa is now the assessing and collecting authority for the city of Goodyear, the City Clerk is hereby directed to transmit a certified copy of this Ordinance to the Assessor and Board of Supervisors of Maricopa County, Arizona;

NOW, THEREFORE, BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF GOODYEAR, MARICOPA COUNTY, ARIZONA, AS FOLLOWS:

SECTION 1. Primary Taxation: There is hereby levied on each one hundred dollars (\$100.00) of the assessed value of all property, both real and personal, within the corporate limits of the city of Goodyear, except such property as may be by law exempt from taxation, a primary property tax rate sufficient to raise the sum of eight million, six hundred fifty-five thousand, nine hundred and six dollars (\$8,655,906) for the city of Goodyear for the fiscal year ending June 30, 2018.

SECTION 2. Secondary Taxation: There is hereby levied on each one hundred dollars (\$100.00) of assessed value of all property, both real and personal, within the corporate limits of the city of Goodyear, except such property as may be by law exempt from taxation, a secondary property tax rate sufficient to raise the sum of four million, five hundred eighty-one thousand, seven hundred and eighty dollars (\$4,581,780) for the city of Goodyear for the fiscal year ending June 30, 2018.

SECTION 3. No failure by the County Officials of Maricopa County, Arizona, to properly return the delinquent list and no irregularity in the assessment or omission in the same, or irregularity of any kind in any proceedings shall invalidate such proceedings or invalidate any title conveyed by any tax deed; nor shall any failure or neglect of any officer or officers to perform any of the duties assigned to him or to them on the day within time specified work an invalidation of any proceedings or of any such deed or sale or affect the validity of the assessment and levy of taxes or of the judgment or sale by which the collection of the same may be enforced or in any manner affect the lien of the City upon such property for the delinquent taxes unpaid thereon, and no overcharge as to part of the taxes

## GLOSSARY

The City of Goodyear's Annual Budget is structured to be understandable and meaningful to both the general public and the organization. This glossary is provided to assist those unfamiliar with budgeting terms and a few terms specific to the City of Goodyear financial planning process.

### ACCRUAL BASIS OF ACCOUNTING

A method of accounting whereby revenues and expenses are recognized and recorded when revenue is earned and the expense is incurred, regardless of when the cash is actually received or the expense is paid.

### ADOPTED BUDGET

Formal action made by the City Council that set the spending limits for the fiscal year.

### ALTERNATIVE LOCAL EXPENDITURE LIMITATION

Under the state-imposed expenditure limitation, a City may only spend a certain amount of funds regardless of the City's revenue, as its budget is limited by the state-imposed ceiling. If the funding needs of the City are greater than the State imposed expenditure limit, the following options are available. All four options are subject to voter approval:

1. Local home rule (alternative expenditure) limitation
2. Permanent base adjustment
3. Capital projects accumulation fund
4. One-time override

### APPROPRIATION

An authorization made by the City Council which permits the City to incur obligations and to make expenditures of resources from a specific fund for a specific purpose.

### ASSESSED VALUATION

A valuation established upon real estate or other property by the County Assessor and the State as a basis for levying taxes.

### BALANCED BUDGET

An annual budget in which expenditures do not exceed available resources.

### BOND

A long-term debt or promise to pay. It is a promise to repay a specified sum of money, called the face value or principal amount, at a specified date in the future, along with periodic interest at a specific rate. Bonds are primarily used to finance capital projects.

### BUDGET CATEGORY

A grouping of related types of expenditures, such as Personnel Services, Contractual Services, Commodities, and Capital Outlay. Adherence to budget limits for each category or control area is required.

### BUDGETING PROCESS

Steps by which governments create and approve a budget.

BUILDING PERMIT

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

CAPITAL BUDGET

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

CAPITAL FUND

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

CAPITAL OUTLAY

Money spent to purchase fixed assets which have a value of \$5,000 or more and have a useful economic life of more than one year.

CIP (CAPITAL IMPROVEMENT PLAN OR PROGRAM)

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

CARRYOVER

An unencumbered balance that can be carried forward to the following year to cover any one-time expense.

COMMODITIES

Raw materials or products that can be bought and sold.

CFD (COMMUNITY FACILITIES DISTRICTS)

CFDs are special purpose public improvement districts. By utilizing a variety of public funding options such as bonds, special assessments, taxes and user fees, CFDs provide a mechanism to finance public infrastructure, the operation and maintenance of public infrastructure, and enhanced municipal services in qualifying areas.

COMPREHENSIVE ANNUAL REPORT (CAFR)

The audited financial statements prepared in accordance with U.S Generally Accepted Accounting Principles (GAAP).

CONTINGENCY FUND

A budgetary reserve set aside for emergency or unanticipated expenses and/or revenue shortfalls. The City Council must approve all contingency expenditures.

CONTRACTUAL SERVICES

Services such as rentals, insurance, maintenance, etc. that are purchased by the city.

DEBT SERVICE

The cost of paying principal and interest on borrowed funds according to a predetermined payment schedule.

DEBT SERVICE FUND

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

DEPARTMENT

The basic organizational unit of government which is functionally unique in its delivery of services.

DEPRECIATION

Decline in the value of a capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

DEVELOPMENT IMPACT FEES

Fees requiring new development to pay its proportionate share of the costs associated with providing necessary public infrastructure.

DIVISION

An organized unit within a department.

ENCUMBRANCE

The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

ENTERPRISE FUND

A governmental accounting fund in which the services provided, such as water or sewer or sanitation, are financed and operated similarly to those of a private business. Enterprise funds are intended to be self-sufficient. The rate schedules for those services are established to ensure that user revenues are adequate to meet necessary expenditures.

EXPENDITURE/EXPENSE

This term refers to the outflow of funds paid for an asset obtained, or goods and services obtained.

FEES

Fees are charges for specific services.

FISCAL POLICY

A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

FY (FISCAL YEAR)

A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Goodyear has specified July 1 to June 30 as its fiscal year.

## FUND

A set of interrelated accounts to record revenues and expenditures associated with a specific purpose. Commonly used fund types in public accounting are the general fund, special revenue funds, debt service funds, capital project funds, trust and agency funds, enterprise funds, and internal service funds.

## FUND BALANCE

Fund balance is the excess of assets over liabilities and reserves remaining at year-end.

## FUND SUMMARY

A fund summary, as reflected in the budget document, is a combined statement of revenues, expenditures, and changes in fund balance for the prior year's actual, adopted, and estimated budgets, and the current years adopted budgets.

## GAAP (GENERALLY ACCEPTED ACCOUNTING PRINCIPLES)

A framework of accounting standards, rules, and procedures publicized by the Governmental Accounting Standards Board defining acceptable accounting practices. GASB is the official standard setting agency for state and local governments.

## GENERAL FUND

The largest fund within the City, the General Fund accounts for most of the financial resources of the government that are not accounted for in other funds. General fund revenues include primary property taxes, licenses and permits, local taxes, and service charges. General fund services include police, fire, finance, information systems, administration, courts, attorneys, and parks and recreation.

## GENERAL OBLIGATION (G.O.) BONDS

Bonds that finance a variety of public projects and repayment is usually made from secondary property tax revenues.

## GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA) BUDGET PRESENTATION

### AWARD

The GFOA Budget Presentation Awards Program is an international awards program for governmental budgeting. Its purpose is to encourage exemplary budgeting practices and to provide peer recognition for government finance officers preparing budget documents. Award criteria include coverage of four areas of interest: *policy orientation, financial planning, operational focus* and *effective communications*.

## GRANT

A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

## HURF (HIGHWAY USER REVENUE FUND)

This revenue source consists of state taxes collected on gasoline, vehicle licenses and a number of other additional transportation related fees. These funds must be used for street and highway purposes.

### IMPROVEMENT DISTRICTS

Improvement districts are formed consisting of property owners desiring improvements to their property. Bonds are issued to finance these improvements, which are repaid by assessments on affected property. Improvement District debt is paid for by a compulsory levy (special assessment) made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

### INFRASTRUCTURE

Facilities on which the continuance and growth of a community depend such as roads, water lines, sewers, public buildings, parks, airports, et cetera.

### INTER-FUND TRANSFERS

Authorized exchanges of cash or other resources between funds.

### INTERNAL SERVICE FUND

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

### LEAN

A set of principles and methods used to identify and eliminate waste in any process. Lean helps organizations improve the speed and quality of their processes by getting rid of unnecessary activity such as document errors, extra process steps, and waiting time.

### LONG TERM DEBT

Debt with a maturity of more than one year after date of issuance.

### MODIFIED ACRUAL METHOD OF ACCOUNTING

A method of accounting that combines accrual-basis accounting with cash-basis accounting. Revenues are recognized in the period when they become available and measurable. They are considered to be available when collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recognized in the period in which the associated liability is incurred, as under accrual accounting. However, debt services expenditures, and those related to compensated absences, claims, and judgments, are recorded only when payment is due.

### OPERATING BUDGET

The budget for the day-to-day costs of delivering city services.

### ORDINANCE

A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or a constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

### PAY-AS-YOU-GO CAPITAL IMPROVEMENT PROJECTS

Capital projects whose funding source is derived from city operating revenue sources rather than restricted sources such as bonds or capital grants.

### PERFORMANCE MEASURE TARGET

A planned or budgeted measure. It may be a monthly or annual average, an annual amount or benchmark.

### PERFORMANCE MEASURE TREND

A projection of what the fiscal year end/outcome will be for the measure based on recent actual results and historical trends.

### PERFORMANCE (MEASURES) INDICATORS

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

### PRIMARY PROPERTY TAX

Primary property taxes are levied for the purpose of funding general government operations. Annual increases are limited to 2% of the previous year's maximum allowable primary property tax levy plus allowances for new construction and annexation of new property and tort litigation settlements.

### PROPERTY TAX

Property tax is based according to value of property and is used as the source of moneys to pay general obligation debt (secondary property tax) and to support the general fund (primary property tax).

### PROPERTY TAX LEVY

The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

### PROPERTY TAX RATE

The amount of tax levied for each \$100 of assessed valuation on a property.

### PROPRIETARY FUNDS

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

### PUBLIC IMPROVEMENT CORPORATION (PIC) BONDS

A non-profit corporation created as a financing mechanism for the purpose of financing CIP projects. PIC bonds are secured by excise tax or other undesignated General Fund revenues and can be without limitation as to interest rate or amount.

### RESERVE

Reserve is an account which records a portion of the fund balance which must be segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

## REVENUE

Income collected by municipalities for public use.

### SALES TAX

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

### SECONDARY PROPERTY TAX

Secondary property taxes are levied for the purpose of funding the principal, interest, and redemption charges on general obligation bonds of the City. The amount of this tax is determined by the annual debt service requirements on the City's general obligation bonds.

### SHORT-TERM DEBT

Any debt that is due within one year.

### SPECIAL ASSESSMENT

A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

### STATE-SHARED REVENUES

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

### SUPPLEMENTAL REQUEST

A request for additional funding for personnel, equipment and related services to enhance the service level of a program.

## TAXES

Taxes are compulsory charges levied by a government for the purpose of financing services performed for common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges, such as water service.

### TRANSACTION PRIVILEGE TAX

Commonly referred to as a sales tax, however TPT is a tax on the privilege of doing business in Arizona and is not true sales tax.

### TRUST FUND

A trust fund consists of resources received and held by the government unit as trustee, to be expended or invested in accordance with the conditions of the trust.

USER CHARGES

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

WASTEWATER RECLAMATION

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

**ACRONYMS**

<i>ADOT</i>	Arizona Department of Transportation
<i>ALF</i>	Arizona Lottery Fund
<i>ASE</i>	National Institute for Automotive Service Excellence
<i>BOR</i>	Bureau of Reclamation
<i>CAFR</i>	Comprehensive Annual Financial Report
<i>CAP</i>	Central Arizona Project
<i>CDBG</i>	Community Development Block Grant
<i>CERT</i>	Community Emergency Response Team
<i>CFD</i>	Community Facilities District
<i>CIP</i>	Capital Improvement Program
<i>CMAQ</i>	Congestion Mitigation and Air Quality Improvement Program
<i>COOP/COG</i>	Continuity of Operations/Continuity of Government
<i>CBRNE</i>	Chemical, Biological, Radiological, Nuclear, & High Yield Explosives
<i>DIF</i>	Development Impact Fees
<i>DUI</i>	Driving Under the Influence
<i>EMR</i>	Estrella Mountain Ranch
<i>EQ</i>	Environmental Quality
<i>FSIP</i>	Financial System Implementation Project
<i>FTE</i>	Full-Time Employee
<i>FY</i>	Fiscal Year
<i>GAAP</i>	Generally Accepted Accounting Principles
<i>GAIN</i>	Getting Arizona Involved in Neighborhoods
<i>GFOA</i>	Government Finance Officers Association
<i>GIS</i>	Geographic Information System
<i>G.O.</i>	General Obligation (bonds)
<i>GPA</i>	General Plan Amendment
<i>GPM</i>	Gallons per Minute
<i>GRIC</i>	Gila River Indian Community
<i>GWRF</i>	Goodyear Wastewater Reclamation Facility
<i>GWTF</i>	Goodyear Water Treatment Facility (Surface Water Project)
<i>HHW</i>	Household Hazardous Waste
<i>HOA</i>	Home Owners Association
<i>HURF</i>	Highway User Revenue Fund
<i>I-10</i>	Interstate 10

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<i>IGA</i>	Intergovernmental Agreement
<i>ITS</i>	Information Technology Services
<i>IWMP</i>	Integrated Water Master Plan
<i>LTAf</i>	Local Transportation Assistance Funds
<i>MAG</i>	Maricopa Association of Governments
<i>MC-85</i>	Maricopa County 85
<i>MCDOT</i>	Maricopa County Department of Transportation
<i>MGD</i>	Million Gallons per Day
<i>O &amp; M</i>	Operations and Maintenance
<i>PIC</i>	Public Improvement Corporation
<i>PW</i>	Public Works
<i>RFP</i>	Request for Proposals
<i>RFQ</i>	Request for Qualifications
<i>RID</i>	Roosevelt Irrigation District
<i>RO</i>	Reverse Osmosis
<i>ROW</i>	Right of Way
<i>RWC</i>	Regional Wireless Cooperation
<i>SAT</i>	Soil Aquifer Treatment
<i>SCADA</i>	Supervisory Control and Data Acquisition
<i>SDC</i>	Southern Departure Corridor
<i>SFR</i>	Single Family Residential
<i>SR303</i>	State Route 303
<i>SSO</i>	Sanitary Sewer Overflows
<i>TPT</i>	Transaction Privilege Tax
<i>VBC</i>	Valley Benchmark Cities
<i>VLt</i>	Vehicle License Tax
<i>WCMP</i>	Watercourse Master Plan
<i>WIFA</i>	Water Infrastructure Finance Authority
<i>WRD</i>	Water Resources Department
<i>WRF</i>	Water Reclamation Facility
<i>WS</i>	Water Services
<i>WTF</i>	Water Treatment Facility
<i>WWS</i>	Wastewater Services
<i>WWTP</i>	Wastewater Treatment Plant