



Issue Review Session Agenda

**Tempe City Council
Issue Review Session
Harry E. Mitchell Government Center
Tempe City Hall - City Council Chambers
31 East 5th Street, Tempe, Arizona
Thursday, September 08, 2011
6:00 PM**

Members of the City Council may attend either in person or by telephone conference call.

AGENDA

Legal Advice: If necessary, the City Council may make a vote to adjourn to executive session for the purpose of obtaining legal advice from the Council's attorney on any matter listed on the agenda pursuant to A.R.S. § 38-431.03(A)(3).

1. Call to the Audience

The City Council welcomes public comment at this time only for items listed on this Issue Review Session agenda. There is a three-minute time limit per citizen.

2. Golf Fees and Charges Update*

3. Social Host Ordinance*

4. Proposed Tiered Fire Inspection Program*

5. Tempe Streetcar Community Working Group*

6. Long Range Financial Forecast*

7. Formal Council Agenda Items

The City Council reserves this time to informally discuss any item(s) appearing on the 7:30 p.m. Formal Council Meeting agenda.

8. Future Agenda Items

9. Mayor's Announcements/City Manager's Announcements

The Mayor and/or City Manager may make announcements regarding current events that are not on the agenda. No discussion or legal action will be taken regarding these announcements.

According to the Arizona Open Meeting Law, the City Council may only discuss matters listed on the City Council agenda. Members of the City Council may attend either in person or by telephone conference call. The City of Tempe endeavors to make all public meetings accessible to persons with disabilities. With 72 hours advance notice, special assistance is available at public meetings for sight and/or hearing-impaired persons. Please call 350-2905 (voice) or 350-2750 (TDD) to request an accommodation to participate in the City Council meeting.

**Watch this meeting live on Cox cable channel 11 or www.tempe.gov/tempe11.
Video replay of this meeting is available the next day at www.tempe.gov/tempe11.**

*Background material included

Memorandum

City of Tempe



Date: August 29, 2011
To: Mayor and Council
From: Don Bessler, Public Works Director
John Osgood, Deputy Public Works Director
Julie Hietter, Sr. Management Assistant
Subject: Golf Fee and Charge Update for September 8, 2011 Issue Review Session

Since June, Public Works staff has met with the Parks, Recreation and Golf Advisory Board three times to discuss the new business model for golf operations and a pricing philosophy for our golf courses. This process has largely been completed and the Board approved staff's recommendations be taken forward to Council.

Public Works staff will give a presentation at the September 8, 2011 IRS on the new business model, pricing philosophy, and fee schedule, as well as give an update on the transition in operations to Millenium Golf Management.

Golf Tempe – Pricing Update

Issue Review Session - preview

September 8, 2011



Golf Enterprise Fund: New Business Model

- Sustainable – Revenues support expenditures
- Market competitiveness
- Fee and Charge System - Transparency
- Consistent rewards philosophy
- Grows our customer base
- Funds capital improvements
- Public private partnership
- Enhanced fiscal controls

Advisory Board Process

- June – Par 5 Pricing Philosophy
- July – 4 tier reward system
- August – Reward percentages and fee schedule

Par 5 Pricing Philosophy

Shot/Club	Swing Thought	Financial Issue
1: Driver	Grip it and Rip it	Resident Vs Non-Resident Fees
2: Fairway Wood	Be Creative	Full course utilization
3: Middle Iron	Approach Shot - It's not how you drive, it's how you arrive	Recover cost of service
4: Putter	Lag Putt - Protect your score	Reward Customer Loyalty
5: Putter	Tap in - We have to do this	Grow the Game

Profitability and the Sustainability of Community Owned Golf

Four Tiered Reward Strategy

- Demographic Reward
- Time of Day Reward
- Day of Week Reward
- Seasonal Reward

Consistent 4 Tier Rewards Philosophy

WE/Holiday WE/Holiday WD WD

Before 12 pm	After 12 pm	Before 12 pm	After 12 pm
0%	5%	10%	15%

Standard Rate	0%
Resident	5%
Senior (60+)	20%
Loyalty	22%
Junior (7-17)	50%

Winter	0%
Spring/Fall	25%
Summer	50%



Memorandum

DATE: September 8, 2011 Issue Review Session

TO: Mayor and City Council

FROM: Bobbie Cassano, Coalition Coordinator (Ext. 2305)

SUBJECT: Social Host Ordinance-Draft

As part of Tempe's Committee for Youth, Families and Community, the Tempe Coalition (sponsored by Tempe Community Council), whose mission is to reduce underage drinking and drug use in Tempe, has spent the last three years working under a grant from Magellan Health Services concentrating on the issue of underage drinking. As part of the planning for this grant, we found the average age of first use of alcohol for Tempe youth is 12.5 years old. Our most recent data from the 2010 Arizona Youth Survey indicates a majority of Tempe youth are getting their alcohol from home, parties at private residences, parents and other family members. In the past several years researchers have discovered more about the development of the brain and the impact of early drinking on our youth. Tempe Coalition has determined that in order to better educate and control underage drinking in Tempe, the use of a Social Host Ordinance would be most beneficial.

The Coalition's Public Policy Subcommittee, with expanded participation from experts in the area including our City Attorney and Police Commander, developed a draft which we feel will best meet our community's needs. On advice from the City Attorney, it was determined the most logical way to accomplish this objective would be to amend the Large Parties, Gatherings or Events Ordinance already in existence (Tempe City Code Section 5-31 et seq.). By so doing, we can meet the implementation needs of the Tempe Police Department and the concerns of the Tempe Coalition.

The Tempe Coalition will present a draft Social Host Ordinance (attached) at the September 8, 2011 Issue Review Session. The purpose of this ordinance is to amend the party ordinance to include language which holds the owner or tenant of the private property where the gathering occurs, responsible for underage drinking at the gathering. Though many cities and states have decided to view their Social Host Ordinance as a criminal offense, our hope is that a "service fee" with an opportunity for a substance use education class, in lieu of the first-time police service fee assessment, will better accomplish our goal for education rather than punishment. In a Community Norm Survey of Tempe taken in October, 2010, we found 87.4% of the 254 adult Tempe respondents "agreed" or "strongly agreed" there should be a law that holds adults responsible for hosting parties where youth are drinking.

Andrew Ching, Coalition Chair, Ilene Dode and I will be available to discuss the attached document at the September 8th Issue Review Session.

ARTICLE III. ~~LARGE~~ NUISANCE PARTIES AND UNLAWFUL GATHERINGS OR EVENTS

Sec. 5-30. Purpose.

The city finds and determines that the control of ~~large~~ NUISANCE parties ~~gatherings or events~~ on private property is necessary when such continued activity is determined to be a threat to the peace, health, safety or general welfare of the public. Police officers are often required to make several return trips to a location of a NUISANCE party ~~gathering or event~~ in response to complaints, in order to disperse uncooperative participants or enforce criminal laws, and the return of police officers to a location constitutes a drain of personnel and resources which may leave other areas of the city without minimal levels of police protection, all of which creates a significant hazard to the safety of the police officers and to the public in general.

THE CITY FINDS AND DETERMINES IT IS A PUBLIC NUISANCE FOR ANY RESPONSIBLE PERSON OR SOCIAL HOST TO PERMIT, ALLOW, OR HOST AN UNLAWFUL GATHERING AT HIS OR HER PLACE OF RESIDENCE (OR OTHER PRIVATE REAL PROPERTY UNDER HIS OR HER OWNERSHIP OR CONTROL) WHERE SPIRITUOUS LIQUOR IS SERVED TO, OR IS IN THE POSSESSION OF, OR CONSUMED BY, ANY MINOR, OR WHERE ILLEGAL DRUGS ARE IN THE POSSESSION OF, OR CONSUMED BY, ANY PERSON. WHEN UNLAWFUL GATHERINGS OCCUR, THE CITY FINDS AND DETERMINES THAT EARLY INTERVENTION THROUGH SUBSTANCE USE EDUCATION FOR THE RESPONSIBLE PERSON IS DESIRABLE.

Sec. 5-31. Definitions.

For the purpose of this article, the following terms shall have the meanings respectively ascribed to them herein unless the context requires otherwise:

- (1) *JUVENILE* MEANS A MINOR UNDER THE AGE OF EIGHTEEN (18) YEARS.
- (2) *MINOR* MEANS ANY PERSON UNDER THE AGE OF TWENTY-ONE (21) YEARS.
- (~~4~~) (3) *Large NUISANCE Party, ~~gathering or event~~* means a party, ~~gathering or event~~ of five (~~5~~) or more AN ASSEMBLY OF persons ~~who have assembled or are assembling~~ for a social activity or for a special occasion in a manner which constitutes a substantial disturbance of the quiet enjoyment of private or public property. This includes, but is not limited to, excessive noise or traffic, obstruction of public streets by crowds or vehicles, public drunkenness, the service of alcohol to minors, fights, disturbances of the peace and litter.
- (~~2~~) (4) *Police ~~services~~ SERVICE FEE* means the ~~service~~ fee as shown by a schedule adopted by the CITY COUNCIL WITH THE RECOMMENDATION OF THE police chief which is based on the number of officers and units, per hour, to respond to or remain

at ~~the large~~ A NUISANCE party OR UNLAWFUL gathering ~~or event~~; which schedule may also include any appropriate overhead; the cost of any medical treatment to injured officers; any loss or damage incurred by the department, and the cost of repairing any damaged city equipment or property;

- (3) (5) *Responsible person* means the person who owns the property where the NUISANCE ~~large party OR UNLAWFUL gathering or event~~ takes place; or the person in charge of the premises; or the person who organized the NUISANCE ~~large party OR UNLAWFUL gathering or event~~. If such a person is A JUVENILE ~~minor~~, the term "responsible person" includes, in addition to the JUVENILE ~~minor~~, the JUVENILE'S ~~minor's~~ parents or guardians. RESPONSIBLE PERSON DOES NOT INCLUDE OWNERS OR PERSONS IN CHARGE OF PREMISES WHERE AN UNLAWFUL GATHERING TAKES PLACE IF THE PERSONS IN ATTENDANCE OBTAINED USE OF THE PROPERTY THROUGH ILLEGAL ENTRY OR TRESPASSING;
- (4) (6) *Special security assignment* means the police services provided during a second or subsequent call during a ninety (90) day period to the location of a ~~large party, gathering or event~~ after the distribution of a written warning that a police service fee may be imposed for costs incurred by the city for any subsequent police response.
- (7) *SPIRITUOUS LIQUOR* SHALL HAVE THE SAME MEANING AS DEFINED IN A.R.S. § 4-101(31).
- (8) *UNLAWFUL GATHERING* MEANS A PARTY, GATHERING, OR EVENT WHERE SPIRITUOUS LIQUOR IS SERVED TO, OR IS IN THE POSSESSION OF, OR CONSUMED BY, ANY MINOR, OR WHERE ILLEGAL DRUGS ARE IN THE POSSESSION OF, OR CONSUMED BY, ANY PERSON, REGARDLESS OF WHETHER IT WOULD OTHERWISE QUALIFY AS A NUISANCE PARTY.

Sec. 5-32. Recovery of costs for police services.

(a) When any police officer responds to any NUISANCE ~~large party gathering or event~~ and that police officer determines that there is a threat to the public peace, health, safety or general welfare, the police officer shall issue a written notice to any responsible party that a second or subsequent response to any NUISANCE ~~large party gathering or event~~ at that same location or address within ninety (90) days of the first response shall be deemed a special security assignment rendered to provide security and order on behalf of the NUISANCE ~~large party gathering or event~~, and that any responsible party may be liable for a police service fee for such special security assignment. The return call, or second or subsequent response, may also result in the arrest or citation of violators of state law or city ordinances.

(1) If, after written notice provided in subsection (a), a second or subsequent police response or responses is necessary to the same location or address FOR A NUISANCE PARTY within ninety (90) days of the first response, such response shall be deemed a special security

assignment and subject to police service fee as provided in this article.

- b) A RESPONSIBLE PERSON FOR AN UNLAWFUL GATHERING SHALL BE ASSESSED THE POLICE SERVICE FEE UPON THE FIRST POLICE RESPONSE. THE RESPONSIBLE PERSON MAY BE ELIGIBLE FOR SUBSTANCE USE EDUCATION CLASS IN LIEU OF THE FIRST-TIME POLICE SERVICE FEE ASSESSMENT.

Sec. 5-33. Police service fee for special security assignment.

(a) The police service fee for special security assignments ARISING OUT OF NUISANCE PARTIES shall include the cost of personnel and equipment, and shall be established by the city council (see Appendix A). THE POLICE SERVICE FEE FOR SPECIAL SECURITY ASSIGNMENTS ARISING OUT OF UNLAWFUL GATHERINGS SHALL BE PROGRESSIVE DEPENDING ON THE NUMBER OF REPEAT UNLAWFUL GATHERINGS, AND SHALL BE ESTABLISHED BY CITY COUNCIL (SEE APPENDIX A).

(b) The amount of such police service fees charged shall be deemed a joint and several debt to the city of any and all responsible person or persons, whether they received the benefit of such special security assignment services or not. If the ~~person~~ responsible PERSON for the ~~large~~ NUISANCE party OR UNLAWFUL gathering ~~or event~~ is a JUVENILE ~~minor~~, then the parents or guardians of that JUVENILE ~~minor~~ will also be jointly and severally liable for the costs incurred for police services. Any person owing money due for the police service fee shall be liable in an action brought in the name of the city for recovery of such amount, including reasonable attorney fees.

(c) If a responsible person is the person who owns the property where A ~~the~~ NUISANCE ~~large party gathering or event~~ takes place, the owner will not be charged the police service fee unless:

- (1) The owner was present at or had knowledge of the NUISANCE ~~large~~ party, ~~gathering or event~~; or
- (2) If the owner had been sent a notice from the city that a NUISANCE ~~large~~ party ~~gathering or event~~ had taken place on his property, and a subsequent NUISANCE ~~large~~ party ~~gathering or event~~ occurs within ninety (90) days of the mailing of such notice to the owner.

(d) The city may waive part or all of a police service fee charged against the owner of the property where a NUISANCE ~~large~~ party ~~gathering or event~~ takes place if the owner provides proof that they did not have an adequate period of time to prevent the large party, gathering or event that triggered the fee, or that they have taken action to prevent the occurrence of future disturbances at the property.

(e) The city does not waive its right to seek reimbursement for costs through any other legal remedies or procedures.

Sec. 5-34. Billing; appeal.

(a) The chief of police or his designee shall cause appropriate billings for the special security assignment to be made to the responsible person, which shall include the name and address of the responsible person, the date and time of the incident and the police services performed, identification of the police services costs, and such other information as may be desired.

(b) Any responsible person who wishes to dispute the determination that they are liable for the police service fee may do so by submitting a request for an administrative review hearing in writing no more than ten (10) days after the assessment of the police service fee. The city and the responsible person disputing the fee shall be given notice of the hearing and an opportunity to be heard. The hearing officer shall establish rules of administration and procedure to ensure the fair and orderly conduct of hearings held pursuant to this section.

Sec. 5-35. Other remedies.

Nothing in this article shall be construed as affecting the ability to initiate or continue concurrent or subsequent criminal prosecution for any violation of the provisions of the city code or state law arising out of the circumstances necessitating the application of this article.

CHANGE TO THE FEE SCHEDULE IN APPENDIX A, TO BE AMENDED BY
RESOLUTION AT THE SECOND HEARING FOR THE ORDINANCE AMENDMENT:

Nuisance Parties and Unlawful Gatherings

5-33 Police service fee for special security assignments RELATED TO NUISANCE
PARTIES Maximum \$1,000.00
per occurrence

POLICE SERVICE FEE OR SPECIAL SECURITY ASSIGNMENTS RELATED TO
UNLAWFUL GATHERINGS:

FIRST RESPONSE	\$250
SECOND RESPONSE	\$1000
THIRD AND EACH SUBSEQUENT RESPONSE	\$1500



City of Tempe
P.O. Box 5002
1400 E. Apache Boulevard
Tempe, Arizona 85280
(480) 858-7200

Fire Department

TO: Mayor and Council

FROM: Mark Simmons, Fire Chief (858-7218)
Marc Scott, Assistant Fire Chief (858-7233)

THROUGH: Charlie Meyer, City Manager

DATE: August 30, 2011

SUBJECT: Proposed Tiered Fire Inspection Program

During the January 13, 2011, Issue Review Session, the Fire Department's Self Inspection Program was referred to the Technology, Sustainability and Economic Development Council Committee for program review.

On January 21, 2011, the Fire Department presented the Low Risk Self Inspection Program to the Committee where the department received input and feedback regarding the program.

The following is a timeline of events that have occurred since that meeting:

2/16/11	Met with Downtown Tempe Community on proposed program
2/17/11	Met Chamber of Commerce on proposed program
3/17/11	Follow-up meeting with Chamber of Commerce
3/26/11	Follow-up meeting with Downtown Tempe Community
4/6/11	Met with Chamber of Commerce Transportation Sub-Committee
6/8/11	Public Forum held at Tempe Fire Training Center on proposed program
6/9/11	Public Forum held at Tempe Police South Substation on proposed program

Based on feedback from the meetings and forums, the program has been modified. A proposed Tiered Fire Inspection Program is attached and this program will be presented at the September 8, 2011 Issue Review Session.

Marc Scott, Assistant Fire Chief

Attachment: Proposed Tiered Fire Inspection Program

TEMPE FIRE DEPARTMENT TIERED INSPECTION PROGRAM





INSPECTION PROGRAM HISTORY

- 03/09 Updated permit and inspection fees to include a fee of \$25.00 for Self-Inspections
- 2010 Budget balance proposal of \$150,000
- 8-10/10 Delivered 1,797 Self-Inspection forms to Low Risk businesses
- 12/10 47.5% of Self-Inspection forms completed
- 01/11 Council referred Self-Inspection Program for Committee review



TIERED INSPECTION PROGRAM DEVELOPMENT

- 01/11 » Met with the Technology, Economic and Community Development Council Committee to discuss business community program concerns
- 02/11 » Met with the Downtown Tempe Community, DTC
 - » FAQ's for the proposed Tiered Inspection Program were posted on the Tempe website for Tempe businesses to access
 - » Meetings in Feb., Mar., and Apr. with the Tempe Chamber of Commerce Transportation Committee
- 03/11 » A brochure was developed outlining in detail the proposed Tiered Inspection Program
- 04/11 » Proposed Tiered Inspection Program Forum dates and locations were posted on the Tempe 11 bulletin board online
 - » An outline of the Proposed Tiered Inspection Program was included in the Chamber of Commerce e-newsletter
- 05/11 » Links to the FAQ's and the Tiered Inspection brochure were posted on Tempe in Touch "Today's Hot Topics" section
- 06/11 » Program information and forum schedules released through social networking and press releases by Media Relations
 - » Public forums were held at the Tempe Fire Training Center and the Tempe Police South Substation



LOW RISK SELF-INSPECTIONS

Online, No Cost, Self-Inspections every 2 years

Definition:

Low-risk businesses have a below-average probability of fires, injuries or death to building occupants.

- Self-Inspection frequency every 2 years
- No cost to Low Risk businesses if Self-Inspection forms are completed and returned by mail or submitted online
- On-site Low Risk inspections are available upon request for a fee of \$50 for a 2 year permit
- Penalty of \$100 for failure to submit a Self-Inspection form or request an on-site inspection within 60 days of receiving a Self-Inspection request letter



MEDIUM RISK INSPECTIONS

\$220 every 4 years

Definition:

Medium-risk businesses have an average probability of fires or other emergencies because of the type or quantity of materials they store or use on-site. They have an average risk of injury or death to building occupants.

- Inspection frequency every 4 years
- Inspections performed by Tempe Fire Inspectors and on duty Fire Companies
- Medium Risk fee of \$220 for a 4 year permit
(average annual cost \$55)



HIGH RISK INSPECTIONS

\$400 - \$500 every 4 years

Definition:

High-risk businesses have a higher-than average probability of fire, injuries or death to occupants due to the number of occupants, or the size and complexity of the structure.

- Inspection frequency every 4 years
- Inspections performed by Tempe Fire Inspectors
- High Risk under 50,000 sq. ft. \$400 for a 4 year permit
(average annual cost \$100)
- High Risk over 50,000 sq. ft. \$500 for a 4 year permit
(average annual cost \$125)



METRO AREA INSPECTION PROGRAM COMPARISON

PERMIT / INSPECTION FEES	Tempe	Mesa	Glendale	Gilbert	Peoria
LOW Risk Fee	\$0 online	\$15.00 annually	\$12.50 annually	\$50.00 annually	Annual fees based on sq. ft. 1 – 1249 \$ 50 1250 – 3000 \$ 75 3001 – 5000 \$ 100 5001 – 7500 \$ 150 7501 – 10000 \$ 200 10001 – 15000 \$ 250 15001 – 20000 \$ 350 20001 – 30000 \$ 450 30001 – 40000 \$ 650 40001 – 50000 \$ 850 50001 – 75000 \$1050 75001 – 100000 \$1550 over 100,000 \$1950
MEDIUM Risk Fee	\$220 4 years (\$55/yr)	\$195 3 years (\$65/yr)	\$75 annually	No Medium Risk Category	
HIGH Risk Fee	\$400 4 years (\$100/yr) over 50K sq ft \$500	\$280 2 years (\$140/yr) over 12K sq ft \$480	\$300 annually	\$50 annually plus \$50 per hour	



INSPECTION GUIDELINE

- All Inspections will be scheduled to maximize the efficiency and safety for all businesses.
- All tenant spaces within a single building or complex will be inspected within the same time frame.
- Permit fees will be invoiced only upon completion of the inspection.



INSPECTION FACTS

- Total number of occupied low, medium and high risk commercial properties 8,564
- Total sq. ft. of commercial property to be inspected within the city 80M sq.ft.
- Total sq. ft. of commercial property currently being inspected annually 20M sq.ft.
- Inspectors available to perform inspections for existing commercial property 3



Memorandum



TO: Mayor and Council

FROM: Jyme Sue McLaren, Interim Community Development Manager (350-8803)

DATE: August 23, 2011

SUBJECT: **Tempe Streetcar Community Working Group**

Background/Discussion

In October 2010, the Tempe City Council approved a locally preferred alternative (LPA), which included a modern streetcar on Mill Avenue with a one-way loop, utilizing Mill and Ash Avenues, in downtown Tempe. At that time, the City Council formed a Tempe Streetcar Community Working Group (CWG) in December 2010, chaired by Councilmember Ellis and composed of residents, property and business owners along the alignment. The focus of the CWG was to work with METRO and City of Tempe staff to address the project's stop locations and street configuration prior to initiating project engineering. The CWG has concluded their work effort and METRO is seeking Tempe City Council endorsement of their recommendations, as outlined in Attachment A.

Public Involvement Process

The recommendations were presented to the following:

Downtown Tempe Community Board endorsement – August 2, 2011
Tempe Transportation Commission endorsement – August 9, 2011
Public Open House – September 6, 2011

Recommendations

Request approval of the recommended stops and street configuration for the 2.6 mile Tempe Streetcar project, as defined in Attachment A.

Attachments:

Attachment A – Tempe Streetcar Project Definition Recommendations

ATTACHMENT A

Tempe Streetcar Project Definition Recommendations



MEMO

To: Tempe City Council
From: Benjamin Limmer, AICP
Date: August 2, 2011
Re: **TEMPE STREETCAR**
Project Definition Recommendations

PURPOSE

The purpose of this report is to seek Tempe City Council approval regarding the recommended locations for modern streetcar stops and street configuration for the 2.6 mile Tempe Streetcar project.

BACKGROUND

The Tempe Streetcar will receive funding from the Proposition 400 half-cent transportation sales tax extension approved by Maricopa County voters in 2004. The project is contained in the Regional Transportation Plan (RTP) as a component of the 57-mile high capacity/light rail transit (HCT/LRT) network to be implemented by 2031.

In October 2010, the Tempe City Council approved a locally preferred alternative (LPA), which included a modern streetcar on Mill Avenue with a one-way loop, utilizing Mill and Ash Avenues, in downtown Tempe (Phase I). Study recommendations also included a future (Phase II) unfunded extension of modern streetcar along Southern Avenue to Rural Road. The LPA was approved by the Maricopa Association of Governments in December 2010.

DISCUSSION

Subsequent to LPA approval, METRO turned its focus to resolving two outstanding issues, which included stop locations and street configuration, prior to initiating project engineering. To assist in providing input on these issues, the Tempe City Council formed a Tempe Streetcar Community Working Group (CWG) in December 2010. The CWG was chaired by Councilmember Ellis and was composed of residents, property and business owners along the alignment. The focus of the CWG was to work with METRO and City of Tempe staff to address the project's stop locations and street configuration, as well as general thoughts on urban design guidelines specific to Tempe's unique downtown and surrounding neighborhoods.

Numerous potential stop locations were identified by the CWG through brainstorming exercises. The universe of stop locations were evaluated on the tradeoffs associated with cost, spacing of stops, access to existing activity centers, development and redevelopment potential, ability to make bus connections, impacts to curbs and parking and safety and security. At the conclusion of the exercises, the input provided by the CWG allowed the METRO project team to formulate the recommended stop locations to be carried forward into design.

The street configuration included locating the streetcar track within the street, traffic lane configurations, on-street parking, bicycle configurations, pedestrian access points and left

turn requirements. Each of these components was evaluated utilizing both curb and median running track location scenarios along the entire alignment.

RECOMMENDATION

Staff recommends the approval of modern streetcar stops at the following locations (see Appendix A):

- Southern Avenue / Mill Avenue
- Del Rio Drive / Mill Avenue
- Broadmor Drive / Mill Avenue
- Broadway Road / Mill Avenue
- Parkway Boulevard / Mill Avenue
- 11th Street / Mill Avenue
- 9th Street / Mill Avenue
- 6th Street / Mill Avenue
- 3rd Street / Mill Avenue
- Mill Avenue / Rio Salado Parkway
- 3rd Street / Ash Avenue
- 5th Street / Ash Avenue
- University Drive / Ash Avenue

Staff recommends the approval of the following street configurations:

- For the section along Mill Avenue between Southern Avenue and 13th Street, it is recommended there be one shared curb lane with modern streetcar and vehicle traffic, as well as one through vehicle-only travel lane in each direction with protected left hand turn pockets and a bike lane (see Appendix B-1).
- For the section along Mill Avenue between 13th Street and University Drive, significant technical evaluation and design is still needed to formalize a recommendation.
- For the section along northbound Mill Avenue between University Drive and Rio Salado Parkway, it is recommended there be one shared through lane with modern streetcar and vehicle traffic, with protected left hand turn pockets, on-street parking and a bike lane. Southbound Mill Avenue would remain as it is today (see Appendix B-2).
- For the section along southbound Ash Avenue between Rio Salado Parkway and University Drive, it is recommended there be a streetcar and right turn only curb lane in conjunction with an exclusive streetcar lane north of where the right turn lane terminates, as well as one through vehicle-only travel lane in each direction and a bike lane. The continuous center left turn lane would be removed and replaced with a left turn bay sufficient for projected left turn storage. On-street parking along Southbound Ash Avenue would be eliminated, but additional on-street parking would be added to northbound Ash Avenue (see Appendix B-3).

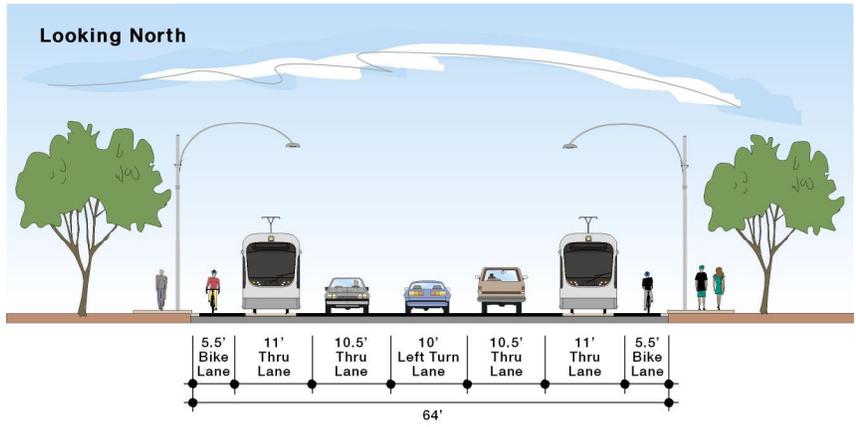
FOR MORE INFORMATION

If you have any questions, please contact Benjamin Limmer at 602-322-4487 or blimmer@metrolightrail.org. Additional information and updates can be found on the Tempe Streetcar website: www.MetroLightRail.org/tempesouth.

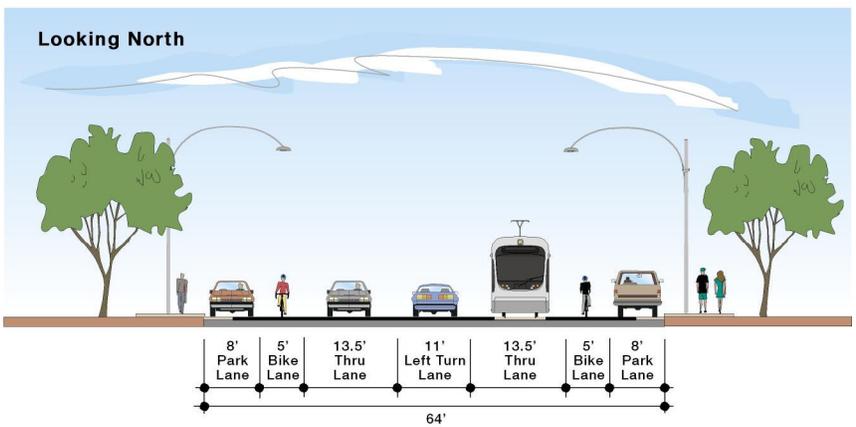
APPENDIX A Recommended Stop Locations



APPENDIX B-1
Recommended Street Configurations
 Mill Avenue: Southern Avenue – 13th Street

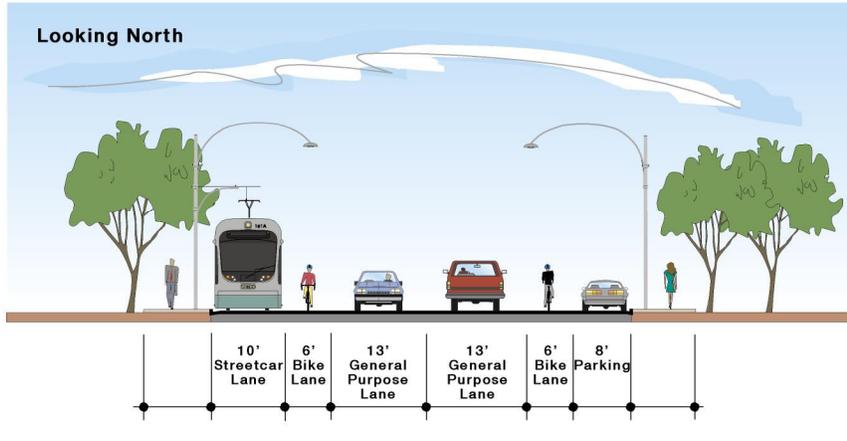


APPENDIX B-2
Recommended Street Configurations
 Mill Avenue: University Drive – Rio Salado Parkway

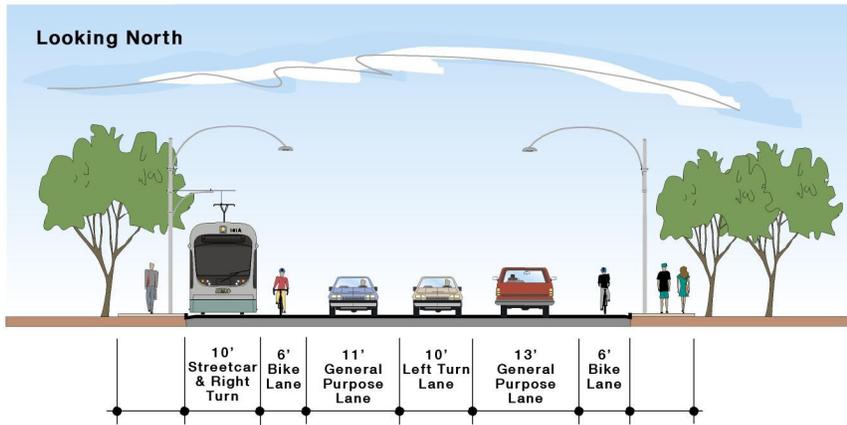


APPENDIX B-3
Recommended Street Configurations
 Ash Avenue: University Drive – Rio Salado Parkway

Exclusive Streetcar Lane



Streetcar & Right Turn Lane



Memorandum

Finance and Technology Department



Date: September 8, 2011

To: Mayor and Councilmembers

Through: Charlie Meyer, City Manager

From: Ken Jones, Finance and Technology Director

Subject: Long Range Financial Forecast September 2011

During the September 8th City Council Issue Review Session, we will present a long-range budget forecast, focusing on the General Fund and any significant changes to our projections in the other funds. A long-range forecast has historically been presented in January each year, but unprecedented economic conditions have prompted us to revise our projections more frequently. This early forecast is intended to establish the groundwork for budget adjustments that we know will be necessary in fiscal year (FY) 2012-13 and beyond and to maintain our plan for long-term financial stability.

The five-year revenue and expenditure projections contained in the long range forecast do not include anticipated budget adjustments that will be necessary to address projected deficits. Current personnel policies and expenditure patterns are projected over the entire five-year forecast. In our presentation on September 8th we will provide scenarios for stabilizing the General Fund and discuss the process we intend to follow to identify budget-balancing adjustments for FY 2012-13. We will also discuss the status of each of the other major funds.

The current status of the General Fund is improved from our last forecast, but the long-term outlook is consistent with our recent forecasts. There was a General Fund surplus of approximately \$11 million in FY 2010-11, which increased the unreserved fund balance, as a percent of fund revenue, from 19% to 25% from the beginning of the fiscal year to the end. Several factors contributed to this unbudgeted surplus:

- Local sales tax collections were approximately \$10 million greater than what was budgeted, which offset under-collections in other revenue categories, such as fines, fees and forfeitures.
- Departments made mid-year General Fund budget reductions of \$1.5 million as part of the budget-balancing plan, and then continued to reduce spending on their own throughout the year, ultimately under-spending their collective General Fund budgets by \$4.9 million.

This good news will help us to overcome the challenges that we face in balancing the General Fund over the entire forecast period. Some of the issues that we have presented in past long-range forecasts and continue to impact this forecast are:

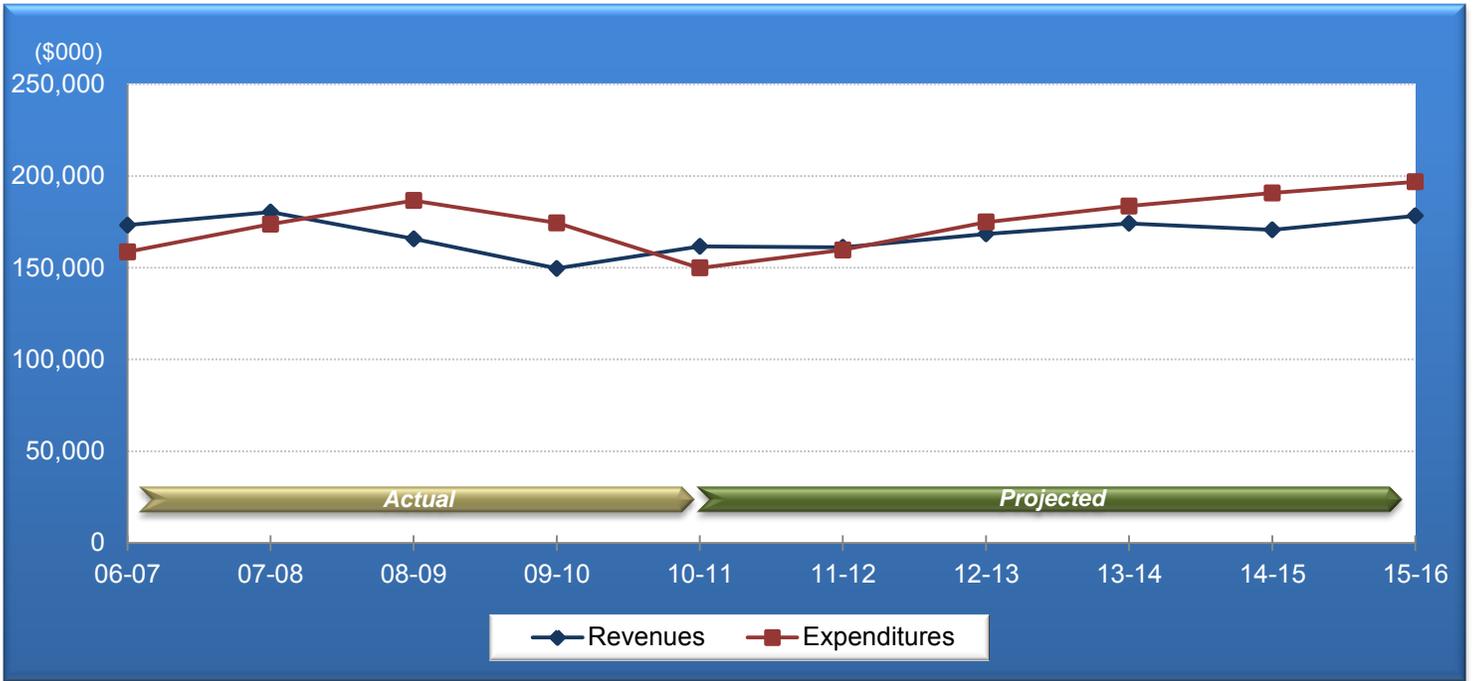
- Expiration of the temporary .2% sales tax on June 30, 2014, resulting in a revenue reduction of \$10 million to \$12 million;
- Increased employer contribution rates for state retirement systems; and,
- The negative impacts of mid-decade and 10-year census results on state-shared revenue.

Other notable changes incorporated into this long-range forecast are:

- The significant reductions that have been made in recent years to the cost of retiree health care by phasing out defined benefit plans, were tempered in near-term years by policy changes intended to correct the unintended shifting of cost increases to those who have already retired. The policy changes resulted in an estimated recurring cost to the General Fund of almost \$1 million in FY 2012-13. (The policy changes are also expected to result in reduced future liability for the City as a result of moving retirees from a City-sponsored health insurance plan to Health Retirement Accounts).
- A couple large businesses located in Tempe have notified the Sales Tax Office that changes in their operations will result in reduced annual City sales tax collections of approximately \$1.5 million (\$1 million General Fund).

On the last page of the Long Range Forecast, we have attached a full page of assumptions that were used in the development of our models. If you have any questions about the attached information prior to the September 8th IRS meeting, please feel free to contact me.

General Fund: Projected Revenues and Expenditures



	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Revenues (\$000)										
Local Taxes	96,974	94,850	84,869	81,443	95,675	98,705	102,394	106,498	99,449	103,651
Intergovernmental	41,453	45,225	44,048	39,134	34,219	31,232	34,965	35,618	37,902	40,235
Bldng & Trades/Plan & Zoning	5,969	6,479	5,681	4,633	3,921	4,076	3,257	3,694	4,476	5,165
Cultural and Recreation	5,294	6,157	6,244	5,443	5,782	5,701	5,832	5,977	6,120	6,266
Fines, Fees and Forfeitures	7,219	8,616	9,201	7,109	7,576	8,907	9,112	9,340	9,564	9,793
Business Licenses	1,331	1,333	1,546	1,538	1,573	1,568	1,605	1,645	1,684	1,725
Interest Income	7,638	10,044	5,034	1,900	947	1,159	1,500	1,500	1,500	1,500
Franchise Fees	2,693	3,425	3,981	3,560	3,821	3,547	3,547	3,636	3,723	3,723
Other Revenue Sources	4,622	4,180	5,138	4,909	8,069	6,264	6,264	6,264	6,264	6,264
Total Revenues	173,194	180,310	165,741	149,669	161,585	161,159	168,475	174,171	170,680	178,321
Expenditures (\$000)										
Personal Services	121,598	139,131	149,330	146,038	121,743	125,533	139,654	147,473	153,822	159,021
Materials and Supplies	8,800	9,263	8,737	7,940	8,159	7,734	7,922	8,075	8,222	8,405
Fees and Services	21,990	24,105	24,598	21,746	19,859	24,187	24,860	25,762	26,458	27,175
Travel and Training	829	802	429	385	220	369	377	386	394	403
Non-Deprmtl/Loan Repayment	2,412	2,653	2,888	2,537	2,429	2,785	2,844	2,909	2,973	3,038
Capital Outlay	4,710	2,730	4,019	2,140	1,607	1,341	1,551	1,410	1,316	1,398
Community Facilities District	1,049	227	458	(1,468)	(1,201)	339	350	360	371	382
Transportation Mtnce of Effort	1,035	955	786	761	1,096	1,096	1,096	1,096	1,096	1,096
Tourism and Convention Bureau	2,019	2,007	1,802	1,500	2,000	2,046	2,089	2,137	2,184	2,184
Internal Services/Adjustments	(5,811)	(8,149)	(6,420)	(7,141)	(6,009)	(5,753)	(5,873)	(6,008)	(6,141)	(6,276)
Total Expenditures	158,630	173,724	186,626	174,439	149,903	159,678	174,869	183,599	190,695	196,826
Net Operating Surplus/(Deficit)	14,564	6,586	(20,885)	(24,771)	11,682	1,481	(6,394)	(9,429)	(20,015)	(18,504)
Ending Fund Balance					40,731	42,212	35,818	26,389	6,375	(12,130)
Fund Balance % of Revenue					25%	26%	21%	15%	4%	-7%

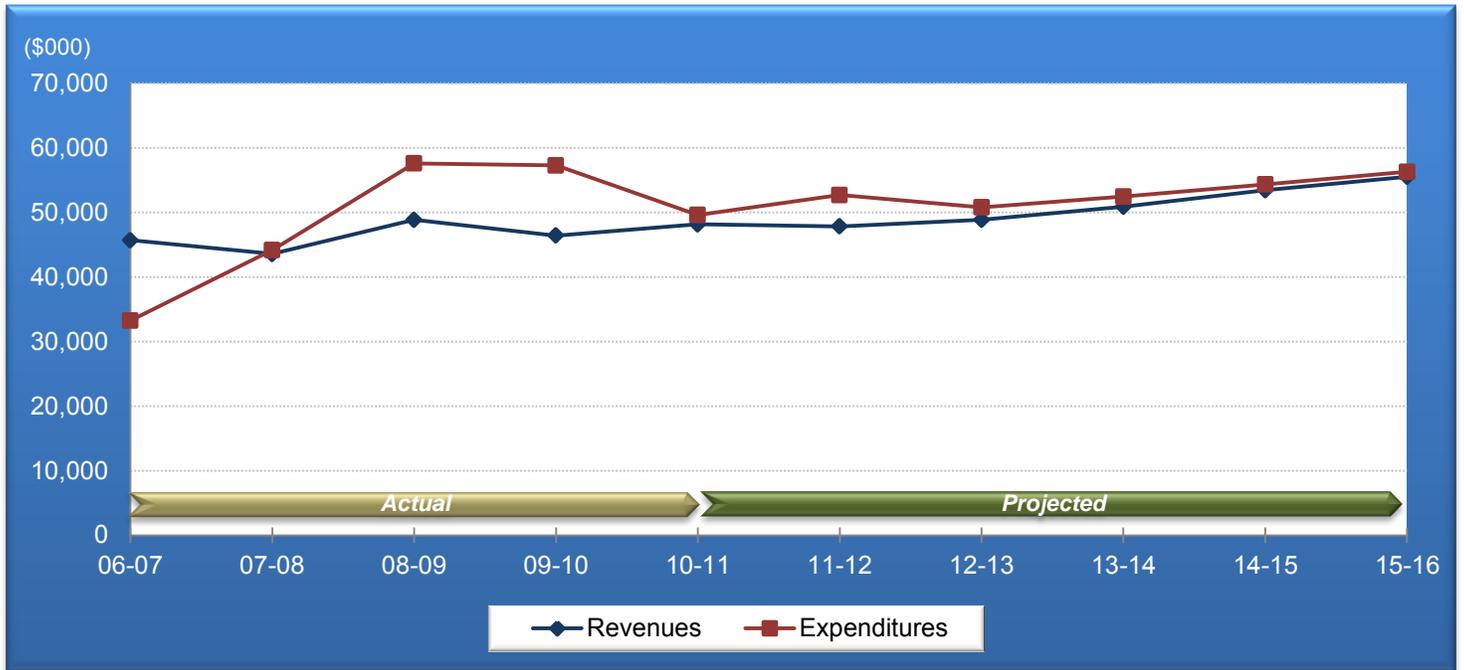
General Fund Revenues

	FY 10/11 Actual	FY 11/12 Projected	FY 12/13 Projected	FY 13/14 Projected	FY 14/15 Projected	FY 15/16 Projected
Local Taxes						
City Sales Tax	68,694,837	70,412,207	73,369,520	76,583,105	80,726,251	84,399,296
Temporary sales tax	10,599,958	11,064,236	11,339,736	11,711,679		
Primary Property Tax	12,029,462	12,751,029	13,082,556	13,448,867	13,825,436	14,212,548
Transient Lodging Tax	4,351,047	4,477,227	4,602,590	4,754,475	4,897,109	5,039,126
<i>Total Local Taxes</i>	95,675,304	98,704,700	102,394,401	106,498,127	99,448,796	103,650,969
Intergovernmental Revenue						
State Income Tax	16,137,383	13,649,749	16,516,196	16,202,389	17,514,782	18,828,391
State Sales Tax	12,656,738	12,235,077	12,920,241	13,682,536	14,366,662	15,084,995
Vehicle License Tax	5,424,902	5,347,107	5,528,909	5,733,478	6,020,152	6,321,160
<i>Total Intergovernmental</i>	34,219,024	31,231,933	34,965,346	35,618,402	37,901,597	40,234,546
Building & Trades/Planning & Zoning						
Building Permit Fees	1,105,888	1,769,000	1,344,440	1,559,550	1,949,438	2,300,337
Plan Check Fees	926,506	951,000	722,760	838,402	1,048,002	1,236,642
Engineering Fees	1,192,871	599,169	614,148	628,274	643,980	643,980
Other Bldg & Trades Fees	696,177	756,900	575,244	667,283	834,104	984,242
<i>Total Bldg & Trds/Plan & Zoning</i>	3,921,441	4,076,069	3,256,592	3,693,509	4,475,524	5,165,202
Cultural and Recreational						
Registration Fees	4,543,802	4,427,826	4,529,666	4,642,908	4,754,337	4,868,442
Recreation Admission Charges	401,585	425,174	434,953	445,827	456,527	467,483
Library Fines and Fees	272,595	259,800	265,256	271,357	277,327	283,428
Other Cultural and Rec Fees	564,275	588,228	601,757	616,801	631,604	646,763
<i>Total Cultural and Recreational</i>	5,782,257	5,701,028	5,831,632	5,976,892	6,119,795	6,266,115
Court Fines, Fees and Forfeitures						
Traffic Fines	1,632,169	2,160,679	2,210,375	2,265,634	2,320,009	2,375,689
Criminal Fines	1,110,963	1,129,445	1,155,422	1,184,308	1,212,731	1,241,837
Parking Fines	254,866	248,979	254,706	261,073	267,339	273,755
Other Fines, Fees and Forfeitures	4,578,499	5,367,904	5,491,366	5,628,650	5,763,738	5,902,067
<i>Total Fines, Fees and Forfeitures</i>	7,576,497	8,907,007	9,111,868	9,339,665	9,563,817	9,793,348
Business/Non-Business Licenses						
	1,572,933	1,568,450	1,604,524	1,644,637	1,684,109	1,724,527
Other Revenue Sources						
Franchise Fees	3,821,435	3,547,000	3,547,000	3,635,675	3,722,931	3,722,931
SRP Payment in Lieu of Taxes	1,523,033	1,523,000	1,523,000	1,523,000	1,523,000	1,523,000
Interest Income	946,737	1,159,000	1,500,000	1,500,000	1,500,000	1,500,000
Other Miscellaneous Revenue	6,546,207	4,740,710	4,740,710	4,740,710	4,740,710	4,740,710
<i>Total Other Revenue</i>	12,837,412	10,969,710	11,310,710	11,399,385	11,486,641	11,486,645
Total General Fund Revenues	161,584,868	161,158,897	168,475,074	174,170,617	170,680,279	178,321,353

General Fund Expenditures

	FY 10/11 Actual	FY 11/12 Projected	FY 12/13 Projected	FY 13/14 Projected	FY 14/15 Projected	FY 15/16 Projected
Salaries and Wages	89,347,301	90,448,401	94,474,575	97,940,713	101,546,262	105,296,033
Fringe Benefits						
FICA	5,829,453	5,846,568	6,186,572	6,413,549	6,649,655	6,895,205
Retirement-ASRS	4,476,877	4,584,042	4,990,849	5,352,686	5,663,188	6,015,028
Retirement-Public Safety	8,052,300	9,005,495	11,014,835	13,271,320	13,819,173	14,388,940
Health Insurance	12,091,137	13,401,470	20,740,287	22,247,745	23,897,091	24,178,606
Mediflex Reimbursed Expense	486,177	590,884	590,900	590,900	590,900	590,900
Other Fringe Benefits	1,459,328	1,656,135	1,656,135	1,656,135	1,656,135	1,656,135
<i>Total Fringe Benefits</i>	<i>32,395,273</i>	<i>35,084,594</i>	<i>45,179,579</i>	<i>49,532,334</i>	<i>52,276,141</i>	<i>53,724,814</i>
<i>Total Personal Services</i>	<i>121,742,573</i>	<i>125,532,995</i>	<i>139,654,153</i>	<i>147,473,047</i>	<i>153,822,403</i>	<i>159,020,847</i>
Materials and Supplies						
Motor Vehicle Parts	1,073,236	900,540	919,500	940,600	961,300	982,400
Fuel	2,826,775	2,320,775	2,395,000	2,421,300	2,443,100	2,499,300
Library Bookstock	415,531	425,100	434,000	444,000	453,800	463,800
Other Materials and Supplies	3,843,344	4,087,661	4,173,500	4,269,500	4,363,400	4,459,400
<i>Total Materials and Supplies</i>	<i>8,158,886</i>	<i>7,734,076</i>	<i>7,922,000</i>	<i>8,075,400</i>	<i>8,221,600</i>	<i>8,404,900</i>
Fees and Services						
Contracted Services	4,757,709	6,221,213	6,351,900	6,498,000	6,641,000	6,787,100
Electricity	2,781,620	3,172,033	3,276,700	3,384,800	3,554,000	3,731,700
Water, Refuse and Sewer	1,958,587	2,595,260	2,776,900	3,137,900	3,241,500	3,348,500
Telephone	693,723	704,140	718,900	735,400	751,600	768,100
Software Maintenance	2,024,965	2,457,971	2,509,600	2,567,300	2,623,800	2,681,500
Equipment Repair and Rental	886,534	950,951	970,900	993,200	1,015,100	1,037,400
Other Fees and Services	6,756,346	8,085,237	8,255,000	8,444,900	8,630,700	8,820,600
<i>Total Fees and Services</i>	<i>19,859,483</i>	<i>24,186,805</i>	<i>24,859,900</i>	<i>25,761,500</i>	<i>26,457,700</i>	<i>27,174,900</i>
Travel and Training						
Training	188,761	317,951	324,628	332,094	339,400	346,867
Travel	30,832	51,155	52,229	53,431	54,606	55,807
<i>Total Travel and Training</i>	<i>219,593</i>	<i>369,106</i>	<i>376,857</i>	<i>385,525</i>	<i>394,006</i>	<i>402,675</i>
Non-Departmental	2,428,640	2,785,009	2,843,500	2,908,900	2,972,900	3,038,300
Capital Outlay	1,607,359	1,340,900	1,550,784	1,410,180	1,316,046	1,397,504
CFD-Reimbursement	(1,201,491)	(1,142,277)	(1,176,545)	(1,211,842)	(1,248,197)	(1,285,643)
Transportation Mtncce of Effort	1,096,113	1,096,113	1,096,113	1,096,113	1,096,113	1,096,113
CFD-Transfer	0	1,481,728	1,526,180	1,571,965	1,619,124	1,667,698
Tourism & Convention Bureau	2,000,000	2,046,000	2,088,966	2,137,012	2,184,026	2,184,026
Internal Services/Adjustments	(6,008,643)	(5,752,521)	(5,873,300)	(6,008,400)	(6,140,600)	(6,275,700)
Total General Fund Expenditures	149,902,513	159,677,934	174,868,608	183,599,401	190,695,125	196,825,623
Total General Fund Revenues	161,584,868	161,158,897	168,475,074	174,170,617	170,680,279	178,321,353
Net Operating Surplus/(Deficit)	11,682,355	1,480,963	(6,393,534)	(9,428,784)	(20,014,846)	(18,504,270)

Transit Fund: Projected Revenues and Expenditures

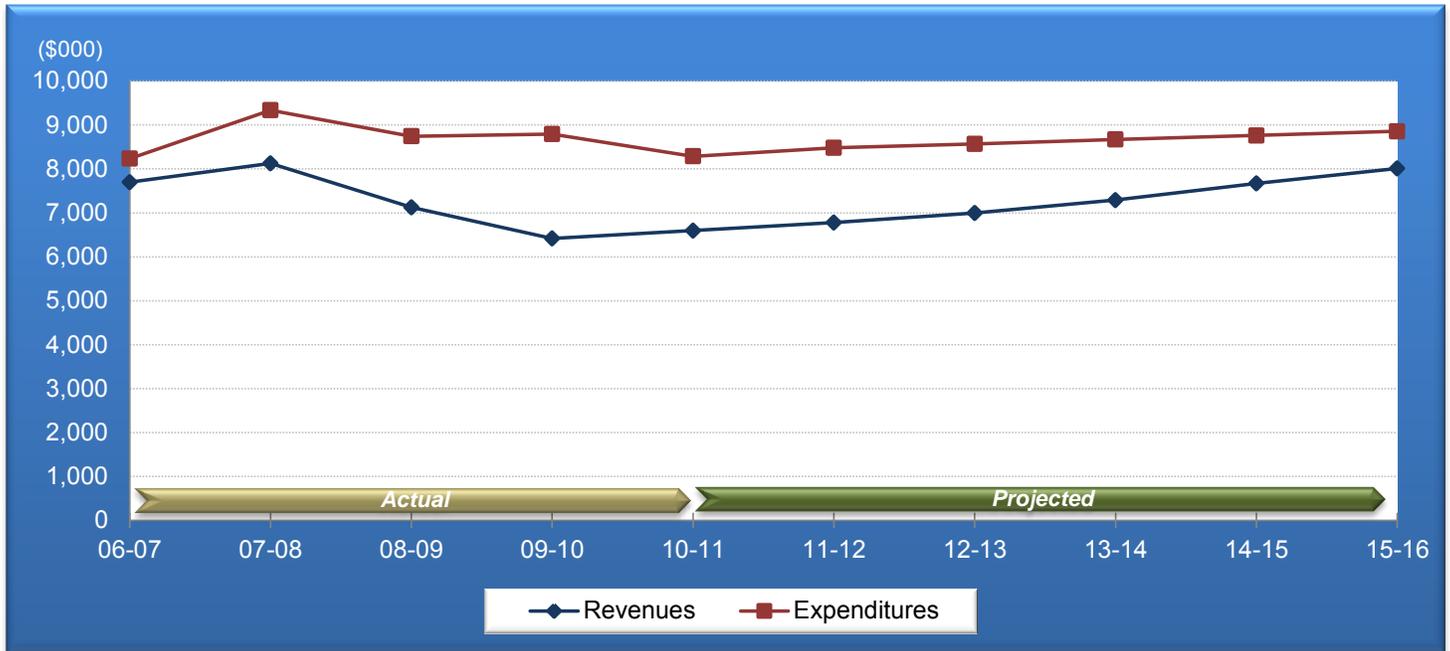


	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected
Revenues (\$000)										
Transit Tax	34,971	32,450	29,851	27,891	28,639	29,266	30,495	31,822	33,543	35,069
Lottery Transfer In	257	254	278	184	0	0	0	0	0	0
ASU-Flash Transit	529	581	603	721	856	911	939	967	996	1,026
Interest Income	1,142	960	180	404	430	212	185	137	118	102
Light-Rail Fares	0	0	964	2,603	2,972	2,859	2,945	3,033	3,124	3,218
Out of Jurisdiction Svc Revenue	7,897	8,674	11,298	10,473	8,923	8,447	8,954	9,223	9,499	9,784
PTF Funding	0	0	2,305	2,241	2,003	2,850	2,942	3,030	3,121	3,215
Miscellaneous Revenue	888	641	3,376	1,891	4,321	3,292	2,397	2,645	3,011	3,089
Total Revenues	45,684	43,561	48,854	46,408	48,145	47,838	48,857	50,856	53,412	55,503
Expenditures (\$000)										
Personal Services	2,543	3,292	3,841	4,027	2,869	2,908	3,192	3,378	3,507	3,641
Materials and Supplies	2,082	3,251	6,451	3,670	2,599	3,492	3,565	3,647	3,727	3,809
Fees and Services	23,231	30,844	39,811	42,892	37,015	40,419	41,631	42,880	44,167	45,492
Travel and Training	43	29	28	11	8	11	11	12	12	12
Capital Outlay	140	123	250	61	17	11	11	12	12	12
Debt Service	4,045	5,518	6,019	5,186	5,275	5,070	3,430	3,910	4,359	4,794
Internal Svc Chgs/Adjustments	310	317	531	751	1,195	260	265	271	277	283
Future Planned Reduction	0	0	0	0	0	-104	-1,957	-2,326	-2,380	-2,437
Indirect Cost Allocations	847	808	650	656	633	617	630	644	659	673
Total Expenditures	33,241	44,183	57,581	57,255	49,611	52,684	50,779	52,428	54,340	56,280
Net Operating Surplus/(Deficit)	12,444	(622)	(8,727)	(10,847)	(1,466)	(4,846)	(1,921)	(1,572)	(928)	(777)
Ending Operating Fund Balance				19,997	18,531	13,685	11,764	10,192	9,264	8,487

Transit Funds

	FY 10/11 Projected	FY 11/12 Projected	FY 12/13 Projected	FY 13/14 Projected	FY 14/15 Projected	FY 15/16 Projected
Revenues						
Transit Tax	28,638,731	29,265,919	30,495,087	31,821,624	33,543,173	35,069,388
ASU-Flash Transit	856,044	911,350	938,691	966,851	995,857	1,025,732
Interest Income	430,238	212,386	185,312	136,853	117,638	101,921
Light-Rail Fares	2,972,133	2,859,098	2,944,871	3,033,217	3,124,214	3,217,940
Out of Jurisdiction Service Revenue	8,922,894	8,447,137	8,953,965	9,222,584	9,499,262	9,784,240
PTF Funding	2,003,352	2,849,729	2,941,817	3,030,072	3,120,974	3,214,603
Miscellaneous Revenue	4,321,432	3,292,230	2,397,396	2,644,834	3,010,765	3,089,161
Total Revenues	48,144,824	47,837,849	48,857,139	50,856,036	53,411,886	55,502,990
Expenditures						
Salaries and Wages	2,215,951	2,214,191	2,313,830	2,406,383	2,502,638	2,602,744
Fringe Benefits						
FICA	160,638	162,694	170,223	177,032	184,113	191,477
Retirement-ASRS	207,101	209,901	243,574	261,233	276,387	293,558
Health Insurance	270,909	301,143	444,547	513,001	524,301	533,651
Mediflex Reimbursed Expense	14,849	19,898	19,898	19,898	19,898	19,898
<i>Total Fringe Benefits</i>	<i>653,498</i>	<i>693,636</i>	<i>878,241</i>	<i>971,164</i>	<i>1,004,699</i>	<i>1,038,584</i>
<i>Total Personal Services</i>	<i>2,869,449</i>	<i>2,907,827</i>	<i>3,192,071</i>	<i>3,377,547</i>	<i>3,507,337</i>	<i>3,641,328</i>
Materials and Supplies	2,599,373	3,491,730	3,565,056	3,647,053	3,727,288	3,809,288
Fees and Services						
Fixed Route Service	16,673,102	17,476,434	18,000,727	18,540,749	19,096,971	19,669,880
Dial-A-Ride	670,129	690,000	710,700	732,021	753,982	776,601
Marketing	134,899	135,500	139,565	143,752	148,065	152,506
FLASH/Local Circulator Service	6,694,231	7,895,360	8,132,221	8,376,187	8,627,473	8,886,297
Rail Operations and Maintenance	8,520,806	9,205,183	9,481,338	9,765,779	10,058,752	10,360,515
Other Fees and Services	4,321,443	5,016,440	5,166,933	5,321,941	5,481,599	5,646,047
<i>Total Fees and Services</i>	<i>37,014,609</i>	<i>40,418,917</i>	<i>41,631,485</i>	<i>42,880,429</i>	<i>44,166,842</i>	<i>45,491,847</i>
Travel and Training	7,639	11,200	11,435	11,698	11,956	12,219
Operating Capital Outlay	16,968	11,200	11,435	11,698	11,956	12,219
Debt Service	5,274,877	5,070,000	3,429,544	3,909,619	4,359,194	4,793,619
Transfer to CIP		366,643	200,000	200,000	250,000	250,000
Internal Service Charges/Adjustments	1,195,083	259,596	265,048	271,144	277,109	283,205
Indirect Cost Allocations	632,892	616,958	629,914	644,402	658,579	673,068
Future Planned Reduction	0	(103,680)	(1,957,360)	(2,325,825)	(2,380,379)	(2,436,570)
Total Expenditures	49,610,889	53,050,391	50,978,628	52,627,764	54,589,881	56,530,222
Net Operating Surplus/(Deficit)	(1,466,065)	(5,212,542)	(2,121,489)	(1,771,728)	(1,177,995)	(1,027,232)

Performing Arts Fund: Projected Revenues and Expenditures

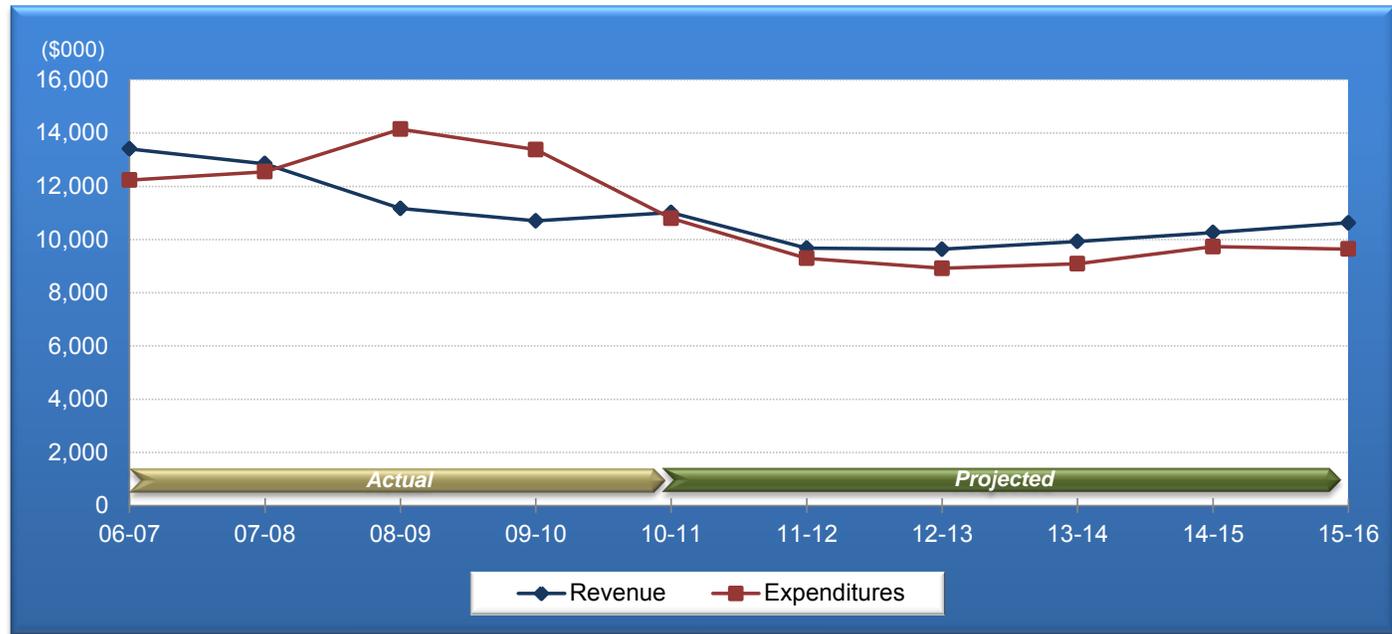


	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Revenues (\$000)										
Performing Arts Tax	7,008	6,820	6,159	5,750	5,905	6,082	6,337	6,613	6,971	7,288
Facility Revenue	0	662	745	562	643	637	658	679	701	724
Interest Income	692	645	224	108	47	57	0	0	0	(0)
Total Revenues	7,700	8,127	7,128	6,420	6,595	6,776	6,995	7,292	7,672	8,012
Expenditures (\$000)										
Personal Services	545	1,579	1,871	1,970	1,508	1,559	1,644	1,721	1,786	1,854
Materials and Supplies	853	797	99	78	87	107	109	111	114	116
Fees and Services	538	754	514	452	379	602	618	636	653	671
Travel and Other	9	4	2	1	1	2	2	2	2	2
Capital Outlay	108	38	0	0	0	0	0	0	0	0
Debt Service	6,059	6,014	6,017	6,008	6,023	5,943	5,922	5,918	5,919	5,922
Internal Service Charges	123	150	242	286	290	269	275	281	287	293
Total Expenditures	8,235	9,335	8,746	8,794	8,287	8,480	8,570	8,669	8,761	8,858
Net Operating Surplus/(Deficit)	(535)	(1,208)	(1,618)	(2,374)	(1,692)	(1,704)	(1,575)	(1,377)	(1,089)	(846)
Ending Fund Balance					4,246	2,542	967	(410)	(1,499)	(2,344)

Performing Arts Fund

	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16
	Actual	Projected	Projected	Projected	Projected	Projected
<u>Revenues</u>						
Performing Arts Tax	5,905,160	6,081,900	6,337,300	6,613,000	6,970,800	7,288,000
Interest Income	47,435	57,000	11,738	1,834	0	0
Facility and Misc. Revenue	642,666	637,000	657,703	679,078	701,148	723,935
Total Revenues	6,595,262	6,775,900	7,006,741	7,293,912	7,671,948	8,011,935
<u>Expenditures</u>						
Salaries and Wages	1,207,672	1,235,639	1,275,953	1,313,453	1,352,453	1,392,953
Fringe Benefits						
FICA	91,284	92,861	96,300	99,100	102,000	105,100
Retirement-ASRS	88,638	90,621	98,600	105,800	111,900	118,900
Health Insurance	119,623	131,046	164,666	194,188	211,248	228,601
Mediflex Reimbursed Expense	795	8,346	8,300	8,300	8,300	8,300
<i>Total Fringe Benefits</i>	<i>300,340</i>	<i>322,874</i>	<i>367,866</i>	<i>407,388</i>	<i>433,448</i>	<i>460,901</i>
<i>Total Personal Services</i>	<i>1,508,013</i>	<i>1,558,513</i>	<i>1,643,819</i>	<i>1,720,841</i>	<i>1,785,901</i>	<i>1,853,854</i>
Materials, Supplies and Equipment	86,581	106,505	108,742	111,243	113,690	116,191
Fees and Services						
Electricity	207,320	300,000	309,900	320,100	330,700	341,600
Contracted Services	45,462	72,000	73,500	75,200	76,900	78,600
Other Fees and Services	125,860	229,985	234,800	240,200	245,500	250,900
<i>Total Fees and Services</i>	<i>378,641</i>	<i>601,985</i>	<i>618,200</i>	<i>635,500</i>	<i>653,100</i>	<i>671,100</i>
Travel and Other Expenditures	780	1,550	1,600	1,600	1,600	1,600
Debt Service	6,022,706	5,942,764	5,922,351	5,918,251	5,919,026	5,921,676
Internal Service/Adjustments	290,281	268,946	275,132	281,185	287,371	293,406
Total Expenditures	8,287,002	8,480,263	8,569,843	8,668,619	8,760,689	8,857,829
Net Operating Surplus/(Deficit)	(1,691,741)	(1,704,363)	(1,563,103)	(1,374,708)	(1,088,741)	(845,894)

Highway User Revenue Fund: Projected Revenues and Expenditures

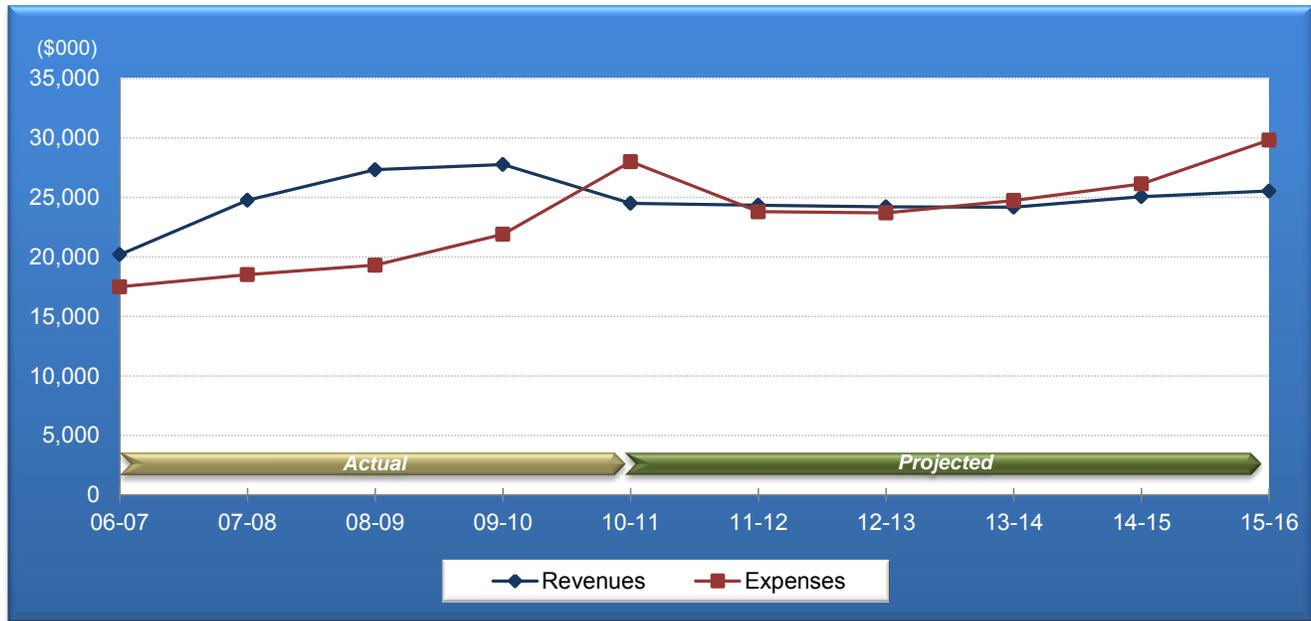


	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Revenues (\$000)										
Highway User Revenue Tax	11,854	11,387	9,945	9,422	9,503	8,143	8,101	8,389	8,726	9,093
State Lottery Proceeds	771	762	709	0	0	0	0	0	0	0
Miscellaneous	10	1	7	516	420	441	441	441	441	441
Maintenance of Effort Transfer	1,035	955	786	761	1,096	1,096	1,096	1,096	1,096	1,096
Lottery Transfer to Transit	(257)	(254)	(278)	0	0	0	0	0	0	0
Total Revenues	13,413	12,851	11,169	10,700	11,020	9,680	9,638	9,926	10,263	10,630
Expenditures (\$000)										
Personal Services	4,112	4,821	5,081	5,245	3,176	3,332	3,769	4,001	4,176	4,367
Materials and Supplies	513	537	670	465	367	621	634	649	663	677
Fees and Services	1,897	1,901	1,977	2,065	2,105	2,100	2,164	2,231	2,299	2,370
Travel and Training	24	47	26	17	7	24	25	25	26	27
Capital Outlay	361	140	1,269	549	236	35	159	479	827	418
Debt Service	2,770	2,770	2,770	2,770	2,770	1,550	500	0	0	0
Loan Repayment	310	310	310	310	310	0	0	0	0	0
Internal Service Charges	1,226	1,212	1,354	1,035	973	994	1,014	1,038	1,061	1,084
Indirect Cost Allocations	1,025	813	692	927	854	641	655	670	685	700
Total Expenditures	12,237	12,551	14,147	13,383	10,798	9,297	8,919	9,092	9,737	9,643
Net Operating Surplus/(Deficit)	1,176	300	(2,978)	(2,683)	221	383	719	834	527	987
Ending Fund Balance					4,866	5,248	5,967	6,801	7,328	8,315

Highway User Revenue Fund

	FY 10/11 Actual	FY 11/12 Projected	FY 12/13 Projected	FY 13/14 Projected	FY 14/15 Projected	FY 15/16 Projected
Revenues						
Intergovernmental Revenues						
Highway User Revenue Tax	9,503,470	8,142,645	8,100,880	8,389,308	8,726,267	9,092,637
Miscellaneous	420,024	441,000	441,000	441,000	441,000	441,000
<i>Total Intergovernmental Revenues</i>	<u>9,923,494</u>	<u>8,583,645</u>	<u>8,541,880</u>	<u>8,830,308</u>	<u>9,167,267</u>	<u>9,533,637</u>
Maintenance of Effort Transfer	1,096,113	1,096,113	1,096,113	1,096,113	1,096,113	1,096,113
Total Revenues	11,019,607	9,679,758	9,637,993	9,926,421	10,263,380	10,629,750
Expenditures						
Salaries and Wages	2,286,233	2,368,611	2,475,200	2,574,200	2,677,200	2,784,300
Fringe Benefits						
FICA	172,593	174,374	189,400	196,900	204,800	213,000
Retirement-ASRS	229,576	237,237	260,600	279,500	295,700	314,000
Health Insurance	470,680	528,083	819,791	926,121	974,385	1,032,163
Mediflex Reimbursed Expense	17,400	23,798	23,800	23,800	23,800	23,800
<i>Total Fringe Benefits</i>	<u>890,250</u>	<u>963,492</u>	<u>1,293,591</u>	<u>1,426,321</u>	<u>1,498,685</u>	<u>1,582,963</u>
<i>Total Personal Services</i>	<u>3,176,483</u>	<u>3,332,103</u>	<u>3,768,791</u>	<u>4,000,521</u>	<u>4,175,885</u>	<u>4,367,263</u>
Materials and Supplies						
Street Repair Materials	282,971	454,852	464,400	475,100	485,600	496,300
Other Materials and Supplies	83,590	165,966	169,500	173,400	177,200	181,100
<i>Total Materials and Supplies</i>	<u>366,561</u>	<u>620,818</u>	<u>633,900</u>	<u>648,500</u>	<u>662,800</u>	<u>677,400</u>
Fees and Services						
Electricity-Street Lights & Signals	1,665,342	1,658,700	1,713,400	1,769,900	1,828,300	1,888,600
Contracted Services	273,138	161,802	165,200	169,000	172,700	176,500
Other Fees and Services	166,981	279,550	285,400	292,000	298,400	305,000
<i>Total Fees and Services</i>	<u>2,105,461</u>	<u>2,100,052</u>	<u>2,164,000</u>	<u>2,230,900</u>	<u>2,299,400</u>	<u>2,370,100</u>
Travel and Training	7,031	24,300	24,800	25,400	26,000	26,600
Capital Outlay	236,296	35,000	158,667	479,196	827,216	417,792
Transfers	2,770,000	1,550,000	500,000	0	0	0
Loan Repayment	309,865	0	0	0	0	0
Internal Service Charges	972,748	993,510	1,014,400	1,037,700	1,060,500	1,083,800
Indirect Cost Allocations/Adjustments	853,832	641,403	654,900	670,000	684,700	699,800
Total Expenditures	10,798,277	9,297,186	8,919,458	9,092,217	9,736,501	9,642,755
Net Operating Surplus/(Deficit)	221,330	382,572	718,536	834,204	526,879	986,995

Debt Service Fund: Projected Revenues and Expenditures



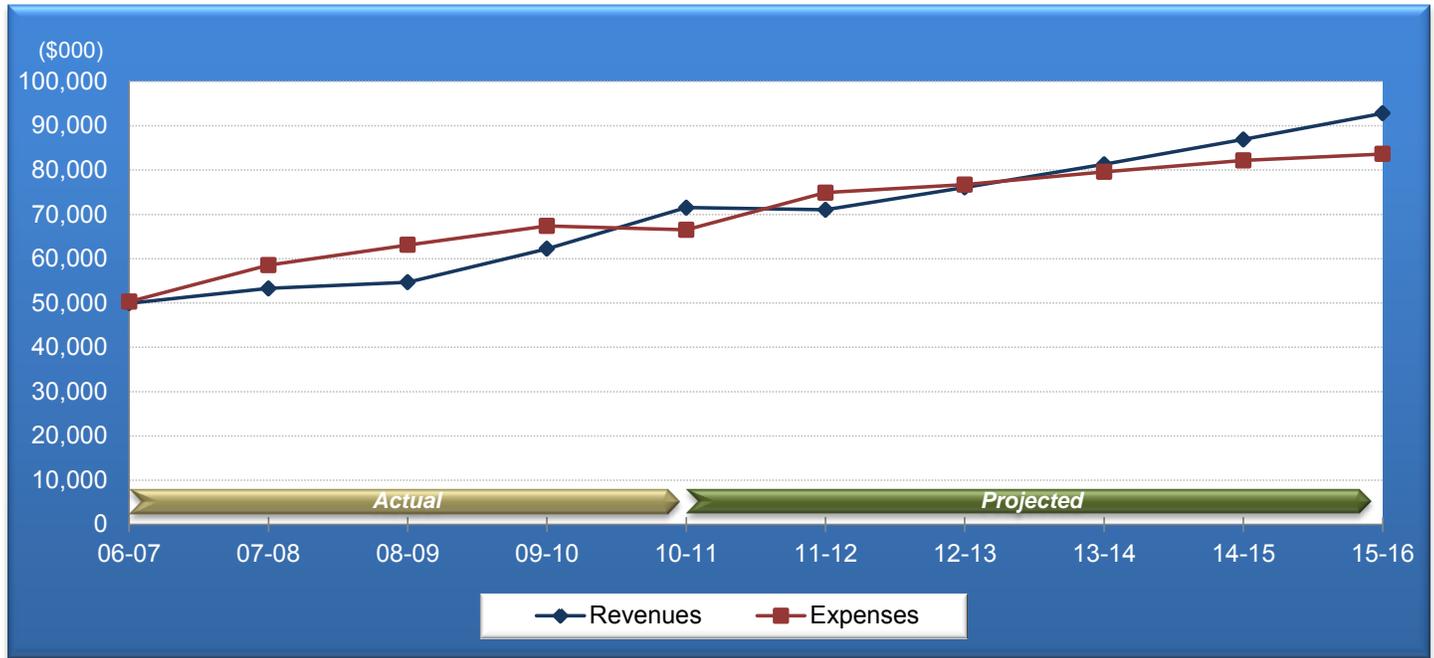
	06/07 Actual	07/08 Actual	08/09 Actual	09/10 Actual	10/11 Actual	11/12 Projected	12/13 Projected	13/14 Projected	14/15 Projected	15/16 Projected
Revenues (\$000)										
Secondary Property Tax	16,465	20,782	23,416	24,913	21,691	22,100	22,542	22,993	23,453	23,922
Transfer from HURF	2,770	2,770	2,770	2,770	2,770	1,550	500	0	0	0
Other Transfers In	0	0	0	0	0	513	510	510	510	510
AZSTA Payment	28	273	263	93	52	182	658	678	1,111	1,102
SRP In -Lieu Payment	919	935	876	0	0	0	0	0	0	0
Interest Income	29	21	8	0	0	0	0	0	0	0
Total Revenues	20,210	24,780	27,333	27,776	24,513	24,345	24,210	24,181	25,074	25,534
Expenditures (\$000)										
G.O. Debt Service	12,705	13,090	14,061	16,318	17,836	17,987	17,884	18,926	20,321	23,093
Excise Tax Debt Service	1,745	1,733	1,733	2,254	2,259	2,760	2,758	2,769	2,775	3,690
Rio Salado Debt Service	3,047	3,063	3,058	3,058	3,050	3,055	3,056	3,055	3,051	3,044
America West Payment	0	638	463	288	4,869	0	0	0	0	0
Total Expenditures	17,498	18,523	19,315	21,917	28,013	23,802	23,699	24,749	26,147	29,827
Net Operating Surplus/(Deficit)	2,713	6,257	8,018	5,859	(3,501)	543	511	(568)	(1,073)	(4,293)
Estimated Ending Fund Balance					34,728	35,271	35,782	35,214	34,142	29,848
Debt Service Reserve % of Total Outstanding Property Tax Supported Debt					15.6%	16.2%	16.6%	16.3%	13.4%	12.1%



Debt Service Fund

	FY 10/11 Actual	FY 11/12 Projected	FY 12/13 Projected	FY 13/14 Projected	FY 14/15 Projected	FY 15/16 Projected
<u>Revenues</u>						
Secondary Property Tax	21,690,870	22,100,000	22,542,000	22,992,840	23,452,697	23,921,751
Transfer from HURF	2,770,000	1,550,000	500,000	0	0	0
Other Transfers In	0	512,547	510,363	510,363	510,363	510,363
AZSTA Payment	51,853	182,459	657,625	678,167	1,111,000	1,101,625
Total Revenues	24,512,723	24,345,006	24,209,988	24,181,370	25,074,060	25,533,739
<u>Expenditures</u>						
G.O. Debt Service	17,835,547	17,986,686	17,884,318	18,925,605	20,320,984	23,093,220
Excise Tax Debt Service	2,258,550	2,759,583	2,758,235	2,768,676	2,775,331	3,689,607
Rio Salado Debt Service	3,049,880	3,055,331	3,056,318	3,054,735	3,050,612	3,044,210
America West Payment	4,869,334	0	0	0	0	0
Total Expenditures	28,013,310	23,801,600	23,698,871	24,749,015	26,146,926	29,827,037
Net Surplus / (Deficit)	(3,500,587)	543,406	511,117	(567,645)	(1,072,866)	(4,293,298)

Water / Wastewater Fund: Projected Revenues and Expenses



	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Revenues (\$000)										
Charges for Service-Water	26,714	28,146	29,071	32,813	35,796	39,890	43,637	47,528	51,823	56,263
Charges for Service-Wastewater	19,462	20,933	23,330	27,512	33,322	30,103	31,263	32,618	33,857	35,249
Interest Income	2,485	3,355	1,523	789	562	500	619	618	662	764
Land and Facility Rental	520	520	536	520	509	520	542	548	554	561
Loan Repayment	97	79	60	502	543	0	0	0	0	0
Other Miscellaneous Revenue	666	254	178	105	787	5	5	5	5	5
Total Revenues	49,943	53,287	54,698	62,241	71,520	71,017	76,066	81,316	86,899	92,842
Expenses (\$000)										
Personal Services	13,265	15,454	15,901	17,686	14,635	15,644	16,502	17,277	18,061	18,862
Materials and Supplies	3,565	3,870	4,111	3,799	4,435	6,501	5,955	6,312	6,624	6,970
Fees and Services	12,441	12,559	13,072	12,497	13,360	15,208	14,820	15,063	15,309	15,560
Travel and Training	215	173	148	122	92	146	149	152	155	159
Debt Service	16,747	22,413	25,867	28,940	30,613	32,594	34,409	35,787	36,943	36,943
Internal Service Charges	2,526	2,208	1,581	2,215	1,501	1,826	1,864	1,907	1,949	1,992
Indirect Cost Allocations	1,516	1,847	2,434	2,146	1,853	1,985	2,027	2,074	2,119	2,166
Contingency	0	0	0	0	0	1,000	1,000	1,000	1,000	1,000
Total Expenses	50,275	58,524	63,113	67,405	66,490	74,905	76,726	79,572	82,160	83,651
Net Operating Surplus / (Deficit)	(331)	(5,237)	(8,415)	(5,163)	5,030	(3,888)	(660)	1,744	4,739	9,190
Estimated Ending Fund Balance					39,433	35,545	34,885	36,628	41,368	50,558
Fund Balance % of Revenue					55.1%	50.1%	45.9%	45.0%	47.6%	54.5%

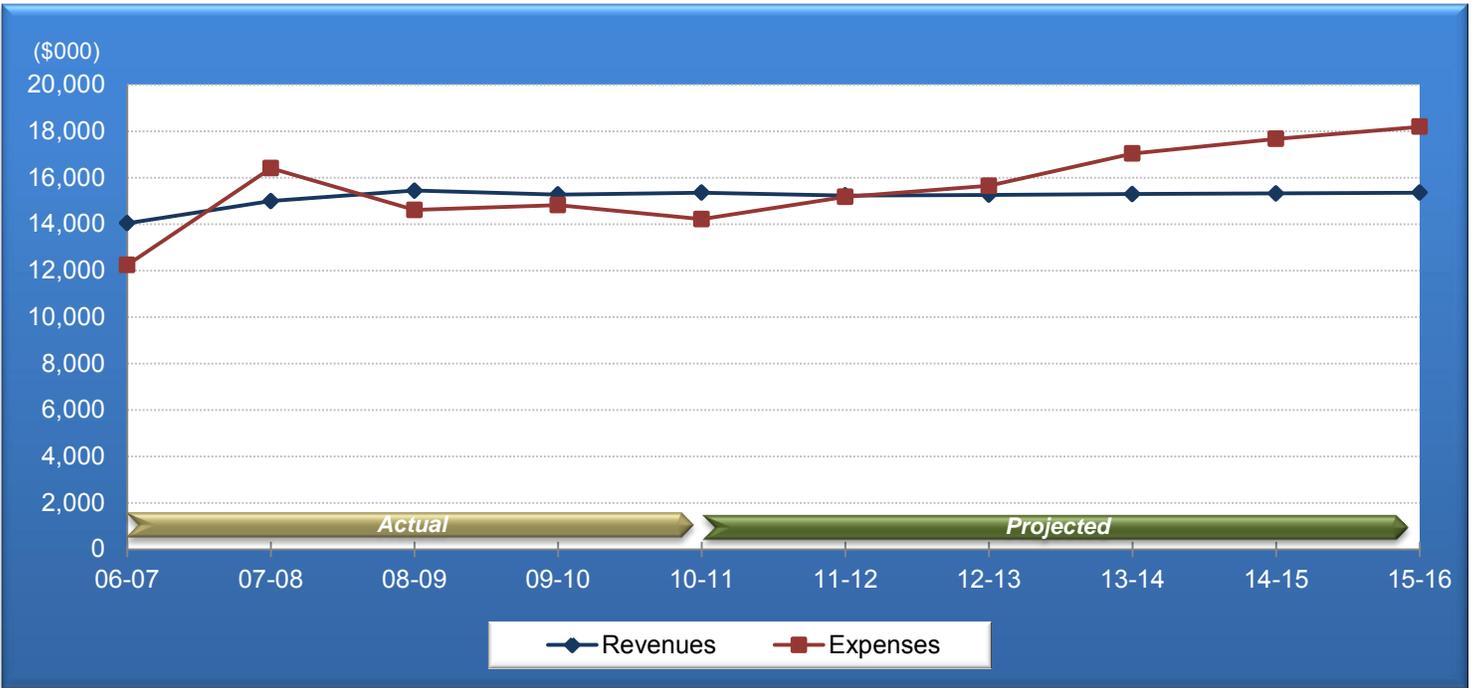
Water / Wastewater Fund Revenues

	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16
	Actual	Projected	Projected	Projected	Projected	Projected
Charges for Service-Water						
Water Consumption	25,631,595	28,834,088	32,566,831	36,436,128	40,709,562	45,128,850
Water Service	9,367,005	10,219,644	10,205,100	10,225,500	10,246,000	10,266,500
Irrigation	305,436	304,572	332,212	332,212	332,212	332,212
Other Water Charges	492,447	531,500	532,600	533,700	534,800	535,900
<i>Total Charges for Service-Water</i>	35,796,482	39,889,804	43,636,743	47,527,540	51,822,574	56,263,462
Charges for Service-Wastewater						
Sewer Usage	22,423,963	22,895,000	24,041,024	25,380,952	26,605,558	27,983,336
Sewer Service	7,359,986	6,994,800	7,008,800	7,022,800	7,036,800	7,050,900
Other Wastewater Charges	3,538,490	213,000	213,400	213,800	214,200	214,600
<i>Total Charges for Service-Wastewater</i>	33,322,440	30,102,800	31,263,224	32,617,552	33,856,558	35,248,836
Interest Income	562,216	500,000	619,132	618,095	661,716	764,130
Land and Facility Rental	509,099	520,000	542,000	548,000	554,000	561,000
Loan Repayment	542,833	0	0	0	0	0
Other Miscellaneous Revenue	786,916	4,500	4,500	4,500	4,500	4,500
Total Water / Wastewater Revenues	71,519,986	71,017,104	76,065,599	81,315,687	86,899,349	92,841,928

Water / Wastewater Fund Expenses

	FY 10/11 Actual	FY 11/12 Projected	FY 12/13 Projected	FY 13/14 Projected	FY 14/15 Projected	FY 15/16 Projected
Salaries and Wages	10,894,590	11,643,279	12,132,200	12,617,500	13,122,200	13,647,100
Fringe Benefits						
FICA	782,687	858,529	925,422	965,200	1,003,800	1,044,000
Retirement-ASRS	1,023,636	1,163,182	1,277,100	1,369,700	1,449,200	1,539,200
Health Insurance	1,849,856	1,883,957	2,072,046	2,229,092	2,390,439	2,536,323
Mediflex Reimbursed Expense	84,255	95,082	95,100	95,100	95,100	95,100
<i>Total Fringe Benefits</i>	3,740,435	4,000,750	4,369,668	4,659,092	4,938,539	5,214,623
<i>Total Personal Services</i>	14,635,025	15,644,029	16,501,868	17,276,592	18,060,739	18,861,723
Materials and Supplies						
Chemicals	2,660,881	4,222,608	4,311,300	4,410,500	4,507,500	4,606,700
Maintenance Supplies	932,163	933,832	953,400	975,300	996,800	1,018,700
Other Materials and Supplies	842,323	1,345,040	690,351	925,962	1,119,525	1,344,392
<i>Total Materials and Supplies</i>	4,435,366	6,501,480	5,955,051	6,311,762	6,623,825	6,969,792
Fees and Services						
91st Avenue Operating Expenses	6,860,744	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000
Electricity	1,966,072	3,415,540	3,528,300	3,644,700	3,765,000	3,889,200
Salt River Project Water	604,771	722,500	737,700	754,700	771,300	788,300
Central Arizona Project Water	503,226	838,500	856,100	875,800	895,100	914,800
Water Quality Testing	114,097	268,890	274,500	280,800	287,000	293,300
Contracted Services	1,205,400	1,904,093	1,408,100	1,440,500	1,472,200	1,504,600
Other Fees and Services	2,106,075	2,308,706	2,264,810	2,316,900	2,367,900	2,420,000
<i>Total Fees and Services</i>	13,360,385	15,208,229	14,819,510	15,063,400	15,308,500	15,560,200
Travel and Training	91,779	145,660	148,700	152,100	155,400	158,800
Debt Service	30,613,176	32,594,314	34,409,139	35,787,233	36,942,869	36,942,869
Internal Service/Adjustments	1,501,343	1,825,958	1,864,300	1,907,200	1,949,200	1,992,100
Indirect Cost Allocations	1,852,836	1,985,487	2,027,200	2,073,800	2,119,400	2,166,000
Contingency	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Water / Wastewater Expenses	66,489,910	74,905,157	76,725,768	79,572,087	82,159,933	83,651,484
Total Water / Wastewater Revenues	71,519,986	71,017,104	76,065,599	81,315,687	86,899,349	92,841,928
Net Operating Surplus / (Deficit)	5,030,076	(3,888,053)	(660,169)	1,743,600	4,739,416	9,190,444

Solid Waste Fund: Projected Revenues and Expenses



	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Revenues (\$000)										
Charges for Services	13,626	14,456	14,934	14,958	15,258	14,955	14,985	15,015	15,045	15,075
Sludge Disposal	62	86	0	0	0	0	0	0	0	0
Interest Income	175	218	106	67	47	55	55	55	55	55
Other Revenue Sources	172	232	400	251	48	222	222	222	222	222
Total Revenues	14,035	14,993	15,440	15,275	15,353	15,232	15,262	15,292	15,322	15,352
Expenses (\$000)										
Personal Services	4,611	5,056	5,414	5,602	5,521	5,390	5,918	6,217	6,511	6,874
Materials and Supplies	206	519	162	93	172	233	238	244	249	255
Fees and Services	3,548	3,633	3,697	3,252	3,852	4,444	4,541	4,641	4,744	4,848
Travel and Training	0	0	0	3	10	25	25	26	27	27
Capital Outlay	725	3,431	1,377	2,046	1,400	1,311	1,082	1,981	2,120	2,081
Internal Service/Adjustments	2,505	2,942	3,167	3,035	2,507	2,957	3,019	3,088	3,156	3,226
Indirect Cost Allocations	646	832	790	782	752	807	824	842	861	880
Total Expenses	12,240	16,412	14,607	14,812	14,215	15,166	15,647	17,040	17,668	18,190
Net Operating Surplus/(Deficit)	1,795	(1,419)	833	463	1,138	65	(385)	(1,748)	(2,346)	(2,839)
Ending Fund Balance					6,725	6,791	6,406	4,658	2,312	(527)
Fund Balance as a % of Revenue					44%	45%	42%	30%	15%	-3%

Solid Waste Fund

	FY 10/11 Actual	FY 11/12 Projected	FY 12/13 Projected	FY 13/14 Projected	FY 14/15 Projected	FY 15/16 Projected
Revenues						
Charges for Services						
Residential Service	8,425,678	8,342,352	8,359,000	8,375,700	8,392,500	8,409,300
Commercial Service	4,965,089	5,058,446	5,068,600	5,078,700	5,088,900	5,099,100
Roll-Off Service	1,315,013	1,144,011	1,146,300	1,148,600	1,150,900	1,153,200
Recycling	552,079	410,000	410,800	411,600	412,400	413,200
<i>Total Charges for Service</i>	15,257,860	14,954,809	14,984,700	15,014,600	15,044,700	15,074,800
Interest Income	46,580	55,000	55,000	55,000	55,000	55,000
Other Revenue Sources	48,135	222,000	222,000	222,000	222,000	222,000
Total Revenues	15,352,575	15,231,809	15,261,700	15,291,600	15,321,700	15,351,800
Expenses						
Salaries and Wages	4,012,285	3,877,465	4,052,000	4,214,100	4,382,700	4,558,000
Fringe Benefits						
FICA	287,619	288,431	310,000	322,400	335,300	348,700
Retirement-ASRS	387,480	392,232	426,500	457,500	484,000	514,100
Health Insurance	800,156	790,874	1,088,449	1,182,622	1,268,634	1,412,647
Mediflex Reimbursed Expense	33,866	40,705	40,700	40,700	40,700	40,700
<i>Total Fringe Benefits</i>	1,509,120	1,512,242	1,865,649	2,003,222	2,128,635	2,316,149
<i>Total Personal Services</i>	5,521,406	5,389,707	5,917,649	6,217,322	6,511,335	6,874,149
Materials and Supplies	172,394	233,232	238,100	243,600	249,000	254,500
Fees and Services						
Landfill Usage Charges	3,035,462	3,838,197	3,922,600	4,008,900	4,097,100	4,187,200
Other Fees and Services	816,712	605,572	618,300	632,500	646,400	660,600
<i>Total Fees and Services</i>	3,852,174	4,443,769	4,540,900	4,641,400	4,743,500	4,847,800
Travel and Training	10,131	24,950	25,474	26,060	26,633	27,219
Capital Outlay	1,399,961	1,311,300	1,082,044	1,980,568	2,120,221	2,081,336
Internal Service Charges/Adjustments	2,506,841	2,956,854	3,018,900	3,088,300	3,156,200	3,225,600
Indirect Cost Allocations	751,696	806,545	823,500	842,400	860,900	879,800
Total Expenses	14,214,604	15,166,358	15,646,568	17,039,652	17,667,792	18,190,408
Net Operating Surplus/(Deficit)	1,137,972	65,451	(384,868)	(1,748,052)	(2,346,092)	(2,838,608)

Golf Fund: Projected Revenues and Expenses

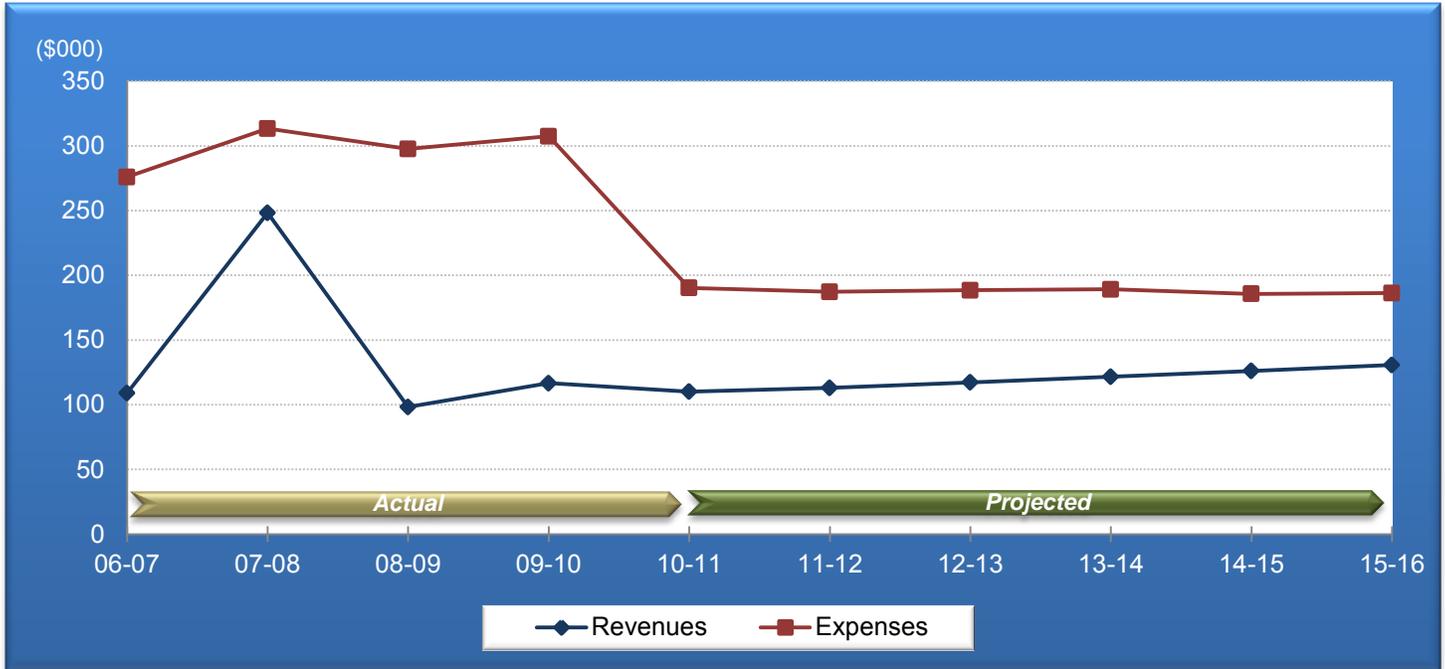


	06/07 Actual	07/08 Actual	08/09 Actual	09/10 Actual	10/11 Actual	11/12 Projected	12/13 Projected	13/14 Projected	14/15 Projected	15/16 Projected
Revenues (\$000)										
Greens Fees	1,689	1,653	1,562	1,370	1,397	1,477	1,719	1,842	1,972	2,112
Pro Shop/Restaurant	223	331	252	204	165	0	0	0	0	0
Rental Charges	0	0	0	0	0	635	712	763	817	875
Range Fees	0	0	0	0	0	109	114	120	126	132
Interest Income	19	14	5	1	0	0	0	0	0	0
Other Revenue Sources	51	65	66	3	270	74	74	74	74	74
Total Revenues	1,983	2,064	1,885	1,578	1,832	2,295	2,620	2,799	2,990	3,194
Expenses (\$000)										
Personal Services	1,005	1,098	1,225	1,115	784	758	878	917	957	999
Materials and Supplies	249	250	220	198	227	329	335	343	351	358
Fees and Services	307	367	379	448	455	843	875	930	965	1,003
Capital Outlay	0	5	56	8	64	154	233	186	180	125
Debt Service	152	2	0	0	0	0	0	0	0	0
Internal Service Charges	148	187	157	132	115	142	145	148	151	154
Indirect Cost Allocations	195	170	139	126	129	66	97	100	102	104
Total Expenses	2,056	2,078	2,175	2,027	1,775	2,291	2,563	2,623	2,705	2,744
Net Operating Surplus/(Deficit)	(73)	(15)	(291)	(449)	58	4	57	176	285	450
Ending Fund Balance					(320)	(315)	(258)	(82)	202	652
Fund Balance as % of Revenue					-17%	-14%	-10%	-3%	7%	20%

Golf Fund

	FY 10/11 Actual	FY 11/12 Projected	FY 12/13 Projected	FY 13/14 Projected	FY 14/15 Projected	FY 15/16 Projected
Revenues						
Greens Fees	1,397,312	1,476,828	1,719,429	1,841,508	1,972,255	2,112,285
Pro Shop and Restaurant Revenue	165,177	0	0	0	0	0
Rental Charges	0	635,000	712,470	763,055	817,232	875,256
Range Fees	0	109,000	114,450	120,173	126,181	132,490
Other Revenue Sources	270,000	74,000	74,000	74,000	74,000	74,000
Total Revenues	1,832,488	2,294,828	2,620,349	2,798,736	2,989,669	3,194,031
Expenses						
Salaries and Wages	564,860	538,294	562,517	585,018	608,419	632,755
Fringe Benefits						
FICA	38,226	39,560	43,033	44,754	46,544	48,406
Retirement-ASRS	49,920	49,094	59,216	63,509	67,193	71,367
Health Insurance	122,365	124,109	206,098	216,440	227,700	239,796
Mediflex Reimbursed Expense	8,560	6,852	6,852	6,852	6,852	6,852
<i>Total Fringe Benefits</i>	<i>219,071</i>	<i>219,615</i>	<i>315,198</i>	<i>331,555</i>	<i>348,289</i>	<i>366,421</i>
<i>Total Personal Services</i>	<i>783,930</i>	<i>757,909</i>	<i>877,716</i>	<i>916,573</i>	<i>956,708</i>	<i>999,176</i>
Materials and Supplies	227,145	328,579	335,479	343,195	350,745	358,462
Fees and Services						
Water	244,725	271,928	291,000	311,400	333,200	356,500
Electricity	74,331	75,191	77,700	80,300	82,900	85,600
Other Fees and Services	135,821	495,827	506,200	517,800	529,200	540,800
<i>Total Fees and Services</i>	<i>454,877</i>	<i>842,946</i>	<i>874,900</i>	<i>929,500</i>	<i>965,300</i>	<i>1,002,900</i>
Capital Outlay	64,422	153,628	232,956	186,456	179,590	125,000
Debt Service	0	0	0	0	0	0
Internal Service/Adjustments	115,318	141,550	144,500	147,800	151,100	154,400
Indirect Cost Allocations	129,040	65,941	97,300	99,500	101,700	103,900
Total Expenses	1,774,733	2,290,553	2,562,851	2,623,024	2,705,143	2,743,838
Net Operating Surplus/(Deficit)	57,755	4,275	57,498	175,712	284,525	450,193

Cemetery Fund: Projected Revenues and Expenses



	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Revenues (\$000)										
Lot Sales & Burial	12	225	91	107	101	104	108	112	117	122
Lot Care	6	7	7	9	9	9	9	9	9	9
Total Revenues	109	248	98	117	110	113	117	122	126	131
Expenses (\$000)										
Personal Services	66	106	90	97	5	0	0	0	0	0
Materials and Supplies	1	13	5	2	0	0	0	0	0	0
Fees and Services	1	7	8	7	0	0	0	0	0	0
Capital Outlay	19	0	0	0	0	0	0	0	0	0
Debt Service	180	177	181	186	179	187	188	189	186	186
Internal Service Charges	1	0	5	5	7	0	0	0	0	0
Indirect Cost Allocations	8	10	9	10	0	0	0	0	0	0
Total Expenses	276	313	298	307	190	187	188	189	186	186
Net Operating Surplus/(Deficit)	(167)	(65)	(199)	(191)	(80)	(74)	(71)	(68)	(60)	(56)
Ending Fund Balance					(645)	(719)	(790)	(858)	(917)	(973)

Cemetery Fund

	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16
	Actual	Projected	Projected	Projected	Projected	Projected
<u>Revenues</u>						
Lot Sales & Burial	100,771	104,000	108,160	112,486	116,986	121,665
Lot Care	9,425	9,100	9,100	9,100	9,100	9,100
Total Revenues	110,195	113,100	117,260	121,586	126,086	130,765
<u>Expenses</u>						
Salaries and Wages	2,807	0	0	0	0	0
Fringe Benefits						
FICA	190	0	0	0	0	0
Retirement-ASRS	258	0	0	0	0	0
Health Insurance	1,850	0	0	0	0	0
<i>Total Fringe Benefits</i>	2,298	0	0	0	0	0
<i>Total Personal Services</i>	5,105	0	0	0	0	0
Fees and Services	46	0	0	0	0	0
Debt Service	178,509	187,310	188,489	189,201	185,677	186,273
Internal Service/Adjustments	6,600	0	0	0	0	0
Total Expenses	190,260	187,310	188,489	189,201	185,678	186,274
Net Operating Surplus/(Deficit)	(80,065)	(74,210)	(71,229)	(67,615)	(59,593)	(55,509)

Forecast Assumptions - September 8, 2011

Revenues	<u>FY 11/12</u>	<u>FY 12/13</u>	<u>FY 13/14</u>	<u>FY 14/15</u>	<u>FY 15/16</u>
Sales Tax Revenue Growth	2.5%	4.2%	4.4%	5.4%	4.6%
Total Sales Tax Rate	2.0%	2.0%	2.0%	1.8%	1.8%
General Fund	1.4%	1.4%	1.4%	1.2%	1.2%
Transit Fund	0.5%	0.5%	0.5%	0.5%	0.5%
Performing Arts Fund	0.1%	0.1%	0.1%	0.1%	0.1%
Property Tax Levy Growth	2.5%	2.6%	2.8%	2.8%	2.8%
Property Tax Rate	\$ 1.79	\$ 2.01	\$ 2.06	\$ 2.07	\$ 2.06
Bed Tax Taxable Sales Growth	2.9%	2.8%	3.3%	3.0%	2.9%
Bed Tax Rate	5.0%	5.0%	5.0%	5.0%	5.0%
City Population Growth	0.2%	0.2%	0.2%	0.2%	0.2%
State Population Growth	-0.1%	0.6%	1.2%	1.7%	2.0%
State Shared Income Tax Growth	-15.3%	21.0%	-1.9%	8.1%	7.5%
State Shared Sales Tax Growth	-3.3%	5.6%	5.9%	6.8%	6.8%
State Vehicle License Tax Growth	-1.4%	3.3%	3.4%	3.7%	3.8%
Building and Trades Growth	3.9%	-20.1%	13.4%	21.2%	15.4%
Cultural and Recreational Growth	-1.1%	2.3%	2.5%	2.4%	2.4%
Fees, Fines, Forfeitures Growth	17.6%	2.3%	2.5%	2.4%	2.4%
Business Licenses Growth	0.2%	0.2%	0.2%	0.2%	0.20%
Expenditures	<u>FY 11/12</u>	<u>FY 12/13</u>	<u>FY 13/14</u>	<u>FY 14/15</u>	<u>FY 15/16</u>
Salary Growth	0.00%	4.50%	4.00%	4.00%	4.00%
FICA (% of payroll)	7.65%	7.65%	7.65%	7.65%	7.65%
State Retirement (% of payroll)	10.1%	10.5%	10.9%	11.0%	11.3%
Police Retirement (% of payroll)	24.2%	27.9%	32.1%	37.0%	37.0%
Fire Retirement (% of payroll)	27.2%	31.3%	36.1%	41.5%	41.5%
Health, Dental, Life Actives	3.9%	10.0%	10.0%	10.0%	10.0%
Health, Dental, Life Retirees	37.0%	28.5%	9.2%	9.1%	4.9%
General Inflation	2.3%	2.1%	2.3%	2.2%	2.2%
Electricity Inflation	3.3%	3.3%	3.3%	3.3%	3.3%
Water & Sewer Inflation	7.0%	7.0%	7.0%	7.0%	7.0%
Gasoline Inflation	0.4%	3.2%	1.1%	0.9%	2.3%
VMRI Contract Growth	8.0%	3.0%	3.0%	3.0%	3.0%
Light Rail Fare recovery percentage	31%	31%	31%	31%	31%

Other Assumptions:

Property Tax Levy growth includes new construction

OPEB Advance Funding and HRA deposits are suspended through FY 2011/12.

Legislative implementation of Public Safety Retirement Board proposal in FY 12/13-FY 15/16.

No Legislative change to General Fund state shared revenue sharing percentages

Assumes future electricity budgets will not exceed growth rate in APS-ES proposal