City of Peoria
Annual Program Budget
Fiscal Year 2012

Total Fiscal Year 2012 Budget
$460,000,000

Operations
$207,307,782

- **General Funds** $108,311,471
  - General Fund $106,789,658
    - Half Cent $1,521,813
- **Special Revenue** $15,240,146
  - Streets $8,985,794
    - Transp. Sales Tax Funds $149,733
    - Public Housing $327,871
    - Section 8 Housing $1,320,013
    - Transit $932,686
    - Attorney Grants $50,177
    - Public Safety Grants $887,732
    - Other Grants $2,152,779
    - Community Serv. Grants $433,361
- **Enterprise Fund** $46,880,247
  - Water $20,701,422
    - Wastewater $10,332,275
    - Solid Waste Residential $8,229,973
    - Solid Waste Commercial $2,158,043
    - Stadium Ops. & Maint. $4,353,164
    - Enterprise Reserves $1,005,370
    - Enterprise Expansion $100,000
- **Internal Service Funds** $36,845,318
  - Fleet Maintenance $4,672,721
    - Fleet Reserve $1,391,998
    - Insurance Reserve $16,912,922
    - Facilities Maintenance $5,470,869
    - IT Operations $7,702,572
    - IT Reserve $525,000
    - IT Project $169,236
- **Trust & Agency Funds** $30,600
  - Fireman's Pension $30,600

Contingency
$51,045,000

- General Funds $21,995,000
- Special Revenue $14,500,000
- Enterprise Fund $9,350,000
- Internal Service Funds $3,300,000
- Capital Projects $1,900,000

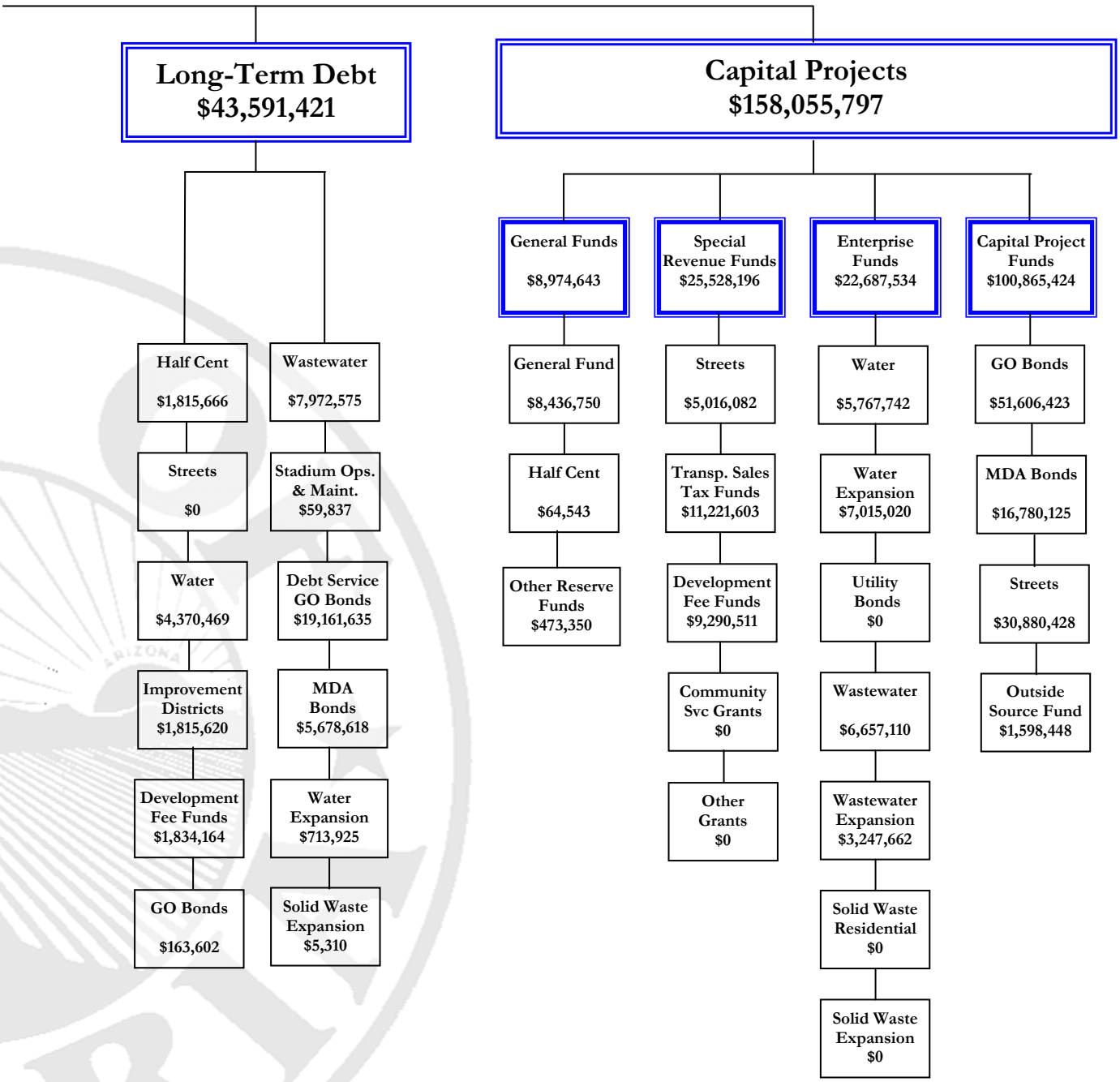

Long-Term Debt
$43,591,421
Capital Projects
$158,055,797
Half Cent
$1,815,666
Streets
$0
Water
$4,370,469
Improvement Districts
$1,815,620
Development Fee Funds
$1,834,164
GO Bonds
$163,602
Wastewater
$7,972,575
Stadium Ops. & Maint.
$59,837
Debt Service GO Bonds
$19,161,635
MDA Bonds
$5,678,618
Water Expansion
$713,925
Solid Waste Expansion
$5,310
General Funds
$8,974,643
General Fund
$8,436,750
Half Cent
$64,543
Other Reserve Funds
$473,350
Special Revenue Funds
$25,528,196
Streets
$5,016,082
Transp. Sales Tax Funds
$11,221,603
Development Fee Funds
$9,290,511
Community Svc Grants
$0
Other Grants
$0
Enterprise Funds
$22,687,534
Water
$5,767,742
Water Expansion
$7,015,020
Utility Bonds
$0
Wastewater
$6,657,110
Wastewater Expansion
$3,247,662
Solid Waste Residential
$0
Solid Waste Expansion
$0
Capital Project Funds
$100,865,424
GO Bonds
$51,606,423
MDA Bonds
$16,780,125
Streets
$30,880,428
Outside Source Fund
$1,598,448

Table of Contents

Financial Organization Chart i

Introduction

Key City Leaders 1
Core Values 2
Council District Map 3
Organization Chart 4
Introduction 5
Statistical Data 9
Document Guide 14
Distinguished Budget Presentation Award 16

Budget Message

City Manager's Budget Message 17

Long-Range Forecast

Financial Policies 23
Financial Forecast 27

Budget Summary

Budget Process Overview 33
Budget Objectives 34
Budget Review 34
Budget Adoption 35
State Law 35
Budget Amendment Policy 35
Budget Basis 36
Performance Management 36
Budget Summary 37
Financial Reserves 38
Operating Budget 40
Grant Funds 43
Internal Service Funds 44
Debt Service 45
Debt Management 47

Revenues

Revenue Summary 51
City Sales Tax Revenue 53
Property Tax Revenue 54
State-Shared Revenue 55
Highway User Revenue (HURF) 56
License and Permit Revenue 57
Water Utility Revenue 58
Wastewater Utility Revenue 59
Solid Waste Fund Revenue 60

Programs

Why Measure Performance? 61
Strategic Approach 62
Council Policy Goals 62
Cascading Measures 64
Vital Stats 65
Mayor and Council 67
City Manager 68
City Attorney 71
City Clerk 74
Community Services 77
Economic Development Services 82
Engineering 85
Finance 88
Fire Department 94
Governmental Affairs 97
Human Resources 100
Information Technology 103
Management and Budget 107
Municipal Court 110
Office of Communications 113
Planning and Community Development 116
Police Department 119
Public Works-Utilities 122

Capital Projects

Overview 127
Policies 128
CIP Development Process 129
Project Programming 130
Operating Budget Impact 132

Capital Projects (Cont.)

Financing the CIP 133
CIP Summary by Funding Source 143
Drainage 144
Economic Development 152
Operational Facilities 156
Parks 173
Public Safety 194
Streets and Traffic Control 199
Wastewater 228
Water 240

Schedules

Schedule Descriptions 261
Schedule 1—All Funds Summary 262
Schedule 2—All Funds Revenue 264
Schedule 3—All Funds Operating Expenditures 279
Schedule 4—Transfers 291
Schedule 5—Tax Levy and Tax Rate Information 293
Schedule 6—Personnel Summary by Department 294
Schedule 7—Authorized Personnel by Department 295
Schedule 8—Debt Service 319
Schedule 9—Summary of Operating Capital 321
Schedule 10—Capital Improvement Budget 324
Schedule 11—Summary of Supplementals 337
Schedule 12—Summary of Improvement District Revenues 345
Schedule 13—Sources and Uses 347
Schedule 14—State of AZ Auditor General Schedule A 348
Schedule 15—State of AZ Auditor General Schedule B 349
Schedule 16—State of AZ Auditor General Schedule C 350
Schedule 17—State of AZ Auditor General Schedule D 355
Schedule 18—State of AZ Auditor General Schedule E 356
Schedule 19—State of AZ Auditor General Schedule F 358

Appendix

Adoption Resolution 361
Glossary of Terms 363
Acronyms 368
Acknowledgements 369

City of Peoria
Annual Program Budget
Fiscal Year 2012

Bob Barrett
Mayor

Ron Aames
Councilmember

Cathy Carlat
Vice Mayor

Carlo Leone
Councilmember

Joan Evans
Councilmember

Dave Pearson
Councilmember

Tony Rivero
Councilmember

Carl Swenson
City Manager

Susan J. Daluddung
Deputy City Manager – Community Building
Susan Thorpe
Deputy City Manager – Operations

George Anagnost
Municipal Judge

Stephen M. Kemp
City Attorney

Jeff Tyne
Community Services Director

Andrew Granger
Engineering Director

Wynette Reed
Human Resources Director

Chris Jacques
Planning and Community Development Director

Thomas Solberg
Fire Chief

Roy Minton
Police Chief

Wanda Nelson
City Clerk

Brent Mattingly
Finance Director

John Imig
Information Technology Director

Katie Gregory
Management and Budget Director

Bill Mattingly
Public Works/Utility Operations Director

Scott Whyte
Economic Development Services Director

Core Values

"The City of Peoria team members share a commitment to provide quality service for our community."

Professional

Demonstrates professional skills and knowledge needed to perform the job; keeps informed of developments in the professional field and applies this knowledge to the job; encourages and supports the development of subordinate personnel.

Ethical

Maintains the highest standards of personal integrity, truthfulness, honesty, and fairness in carrying out public duties; avoids any improprieties; trustworthy, maintains confidentiality; never uses City position or power for personal gain.

Open

Communicates effectively orally and in writing; involves appropriate individuals and keeps others informed; acts as a team member; participates and supports committees/boards/commissions/task forces; approachable; receptive to new ideas; supports diversity and treats others with respect; actively listens.

Responsive

Consistently emphasizes and supports customer service; takes responsibility to respond to all customers in a prompt, efficient, friendly, and patient manner; represents the City in an exemplary manner with civic groups/organizations and the public.

Innovative

Demonstrates original thinking, ingenuity, and creativity by introducing new ideas or courses of action; supports innovative problem-solving by identifying and implementing better methods and procedures; takes responsible risks; demonstrates initiative and "follows through" on development and completion of assignments.

Accountable

Accepts responsibility; committed to providing quality service to our community; plans, organizes, controls and delegates appropriately; work produced is consistent and completed within required timeframes; implements or recommends appropriate solutions to problems; acknowledges mistakes; manages human and financial resources appropriately.

Mayor and City Council

Mayor Bob Barrett

Tony Rivero
Acacia District

Cathy Carlat
Mesquite District

Dave Pearson
Ironwood District

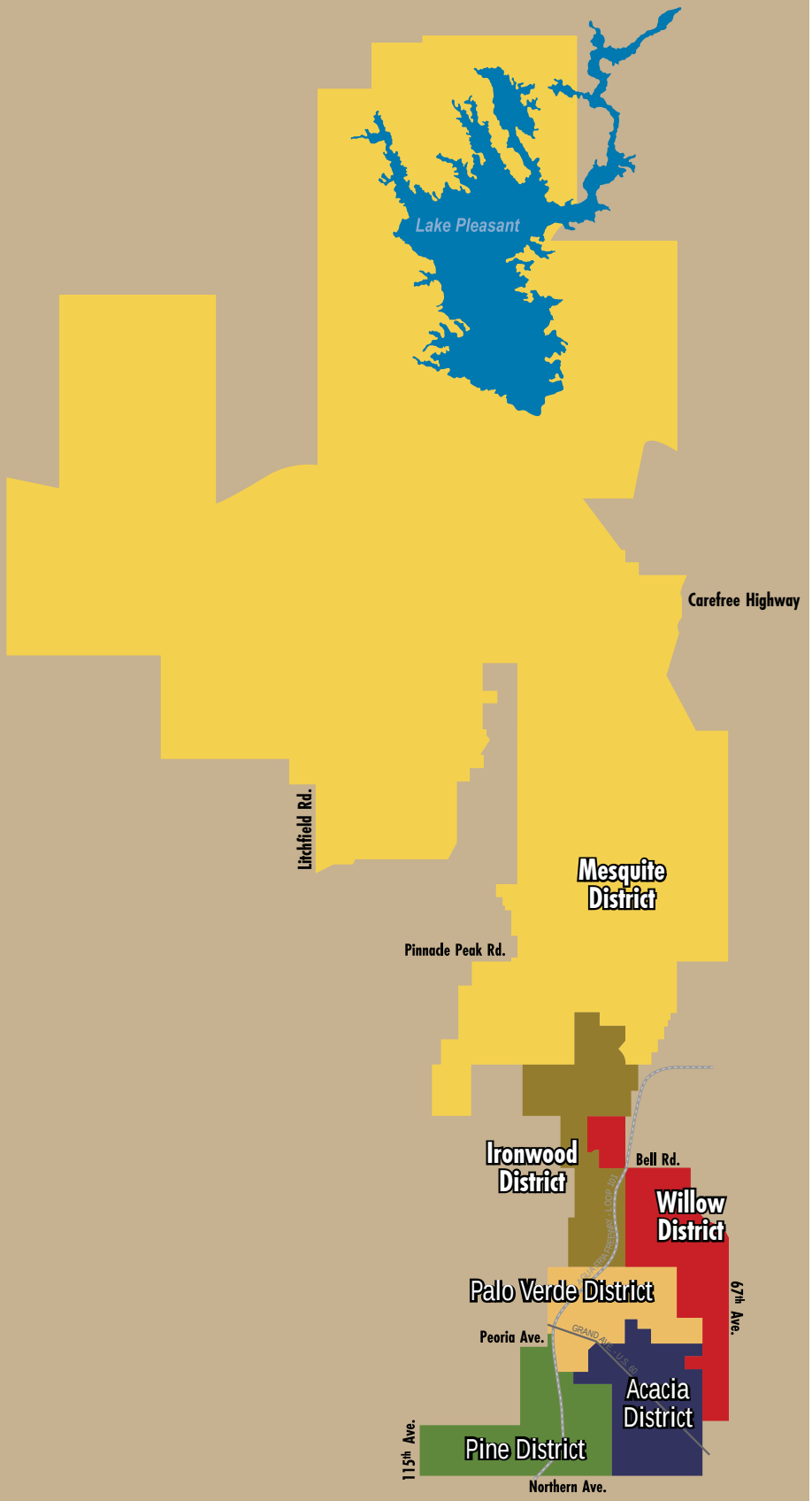
Ron Aames
Palo Verde District

Carlo Leone
Pine District

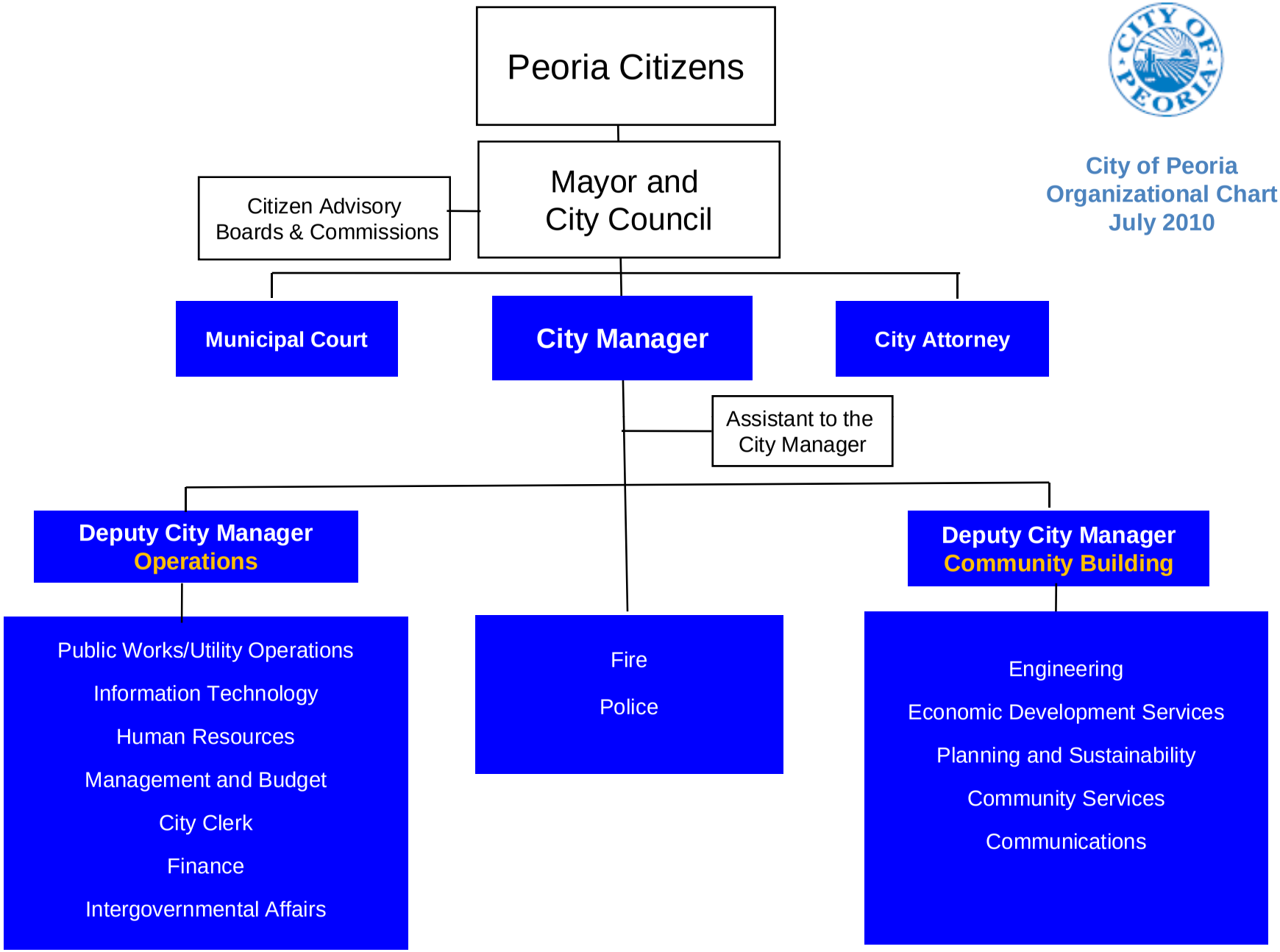
Joan Evans
Willow District

For more information visit
www.peoriaaz.gov/council

City Council Districts



City of Peoria Organizational Chart July 2010



Introduction

The City of Peoria is committed to promoting an excellent quality of life for our residents. To do so, we continue to look to engage the citizens in our neighborhoods and ultimately our entire community. The FY 2012 budget includes resources that will enable the city to continue to provide exceptional services and enhance the quality of life for our residents. The following offers a glimpse of Peoria's residents, the recreational and cultural amenities within our borders, discussion on our business environment, and a brief overview of services the City of Peoria provides.

A GLIMPSE OF HISTORY

Pioneer sculpture outside City Hall

The first settlers in what is now known as the City of Peoria were farmers from Peoria, Illinois, who migrated to this area during the late 19th and early 20th centuries and named this new community after their hometown. With the Arizona Canal providing irrigation for the area's arid but fertile lands, and with access to railroad lines, these settlers developed a thriving agricultural community. When Peoria was incorporated in 1954, the city consisted of one square mile of land. The community started to change in the 1960s after Del Webb began developing Sun City, a retirement community west of Peoria. A series of annexations during the 1980s and 1990s designed to preserve desert open space and manage quality growth resulted in expanding Peoria's land area to the 178 square miles it covers today. Not only did the annexations create the fourth largest incorporated area in Arizona, they also included Lake Pleasant, the second largest lake in Arizona and a premier recreational asset.

LOCAL DEMOGRAPHICS

While Peoria has maintained the friendly family character that it developed as a small rural community, it now stands as one of the Valley's most dynamic cities. The combination of safe, well-planned neighborhoods and unlimited recreational and cultural opportunities makes Peoria a prosperous community in which to live, work and play. The Peoria Unified School District and the Deer Valley Unified School District, two of the finest school districts in the state, have contributed to the city's strong educational reputation. The median price of a new home is $210,000. Our city has one of the lowest unemployment rates in the Phoenix metropolitan area and an affluent, young working community that enjoys the high quality of life they find in Peoria.

Population

As the Valley of the Sun became one of the fastest growing areas in the nation, Peoria welcomed thousands of new residents. The 2000 Census identified

the City of Peoria as the fifth fastest growing city in the nation for cities over 100,000 in population in the 1990s. Peoria's population rapidly grew from 12,000 in 1980 to an estimated 139,000 in 2005. The 2010 Census put the city's population at just over 154,000.

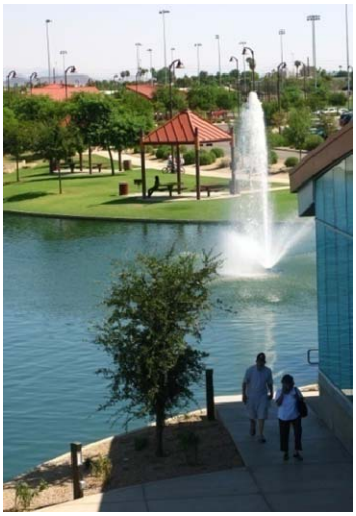
Climate

Peoria is part of the Valley of the Sun, and the climate is warm and semi-arid, featuring low annual rainfall with high temperatures in the summer months. Winters in this desert environment are normally sunny and comfortable with occasional freezing point temperatures during the three coldest months (December, January and February). The average year-round temperature is in the low 70s.

Amenities

Peoria offers many unique opportunities for residents and visitors alike to enjoy themselves. A wide range of facilities can be found throughout the city, including the Community Center and Women's Club, three swimming pools, two libraries, 28 neighborhood parks (including three with dog-friendly areas), private golf courses, walking trails, mountain hiking trails, a regional community park with a recreation center and more.

The city's first community park, Rio Vista, has been very busy in the years since it opened. The park features such amenities as ramadas for family and group functions, an urban lake, a skateboard park, playground and water splash park, sand volleyball courts, softball/baseball fields and a recreation center. The Rio Vista Recreation Center opened in the fall of 2008 and boasts a full-size gymnasium, racquetball courts, meeting and classroom spaces, a large multi-purpose room, a climbing wall, an adventure center and much more. In response to the increased demand for regional recreational facilities, construction will begin within the next year on Peoria's second community park.



Rio Vista Community Park.

For every developed square mile, Peoria provides a neighborhood park with assorted amenities for residents. These amenities may include any or all of the following: walking/jogging paths, basketball courts, volleyball courts, tennis courts, playgrounds, tot turf areas, ramadas and more. This year, three new neighborhood parks will be completed for families and visitors to enjoy.

Baseball fans enjoy a spring training game at Peoria Stadium.

For the baseball fan, the Peoria Sports Complex, with its 11,000-seat stadium and 13 baseball fields, is the spring training home of the Seattle Mariners and San Diego Padres. The facility also plays host to a number of other baseball events, including the Arizona Fall League, adult baseball leagues and youth baseball tournaments.

The city also operates three swimming pools and two libraries. The swimming pools, located on the

campuses of Peoria, Centennial and Sunrise Mountain high schools, include such amenities as zero-depth entry for children, water slides, diving boards and competitive racing lanes. Our libraries are a valuable asset to our citizens, providing access to a wide variety of materials in several media. The Sunrise Mountain Branch Library is the home of the newly acquired "Be Water" art sculpture.

The mountain hiking and river trail system is very popular among Peoria's residents and visitors. The New River Trail system is planned to be more than 25 miles in length, with more than 18 miles of the trail located within Peoria. Approximately 11 of the 18 miles of trail along the New River corridor have been completed to date. The Skunk Creek Trail is 1.5 miles in length and connects the New River Trail system to the Arizona Canal Diversion Trail (ACDC). The ACDC continues east and southeast through Glendale and Phoenix and into Scottsdale.

Beautiful wildflowers and stately saguaros dot the mountainside along the West Wing Trail in northern Peoria.

Lake Pleasant, annexed by the city in 1996, is the second largest man-made lake in Arizona and is less than 20 miles from the center of town. The 10,000-acre lake is an ideal destination for boating, fishing and water sports enthusiasts.

In 2007, the city completed construction of the Peoria Center for the Performing Arts. This state-of-the-art facility features a 280-seat main stage auditorium, an 80+ seat black box theater, classrooms, elegant lobby, dressing rooms, backstage support areas and office space. The center brings award-winning community theater to the downtown area and offers a variety of programs for children, including summer camps, a readers theater program and special events. The newly-opened art gallery in City Hall offers citizens another opportunity to experience the arts.

Peoria Center for the Performing Arts

City Government

The City of Peoria is a council-manager government. The City Council sets city policy and direction, while the city manager is responsible for the day-to-day operations of the city. Peoria's mayor is elected to four-year terms to serve the community "at large," while each of the six council members is elected to four-year terms in specific geographic districts. Peoria's boards and commissions are made up of citizens who wish to serve their community. These volunteers are appointed to review complex issues and provide informed recommendations to the Peoria City Council.

City Services

Peoria's excellent Police and Fire departments make the city one of the safest in Arizona. The Fire Department operates eight stations throughout the city, including one at Lake Pleasant. The Police Department provides law enforcement, investi-

gates 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, ride-along programs and school resource officers.

Utilities provided by the city include water, wastewater and solid waste services. The Greenway Water Treatment Plant is a state-of-the-art water treatment plant that treats Salt River Project water. The plant also enables the city to further reduce its dependence on groundwater and comply with state law regarding conversion to renewable surface water for most of our water supply. The city's newest facility, the Butler Water Reclamation Plant, will not only serve our residents for many years to come, but also allows reclaimed water generated by the plant to provide an additional water resource that can be used for landscape irrigation or groundwater recharge credits.

Butler Water Reclamation Facility

Business

Peoria's business community is emerging as a leading center, not only in Arizona and the Phoenix metropolitan area, but in the United States as well. The city has attracted major shopping centers, hotels, fine dining and commercial and light industrial businesses. Mixed-use development combines residential and commercial activity. In addition, planning is underway for the city's first hospital facility.

The table on the next page lists the 25 largest private employers in Peoria. As you can see, there are many diverse sectors represented within the city. The largest product/service category is health care providers, which employs 1,745 people. Also represented are grocery/retail, automotive sales, food industry, construction and contractors, general retail services and manufacturing.

Peoria's Top 25 Private Employers

Business Name	Product/Service	Estimated # of Employees
Freedom Plaza / Plaza Del Rio Campus*	Health Care	650
Fry's Food Stores (4)*	Grocery / Retail	600
Younger Brothers	Construction	550
Wal-Mart (2)*	Retail	535
Target (3)*	Retail	435
Immanuel Care Campus	Health Care	360
Good Shepherd Care Center	Health Care	250
Antigua	Retail / Manufacturing	240
Lowe's (2)*	Retail	239
Larry Miller Dodge / Hyundai	Automotive Sales	230
Home Depot (2)*	Retail	227
Safeway	Grocery / Retail	220
Forum at Desert Harbor	Health Care	185
Arizona Retirement Centers (dba Sierra Winds)	Health Care	180
Oak Craft	Manufacturing	178
Albertson's (2)*	Grocery / Retail	175
Northern Pipeline	Manufacturing	160
Varsity Contractors, Inc.	Facilities Cleaning Services	154
Kohl's (2)*	Retail	147
Olive Garden Restaurant	Food Service	135
Bashas' (2)*	Grocery / Retail	121
Sun Grove Village Care Center	Health Care	120
Red Lobster Restaurant	Food Service	107
The Wasserstrom Company	Food Service Equipment / Supplies	102
Cracker Barrel Old Country Store	Food Service	88

Peoria at a Glance …

Form of Government: Council-Manager

Date of Incorporation: June 6, 1954

Fire Protection

Number of Stations	8
Number of Employees	162
Avg. Response Time (minutes)	4.31
Number of Incidents:	
Emergency Medical Support	11,690
Fire Calls	1,067
Miscellaneous	547

Police Protection

Number of Employees	
Sworn	187
Non-Sworn	101
Priority 1 Response Time (minutes)	5..88
Number of calls answered	279,886

City Employees

(as of July 1, 2011)

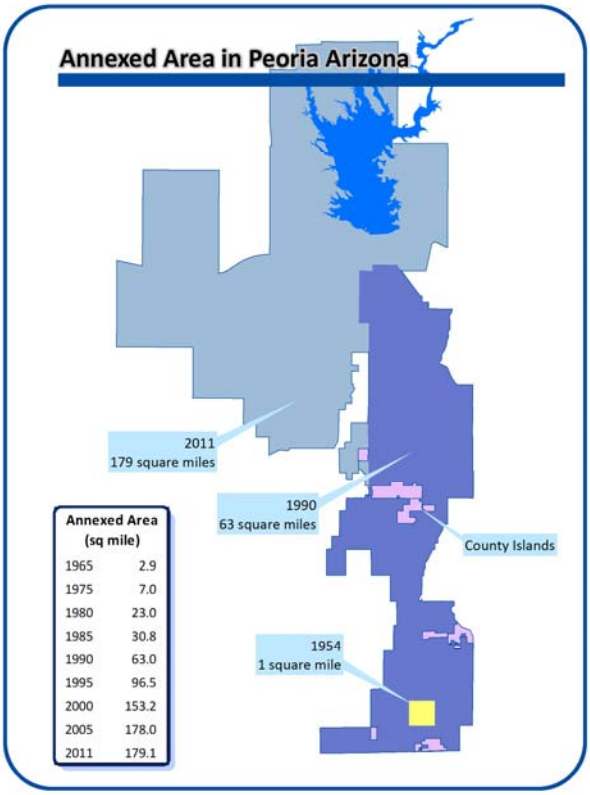
Full-time	1,074.20
Part-time FTE's	26.5
Total authorized FTE's	1,100.70

Peoria Unified School District

Number of Schools	
Elementary Schools (grades K-8)	31
High Schools (grades 9-12)	8
Number of Students	
Elementary	24,523
High School	11,827

Recreation

Neighborhood Parks	28
Miles of Trails	26
Playgrounds	47
Ramadas	87
Tennis Courts	27
Basketball Courts	39
Multi-purpose Fields	39
Swimming Pools	3
Volleyball Courts	12
Sports Complex	1
Community Lake	1
Urban Lake	1



Streets and Utilities ...

Streets

Lane miles of streets maintained:

Arterial (paved)	389
Collectors (paved)	180
Local (paved)	841
Unpaved	2
Streetlights	13,920

Utilities

Number of active customers

Water	47,034
Wastewater	50,033
Solid Waste	49,837

Water Data:

Annual consumption (1,000's gal)	8,189,339
Avg. gal/user/month	9,576
Avg. gal/user/year	114,917
Number of active wells in system	14
Available storage capacity	31 million gal

Wastewater data:

Treatment plant capacity

Beardsley Plant	4.0 mil gal/day
Jomax Plant	2.25 mil gal/day
Butler Plant	10.0 mil gal/day

Annual wastewater treated

Beardsley Plant	1.018 bil gal
Jomax Plant	0.144 bil gal
Butler Plant	2.546 bil gal

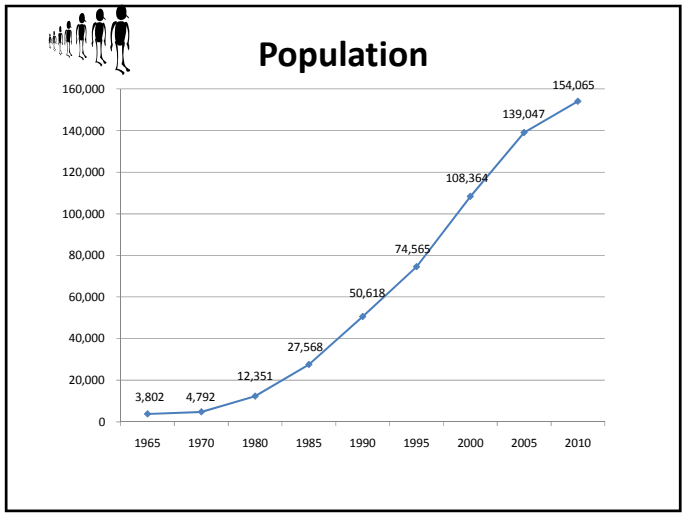
Solid Waste:

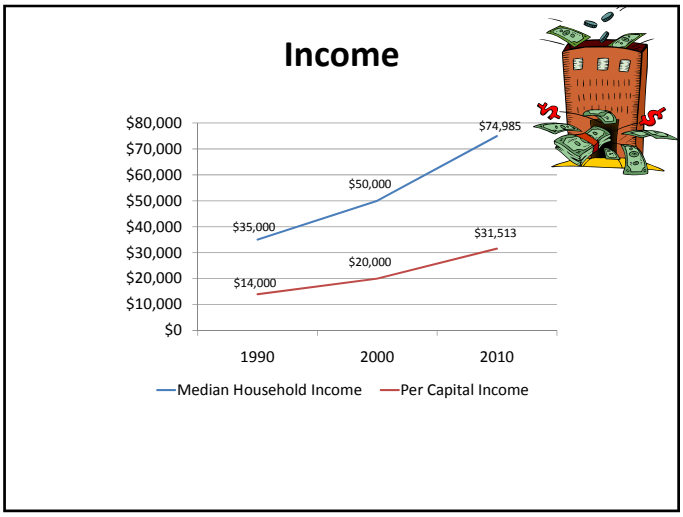
Total tonnage processed	62,853
Landfill tonnage processed	47,348
Recycle tonnage processed	15,505

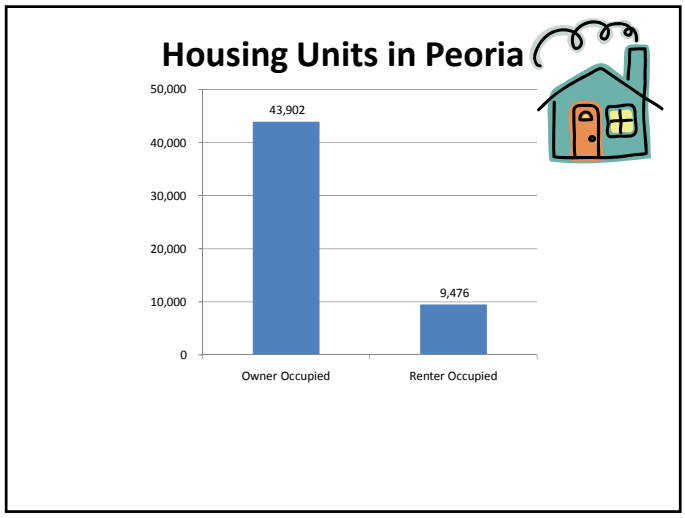
Election Statistics

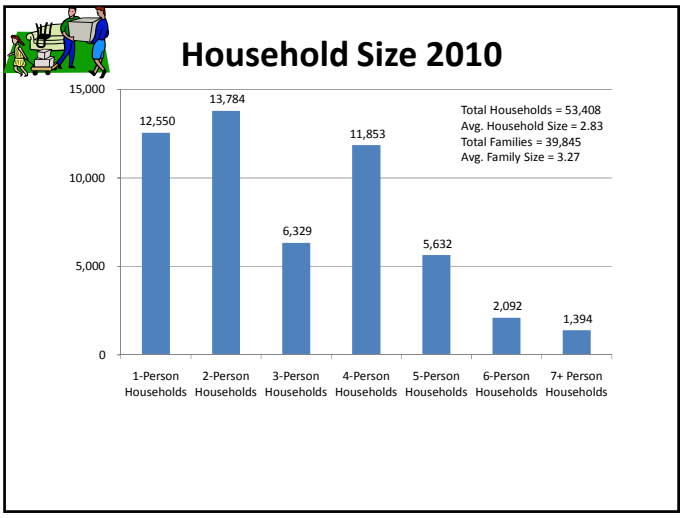
Date	Type of Election	Registered Voters	Votes Cast	% of Registered Voters Voting
November 7, 2006	General	63,544	38,539	60.65%
September 12, 2006	Primary	62,328	15,799	25.35%
November 8, 2005	Special (Mail)	64,018	13,417	20.96%
September 13, 2005	Special	66,276	7,299	11.01%
May 17, 2005	Special	65,998	9,704	14.70%
November 4, 2008	Special Bond/Recall	76,323	61,955	81.17%

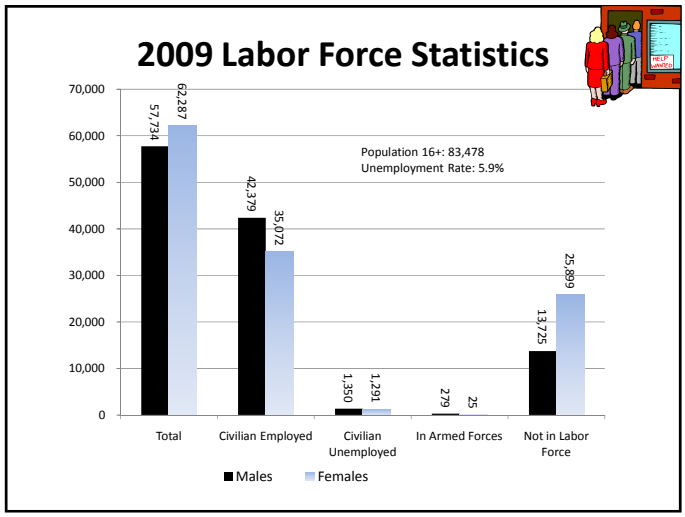
Demographics

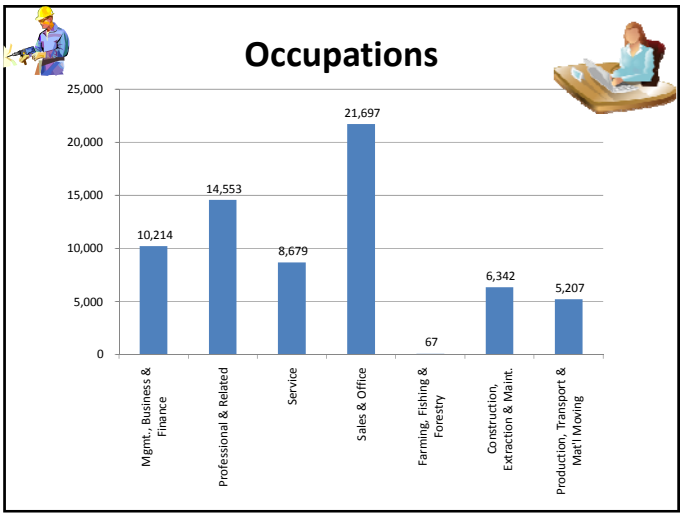




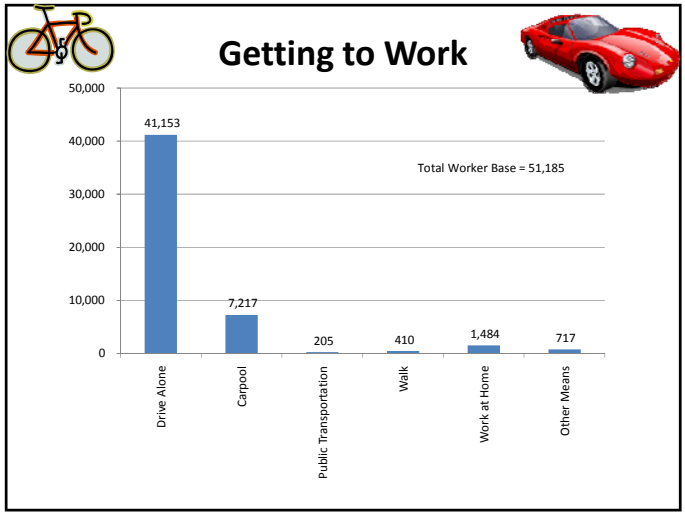


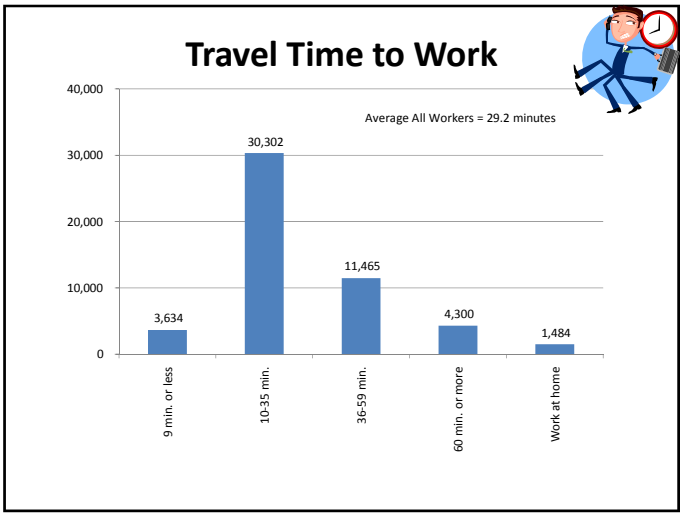


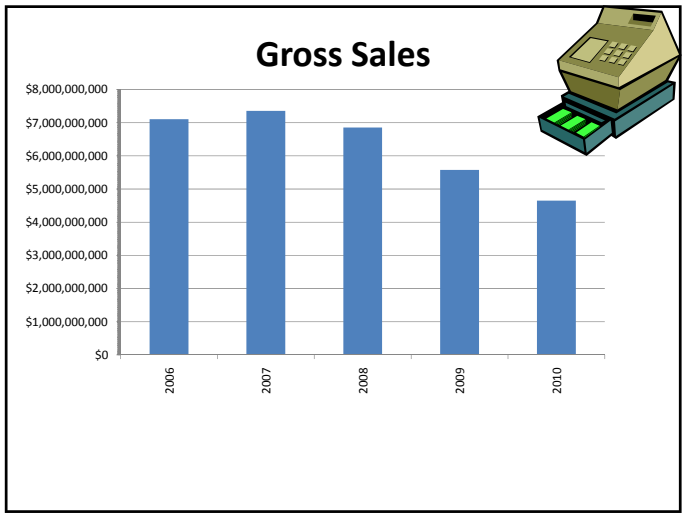


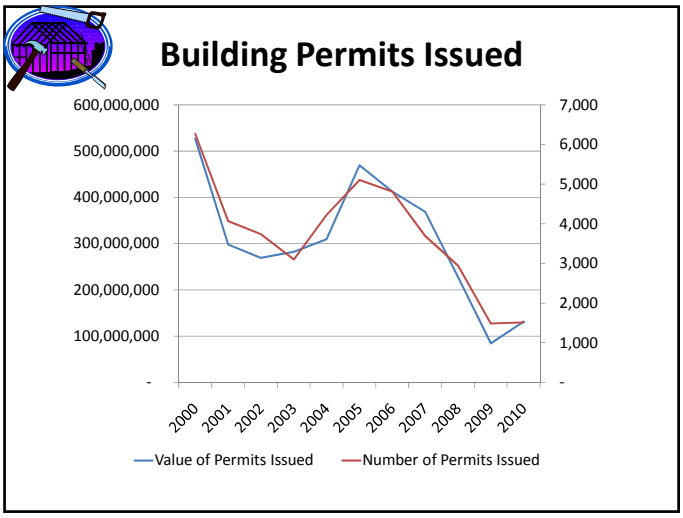


Demographics









How to Make the Most of This Document

This document communicates the visions of the city's leadership, and spells out the organizational and financial operations for each of the city's departments. In an effort to assist users in navigating through the Annual Program Budget, the following guide has been provided:

INTRODUCTION

This section provides a thumbnail sketch of the City of Peoria, including a list of Peoria's core values, a look at our mayor and City Council, a comprehensive organizational chart of the city's management and departments, a profile of the city, some interesting statistics and demographic information, and a copy of the Distinguished Budget Presentation Award for the FY 2011 budget.

CITY MANAGER'S BUDGET MESSAGE

The City Manager's Budget Message provides an overview of the major issues and operational priorities within the FY 2012 Budget.

LONG-RANGE FORECAST

This section offers an overview of the city's financial planning practices, including:

- The financial policies that guide the city's fiscal planning and management.
- The budget policies that are the framework of the budget.
- The long-range outlook for city finances.

BUDGET SUMMARY

This summary offers an overview of the city's finances and examines:

- The budget process, calendar and amendment policy.
- Financial and operational discussions for all major operating funds.
- Historical trends for financial data and personnel.
- Organizational charts showing the city's structure and distribution of funding.

REVENUE SECTION

The Revenue section offers a detailed discussion on the various revenue sources within the city and includes a historical summary of revenue for each fund.

PERFORMANCE MANAGEMENT

The Performance Management section includes an overview of the city's performance management program, department summaries that describe their mission, service activities, key performance indicators and funding and staffing levels.

CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan section focuses on funding for major, one-time infrastructure improvement projects throughout the city. This section includes a project listing of the entire 10-year plan.

SCHEDULES

The Schedules use detailed tables to summarize the city's financial activities in a comprehensive, numeric format.

APPENDIX

The Appendix includes the official budget adoption resolution, a glossary of important financial and budgetary terms, a listing of acronyms found within the document, and the acknowledgements.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Peoria

Arizona

For the Fiscal Year Beginning

July 1, 2010

President Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Peoria, Arizona for its annual budget for the fiscal year beginning July 1, 2010.

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

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.