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# TOWN OF FOUNTAIN HILLS, ARIZONA

## FISCAL YEAR 2009-2010 BUDGET



**The height of desert living.**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**Arizona**

For the Fiscal Year Beginning

**July 1, 2008**

President

Executive Director



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## **BUDGET MESSAGE**

### **Honorable Mayor and Town Council:**

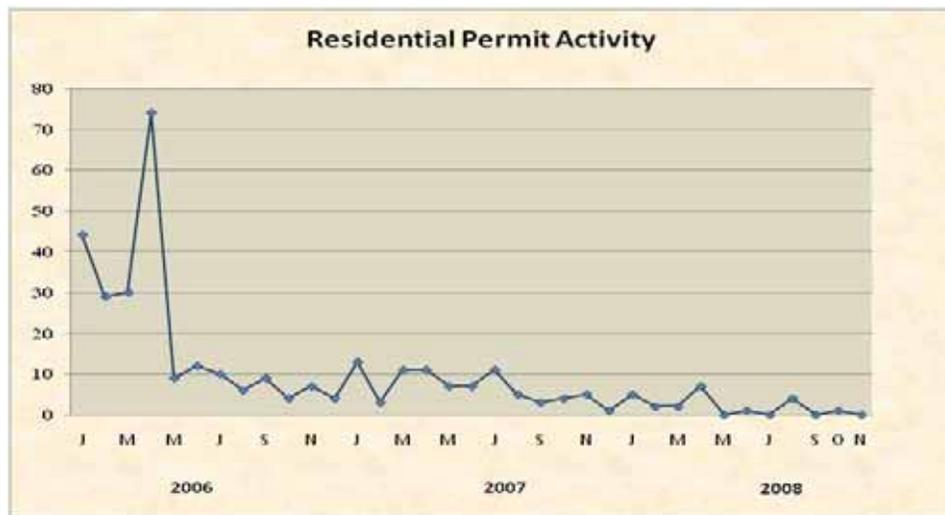
I am pleased to submit the Operating and Capital Improvement Budgets for the Town of Fountain Hills for the fiscal year beginning on July 1, 2009 and ending June 30, 2010 (FY2009-10). This budget is balanced and designed to convey to the public a budget message that articulates priorities and issues for the upcoming fiscal year. The budget also highlights any issues facing the staff in developing the budget, as well as short-term financial and operational policies that were instrumental in guiding the development of the annual budget. Although each fund should be viewed individually, the Town's total budget, including all funds, is estimated at \$35.3M in expenditures, with projected revenues of \$33.1 million (reserves in the capital projects fund will be used to fund projects). Due to an unstable economy and the global recession, staff has taken a very conservative outlook when projecting FY2009-10 revenues and included only those expenditures that are consistent with the Council's goals.

The budget process involved a newly formed Executive Budget Committee consisting of staff members with diverse perspectives and the Mayor. The committee was assigned the task of prioritizing expenditure requests to meet the Council goals and provide a sustainable level of service with the resources available. This budget is the product of that process and accomplishes that goal. The primary focus of the proposed budget is usually the operating, or General Fund, the Town's largest fund, which supports basic services. With the economic downturn came declining revenues. Developing the proposed budget, therefore, required making choices to achieve a budget that balances the available resources with the Council goals, while maintaining a level of service to support a high quality of life in Fountain Hills.

### **Year in Review**

To frame the many decisions that have laid the foundation for projections contained in the 2009-2010 budget, it is necessary to reflect briefly on the past fiscal year. For Fountain Hills, 2008 began with cautious optimism expecting modest growth in revenue and excitement about new dollars expected from economic development initiatives. What we encountered was a virtual collapse in the single family residential home construction in our community. Since incorporation in 1989, we have not experienced the depths of a national slowdown to the extent we are presently facing. (See graph on next page)





The downturn in the economy resulted in significant declines in building permit activity in Fountain Hills that resulted in a 7% drop in operating revenue. Consequently, there were corresponding decreases in expenditures in order to avoid a budget deficit. Additionally, the Town hired a new Town Manager in July, 2008, with the departure of the previous Town Manager and an Acting Town Manager. When it became apparent early in the fiscal year that the economy was worsening several budget cuts were made to accommodate the decreased revenues. Examples of budget adjustments in FY09 are:

- Implementation of a hiring freeze on all non-essential positions
- Reductions in staff in the Planning & Zoning Department
- Postponement of Park capital outlays
- Postponement of Facilities capital outlays
- Reduction in professional fee contracts
- Reduction in training and conference expenses

In developing the proposed budget, Town staff followed a zero-based approach, leading to a focused review of services delivered by the Town, increased scrutiny of expenditures, and prioritization of programs to be funded using limited resources. Additionally, the Town remains committed to funding one-time capital projects with one-time revenue sources, such as construction related revenues and surplus General Fund revenues. Ongoing operating costs should be funded with stable and reliable revenue sources.

As we celebrate Fountain Hills' 20th birthday, we believe that despite the economic slowdown with its resultant revenue diminishment, we are focused on providing a



sustained level of service to our residents. During this slowdown, we plan to use this opportunity to better connect with our neighborhoods and citizens by concentrating on our core missions as defined by the Mayor and Town Council.

### **Long Term Strategic Goals and Objectives**

The majority of the budget initiatives apply to strategic priorities that were adopted in the Town's Strategic Plan 2006-2010. An update of the strategic plan will be completed by March 2010.

- **Strategic Focus Area: Education**

- Higher education and continuing education and support of educational excellence
- Create lifelong learning opportunities

- **Strategic Focus Area: Physical Planning Zoning and Architecture**

- Require new developments to use native vegetation
- Strictly enforce General Plan and Zoning ordinances
- Establish controls over commercial architectural compatibility
- Annex State Trust Land

- **Strategic Focus Area: Parks and Recreation**

- Add new amenities to Parks and Recreation system

- **Strategic Focus Area: Small Town Atmosphere and Town Identity**

- Strengthen the community's small town identity

- **Strategic Focus Area: Municipal Government Services**

- Increase pedestrian safety
- Ensure all streets in Fountain Hills are well maintained and smooth

- **Strategic Focus Area: Preservation of the Environment**

- Enhance dedication to stewardship of the natural environment

### **Short Term Goals**

The budget for FY2009-10 was guided by the current economic environment which continues to provide fewer building permits and reduced retail activity. With a budget of \$2 million less than two years ago (a 12.5% decline), strategic decisions had to be made to balance the community priorities with available resources. Those decisions resulted in a decrease in infrastructure and amenity maintenance. Examples include:

- No overseeding on three of the Town's four parks. Our signature Fountain Park



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will continue to be maintained at the same level.

- Turf mowing schedule at parks reduced by half
- Elimination of palm tree trimming for one year
- Freeze salaries and provide no merit and cost of living increases for staff
- Reduced fleet vehicles and/or equipment by 17%
- Reduction of force in building division
- No new authorized full time positions

The budget includes appropriations for the goals and priorities established by the Town Council during their annual retreat. The Town Council met in January of 2009 to develop goals and objectives for the budget year as part of the annual planning process. At the retreat the Council established 13 goals consistent with the strategic plan. They also provided several objectives to achieve those goals. The Town Manager and staff then met to prepare an implementation plan to be incorporated into the FY2009-10 budget. Upon adoption of the Town Council goals, specific work-plans are developed in each of the operating divisions to ensure that Fountain Hills' residents can monitor the improvement in Town services and the achievement of the Council's goals. The matrix on page 9 indicates which departments/divisions are responsible for the implementation of FY2009-10 goals and objectives and shows the relationship between the activities performed by the operating divisions and the effect on operating budgets reported in the division budget summaries.

For the past seven years the Town of Fountain Hills has been awarded the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award. This award is presented to government entities that meet certain criteria in the presentation of their budget. This Budget Message section is designed to provide the layperson with a broad view of the contents included in the FY2009-10 Fountain Hills budget, its processes, issues and anticipated outcomes. Document sections are cited in order to guide the reader to more in-depth information and explanation of the drivers of Fountain Hills operating budget and capital improvement program.

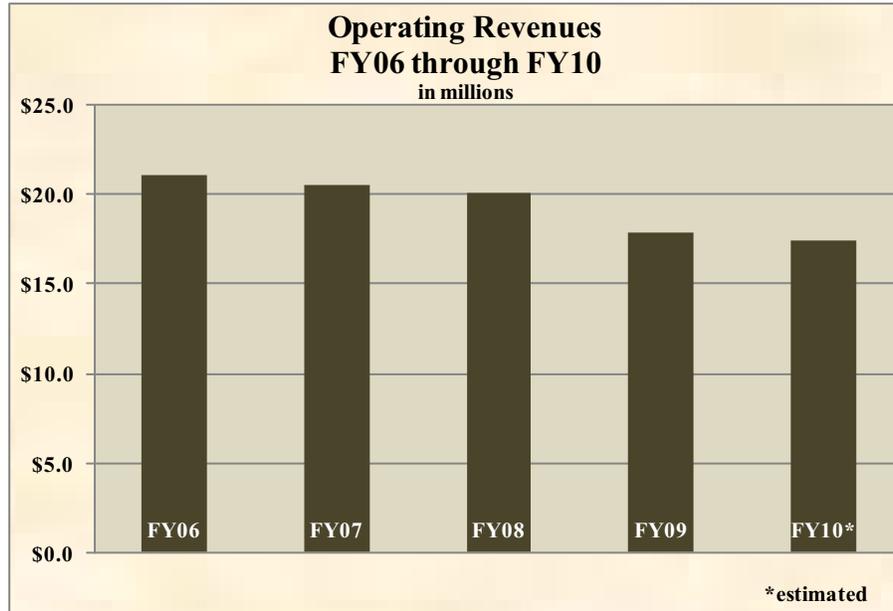
## **Economy**

Under the proposed budget, operating revenues for FY2009-10 are projected to decline 12% compared to the FY07-08, including a drop in State Shared Revenues of \$1.5 million. The decrease in income tax revenues is based on two years prior corporate and individual income taxes; therefore, it is expected that this source of revenue will continue to decline for the next two years based on the recession and global economy. Similarly, revenues from construction related permits are anticipated to continue their decline during FY2009-10 with the decline in single family housing permits. Residential permits have declined 50% since FY07.



<b>Goal</b>	<b>How Addressed</b>	<b>Page No</b>
Ensure that the Strategic Plan continues to be implemented and updated.	Town Manager	164
Ensure development of former state trust land proceeds in a way which is most responsible and beneficial to the community.	Planning & Zoning	216/219
Maintain and develop good roads and walkways within fiscal constraints.	Streets	209
Make optimal use of trails and expand public access to parks and open space.	Parks & Recreation	227-243
Maintain service level and functionality of parks.	Parks & Recreation	227-243
Explore the need for an Environmental Commission with specific responsibility to develop new measures and support existing initiatives that improve the quality of our natural environment.	Planning & Zoning	217
Maintain and promote our small town character by enhancing public private collaboration to develop new and improve existing special events.	Parks & Recreation	220
Enhance customer service and enrich our citizens' lives by expanding access to Town offerings and services, developing innovative approaches to service delivery, and developing/implementing methods for gathering citizen input.	Town Manager	163
	Community Affairs	190
Demonstrate organizational progress to citizens and promote transparent government.	Town Manager	163
Enhance the Town's economic base by maintaining strong business relations, developing and implementing innovative strategies to bring beneficial businesses to Town, supporting an environment conducive to new business development, and developing initiatives designed to help businesses succeed.	Economic Development	187
Build and strengthen internal and external relationships utilizing mutual respect as the basis.	Town Manager	163
Exercise fiscal responsibility while maintaining organizational/functional integrity.	Finance	174-177
Support initiatives which enhance public safety in our community.	Public Safety	256-258



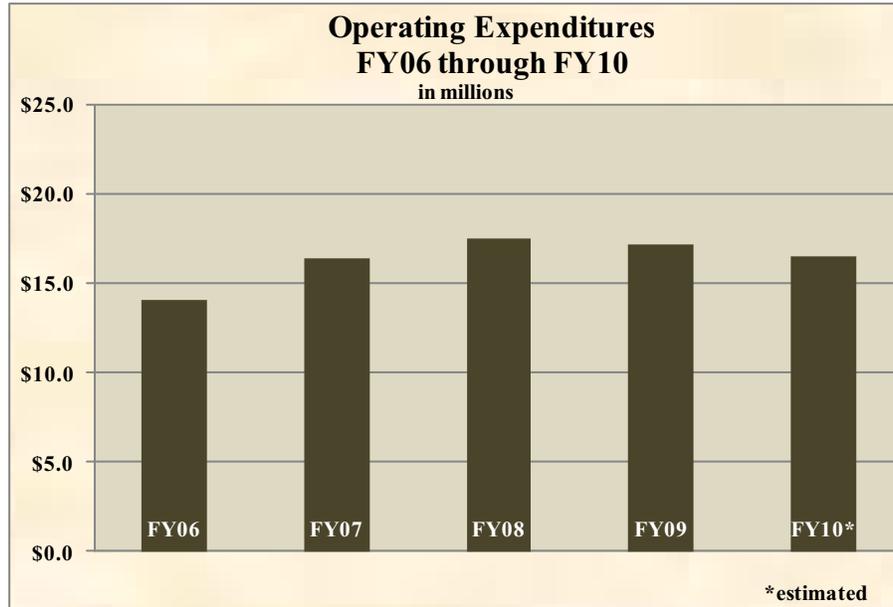


In order to match available resources, operating expenditures are budgeted at 4% less than last year's budget. Fountain Hills' goals are long-term and address the entire organization, such as the long-term impacts of revenue shortfalls related to the decline of construction related activity revenue due to build-out. The Town is approaching a population of 26,000 with an expected population at build-out of 34,324, including newly annexed State Trust Land property. These long-term forecasts show that the Town's operating costs will begin to outpace revenues, and alternative revenue sources or program cuts will need to be considered. Given the cyclical nature of the economy, it is difficult to project revenues two or more years into the future with any degree of certainty.

However, the long-range forecasts serve as an early warning that the Town must continue to exercise restraint in its long-term fiscal planning. The Town is past its highest historic period of expansion; with an economy that is maturing and moving to a slower – and more sustainable level of growth.

**Maintenance of the Reserve Fund:** During FY09 the Town Council amended the Town's financial policies related to Fund Balance in order to create a Rainy Day Fund (RDF). The current policy sets aside a reserve equal to 30% of the General Fund budget to ensure that the Town can provide basic services in the event of major emergencies. This 30% is made up of two components – 20% of the previous five years revenues, 10% of the previous five years revenues plus 30 days expenditures





of the upcoming fiscal year (now classified as Rainy Day Fund). The Rainy Day Fund is segregated from the General Fund and is programmed into the FY09-10 budget for the sole purpose of preparing for a catastrophic downturn in revenues. If utilized, the Rainy Day Fund (RDF) is to be replenished through future appropriations in the General Fund at a rate of 1% of General Fund revenue until restored.

The reserve fund is very important in retaining the Town's AA3 bond ratings. Reserves in excess of the fund balance policy are transferred to the Capital Projects fund for future appropriation by the Council.

### **A Debt of Gratitude**

I would like to offer my special thanks to the Fountain Hills Mayor, Town Council members, and the numerous commission members for their many hours of volunteer service without which the Town could not function in the fine manner that it has over the years. This volunteer core of more than 200 citizens offers Town staff a vast bank of knowledge about subjects that contribute not only to planning for the present, but also for the future of Fountain Hills.

I would also like to thank the Town of Fountain Hills department directors and supervisors for their patience and great effort in preparing their departmental budgets.

The directors and their staff attended several sessions with the Executive Budget



Committee to justify their programs, develop cost estimates, and answer many questions. The team's efforts have resulted in a balanced budget, which achieves the Council's current goals and assists in future planning towards the vision of Fountain Hills.

Respectfully submitted,

***Richard M. Davis***

Richard Davis, ICMA-CM  
Town Manager



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## Budget Key Initiatives

Key initiatives of the FY09-10 budget include the following:

- Initiation of program budgeting and a performance measurement program
- Implementation of a Rainy Day Fund policy.
- Updating of the Town's strategic plan.
- Increasing capital projects (40% of total expenditures) through use of grants, stimulus funds and bond proceeds.
- Partnering with the local school district in an effort to have the voters approve a secondary property tax for a major road project and school override
- Investment in economic development initiatives focused on business retention, recruitment and vitality.
- Continuing exploration of cost recovery through creation of a stormwater utility.

## Program Budgeting

The Town of Fountain Hills has traditionally prepared a line item budget. This year the Town is moving toward development of a Performance Based Program Budget. This process will be implemented over a number of years, beginning with the budget of FY 2009-2010.

The overall purpose of the Performance based budget is to establish a process to assist program managers in scheduling work and resources in order to efficiently and effectively carry out the Town's Goals and Objectives contained in the Strategic Plan and prioritized by the Council during their budget retreat.

We believe that program budgeting, when fully implemented, will provide the citizens with a better picture of the true cost and value of various Town services.

Included in this budget is a Program Budget Performance Measurement section. This section begins to identify the various programs within each of the Town's Departments.

Each Program page identifies the Service Delivery Plan and provides a list of Activities that are included in the Program.

Performance Measures are also included. Quality, Productivity and Cost Effectiveness elements are targeted for measurement.

## Implementation of a Rainy Day Fund

The Rainy Day Fund will be created by transferring \$1,310,254 from the General Fund fund balance at the close of FY 2008-09. This transfer still preserves the Gen-



eral Fund balance required by the Town's financial policy of at least 30% of general fund budgeted revenues.

The Rainy Day Fund is being established to provide leverage in the event of a substantial revenue loss that was not anticipated in the budget process and that can not be accommodated through expenditure reductions in the fiscal year.

Funds drawn from the Rainy Day Fund would have to be repaid as soon as economic conditions allow.

### **Updating the Town's Strategic Plan**

As the Town's current plan ends with FY2009-10, the Town Manager's department has incorporated additional funding to assist the Strategic Planning Advisory Commission in the development of a revised plan for presentation to Council by March of 2010.

### **Capital Projects Expansion**

The Town's budget reflects a significant increase in proposed capital projects for the coming fiscal year. This increase in projects is contingent upon receipt of two new sources of funding; Federal stimulus funds and voter approved bonds. If these funds do not become available, the proposed projects will be re-programmed in future years when other funding sources are available.

### **Economic Development**

While most Town Departments saw a decrease in their budgets for FY2009-10, the Economic Development Department's budget has increased in an effort to provide programs and services for current business retention and vitality and to pursue new business recruitment.

### **Stormwater Utility**

The FY2009-10 budget provides funding for staff time and program support to continue exploring the possibility of creating a stormwater utility to provide funding for various Federal and State mandates, as well as long term capital funding for drainage projects in various areas of Town.



## General Fund Highlights

### Salaries and Benefits

After the staff reductions made during FY08-09, the total full time equivalent employees (FTE's) proposed for fiscal year 2009-2010 is 81.1, compared to 88.25 in FY2008-09. (See Authorized Position charts beginning on page 315).

The only increases in staffing included are an increase in Volunteer Coordinator hours to .75 FTE from .50 FTE and the addition of a .1 FTE Driver in Senior Activities. All of these positions are funded through the General Fund.

The budget anticipates that wages will be frozen for the upcoming fiscal year and no merit increases will be awarded. Because local governments are primarily a service industry salaries and benefits comprise a major portion of expenditures. For Fountain Hills salaries and benefits represent 14.8% of the total budget.

### Contractual Services/Professional Fees

The Town contracts with outside professionals for a number of services. Two major contracts included in this category are: 1) Fire protection and emergency medical services (\$2,852,368), currently under contract with Rural Metro Corporation; and 2) police protection (\$2,707,728) currently provided through the Maricopa County Sheriff's Office. Both contracts were re-negotiated with a reduction in annual cost generating a significant savings to the taxpayers of Fountain Hills.

Jail/prisoner expenses are budgeted at \$96,000 in FY 2009-10, up from \$68,000 in FY 2008-09. This is based on a substantial increase in jail days utilized during the current fiscal year that is expected to continue into the new year, partly as a result of new mandatory jail time laws.

Contractual services also include four (4) subsidies that the Town contributes on a competitive basis to local non-profit organizations for the provision of specific programs. The Town issued Request for Proposals for services that the Town does not provide – specifically, Youth Services, Youth Arts, Social Services, and Tourism. Total funding for these programs was for three years beginning in FY07-08. The annual cost for FY09-10 is \$505,814 and is budgeted in the Town Manager's budget.

The Town has contracted in past years with Maricopa County to provide an elderly and handicapped transportation program (STS). The County has advised the Town that funding for the program has been eliminated and they will no longer be able to provide this service to the Town of Fountain Hills. \$90,000 in funding for this program is still included in the Community Center/Senior budget, but, to date, no alternative programs have been found to replace this contracted service.

Maintenance of the Town's 121 acres of parks, Town medians, dams, and washes are provided by independent contractors. Contracts for landscape maintenance (Parks) and median maintenance (Public Works) have been reduced substantially in FY2009-



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10. Contracts for wash maintenance (Public Works) have been eliminated.

The outside Sales Tax Audit program is continuing in FY 2009-10, and the Home Delivered Meals program is adding a third route.

The Town owns the Town Hall facility, Library, Museum, Community/Senior Center, two Fire stations, a Vehicle Maintenance/Street Yard facility, the Kiwanis building, and the Community Theater building. Maintenance of these facilities have been centralized under the Facilities Division of the Public Works department in FY2009-10. This consolidation should help to reduce costs and make scheduling of maintenance and custodial personnel more efficient.

### **Other Services and Supplies**

Other services and supplies include operational costs such as dues, conferences, printing, office supplies, operating supplies, uniforms, etc. Other items in this category are utilities, gas and oil, postage, insurance, and telecommunications.

In FY2009-10, no out of state conferences are budgeted. Certifications and continuing education classes were held to a minimum.

Additional marketing, promotion and advertising expenses have been included in the Economic Development budget in accordance with the Council's goal to enhance the Town's economic base by maintaining strong business relations and developing initiatives designed to help businesses succeed.

The Town telecommunications contract for cellular service was re-negotiated providing savings over last year's budget.

Additional savings are expected as a result of the downsizing of the Town's active fleet.

### **Capital Outlays**

Capital outlays in the operating budget include the purchase of furniture and equipment, and the improvement of Town facilities with a cost of at least \$10,000 but less than \$50,000. Expenditures of \$50,000 or more are included in the Capital Improvement Program

There are no capital outlays budgeted in FY2009-10

The sources of funds included in the budget total \$33.1 million, with the major components reflected in the table below:



The sources of funds included in the budget total \$33.1 million, with the major components reflected in the table below:

Source of Revenues	Actual	Actual	Budget	Proposed
<b>GENERAL FUND REVENUES</b>	<b>\$16,907,187</b>	<b>\$16,673,979</b>	<b>\$16,142,395</b>	<b>\$14,696,229</b>
<b>SPECIAL REVENUE FUNDS</b>	<b>\$2,675,385</b>	<b>\$2,658,027</b>	<b>\$4,291,326</b>	<b>\$4,492,254</b>
<b>DEBT SERVICE FUNDS</b>	<b>\$3,271,377</b>	<b>\$3,138,093</b>	<b>\$3,178,770</b>	<b>\$3,214,041</b>
<b>DEVELOPMENT FEES</b>	<b>\$1,290,237</b>	<b>\$488,585</b>	<b>\$488,585</b>	<b>\$145,470</b>
<b>CAPITAL PROJECT FUNDS</b>	<b>\$528,225</b>	<b>\$1,657,434</b>	<b>\$742,134</b>	<b>\$10,528,907</b>
<b>TOTAL ALL FUNDS</b>	<b>\$24,672,411</b>	<b>\$24,616,118</b>	<b>\$24,843,210</b>	<b>\$33,076,901</b>

It should be noted that these sources of revenue are very sensitive to the upward and downward cycles of the economy as well as to annual legislative appropriations. Additionally, these revenues are distributed to cities and towns based on each municipality's population compared to that of the entire state. Some municipalities have abundant available land for expansion and will continue to grow in population, while others, like Fountain Hills, have fixed borders and limited population growth. Over time, Fountain Hills will, therefore, represent a smaller and smaller percentage of the total and will be allocated a smaller percentage of state shared revenues.

A brief description of the activities and changes in each area follows:

**General Fund** – revenues decreased by \$1.4 million or 8.7% due primarily to two categories – State Shared Revenues and building related charges. These revenues are sensitive to changes in the economy and have declined as the economic recession deepens. The local sales tax, however, has remained relatively stable due to the small amount of retail development in the Town.

**Special Revenue Funds** (includes streets (HURF) Fund) – HURF revenues are distributed by the State and are based on gasoline sales and population. The FY10 revenue is anticipated to decline 8.4% as consumers look for more fuel efficiency. However, the Town still anticipates receiving stimulus funding designed for specific infrastructure projects. However, if the funds are not awarded the projects will be delayed until resources become available. Expenditures of \$4.6 million include the following:

HURF (streets operating fund)	\$1.6 million
Grants (street projects)	\$2.3 million

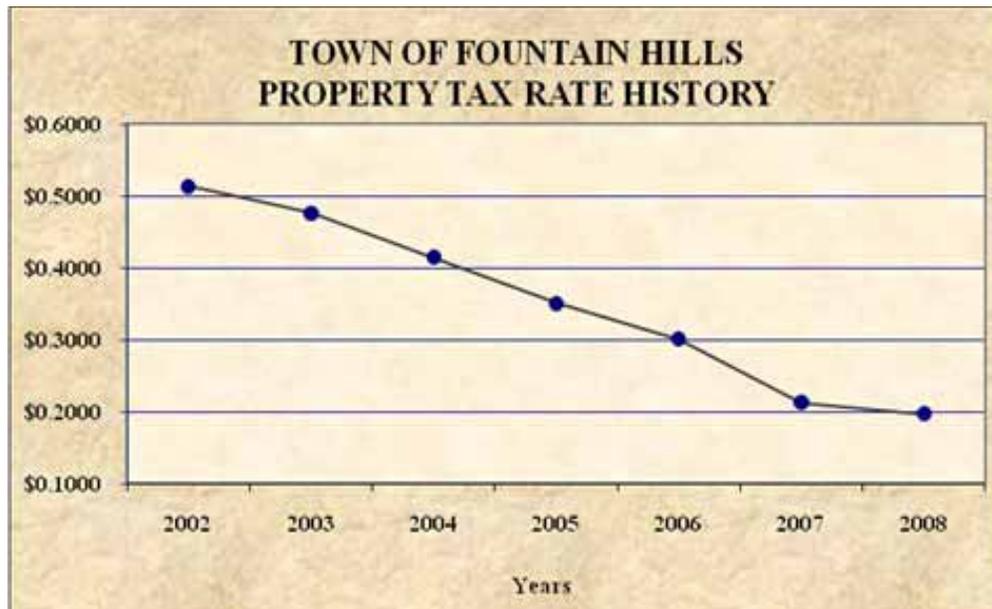
Grants proceeds are transferred to the Capital Projects Fund where the expenditure is recorded. The street projects are partially funded by a grant from the Maricopa Association of Governments (MAG) as well as stimulus funds. Shea Boulevard is a major east-west thoroughfare connecting Scottsdale and Fountain Hills; the project will complete a climbing lane for the western direction



**Debt Service Funds** – the most significant source of revenue in this area is property taxes (\$1.8 million) for the repayment of voter approved General Obligation bond debt. There are also transfer revenues from the HURF fund for Highway User Revenue bond repayments, from the local sales tax (excise tax) for Municipal Property Corporation bond repayments. There is presently one facilities district (Eagle Mountain) that levies a property tax on benefitted property owners for semi-annual payment on improvement bonds. Total debt service revenues for FY09-10 are budgeted at \$3.2 million including secondary property taxes for voter approved bonds, transfers from Highway User Revenue Funds to pay for road improvements, transfers from the General Fund for the Community Center and excise taxes to pay for Municipal Property Corporation (MPC) debt (mountain bonds and Civic Center phase II). The following is a summary of the debt payments for FY09-10:

General Obligation Bonds (property taxes)	\$1.4 million
Street Bonds (HURF Revenues)	\$0.1 million
Municipal Property Corporation (excise taxes)	\$1.4 million
Eagle Mountain Facilities District (property taxes)	\$0.4 million

The chart below shows a history of the Fountain Hills secondary property tax rate for the voter approved projects. The levy for FY09-10 is projected to be \$.2173 per \$100 of assessed valuation which is 10% higher than last year. The increase in the rate is due primarily to the drop in the Town’s secondary assessed valuation which is the basis for calculating the rate.



**Development Fees** – revenues from development fees have declined 70% with the drop in building permit activity. Until the economy recovers or a developer moves forward with plans to develop 1300 acres in the northeast corner of the community this revenue source will remain slow.

With limited funds from development there is only one project scheduled to be completed with development fee proceeds. The project is to upgrade traffic signals to newer technology.

**Capital Project Funds** – the primary sources of revenue for this fund are:

Bond proceeds	\$4.5 million
Special revenue (grants)	\$2.3 million
Federal stimulus funding	\$2.5 million
Construction sales tax	\$500,000
Transfers from other funds	\$663,000

The above revenue sources are not considered certain but they are included as potential funding for a total of \$10.5 million. Stimulus and grant funds have given the Town the opportunity to move forward on major capital projects that might otherwise have to be delayed due to the economy. However, the following projects and funding source are planned for FY09-10:

Downtown sidewalk improvements	\$0.3 million	Excise tax
Shea Boulevard climbing lane	\$2.7 million	Grants and stimulus
Shea Boulevard widening	\$1.6 million	Grants and CIP funds
Saguaro Boulevard mill and overlay	\$4.5 million	Bond proceeds
Town wide sidewalks	\$0.7 million	Grants and CIP funds
Traffic signal upgrades	\$0.1 million	Development fees
Fire station	\$1.5 million	Grants and stimulus
Pavement maintenance	\$0.5 million	HURF and CIP
Drainage project	\$0.1 million	CIP
Technology upgrades	\$0.1 million	General Fund

The Town has been awarded stimulus funding through the Maricopa Association of Governments to complete a main arterial widening project that has been in design for the past few years. The Town has included several capital projects in the budget (see the Capital Projects section on page 247) that are dependent upon stimulus, grant or voter approval to proceed. If no outside sources of revenue are received, the projects will be delayed until funding is available.



Development fees are restricted and may only be spent with Council approval. Additionally, expenditures from this fund are also restricted by Ordinances 00-21 through 00-26 which state that the expenditures cannot be “appropriated for funding maintenance or repair of public facilities nor operational or personnel expenses associated with the provision of the public facility”. However, appropriations can be made by the Council for financing public facilities and public facility expenditures, and capital expenditures related to maintaining the level of service standards for existing town residents (streets).

Through the strategic planning process the Town is preparing a revised twenty-year revenue and capital improvement plan that will identify when one-time revenues will go away and facilitate the multi-year and capital improvement planning.





## COMMUNITY PROFILE

The Town of Fountain Hills is a master planned community established in 1970 by McCulloch Properties (now MCO Properties, Inc.). Prior to 1970 the area was a cattle ranch and was part of one of the largest land and cattle holdings in Arizona. The land was purchased by Robert McCulloch in the late 1960s and the community designed by Charles Wood, Jr. (designer of Disneyland in southern California).

One of the community's most valuable assets is its natural beauty. Incredible views and natural desert terrain provide for a wide range of outdoor activities including hiking, biking, boating and golf. In fact, Fountain Hills contains some of the more challenging and picturesque golf courses in the State of Arizona.

The centerpiece of Fountain Hills is our beautiful fountain; one of the world's tallest man-made fountains. It serves as a focal point for the community and attracts thousands of visitors each year.

The fountain was built in 1970 by Robert McCulloch the year before reconstruction of the London Bridge in Lake Havasu City., another of McCulloch's projects. The fountain sprays water for about 15 minutes every hour at the top of the hour. The plume rises from a concrete water-lily sculpture in the center of a large man-made lake.

The fountain, driven by three 600 horsepower (450kW) turbine pumps, sprays water at a rate of 7,000 gallons per minute through an 18-inch nozzle. With all three pumps and under ideal conditions, the fountain reaches 560 feet (170m) in height, though in normal operation only two of the pumps are used, with a fountain height of around 300 feet (91m) feet. When built, it was the world's tallest fountain and held that record for over a decade.

Fountain Hills is home to nearly 70 pieces of publicly displayed artwork throughout its downtown and at public buildings. Art is a significant part of the Town's heritage, as the eight fountains along the Avenue of the Fountains were the beginning of the public art collection.

Bronze sculptures and fountains with





themes ranging from the whimsical to the serious dot the streets and adorn the public buildings, plazas and parks. The collection also contains a wide variety of other art types and media, including paintings, stone, photography and metals. Residents and visitors are invited to wander the streets or take the “Art Walk” guided tour.

Located on 12,996 acres of land, Fountain Hills is surrounded by the 3,500-foot McDowell Mountains and Scottsdale on the west, the Fort McDowell Yavapai Nation on the east, the Salt River Pima Maricopa Indian Community on the south and the McDowell Mountain Regional Park on the north.

The elevation is 1,520 feet at the fountain, 3,000 feet on Golden Eagle Boulevard, and is 500 feet above Phoenix.

Over the past seventeen years Fountain

Hills has grown from 10,190 residents to a town of 25,995 in 2008. The Maricopa Association of Governments (MAG) estimates that the population of Fountain Hills will continue to grow to a build-out population of between 30,000 and 35,000. Although the rate of growth has slowed due to the lack of available land on which to build, the Town continues to attract residents who are building large custom homes to take advantage of the scenic vistas surrounding our mountain community.

The Town offers a wide range of living accommodations; from small condominium complexes to large custom homes. Fountain Hills also offers recreational, cultural and retirement programs that address the needs and lifestyles of active families as well as older adults.

Fountain Hills Unified School District #98 has four schools. McDowell Mountain Elementary School for Kindergarten-2nd grade, Four Peaks Elementary School for grades 3-5, Fountain Hills Middle School for grades 6-8, and Fountain Hills High School for grades 9-12. There is a Charter School, which has all grades up until high school.

The community consists of a total of 12,996 acres of property, primarily residential and open space (9,664 acres or 74%). Of the remaining land, 3,273 acres are developable, 334 acres are zoned commercial or industrial (approximately 3%) and 1,466 acres are right of way/streets (11%).

In 2006 Fountain Hills was named by Phoenix Magazine as the best place to



live and was cited as "a welcome oasis on the outskirts of a metropolis." The magazine measured the quality of life in 22 Valley communities, including a statistical analysis of each community's population, income, home price, crime rate, miles to Sky Harbor Airport, and square feet of retail. The criteria used by the magazine in this ranking are similar to the priorities established in the Town's Strategic Plan. The volunteer spirit and high level of involvement of the citizens and business representatives were highlighted.

Fountain Hills has also earned a top accolade from the magazine, Business Week. In its February, 2009 online edition, Fountain Hills was named the "Best Affordable Suburb" in all of Arizona. They evaluated suburbs on a variety of factors but weighted affordability most heavily. They also considered lifestyle (short commutes, clean air, low crime, good weather, and green space), the quality of schools, and the strength of the local economy. None of the places evaluated had populations of more than 60,000 or less than 5,000. Only one suburb per state was selected.

Based upon Certificates of Occupancy issued for new homes in 2008, it is estimated that Fountain Hills' population grew in 2008 to 25,995. This gives Fountain Hills an average of 1279.3 people per square mile, or 2.0 people per acre.

Fountain Hills' low population density is a major reason it is such a desirable place to live. Unlike other regions of



the Valley one can dine, play, and commute, without congestion.

Fountain Hills' land is currently developed at an average density of 1.6 dwelling units per acre for single family homes and 3 units per acre for multi-family housing. At the end of the year there were 1133 vacant single family lots and 63 vacant multi-family lots.

If Fountain Hills continues to develop at a similar density, the population is estimated to reach 34,324 at build-out around the year 2030.



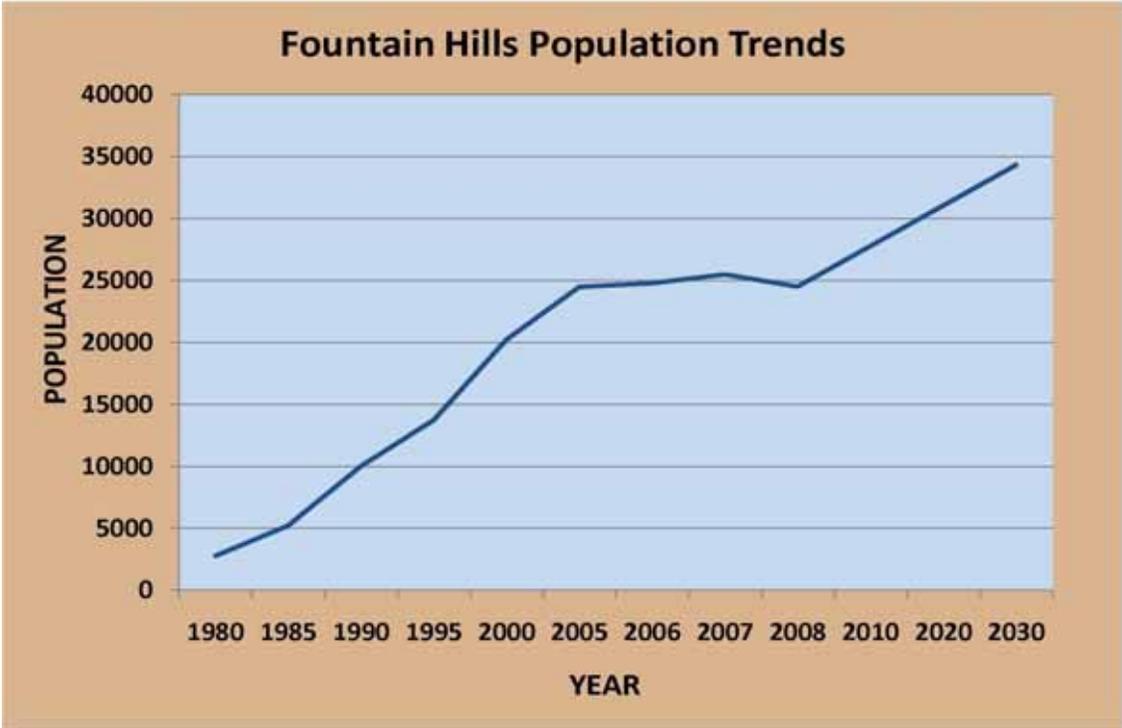
Population Trends	
Year	Fountain Hills Population
1980	2,772*
1985	5,200*
1990	10,030*
1995	13,745*
2000	20,235*
2005	24,492*
2006	24,794**
2007	25,207**
2008	25,995*
2010	27,777***
2020	31,051****
Estimated Buildout ~2030	34,324**

\* US Census/MAG

\*\*Town P & Z Dept

\*\*\*Maricopa County

\*\*\*\*MAG



## Major Employers

Employer	Product/Service
Fountain Hills Unified School District	Education
Safeway Food Stores	Grocery Store
MCO Properties, Inc	Property Development
Bashas' Foods	Grocery Store
Sun Ridge Canyon Golf Course	Golf Course Mgmt
Town of Fountain Hills	Government
Golf International	Golf Course Mgmt
Eagle Mountain Golf Course	Golf Course Mgmt
Gaming Center of Ft McDowell Yavapi	Gaming

## Major Taxpayer Assessed Valuation

Taxpayer	Type of Company	Secondary Assessed Value
EN LLC	Residential Dev	5,597,517
Inland Western FH Four Peaks	Com Prop Mgmt	4,425,216
WSL Fountain View Investors	Senior Living	3,301,427
Pacific FH Resort	Resort Mgmt	2,680,400
J & R Holdings XX LLC	Holding Company	2,524,543
Target Corporation	Retail	2,442,337
Adero Canyon LLC	Residential Dev	2,343,520
Sun Tech Development LLC	Land Development	2,299,593
Bashas Inc	Grocery	2,291,823
Fountain Hills AZ Dev LLLP	Condominium Dev	1,891,750
Fountain Hills Hotel Dev LLC	Hotel development	1,866,557
Smith's Food & Drug Centers	Grocery	1,862,343



## Population By Gender and Age

	Population	Percent
<b>Male</b>	11,832	48.3%
<b>Female</b>	12,667	51.7%
<b>Under 5</b>	1,131	4.6%
<b>5 - 9 Year</b>	1,244	5.1%
<b>10 - 14 Years</b>	1,236	5.1%
<b>15 - 19 Years</b>	1,561	6.4%
<b>20 - 24 Years</b>	874	3.6%
<b>25 - 34 Years</b>	2,096	8.6%
<b>35 - 44 Years</b>	2,809	11.5%
<b>45 - 54 Years</b>	4,220	17.2%
<b>55 - 59 Years</b>	2,589	10.6%
<b>60 - 64 Years</b>	2,031	8.3%
<b>65 - 74 Years</b>	2,583	10.5%
<b>75 - 84 Years</b>	1,607	6.6%
<b>85+ Years</b>	518	2.1%

## Income Per Household

Income	No. of Households	No. of Families
<b>Under \$15,000</b>	561	167
<b>\$15,000 - \$24,999</b>	666	287
<b>\$25,000 - \$34,999</b>	822	453
<b>\$35,000 - \$49,999</b>	1,510	927
<b>\$50,000 - \$74,999</b>	2,264	1,642
<b>\$75,000 - \$99,999</b>	1,680	1,484
<b>\$100,000 - \$149,999</b>	1,812	1,639
<b>\$150,000 - \$249,000</b>	967	917
<b>\$250,000 - \$499,999</b>	259	226
<b>\$500,000+</b>	78	60





**Jay Schlum** was elected Mayor of Fountain Hills in May, 2008 and is currently serving in his first full term. He moved to Fountain Hills 27 years ago when his family relocated from Michigan. There was no High School in town at that time so he attended Coronado High School in Scottsdale. After graduation he attended Northern Arizona University where he studied Business Management and Public Speaking.

After college, he returned to Fountain Hills and is currently employed by Qwest Communications where he manages business development for the company.

Jay has been very active in the Fountain Hills community. He served as a Fountain Hills Planning and Zoning Commissioner, PTA vice president and is actively involved with the local Community Theater. Jay volunteers and performs in productions. He has also served on the advisory committee for the Boys and Girls Club of Fountain Hills.

Presently, Jay is a coach with the Fountain Hills Little League. Jay and his wife, Denise, have two school age children, Carly and Timothy.



Originally from Massachusetts, **Henry Leger** moved to Arizona in 1970 to attend the University of Arizona. Henry and his wife, Janet, were attracted to Fountain Hills because of its natural beauty, small town character and because it is a safe place to live and raise a family. Henry holds a Master's Degree in Educational Psychology from the University of Arizona and has worked as a professional in the field of leadership and organizational development for the past 25 years. Throughout his career, he has held a number of leadership positions in education and government and has worked as an internal consultant for several Fortune 500 companies.

As a long time resident, Henry immersed himself into Fountain Hills society by volunteering much of his time on community activities and initiatives. He has been very active in his neighborhood property owners' association serving as a board member, treasurer and member of the association's Committee of Architecture.

Henry served as President and Vice President of the Church Council at Shepherd of the Hills Lutheran Church in Fountain Hills and has been involved in his children's education as a teacher's aide and parent volunteer. Henry served as a member of the Technical Advisory Committee, Co-chair of the Youth Visioning Institute, and member of the survey team for the town's citizen-driven strategic planning initiative



**Mike Archambault** moved to Fountain Hills in January 1972 from Columbus, Ohio, and was among the first ten families to live here. Mike worked with his father under the company name of Archie's Construction. In 1981, he started Fountain Hills Wood Whims, Inc., a custom cabinet shop that currently employs fifteen craftspeople.

As a tireless volunteer, Mike ran the annual "Secret Santa" program, bringing toys and smiles to children and food donations to needy families in Fountain Hills and the Fort McDowell Yavapai Nation for thirteen years. He served as a Cub Scout and Boy Scout leader for eleven years and was inducted into the Order of the Arrow. He served on the Building Committee of the Church of the Ascension, helped construct the original Town Library, and was heavily involved in building the Sunset Kiwanis Building in Kiwanis Park. One of Mike's recent projects used volunteers and many donations to construct the Veterans Memorial, a 12,000 square-foot plaza in Fountain Park. It memorializes those who serve and those who have made the ultimate

sacrifice.

Mike served as president of the Fountain Hills Youth Association and as a leader in the Order of the Arrow ceremonial teams. He is a long-term member of the Sunset Kiwanis. He continues to support the Fountain Hills Band, Fountain Hills High School, the Helping Hands food bank, and the Town's Concerts in the Park program

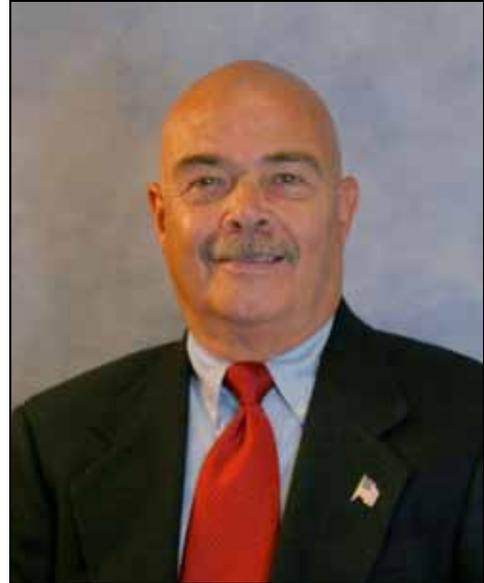


**Dennis Contino** is a long-time Fountain Hills resident. Dennis and his wife, Renee, chose Fountain Hills for its safe, beautiful environment in which to raise and school their four children.

Dennis has a BA in Business Administration and has owned and managed businesses during his career. He ran the local food bank for 19 years. He has belonged and been very active in local organizations including Kiwanis and Rotary.

Dennis was a founding member of the Public Safety Commission in Fountain Hills. Previously, he chaired Maricopa County CDAC for community development funding.

Dennis' passion and love for Fountain Hills comes through with any conversation and throughout his campaign. Dennis encourages conversation and ideas from residents. He actively rides his scooter around town stopping to speak with residents and business owners



**Ginny Dickey** was elected to her first term on the Town Council during the Primary Election on March 14, 2006. Because she received the highest number of votes, the Town Council unanimously appointed her to fill an existing vacancy on the Council for the remainder of that term ending May 31, 2006.

A resident of Fountain Hills since 1983, Ginny was elected and served on the Fountain Hills Unified School District Board from 1994 to 2002, twice as President. A Charter Member of the Fountain Hills Cultural Council Board for seven years, Ginny also served nine years on the Fountain Hills Community Theater Board. She is a member of Metropolitan Business and Professional Women, the American Association of University Women, Scottsdale Branch, the League of Conservation Voters and the Sierra Club. She participated in all of the Fountain Hills Town Hall planning sessions, starting in 1984.

Ginny works as a Legislative Liaison for the Arizona Department of Environmental Quality. She previously was on the staff of the Arizona State Senate and has been a bookkeeper and substitute teacher. Born and raised in New York, she lived in Vermont and New Hampshire before following her parents and family members to Fountain Hills. She has a Bachelor of Science degree in Mathematics from Boston's Tufts University.

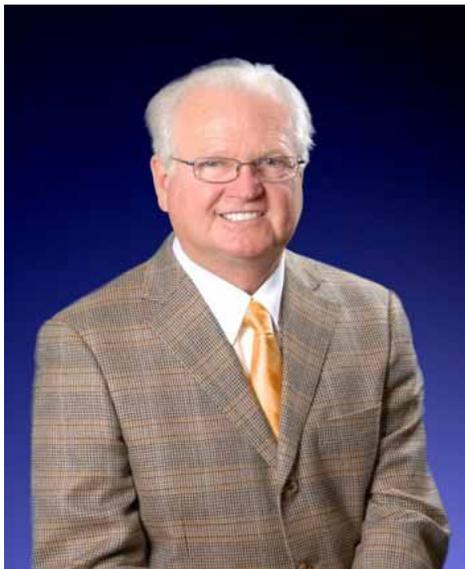


**Cassie Hansen** moved to Arizona from Aurora, Illinois in 1977, and spent the summer living in a spec home built by her parents in Fountain Hills.

In 1980, she met husband Bruce in Phoenix where they began their telecommunications business in 1983. Moving to Fountain Hills in 1989, they worked on the successful incorporation effort. Appointed by the interim council to serve as Town Clerk, Hansen became the first Town employee.

Serving as Town Clerk and Director of Administration for thirteen years, her areas of responsibility included human resources, facilities, finance, IT, and administrative support. She was the liaison with many community groups including the design and construction of the library/museum and community center, and the re-location of the Senior Center to Building C of the old Town Hall complex.

Cassie has been an ongoing participant in the community since 1989 having actively supported and/or participated in the Civic Association, the Community Chorus, the Arts Council and Public Art Committee, the Fountain Hills Community Theater, the Chamber Players, Sunridge Foundation, Fountain Hills Chamber of Commerce (1998 Business Person of the Year), Fountain Lake Republican Women's Club, the Fountain Hills Republican Club, the Library Association, the Historical Society (2004 First Hall of Fame), Boys & Girls Club, Cattleguard, PTO, and mentor/director of various third grade musical programs.



**Dennis Brown** was President of the Fountain Hills Licensed Contractors Association for five years from 2002 through 2007.

In 2002, a Planning and Zoning Commission seat became available. He was appointed to serve on the Commission and served for more than seven years, four of which were as Chair of the Commission.

During his seven year tenure on the Planning and Zoning Commission, the commission rewrote the Town's sign ordinance, passed the Saguaro protection ordinance, and wrote the Commercial Architectural Guidelines.

Councilmember Brown and his wife have supported Little League baseball and football, the Fountain Hills Community Theater, Movies in the Park, and numerous other local organizations.

They have two sons and one daughter who have given them five – count them five – granddaughters.



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## Elected Officials Terms of Office

### Mayor Jay Schlum

Term of Office: Mayor: June 2008 - May 2010  
Councilmember: June 2004 - May 2008

### Mike Archambault

Term of Office: First term: June 2002 - May 2006  
Second term: June 2006 - May 2010

### Ginny Dickey

Term of Office: Partial term: April - May 2006  
First term: June 2006 - May 2010

### Henry Leger

Term of Office: First term: June 2006 - May 2010

### Dennis Brown

Term of Office: First term: June 2009 - May 2012

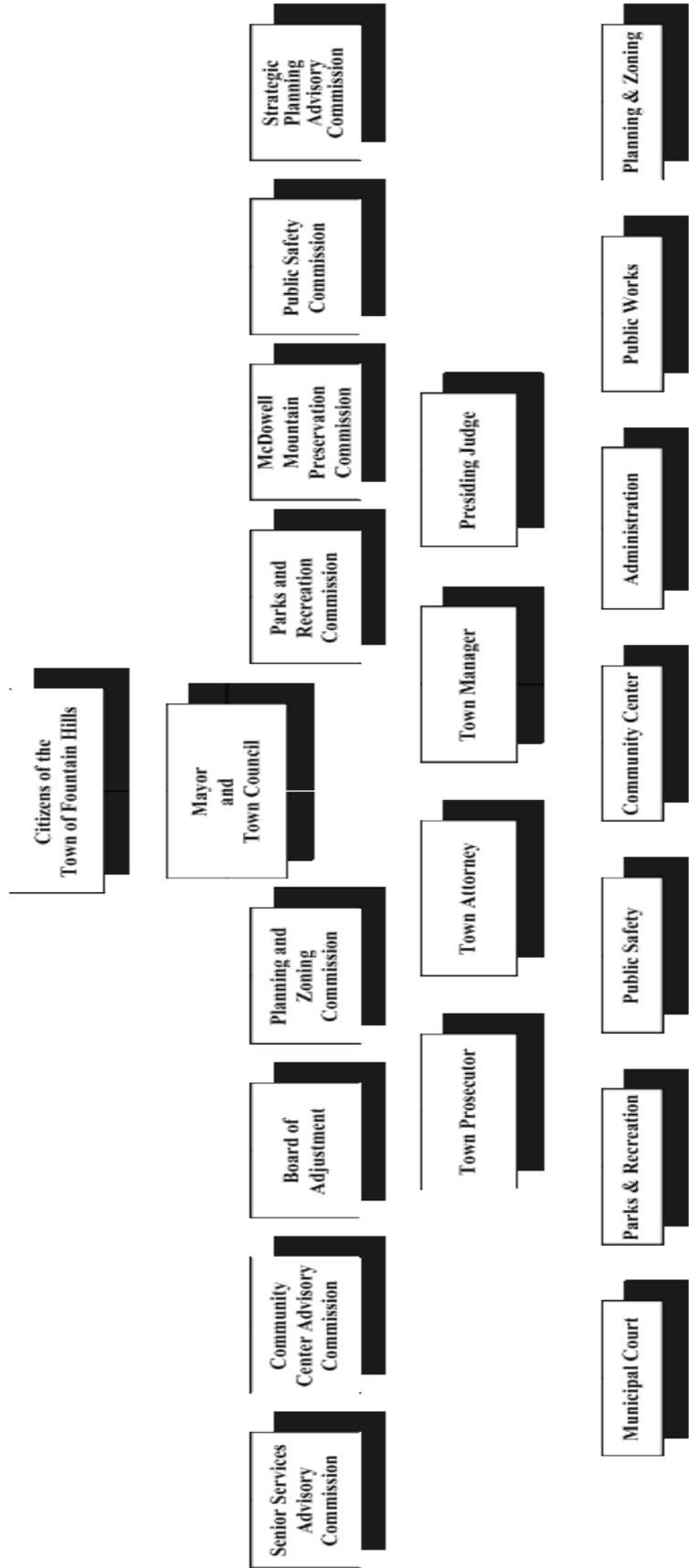
### Cassie Hansen

Term of Office: First term: June 2008 - May 2012

### Dennis Contino

Term of Office: First term: June 2008 - May 2012





## Fund Structure

The accounts of the Town are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. Operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures. Town resources are allocated to and accounted for in individual funds based on the purposes for which they are to be spent and the means by which spending activities are controlled. The Town of Fountain Hills appropriates all funds in its budget process.

**The General Fund (Fund 100)** is the primary operating fund of the Town. It exists to account for the financing of services traditionally associated with local government. These services include police and fire protection, public works, parks and recreation, planning and zoning, building safety, code enforcement, general administration, and any other activity for which a special fund has not been created.

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The Town maintains the following five (5) Special Revenue Funds: Highway Users (HURF), Court Enhancement, Special Programs and Grants, Development Fees, Excise Tax.

**The Highway User Revenue Fund (HURF) (Fund 200)** is funded by State Shared Revenues. The State of Arizona taxes motor fuels and collects a variety of fees and charges relating to the registration and operation of motor vehicles. These revenues are de-

posited in the Arizona Highway User Revenue Fund (HURF) and are then distributed to the cities, towns and counties and to the State Highway Fund. This fund may only be used for street and highway purposes.

**The Excise Tax Fund (Fund 300)** is a restricted fund which may only be used for Economic Development, and the repayment of Civic Center and Mountain Bonds. Revenue for this fund comes from .4% of Local Sales Tax collections that have been dedicated for this purpose.

**The Special Revenue Fund (Fund 400)** is restricted by the terms of the individual Grants or Program funds received. An example of this would be LTAF II. Local Transportation Assistance Fund II is distributed by the State of Arizona based on population. This revenue source supports transit uses only and has been funded solely by Powerball earnings since 2003.

**The Public Art Fund (Fund 410)** is funded by Developer In-Lieu contributions and public donations.

**The Court Enhancement Fund (Fund 420)** is a restricted fund which may only be used to enhance the technological, operational and security capabilities of the Fountain Hills Municipal Court and to support the operation of the collection program. Revenues are derived from Court Fees and Bond Forfeitures.

**The Debt Service Funds** are established for the payment of principal and interest on bonded indebtedness. Revenues are derived from a secondary property tax levy, pledged excise



taxes, municipal property lease payments and shared revenues. Debt Service funds include:

**Revenue Bond Debt Service  
(Fund 500)**

**General Obligation Debt Service  
(Fund 510)**

**Eagle Mountain CFD Debt Service  
(Fund 520)**

**Municipal Property Corporation  
Debt Service (Fund 530)**

**The Capital Projects Fund (Fund 600)** is established to account for the purchase and/or construction of major capital items, including facilities, heavy equipment, technology, open space, park improvements and major road improvements. The Capital Projects Fund revenues are derived from Development Fees, Grants, excess General Fund revenues and 85% of the construction related local sales tax.

**The Development Fee Funds (Funds 710-770)** are restricted funds which may only be used for the planning, design and construction of public facilities serving the needs of the new development from which it was collected. The Town is required to develop an Infrastructure Improvement Plan that identifies each public improvement that is proposed to be the subject of a development fee. This IIP is incorporated as part of the Town's Capital Improvement Plan (CIP). The Development Fees must be expended within six (6) years of collection or refunded to the taxpayer.

**Budgetary and Accounting Basis**

The budget is prepared on a modified accrual basis of accounting for all fund types. This means that expenditures are recorded when the related fund liability is incurred, and revenues are recognized only when they are measurable and available. In all cases, when goods and services are not received by year-end, the encumbrances lapse. It also means certain transactions are recognized in the budget on a basis other than Generally Accepted Accounting Principles (GAAP), which is the basis used to prepare the Town's Comprehensive Annual Financial Report (CAFR). The major differences between the budgetary and GAAP basis are:

Certain revenues, expenditures and transfers are not included on a budget basis, but are accrued and reported on a GAAP basis. For example, increases or decreases in compensated absences are not reported for budget purposes, but are presented as revenues or expenditures on a GAAP basis.

Depreciation is not budgeted as an expenditure in budgetary accounting.

Capital outlays are an expenditure in budgetary accounting and an asset in GAAP.

Certain debt service principal and interest payments are accounted for as expenses in the General Fund for budget basis purposes, but are reported as expenses in the Debt Service Fund on the GAAP basis.

All actual amounts in the budget document are shown on the budgetary basis to facilitate meaningful comparisons.



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## **Operating and Capital Budget Relationship**

Included within the annual budget is a Capital Improvement Project Plan presented on a budget basis. Capital project budget funding sources are matched with budgeted expenditures. Governmental accounting procedures require adequate budget to pay for an entire contract to be available and appropriated in the period in which a contract is entered; therefore, expenditures are presented on a budget basis as opposed to cash flow basis.

For example, a 180 day construction contract entered into in May of fiscal year one would have cash expenditures from May of fiscal year one through October of fiscal year two, however, the entire budget for this contract must be appropriated in fiscal year one, the year in which the contract was entered; any unspent funds at fiscal year-end are carried forward and budgeted again in year two.

## **Reserves**

In May 2003, the Town Council adopted a formal fund balance policy appropriating funds as designated reserves for future capital expenditures, a contingency fund for unanticipated expenditures and/or revenue shortfalls, and an undesignated reserve fund. An important component of the reserve funds is an amount set aside that is not available for appropriation but will be maintained at a level that will satisfy the public and financial community regarding the fiscal stability of the Town, referred to as undesignated reserves. The undesignated

unreserved fund balance is presented as a separate fund, the Rainy Day Fund. The newly reclassified Rainy Day Fund has been included in the FY09-10 budget as a contingency in the event of a severe revenue shortfall caused by a loss of revenue source. An expenditure contingency \$150,000 is included in the General Fund under non-departmental for minor unforeseen expenditures.



## Town of Fountain Hills Financial Policies

The principles of sound financial management establish the framework for overall fiscal planning and management. The principles set forth guidelines for both current activities and long range planning. Following these principles will enhance the Town's financial health as well as its image and credibility with its citizens, the public in general, bond rating agencies and investors. The policies will be reviewed annually to assure the highest standards of fiscal management. Policy changes will be needed as the Town continues to grow and becomes more diverse and complex in the services it provides, as well as the organization under which it operates to provide these services to its citizens. The Town Manager and staff have the primary role of reviewing and providing guidance in the financial area to the Town Council.

The overall financial goals underlying these principles are:

**Fiscal Conservatism:** to ensure that the Town is at all times in a solid financial condition, defined as:

Cash solvency – the ability to pay bills

Budgetary solvency – the ability to balance the budget

Long run solvency – the ability to pay future costs

Service level solvency – the ability to provide needed and desired services adhering to the highest accounting and management practices as set by the Government Finance Officers' Association standards for financial reporting and budgeting, by the Governmental Standards Board and other professional

standards.

One time capital costs are paid for with one time revenues.

To maintain an Aa3 or better bond rating in the financial community to assure the Town taxpayers that the Town government is well managed and financially sound.

To have the ability to withstand local and regional economic fluctuations, to adjust to changes in the service requirements of our community, and to respond to changes in Federal and State priorities and funding as they affect the Town's residents.

To deliver quality services in an affordable, efficient and cost-effective basis providing full value for each tax dollar.

### Fund Balance Policy

Fund balance is defined as the cumulative difference of all revenues and expenditures, also considered the difference between fund assets and fund liabilities, known as fund equity. Fund balance is an important indicator of the Town's financial position and adequate reserves must be maintained to allow the Town to continue providing services to the community during periods of economic downturns and/or unexpected emergencies or requirements.

The level of Fund Balance is related to the degree of uncertainty that the Town faces. A prudent level of financial resources is necessary to protect against the need to reduce service levels or raise taxes and fees due to temporary revenue shortfalls or unpre-



dicted one-time expenditures. With the Town dependency upon State Shared Income and State Sales Tax revenues for one third of the General Fund budget, there is increased opportunity for fluctuation. Additionally, a significant portion of Town revenue is received from sales taxes – both state shared and local - which are sensitive to fluctuations in the economy. Therefore, the level of reserves needs to be sufficient to ensure stability in on-going government operations during a slow-down in the economy or legislative changes to the revenue sharing formula.

Other objectives that influence the size of the fund balance are:

Preserving or improving the Aa3 bond rating

Maintaining a positive trend to historical fund balances

Maintaining a rating equal to or better than surrounding communities

Maintaining ratios consistent with desired outcomes of ten key ratios of financial condition .

### **General Fund Balance**

The Town fund balance consists of three (3) components, defined below. In order to satisfy the objective of maintaining a bond rating equal to or better than surrounding peer communities a fund balance of at least 30% of revenues is recommended. The three components added together will help achieve the 30% Guidelines:

In order to achieve the objectives of this

policy, and to maintain sufficient working capital and a comfortable margin of safety to address emergencies and unexpected declines in revenue without borrowing, the following guidelines shall be adhered to by the Town Manager, staff and Town Council goal.

#### Undesignated unreserved fund balance

– designated for unanticipated expenditure or loss of revenue, the Town of Fountain Hills' undesignated unreserved fund balance in the General Fund at the end of any fiscal year will be equal to no less than 30 days of annual operating expenditures for the upcoming fiscal year. This contingency will provide for the temporary financing of an unforeseen nature for that year. Expenditures for these emergency or unforeseen appropriations can only be undertaken with Town Manager approval and only if funds are not available in the department requesting the contingency funding. Expenditures exceeding \$20,000 will require Council approval. This contingency will expire at the end of each fiscal year and any unused balance will be included with the funds available for appropriation in the following fiscal year.

Designated unreserved fund – the Town will maintain a designated unreserved fund balance in the General Fund of a minimum ten percent (10%) of the average actual General Fund revenues for the preceding five fiscal years. These reserves will be designated for “pay-as-you-go” capital replacement expenditures, equipment replacement, capital projects, prepay



existing Town debt, or any other expenditure that is non-recurring in nature. The 10% is the minimum and is based on the Property and Equipment Replacement Schedule, which may be increased to accelerate accumulation funds for a large capital expenditure. To the extent these reserves are expended, additional funds necessary to restore this additional ten percent (10%) amount will be provided in at least approximately equal contributions during the five fiscal years following the fiscal year in which the event occurred. The designated General Fund Balance can only be authorized for expenditure upon recommendation of the Town Manager and vote of the Town Council.

Reserved Fund Balance – the Town will maintain a reserved fund balance in the General Fund of 20% of the average actual General Fund revenues for the preceding five fiscal years, indicating stable fiscal policies. The maintenance of this fiscal balance is a particularly important factor considered by credit rating agencies in their evaluation of the credit worthiness of the Town. It is of primary importance that the Town's credit rating be protected.

During the annual budget process the Town Manager will estimate the surplus or deficit for the current year and prepare a projection of the year-end undesignated general fund balance. Such projection will include an analysis of trends in fund balance levels on an historical and future projection basis.

Funds in excess of the fund balance goal will be retained in the undesignated un-

reserved General Fund Balance, and may be considered to supplement "pay as you go" capital outlay expenditures, or may be used to prepay existing Town debt. These funds may not be used to establish or support costs that are recurring in nature.

The undesignated unreserved, designated unreserved and reserved fund balance will be established each fiscal year during the budget process depending on planned expenditures but cannot exceed accumulated revenues. This policy will be reviewed by the Town Manager every three years following adoption or sooner at the direction of the Town Council.

### **Special Revenue Funds**

The Highway User Revenue Fund (HURF) is a restricted fund and depends upon State Shared Revenues for over 90% of annual revenues. This fund may only be used for street and highway purposes. The combined undesignated unreserved, designated unreserved and reserved Fund Balance will be based on the minimum requirement as specified in the Property and Equipment Replacement Schedule. The schedule will be reviewed on an annual basis to determine the required amount to be set aside as designated unreserved

### **Financial Planning**

Fiscal planning refers to the process of identifying resources and allocating those resources among competing purposes. The primary vehicle for this planning is the preparation, monitoring



and analysis of the Town's budget. It is increasingly important to monitor the performance of the programs competing to receive funding.

The Town Manager shall submit to the Town Council a proposed annual budget, with their recommendations, and shall execute the budget as finally adopted, pursuant to Section 15.1-602 of the Arizona Revised Statutes, as amended. The Town will budget revenues and expenditures on the basis of a fiscal year which begins July 1 and ends on the following June 30. The Town Council will adopt the budget no later than June 30.

The Town will prepare a budget in accordance with the guidelines established by the Government Finance Officers Association in its Distinguished Budget Award Program. The proposed budget will contain the following:

Revenue estimates by major category, by major fund;

Expenditure estimates by department levels and major expenditure category, by major fund;

Estimated fund balance by major fund;

Debt service by issue detailing principal and interest amounts by fund;

Proposed personnel staffing levels;

A detailed schedule of capital projects, including a capital improvement program;

Any additional information, data, or analysis requested of management by the Town Council.

The operating budget will be based on the principle that current operating expenditures, including debt service, will be funded with current revenues creating a balanced budget. The Town will not balance the current budget at the expense of meeting future years' expenditures; for example accruing future years' revenues or rolling over short-term debt to avoid planned debt retirement.

Ongoing operating costs should be supported by ongoing, stable revenue sources. This protects the Town from fluctuating service levels, and avoids crises when one-time revenues are reduced or removed. Revenues from growth or development should be targeted to costs related to development, or invested in improvements that will benefit future residents or make future service provision efficient.

The Town Manager will provide an estimate of the Town's revenues annually for each fiscal year. The estimates of special (grant, excise tax, etc.) revenues and interfund transfers will also be provided by the Town Manager.

The budget will fully appropriate the resources needed for authorized regular staffing. At no time shall the number of regular full-time employees on the payroll exceed the total number of full-time positions authorized by the Town Council. All personnel actions shall be in conformance with applicable federal and state law and all Town ordinances and policies.

The Town Manager shall provide annually a budget preparation schedule out-



lining the preparation timelines for the proposed budget. Budget packages for the preparation of the budget, including forms and instructions, shall be distributed to Town departments in a timely manner for the department's completion. Department Directors shall prepare and return their budget proposals to the Administration Department, as required in the budget preparation schedule.

Performance measurement indicators will be integrated into the budget process as appropriate.

Alternatives for improving the efficiency and effectiveness of the Town's programs and the productivity of its employees will be considered during the budget process. Duplication of services and inefficiency in service delivery should be eliminated wherever they are identified.

Department Directors are required to monitor revenues and control expenditures to prevent exceeding their total departmental expenditure budget. It is the responsibility of these department directors to immediately notify the Town Manager of any exceptional circumstances that could result in a departmental expenditure budget to be exceeded.

A quarterly report on the status of the General Fund budget and trends will be prepared within 60 days of the end of each quarter by the Administration Department. In addition, the quarterly report shall include revenue and expenditure projections through the end of the fiscal year.

If a deficit is projected during any fiscal year, the Town will take steps to reduce expenditures, increase revenues or, if a deficit is caused by an emergency, consider using the undesignated unreserved General Fund Balance, to the extent necessary to ensure a balanced budget at the close of the fiscal year. The Town Manager may institute a cessation during the fiscal year on hirings, promotions, transfers, and capital equipment purchases. Such action will not be taken arbitrarily and without knowledge and support of the Town Council.

### **Expenditure Control**

Management must ensure compliance with the legally adopted budget. In addition, purchases and expenditures must comply with legal requirements.

Expenditures will be controlled by an annual budget at the departmental level. The Town Council shall adopt appropriations through the budget process. Written procedures will be maintained for administrative approval and processing of certain budget transfers within funds.

The Town will maintain a purchasing system that provides needed materials in a timely manner to avoid interruptions in the delivery of services. All purchases shall be made in accordance with the Town's purchasing policies, guidelines and procedures and applicable state and federal laws. The Town will endeavor to obtain supplies, equipment and services as economically as possible.



Expenditures will be controlled through appropriate internal controls and procedures in processing invoices for payment.

The Town shall pay applicable contractor invoices in accordance with the requirements of Arizona Revised Statutes 34-221.

The State of Arizona sets a limit on the expenditures of local jurisdictions. The Town will comply with these expenditure limitations and will submit an audited expenditure limitation report, audited financial statements, and audited reconciliation report as defined by the Uniform Expenditure Reporting System (A.R.S. Section 41-1279.07) to the State Auditor General each year.

Assets will be capitalized at \$10,000 and will be recorded in the Town of Fountain Hills Summary of General Fixed Assets

### **Revenues and Collections**

All government employees are considered stewards of public funds. In order to provide funding for service delivery, the Town must have reliable revenue sources. These diverse revenues must be collected equitably, timely, and efficiently.

The Town's goal is a General Fund revenue base that is equally balanced between sales taxes, state shared revenues, property tax, service fees and other revenue sources.

The Town will strive for a diversified and stable revenue base to shelter it from economic changes or short-term fluctua-

tions and in any one revenue source by doing the following:

Establishing new charges and fees as needed and as permitted by law at reasonable levels.

Pursuing legislative change, when necessary, to permit changes or establishment of user charges and fees.

Aggressively collecting all revenues, late penalties, outstanding taxes owed and related interest as authorized by the Arizona Revised Statutes.

The Town will monitor all taxes to insure they are equitably administered and collections are timely and accurate. Fees and charges should be based on benefits and/or privileges granted by the Town, or based on costs of a particular service.

The Town should pursue intergovernmental aid for those programs and activities that address a recognized need and are consistent with the Town's long-range objectives. Any decision to pursue intergovernmental aid should include the consideration of the following:

Present and future funding requirements.

Cost of administering the funds.

Costs associated with special conditions or regulations attached to the grant award.

The Town will attempt to recover all allowable costs--both direct and indirect--associated with the administration and implementation of programs funded through intergovernmental aid. In the case of the School District, the Town may determine to recover less



than full cost of services provided. In the case of State and Federally mandated programs, the Town will attempt to obtain full funding for the service from the governmental entity requiring the service be provided. Allowable costs will be determined based upon a "Cost Allocation Study" prepared periodically.

Local sales tax revenues are derived from several sources with a significant portion from construction related activity. To ensure that the revenues from growth or development are targeted to costs related to development, or invested in improvements that will benefit future residents or make future service provision efficient the Town will designate 85% of those one-time revenues to the Capital Projects Fund. At the end of each fiscal year these revenues will be transferred from the General Fund to the Capital Projects Fund for future appropriation.

### **User Fees Cost Recovery**

User fees and charges are payments for voluntarily purchased, publicly provided services that benefit specific individuals. The Town relies on user fees and charges to supplement other revenue sources in order to provide public services.

The Town may establish user fees and charges for certain services provided to users receiving a specific benefit.

User fees and charges will be established to recover as much as possible the direct and indirect costs of the program or service, unless the percentage of full cost recovery has been mandated

by specific action of the Town Council. It is recognized that occasionally competing policy objectives may result in reduced user fees and charges that recover a smaller portion of service costs.

Periodically, the Town will recalculate the full costs of activities supported by user fees to identify the impact of inflation and other attendant costs.

### **Debt Policy**

The purpose of this debt policy is to provide for the preservation and enhancement of the Town's bond ratings, the maintenance of adequate debt service reserves, compliance with debt instrument covenants and provisions and required disclosures to investors, underwriters and rating agencies. The overall debt management policy of the Town of Fountain Hills is to ensure that financial resources are adequate in any general economic situation to not preclude the Town's ability to pay its debt when due.

These policies are meant to supplement the legal framework of public debt laws provided by the Arizona Constitution, State Statutes, Federal tax laws and the Town's current bond resolutions and covenants. The Arizona Constitution limits a city or town's bonded debt capacity (outstanding principal) to certain percentages of the Town's secondary assessed valuation by the type of project to be constructed. There is a limit of 20% of secondary assessed valuation for projects involving water, sewer, artificial lighting, parks, open space, and rec-



reational facility improvements. There is a limit of 6% of secondary assessed valuation for any other general-purpose project.

### **General**

The Town will use current revenues to pay for short-term capital projects, repair and maintenance items and will reserve long-term debt for capital improvements with useful lives of ten (10) years or more. The Town will not use long-term debt to fund current governmental operations and will manage its cash in a fashion that will prevent any borrowing to meet working capital needs. However, exclusive reliance upon pay-as-you-go funds for capital improvements requires existing residents to pay for improvements that will benefit new residents who relocate to the area after the expenditure is made. Financing capital projects with debt provides for an "intergenerational equity", as the actual users of the capital asset pay for its cost over time, rather than one group of users paying in advance for the costs of the asset. Where there is a benefit to all future residents, debt financing should be given consideration.

To increase its reliance on current revenue to finance its capital improvements, and promote a "pay-as-you-go" philosophy, the Town will appropriate each year a percentage of current revenues to maintain a minimum 10% of average actual General Fund revenues for the preceding five fiscal years in the Designated Unreserved Fund

### **Capital Improvement Plan**

As part of the budget process each year the Town will prepare a capital spending plan that provides a detailed summary of specific capital projects for the five fiscal years subsequent to the fiscal year presented. The plan will include the name of the project, project schedule, capital cost by fiscal year and a recommended specific funding source. The five-year capital improvement plan will be developed within the constraints of the Town's ability to finance the plan.

The Town Manager and Department Directors will develop formal ranking criteria that will be used in the evaluation of all capital projects. The program ranking criteria will give greatest weight to those projects which protect the health and safety of its citizens. Pay-as-you-go project financing shall be given the highest priority. Capital improvements that must rely upon debt financing shall be accorded a lower priority and projects with a useful life of less than five years shall not be eligible for inclusion in bond issues.

Lease purchase financing shall be discouraged and only be undertaken when the project is considered essential to the efficient operation of the Town or to remove expenditures that would exceed the State imposed expenditure limitation. The Town Manager or designee shall determine that pay-as-you-go expenditures do not cause the state imposed expenditure limitation to be exceeded in any fiscal year.

All capital project requests will be accompanied by a description of the



sources of funding to cover project costs. Where borrowing is recommended, a dedicated source of funds to cover debt service requirements must be identified. All capital project requests will be required to identify any impact the project may have on future operating costs of the Town. The Town will seek grants to finance capital improvements and will favor those projects which are likely to receive grant money.

All capital project appropriations and amendments to the capital improvement plan must be approved by the Town Council.

The capital plan will include all equipment and facilities with a useful life of greater than ten years and a cost greater than \$50,000. Debt financing shall not exceed the useful life of the infrastructure improvement or asset.

### **Financing Alternatives**

Financing alternatives are listed below but are not limited to:

Grants

Developer Contributions

General Obligation Bond – requires voter approval, supported by an ad valorem (property) tax

Revenue Bonds – repaid with revenue stream (HURF, revenue generated by project)

Municipal Property Corporation Bonds – repaid with a dedicated revenue source

CFD or Special District Bonds – supported by an ad valorem property tax

Capital Leases – repaid within operating budget

Commercial Paper (CP) or Bond Anticipation Notes (BAN) with terms less than two years

Town Debt Service costs (GO, Revenue Bonds, MPC, Leases) shall not exceed 20% of the Town's operating revenue in order to control fixed costs and ensure expenditure flexibility. Improvement District (ID), Community Facility District (CFD) and Special District debt service is not included in this calculation because it is paid by district property owners and is not an obligation of the general citizenry. Separate criteria have been established and included within the Town's CFD policy.

In accordance with requirements of the State of Arizona Constitution, total bonded debt will not exceed the 20% limitation and 6% limitation of the total secondary assessed valuation of taxable property in the Town.

The Town shall comply with all U.S. Internal Revenue Service arbitrage rebate requirements for bonded indebtedness.

Where applicable, the Town will structure General Obligation bond issues to create level debt service payments over the life of the issue. The goal will be to strive for a debt repayment schedule to be no more than fifteen (15) years; at no time will the debt exceed twenty-five (25) years.

Refunding bonds will be measured against a standard of the net present value debt service savings exceeding 3% of the principal amount of the bonds being refunded, or if savings exceed \$750,000, or for the purposes of



modifying restrictive covenants or to modify the existing debt structure to the benefit of the Town. Refinancings undertaken for other reasons should proceed only when the advantages have been clearly shown in a cost/benefit analysis of the transaction.

The Town will seek to maintain and, if possible, improve the current bond rating in order to minimize borrowing costs and preserve access to credit.

An analysis showing how a new issue combined with current debt impacts the Town's debt capacity and conformance with Town debt policies will accompany every future bond issue proposal. The debt capacity analysis should reflect a positive trend and include:

Percent of debt outstanding as a percent of the legal debt limit

Measures of the tax and revenue base  
Evaluation of trends relating to expenditures and fund balance

Debt service as a percentage of assessed valuation

Measures of debt burden on the community

Tax-exempt market factors affecting interest costs

Debt ratios

Municipal Property Corporation and contractual debt, which is non-voter approved, will be utilized only when a dedicated revenue source (e.g. excise taxes) can be identified to pay debt service expenses. The project to be financed will generate net positive revenues (i.e., the additional revenues generated by the project will be greater than the debt service requirements).

The Town's privilege tax to debt service goal will be a ratio of at least 3.5:1 to ensure the Town's ability to pay for long term debt from this elastic revenue source.

### **Issuance of Obligations**

The Town shall select the underwriter and the paying agent/registrar for each debt issuance based on competitive bid. The underwriter must be a firm domiciled in Arizona with an office in the Phoenix area and a record of prior working relationships.

The request for proposals process will be designed to select the service providers that offer the Town the best combination of expertise and price. The Town is not required to select the firm offering the lowest price, but a report must be prepared by the Town Manager providing justification to the Town Council for a recommendation when other than the lowest bidder is chosen. The review of all proposals submitted shall be the responsibility of the Town Manager.

The Town of Fountain Hills will use competitive sales as the primary means of selling new General Obligation or Revenue bonds that are repaid through ad valorem (property) taxes. Negotiated sales will be permitted for all other debt issues when it is expected to result in a lower true interest cost than would a competitive sale of that same date and structure or there is evidence of volatile market conditions, complex security features, or another overriding factor.

The Town Manager or designee and



Town Attorney will coordinate their activities to ensure that all securities are issued in the most efficient and cost-effective manner and in compliance with the Town's governing statutes and regulations. The Manager and the Town Attorney shall consult and jointly select the bond counsel for a bond issue. The Town Attorney will review all documents related to the issuance of securities by the jurisdiction.

The Town will seek a rating on all new issues which are being sold in the public market if economically feasible.

The Town will report on an annual basis all financial information and/or notices of material events to the rating agencies and Nationally-Recognized Municipal Securities Information Repositories (NRMSIR's). The annual report will include but not be limited to the Town's annual Comprehensive Annual Financial Report (CAFR).

The Town will require any institution or individual investing monies as an agent for the Town to do so in a manner consistent and in compliance with the Town's adopted Investment Policy.

The Town will provide detailed draw schedules for any project to be funded with borrowed monies. The Town will invest the proceeds or direct a trustee to invest the proceeds of all borrowings in a manner that will ensure the availability of funds as described in the draw schedules.

The Town acknowledges the responsibilities of the underwriting community and pledges to make all reasonable ef-

forts to assist underwriters in their efforts to comply with SEC Rule 15c2-12 and MSRB Rule G-36.

The Town of Fountain Hills' capital improvement program ranking criteria will give greatest weight to those projects, which protect the health and safety of its citizens. Pay-as-you-go project financing shall be given the highest priority. Capital improvements that must rely upon debt financing shall be accorded a lower priority. All capital project requests will be accompanied by a description of the sources of funding to cover project costs. Where borrowing is recommended, the source of funds to cover debt service requirements must be identified. All capital project requests will be required to identify any impact the project may have on future operating costs of the Town.

Department Directors will submit a detailed description of the useful life of capital projects submitted in conjunction with the preparation of the Town's CIP. Projects with a useful life of less than ten years shall not be eligible for inclusion in bond issues. The Manager shall incorporate an estimate of the useful life of proposal capital improvements in developing an amortization schedule for each bond issue. If a short-lived asset or project (less than ten years) is included in a bond issue, then the bond amortization schedule shall be adjusted to reflect the asset's rapid depreciation. At no time shall the amortization exceed the life of the asset.

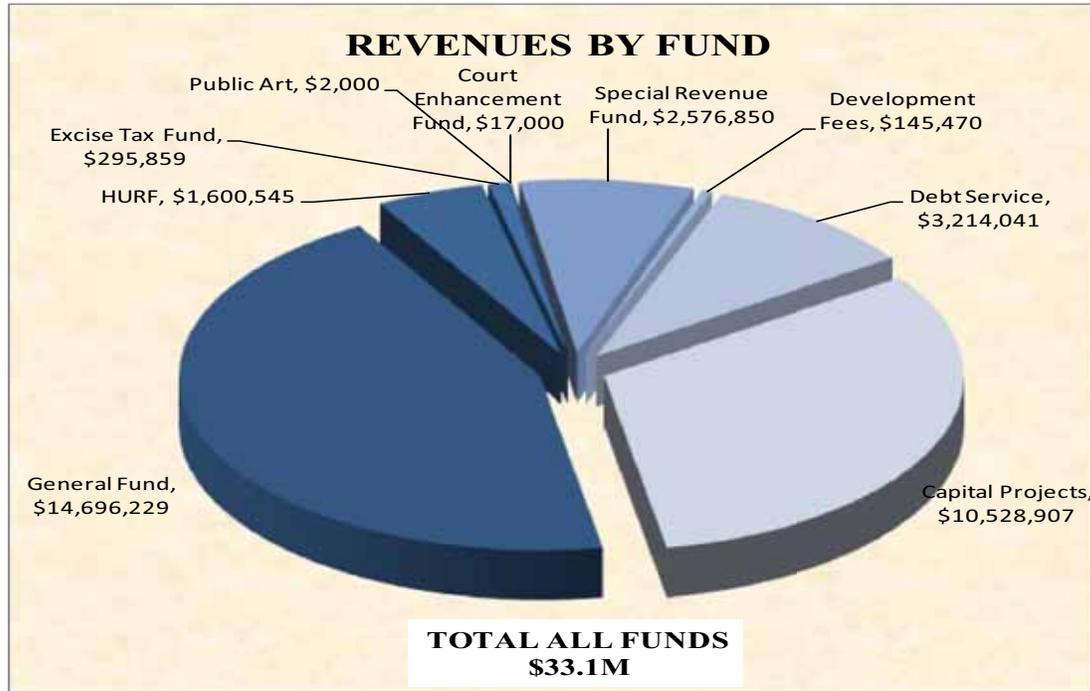


# Revenue Summary



**Revenue**

This section provides a broad overview of the revenues included in the FY2009-10 budget. Information is presented for general, special revenue, debt service and capital project funds.



Total revenues for all funds are estimated at \$33,076,901. The general fund portion represents approximately 44.4% of the total. Special revenue funds represent another 14.0% of the budget. Debt service represents 9.7% and capital projects represent the remaining 31.8% of the total revenues.

REVENUES BY FUND		
General Fund	\$14,696,229	44.4%
HURF	\$1,600,545	4.8%
Excise Tax Fund	\$295,859	0.9%
Court Enhancement Fund	\$17,000	0.1%
Public Art	\$2,000	0.0%
Special Revenue Fund	\$2,576,850	7.8%
Development Fees	\$145,470	0.4%
Debt Service	\$3,214,041	9.7%
Capital Projects	\$10,528,907	31.8%
Total	\$33,076,901	100.0%



## Summary of Revenues

	FY 2006-2007 Actual	FY 2007-2008 Actual	FY 2008-2009 Budget	FY 2009-10 Proposed
<b>GENERAL FUND</b>				
<b>Intergovernmental</b>				
State Sales Tax	\$2,327,899	\$2,275,200	\$2,215,242	\$1,894,032
Fire Insurance Premium Tax	\$124,754	\$126,752	\$130,520	\$135,741
Shared Income Tax	\$2,780,715	\$3,449,440	\$3,610,480	\$3,163,367
Vehicle License Tax	\$1,014,853	\$982,800	\$1,067,300	\$953,455
<b>Total Intergovernmental</b>	<b>\$6,248,222</b>	<b>\$6,834,192</b>	<b>\$7,023,542</b>	<b>\$6,146,595</b>
<b>Taxes &amp; Franchise Fees</b>				
Property Tax	\$0	\$0	\$0	\$0
Local Sales Tax	\$7,745,747	\$6,914,185	\$6,508,903	\$6,628,911
Franchise Tax	\$324,318	\$328,520	\$332,800	\$363,731
<b>Total Taxes</b>	<b>\$8,070,065</b>	<b>\$7,242,705</b>	<b>\$6,841,703</b>	<b>\$6,992,642</b>
<b>Charges for Services</b>				
Parks & Rec User Fees	\$153,219	\$153,325	\$155,683	\$127,687
Senior Services Fees	\$98,947	\$75,982	\$79,551	\$110,211
Community Center Rental Fees	\$184,592	\$203,654	\$198,600	\$168,150
Community Center Bar Sales	\$17,658	\$23,400	\$24,480	\$0
<b>Total Charges for Services</b>	<b>\$454,416</b>	<b>\$456,361</b>	<b>\$458,314</b>	<b>\$406,048</b>
<b>Licenses and Permits</b>				
Animal License Fees	\$41,636	\$38,624	\$37,986	\$39,505
Business License Fees	\$112,828	\$116,795	\$117,995	\$122,715
Building Permit Fees	\$934,549	\$926,320	\$812,780	\$330,120
Landscape Permit Fees	\$7,860	\$8,625	\$20,000	\$10,400
Planning & Zoning Fees	\$49,006	\$32,551	\$34,000	\$0
Encroachment Fees	\$43,810	\$42,823	\$25,000	\$10,000
Variances	\$35,111	\$138,620	\$50,000	\$15,600
Improvement Plan Review Fee	\$14,519	\$14,625	\$21,000	\$21,000
<b>Total Licenses and Permits</b>	<b>\$1,239,318</b>	<b>\$1,318,983</b>	<b>\$1,118,761</b>	<b>\$549,340</b>
<b>Fines and Forfeitures</b>				
Court Fines	\$277,486	\$253,250	\$234,600	\$239,292
<b>Total Fines and Forefeitures</b>	<b>\$277,486</b>	<b>\$253,250</b>	<b>\$234,600</b>	<b>\$239,292</b>
<b>Interest on Investments</b>				
Interest on Investments	\$467,163	\$357,393	\$300,000	\$125,000
<b>Total Interest</b>	<b>\$467,163</b>	<b>\$357,393</b>	<b>\$300,000</b>	<b>\$125,000</b>
<b>Miscellaneous</b>				
Leases & Rents	\$65,100	\$65,475	\$65,475	\$55,575
Miscellaneous	\$85,418	\$145,620	\$100,000	\$72,887
<b>Total Miscellaneous</b>	<b>\$150,518</b>	<b>\$211,095</b>	<b>\$165,475</b>	<b>\$128,462</b>
<b>Total Transfers In</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$108,850</b>
<b>TOTAL GENERAL FUND REVENUES</b>	<b>\$16,907,187</b>	<b>\$16,673,979</b>	<b>\$16,142,395</b>	<b>\$14,696,229</b>



	<b>FY 2006-2007</b>	<b>FY 2007-2008</b>	<b>FY 2008-2009</b>	<b>FY 2009-10</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>
<b>SPECIAL REVENUE FUNDS</b>				
<b>Highway Users Funds</b>				
Local Transportation (LTAF)	\$114,716	\$114,716	\$113,600	\$113,400
Highway Users	\$1,736,917	\$1,675,000	\$1,763,000	\$1,480,152
In Lieu Payments	\$8,000	\$45,000	\$10,000	\$2,000
Interest	\$40,000	\$25,000	\$40,000	\$4,993
Miscellaneous	\$1,000	\$500	\$1,000	\$0
Transfers	\$0	\$0	\$0	\$0
<b>Total Highway Users Fund</b>	<b>\$1,900,633</b>	<b>\$1,860,216</b>	<b>\$1,927,600</b>	<b>\$1,600,545</b>
<b>Excise Tax Special Revenue</b>				
Local Sales Tax Transfer	\$486,877	\$314,281	\$295,859	\$295,859
<b>Total Excise Tax Special Revenue</b>	<b>\$486,877</b>	<b>\$314,281</b>	<b>\$295,859</b>	<b>\$295,859</b>
<b>Court Special Revenue</b>				
Court Enhancement Fund	\$27,875	\$18,500	\$28,000	\$17,000
<b>Total Court Special Revenue</b>	<b>\$27,875</b>	<b>\$18,500</b>	<b>\$28,000</b>	<b>\$17,000</b>
<b>Public Art Fund</b>				
In Lieu Contributions	\$0	\$0	\$0	\$2,000
<b>Total Public Arts Fund</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000</b>
<b>Grants</b>				
FEMA	\$0	\$60,000	\$0	\$0
Senior Services Inc.	\$0	\$0	\$33,500	\$0
State Parks	\$0	\$0	\$523,222	\$0
AZ Dept of Transportation	\$0	\$180,000	\$0	\$0
Proposition 202	\$260,000	\$185,000	\$0	\$150,000
State of Arizona	\$0	\$0	\$19,125	\$0
LTAF II	\$0	\$40,030	\$0	\$40,000
Construction Grants	\$0	\$0	\$0	\$2,318,000
Miscellaneous Grants	\$0	\$0	\$1,464,020	\$68,850
<b>Total Grants</b>	<b>\$260,000</b>	<b>\$465,030</b>	<b>\$2,039,867</b>	<b>\$2,576,850</b>
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$2,675,385</b>	<b>\$2,658,027</b>	<b>\$4,291,326</b>	<b>\$4,492,254</b>



	<b>FY 2006-2007</b>	<b>FY 2007-2008</b>	<b>FY 2008-2009</b>	<b>FY 2009-10</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>
<b>DEBT SERVICE FUNDS</b>				
<b>General Obligation Bonds</b>				
Secondary Property Tax	\$1,232,781	\$1,330,000	\$1,400,000	\$1,400,000
Interest	\$25,786	\$800	\$1,500	\$1,500
<b>Total General Obligation Bonds</b>	<b>\$1,258,567</b>	<b>\$1,330,800</b>	<b>\$1,401,500</b>	<b>\$1,401,500</b>
<b>Revenue Bonds</b>				
Transfer from HURF Fund	\$134,137	\$126,300	\$115,843	\$136,413
<b>Total Revenue Bonds</b>	<b>\$134,137</b>	<b>\$126,300</b>	<b>\$115,843</b>	<b>\$136,413</b>
<b>Special District Debt Service</b>				
MPC Revenue	\$1,668,249	\$1,329,843	\$1,275,277	\$1,283,178
Eagle Mountain CFD	\$203,457	\$344,000	\$379,000	\$389,100
Cottonwoods Improvement District	\$3,315	\$3,300	\$3,300	\$0
Cottonwoods Maintenance District	\$3,652	\$3,850	\$3,850	\$3,850
<b>Total Special District Debt Service</b>	<b>\$1,878,673</b>	<b>\$1,680,993</b>	<b>\$1,661,427</b>	<b>\$1,676,128</b>
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>\$3,271,377</b>	<b>\$3,138,093</b>	<b>\$3,178,770</b>	<b>\$3,214,041</b>
<b>DEVELOPMENT FEES</b>				
Law Enforcement Development Fees	\$77,782	\$43,575	\$43,575	\$13,767
Street Department Development Fees	\$233,310	\$214,000	\$214,000	\$74,316
Parks & Recreation Development Fees	\$686,568	\$76,010	\$76,010	\$14,664
Open Space Development Fees	\$100,297	\$44,550	\$44,550	\$9,390
General Government Development Fees	\$155,116	\$91,700	\$91,700	\$28,440
Fire Development Fees	\$17,945	\$9,785	\$9,785	\$3,153
Library/Museum Development Fees	\$19,219	\$8,965	\$8,965	\$1,740
<b>TOTAL DEVELOPMENT FEES</b>	<b>\$1,290,237</b>	<b>\$488,585</b>	<b>\$488,585</b>	<b>\$145,470</b>
<b>CAPITAL PROJECTS FUND</b>				
Local SIs Tax Contribution	\$528,225	\$1,157,434	\$706,154	\$510,000
Miscellaneous	\$0	\$0	\$35,980	\$0
Stimulus Funds	\$0	\$0	\$0	\$2,537,717
Debt Service Proceeds	\$0	\$0	\$0	\$4,500,000
Transfers In	\$0	\$500,000	\$0	\$2,981,190
<b>TOTAL CAPITAL PROJECTS FUND</b>	<b>\$528,225</b>	<b>\$1,657,434</b>	<b>\$742,134</b>	<b>\$10,528,907</b>
<b>TOTAL ALL FUNDS</b>	<b>\$24,672,411</b>	<b>\$24,616,118</b>	<b>\$24,843,210</b>	<b>\$33,076,901</b>



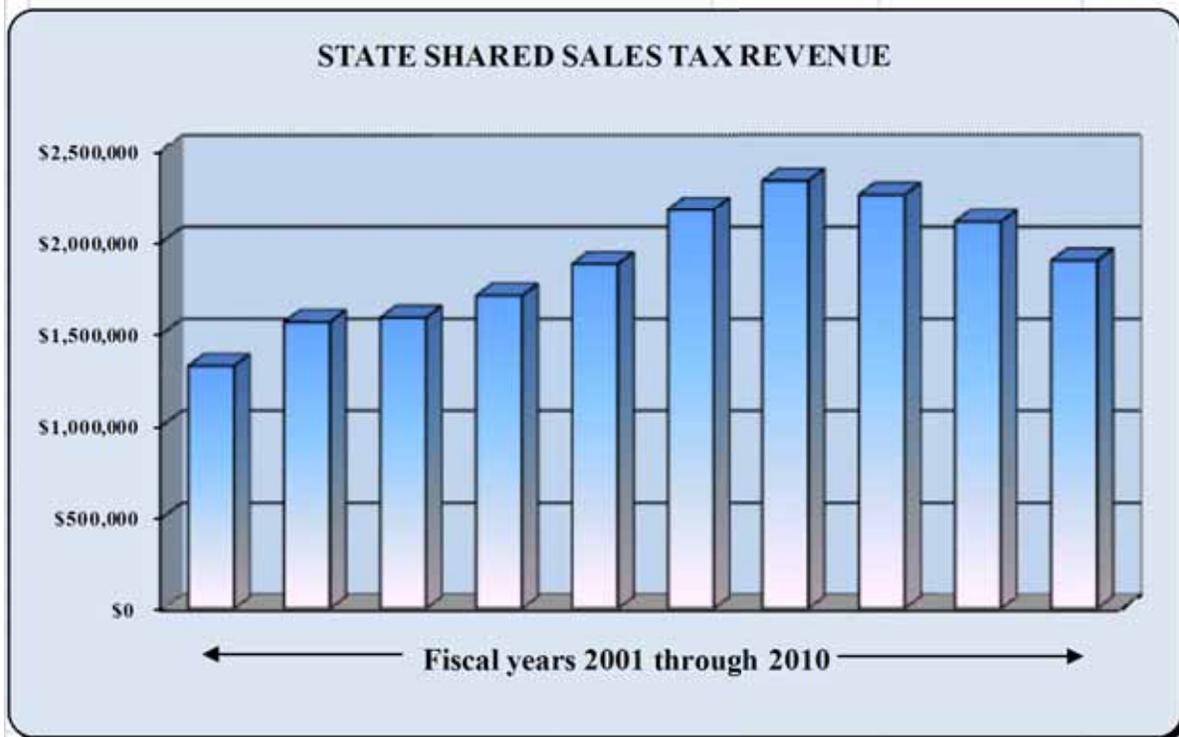
Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purposes.	1996-97	\$998,459	20.3%
	1997-98	\$1,054,548	5.6%
	1998-99	\$1,130,422	7.2%
	1999-00	\$1,242,559	9.9%
	2000-01	\$1,320,401	6.3%
	2001-02	\$1,559,318	18.1%
	2002-03	\$1,582,535	1.5%
	2003-04	\$1,702,374	7.6%
	2004-05	\$1,874,577	10.1%
	2005-06	\$2,170,940	15.8%
	2006-07	\$2,327,899	7.2%
	2007-08	\$2,250,912	-3.3%
	2008-09 (est.)	\$2,104,480	-6.5%
	2009-10 (est.)	\$1,894,032	-10.0%

<sup>1</sup> Increase as a result of census population growth

Assumptions

The State assesses a 6.3% sales tax, of which cities and towns share in the collections based on the relation of its population to the total population of all incorporated cities and towns using the 2005 census figures (Fountain Hills represents .5% of the state total). The FY 2009-2010 revenue projection is based on the League of Arizona Cities and Towns bulletin and by the Arizona Department of Revenue forecast for Sales and Use Tax.

Major Influences: Construction Activity, Retail Sales, Population and Economy

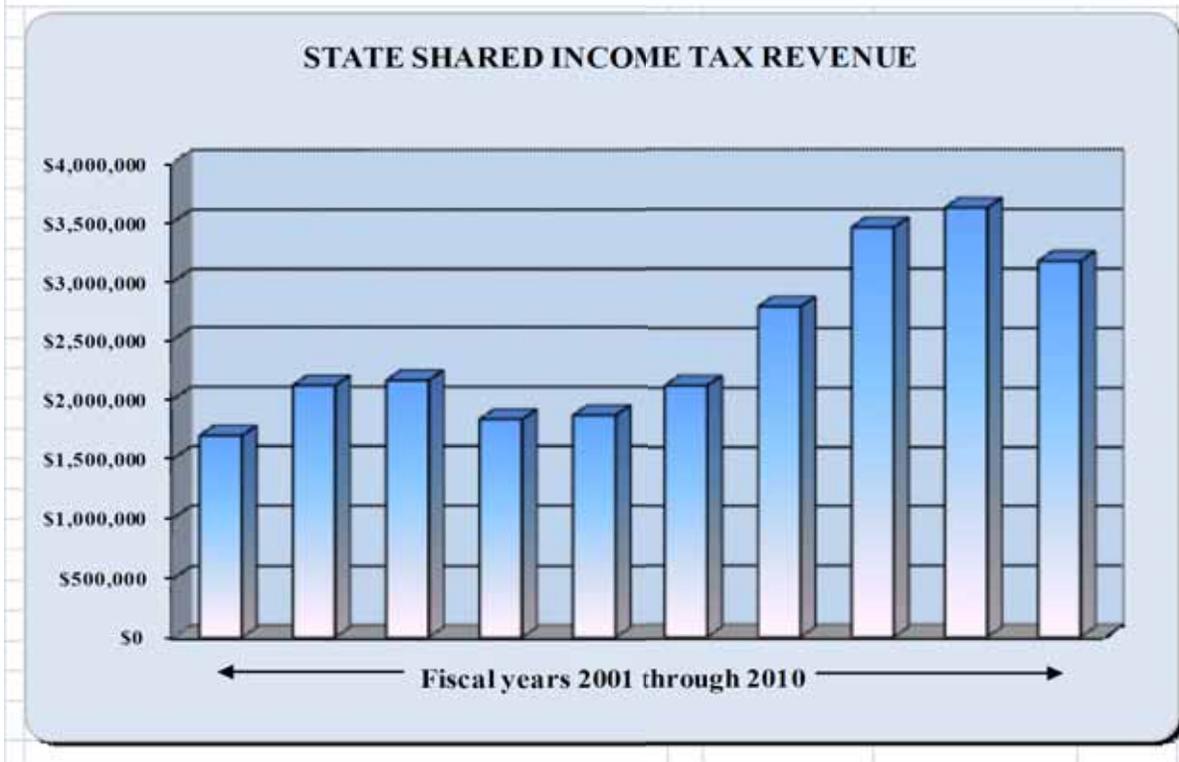


Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purposes.	1996-97	\$1,071,161	39.8% <sup>1</sup>
	1997-98	\$1,210,113	13.0%
	1998-99	\$1,412,702	16.7%
	1999-00	\$1,567,610	11.0%
	2000-01	\$1,688,004	7.7%
	2001-02	\$2,110,536	25.0% <sup>1</sup>
	2002-03	\$2,153,635	2.0%
	2003-04	\$1,826,315	-15.2%
	2004-05	\$1,860,154	1.9%
	2005-06	\$2,118,592	13.9%
	2006-07	\$2,780,715	31.3% <sup>1</sup>
	2007-08	\$3,446,760	24.0%
	2008-09 (est.)	\$3,610,480	4.7%
<b>Account 3020</b>	<b>2009-10 (est.)</b>	<b>\$3,163,367</b>	<b>-12.4%</b>
<sup>1</sup> Increase as a result of census population growth			

**Assumptions**

A 1972 citizen's initiative gave the cities and towns a percentage share of the state income tax, officially called urban revenue sharing; Arizona cities and towns receive 15% of the State's income tax collections. This state shared revenue is distributed to cities and towns based on the relation of their population to the total population of all incorporated cities and towns in the state according to the latest census. Amounts distributed are based on actual income tax collections from two years prior to the fiscal year in which the Town receives the funds. The projection for FY2009-2010 is provided by the League of Arizona Cities and Towns and the State's Joint Legislative Budget Committee (JLBC).

Major Influences: Personal Income, Corporate Net Profits, Population and State Policy

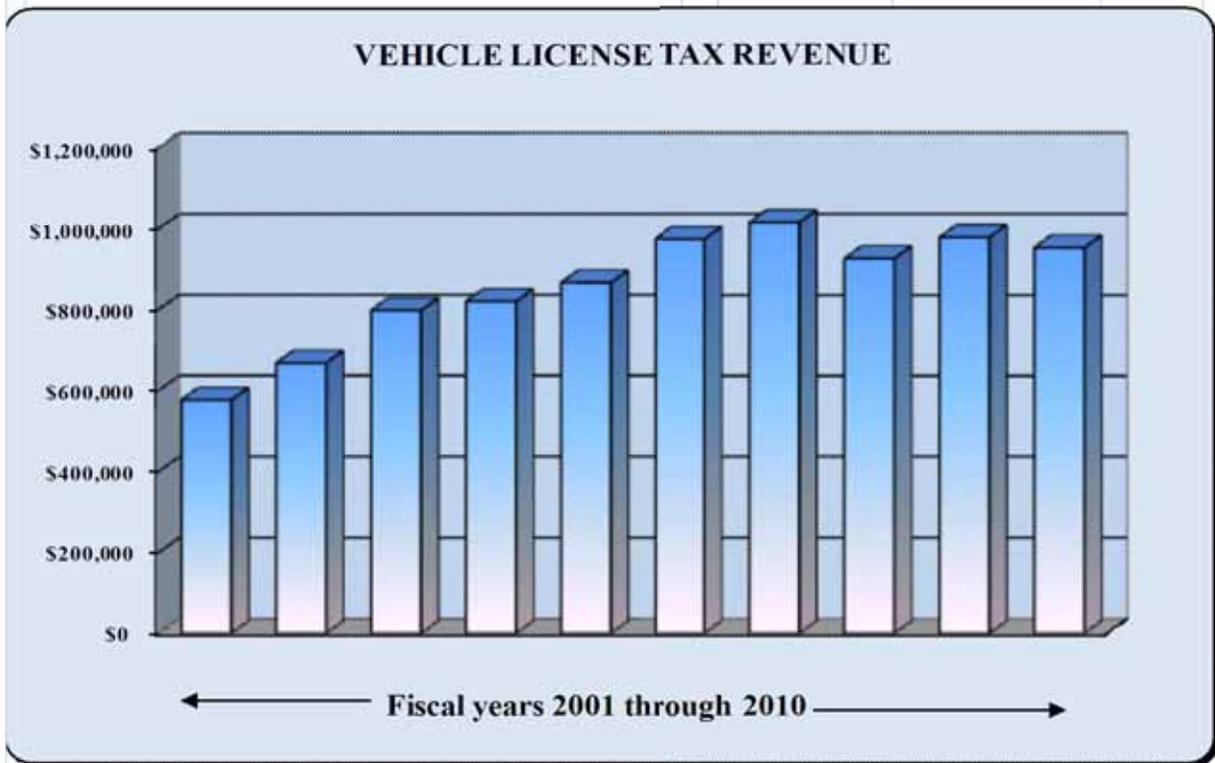


Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purposes.	1996-97	\$378,103	38.4%
	1997-98	\$403,775	6.8%
	1998-99	\$476,430	18.0%
	1999-00	\$524,796	10.2%
	2000-01	\$576,264	9.8%
	2001-02	\$667,570	15.8%
	2002-03	\$797,344	19.4%
	2003-04	\$819,497	2.8%
	2004-05	\$865,823	5.7%
	2005-06	\$974,452	12.5%
	2006-07	\$1,014,853	4.1%
	2007-08	\$926,320	-8.7%
	2008-09 (est.)	\$978,600	5.6%
2009-10 (est.)	\$953,455	-2.6%	
<b>Account: 3030</b>			

**Assumptions**

Approximately 20% of the revenues collected for the licensing of motor vehicles is distributed to incorporated cities and towns. The Town receives its share of the vehicle license tax collections based on its population in relation to the total incorporated population of the county (0.6%). The remainder of the revenues collected are shared by schools, counties, and the state. The fiscal year 2009-2010 estimate is based on receiving 0.6% of the mid-point between Maricopa County's most likely (\$166,883,311) and pessimistic (\$156,425,908) projection.

Major Influences: Automobile sales, Population, and State Policy

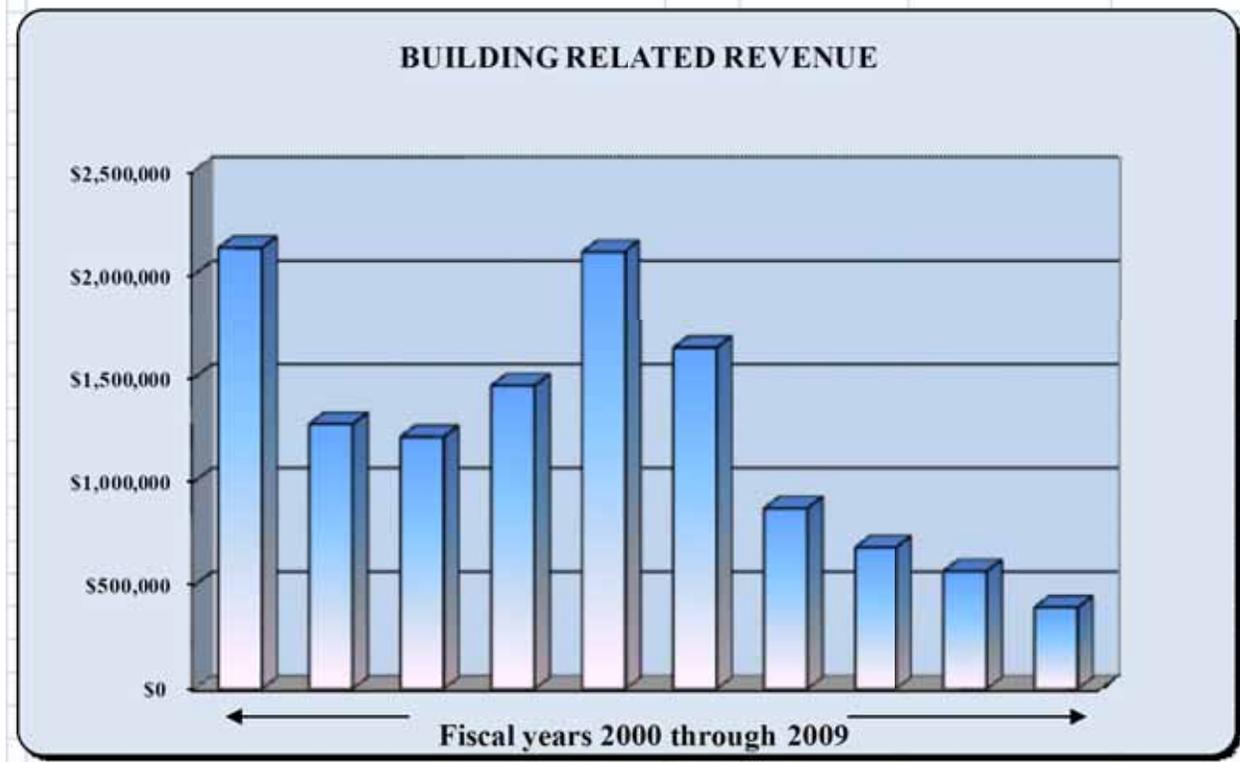


Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purpose.	1996-97	\$1,759,326	4.2%
	1997-98	\$1,912,468	8.7%
	1998-99	\$2,433,602	27.2%
	1999-00	\$2,547,521	4.7%
	2000-01	\$2,127,305	-16.5%
	2001-02	\$1,275,891	-40.0%
	2002-03	\$1,213,553	-4.9%
	2003-04	\$1,461,030	20.4%
	2004-05	\$2,107,617	44.3%
	2005-06	\$1,643,454	-22.0%
	2006-07	\$870,386	-47.0%
	2007-08	\$681,445	-21.7%
	2008-09 (est.)	\$567,320	-16.7%
	2009-10 (est.)	\$392,120	-30.9%
<b>Accounts: 3220-3250</b>			

**Assumptions**

Revenues from this source include the fees collected from building permits, rezoning, improvement plans, encroachment and subdivision plans. The increase in 2004-05 is due to the a large number of multi-family units that were constructed that year. The estimates for FY2009-10 are based on construction activity provided by the local developer and planning staff and reflect the general economic slowdown in new home construction. The projected number of permits for next fiscal year is 5 single family (10 last fiscal year), 2 multi-family units (2 last fiscal year), and 2 commercial projects (7 last fiscal year).

Major Influences: Population, Economy, Development, Public Policy



Restrictions	Fiscal Year	Amount	Percent Change
Revenues from the 2.6% local sales tax are allocated to the Capital Projects Fund, Municipal Property Corporation, Downtown Development and the General Fund. General Fund proceeds are not restricted but must be expended for public purpose.	1996-97	\$2,664,923	65.5%
	1997-98	\$2,920,084	9.6%
	1998-99	\$3,394,152	16.2%
	1999-00	\$4,087,514	20.4%
	2000-01	\$4,923,174	20.4%
	2001-02	\$4,355,701	-11.5%
	2002-03	\$5,051,871	16.0%
	2003-04	\$7,733,643	53.1%
	2004-05	\$8,745,998	13.1%
	2005-06	\$10,866,239	24.2%
	2006-07	\$11,075,430	1.9%
	2007-08	\$10,470,882	-5.5%
	2008-09 (est.)	\$8,875,052	-15.2%
	2009-10 (est.)	\$8,327,804	-6.2%

<sup>1</sup> Rate increase

**Assumptions**

The local sales tax rate in Fountain Hills is 2.6% - total receipts for FY10 are estimated to be \$8,327,804. The construction related sales tax is derived from one-time activities and should be dedicated for one-time expenditures. Another portion of the local sales tax is dedicated for Municipal Property Corporation bond payments and downtown development; the following is a breakdown of the dedicated and non-dedicated (General Fund) projections:

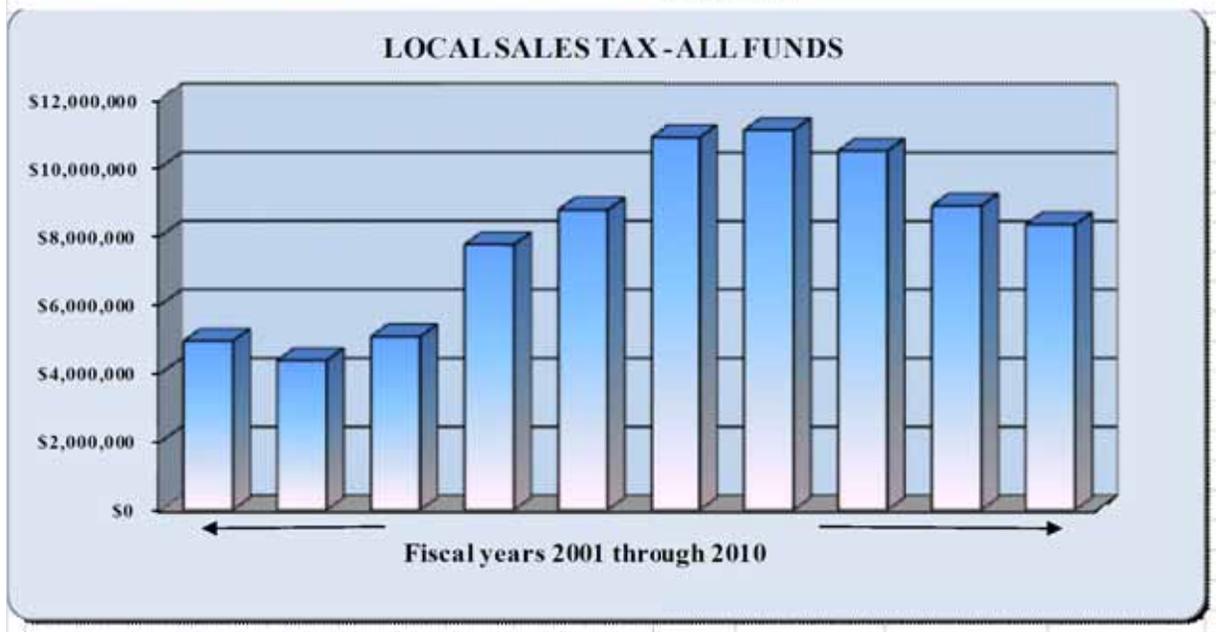
Dedications:

Downtown Fund	\$ 297,223
Civic Center II Bonds	\$ 297,223
Mountain Bonds	\$ 594,446
Capital Projects	\$ 510,000
General Fund	<u>\$6,538,911</u>

Total Projections \$8,327,804

Construction related activity accounts for 6.2% of this revenue source (down from 10% last year) and is designated for the Capital Projects Fund. Retail activity (39% of total) is projected to decline approximately 4% due to the protracted economic downturn. Utilities/communications/transportation provides another 23% of the total receipts.

Major Influences: Economy, Construction Activity, Retail Sales, Public Policy

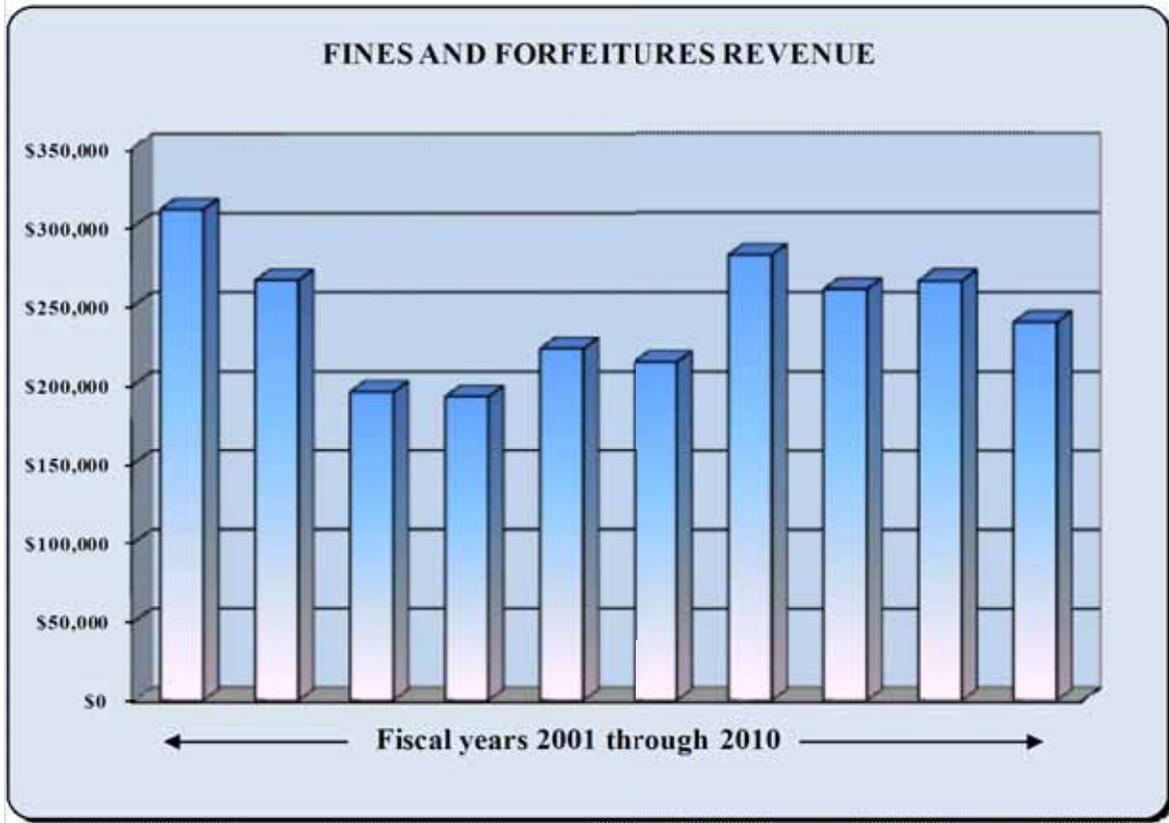


Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purpose.	1996-97	\$209,485	-0.9%
	1997-98	\$208,900	-0.3%
	1998-99	\$259,453	24.2%
	1999-00	\$293,910	13.3%
	2000-01	\$310,359	5.6%
	2001-02	\$265,605	-14.4%
	2002-03	\$195,091	-26.5%
	2003-04	\$192,158	-1.5%
	2004-05	\$222,451	15.8%
	2005-06	\$214,008	-3.8%
	2006-07	\$281,173	31.4%
	2007-08	\$260,044	-7.5%
	2008-09 (est.)	\$265,245	2.0%
2009-10 (est.)	\$239,292	-9.8%	
<b>Account: 3230</b>			

**Assumptions**

Municipal Court fines come from traffic violations and other fines paid for the violation of municipal ordinances. The decline in fines and forfeitures beginning in fiscal year 2001-2002 is related to the elimination of duplicate law enforcement within the Town. The decrease in fines for FY2005-06 is due to an increase in the percentage of fines being remitted to the State of Arizona from 44% to 48%.

Major Influences: Population, Enforcement, Public Policy

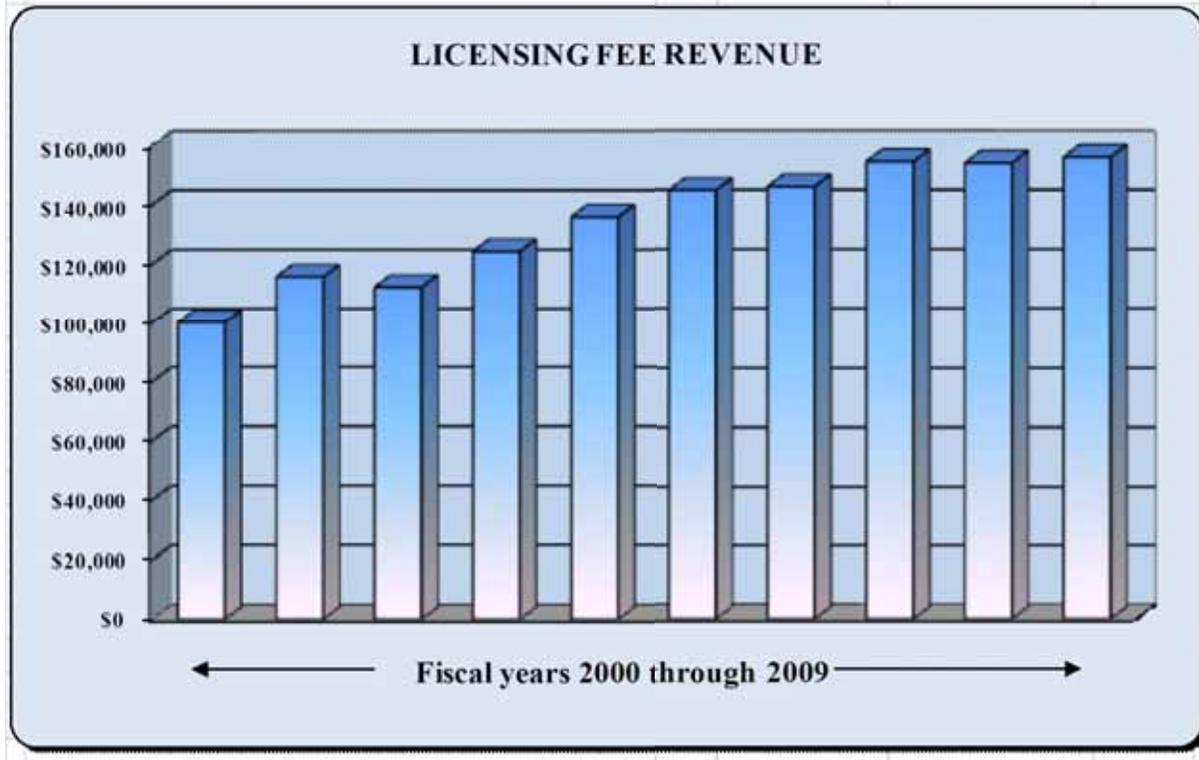


Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purpose.	1996-97	\$70,038	13.7%
	1997-98	\$81,125	15.8%
	1998-99	\$90,717	11.8%
	1999-00	\$100,134	10.4%
	2000-01	\$115,681	15.5%
	2001-02	\$112,173	-3.0%
	2002-03	\$124,292	10.8%
	2003-04	\$135,919	9.4%
	2004-05	\$144,785	6.5%
	2005-06	\$146,033	0.9%
	2006-07 (	\$154,464	5.8%
	2007-08 (	\$153,958	-0.3%
	2008-09 (est.)	\$155,981	1.3%
2009-10 (est.)	\$157,541	1.0%	
<b>Accounts: 3210, 3225</b>			

**Assumptions**

License fees are derived from a license tax on professions, occupations, businesses (\$117,995) and animals (\$37,986) within the Town. The license fee is used primarily as a means of regulating businesses and animal control within the community. The estimate for FY2008-2009 is based on 2,452 active business licenses and 2,937 animal licenses (20 more than last year).

Major Influences: Economy, Enforcement

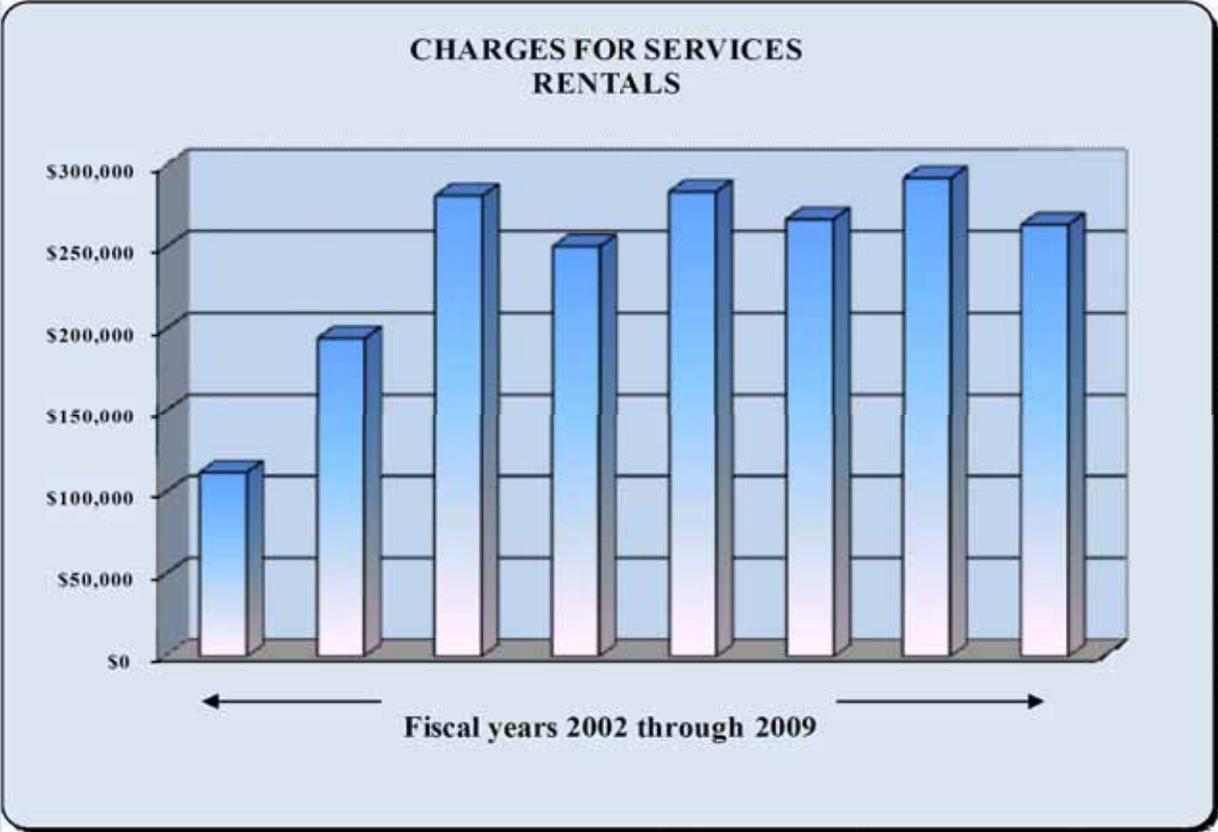


Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purpose.	2001-02	\$112,347	
	2002-03	\$194,744	73.3%
	2003-04	\$281,795	44.7%
	2004-05	\$250,837	-11.0%
	2005-06	\$284,075	13.3%
	2006-07	\$267,350	-5.9%
	2007-08 (est.)	\$292,475	9.4%
	2008-09 (est.)	\$264,075	-9.7%
	2009-10 (est.)	\$237,668	-10.0%
	2010-11 (est.)	\$213,901	-10.0%
	2011-12 (est.)	\$224,596	5.0%
	2012-13 (est.)	\$235,826	5.0%
	2013-14(est.)	\$247,617	5.0%
<b>Accounts: 3280, 3282, 3285</b>			

**Assumptions**

In September 2001 a new Community Center opened providing a venue for weddings, banquets, civic meetings, etc. The Center also provides meeting space for the Seniors Division, local organizations such as the Chamber of Commerce, Fountain Hills Realtors and various homeowners associations. Additional rental charges are collected from cellular providers for use of town property for their towers.

Major Influences: Population, Internal Policy on Rates

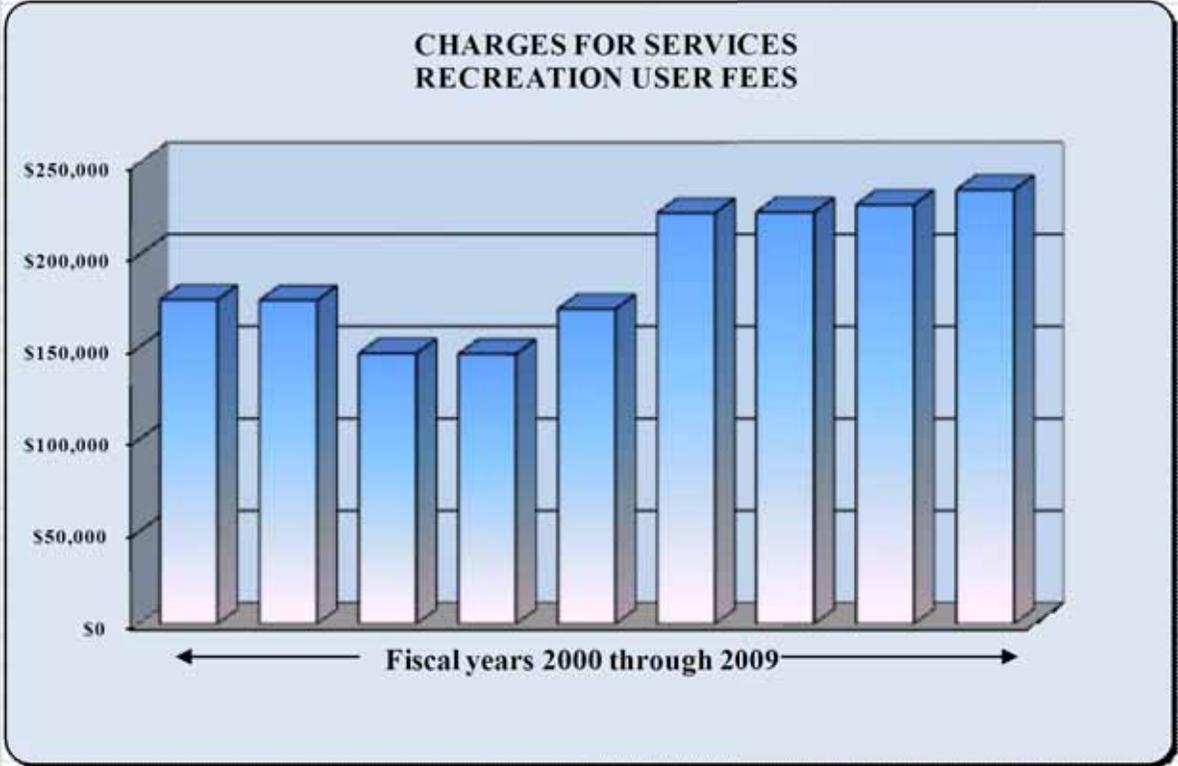


Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purpose.	1996-97	\$150,209	
	1997-98	\$140,332	-6.6%
	1998-99	\$143,228	2.1%
	1999-00	\$169,636	18.4%
	2000-01	\$175,724	3.6%
	2001-02	\$175,376	-0.2%
	2002-03	\$146,734	-16.3%
	2003-04	\$146,334	-0.3%
	2004-05	\$170,709	16.7%
	2005-06	\$222,991	30.6%
	2006-07	\$223,166	0.1%
	2007-08 (est.)	\$227,300	1.9%
	2008-09 (est.)	\$235,234	3.5%
2009-10 (est.)	\$237,467	0.9%	
<b>Accounts: 3270, 3272</b>			

**Assumptions**

Charges for services are collected from users of Town facilities (parks) and recreation programs for youths to seniors. In 2006 the Senior Services Division became a division within the Community Center Department where most programs are held. Senior Services offers programs for senior citizens including home delivered meals, fitness programs, special interest classes and trips, as well as social events.

Major Influences: Population, Internal Policy on Rates

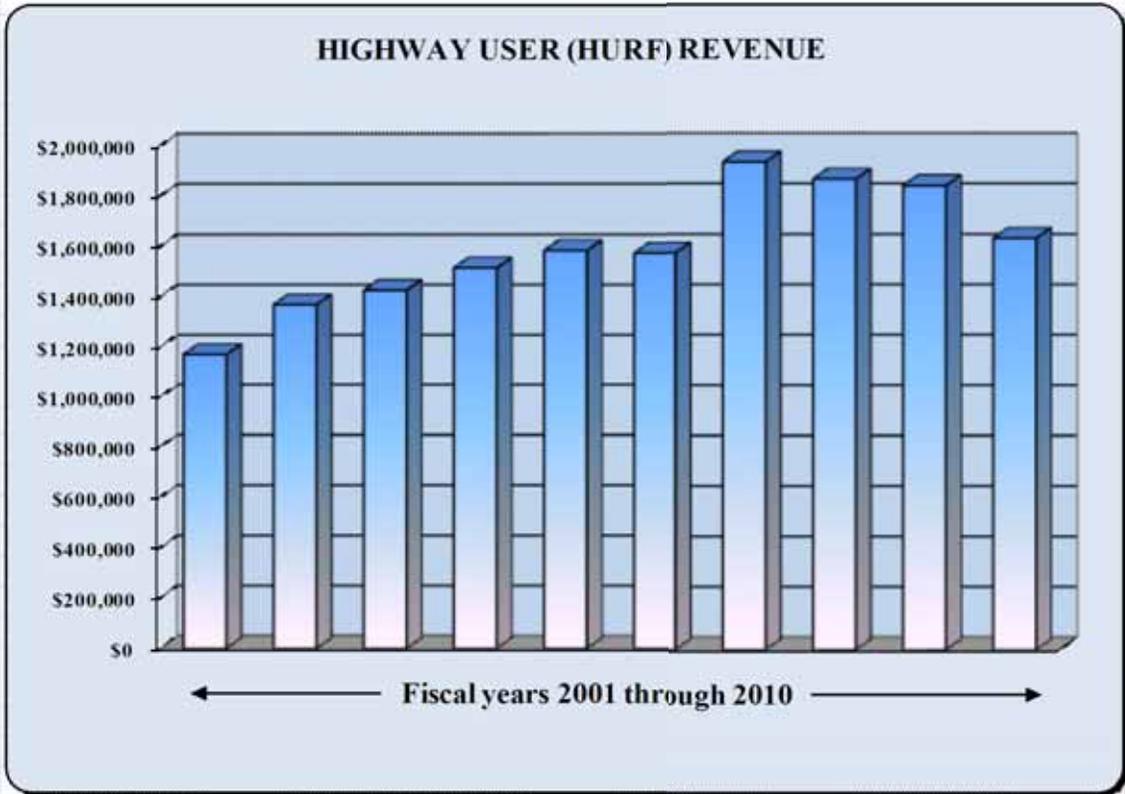


Restrictions	Fiscal Year	Amount	Percent Change
There is a State constitutional restriction on the use of these funds which requires that these funds be used solely for street and highway purposes. Payment of principal and interest on highway and street bonds are an approved use.	1996-97	\$1,017,600	24.3%
	1997-98	\$996,805	-2.0%
	1998-99	\$1,082,173	8.6%
	1999-00	\$1,136,051	5.0%
	2000-01	\$1,171,463	3.1%
	2001-02	\$1,369,677	16.9%
	2002-03	\$1,426,688	4.2%
	2003-04	\$1,515,787	6.2%
	2004-05	\$1,584,706	4.5%
	2005-06	\$1,574,453	-0.6%
	2006-07	\$1,935,340	22.9%
2007-08	\$1,867,348	-3.5%	
2008-09 (est.)	\$1,841,429	-1.4%	
2009-10 (est.)	\$1,632,440	-11.3%	
<b>Accounts: 3040, 3050</b>			

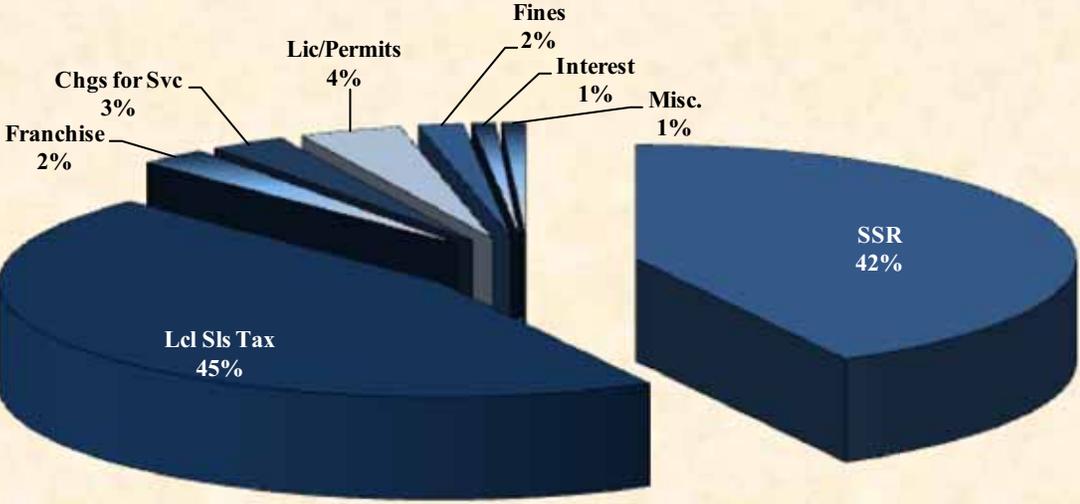
**Assumptions**

Cities and towns receive 27.5% of fuel tax and transportation related fees collected by the state based on population and county of origin of gasoline sales. The increases in HURF allocations in FY 1997 and 2002 were the result of the 1995 and 2000 census population growth. The estimate for FY2010 is based on the Arizona Department of Transportation distribution forecast as published at [www.dot.az.us/Inside](http://www.dot.az.us/Inside). The Local Transportation Assistance Fund (LTAF) comes from lottery proceeds and is distributed to cities and towns based on population as a percentage of all incorporated cities and towns.

Major Influences: Gasoline sales, Population, Economy and State Policy



# Sources of Funds - General Fund where the money comes from



**Total General Fund Revenues - \$14.7M**



# Expenditure Summary



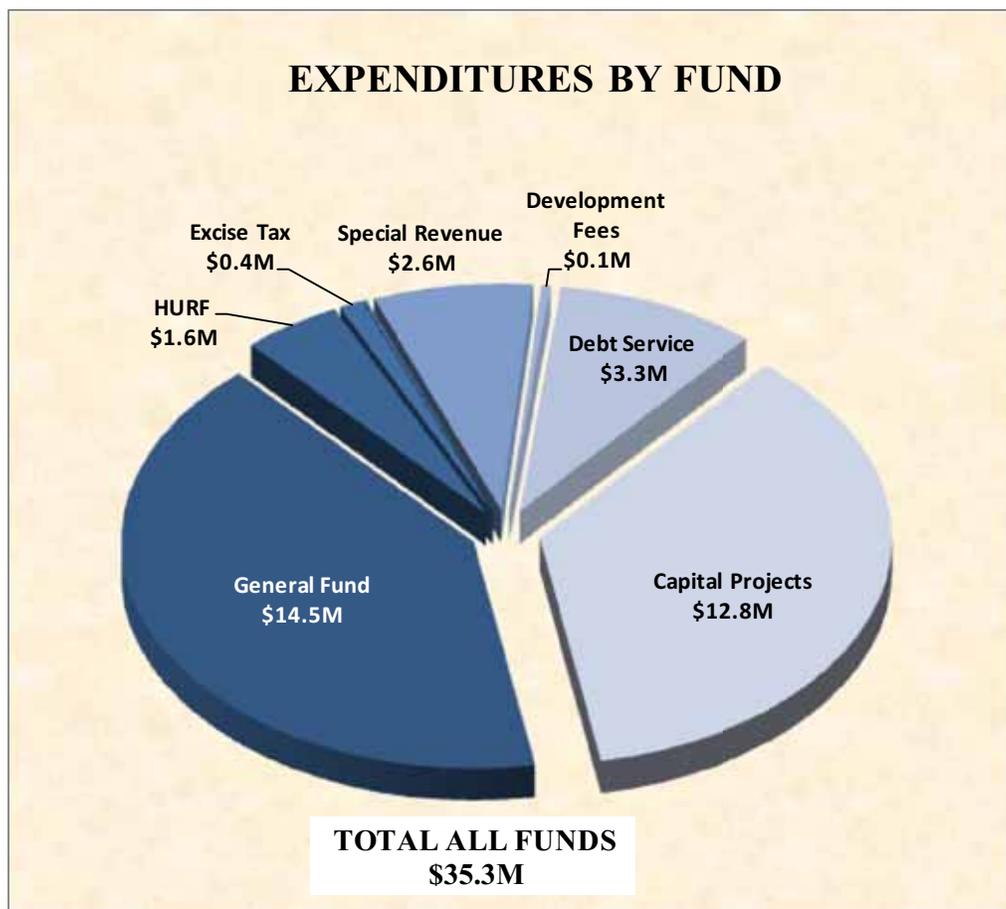
## Expenditures

This section provides a broad overview of the revenues and expenditures included in the FY2009-2010 budget. Information is presented for general, special revenue, debt service and capital project funds.

### All Funds Expenditure Summary

Total expenditures for all funds are \$35,284,672, including transfers. The general fund portion of \$14,525,655 represents 41.2% of the total. Highway User Revenue Fund (Streets Fund) represents 4.5% of the total Town budget. Other special revenue funds represent 8.9% of the budget, with debt service representing 9.3% and capital projects representing 36.1%.

Total proposed expenditures for all funds for FY2009-10 are 24.6% higher than the FY2008-09 budget, as a result of an increase in Capital Improvement Projects scheduled for this year. In contrast, general fund expenditures are 10.0% less than the FY 2008-09 budget.



	<b>FY 2006-2007</b>	<b>FY 2007-2008</b>	<b>FY 2008-2009</b>	<b>FY 2009-10</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>
<b>Fund/Department</b>				
<b>GENERAL FUND</b>				
Mayor and Town Council	\$69,114	\$179,890	\$93,088	\$85,640
Municipal Court	\$359,272	\$384,285	\$394,490	\$397,528
Administration	\$3,315,070	\$3,168,052	\$3,253,281	\$2,964,808
Public Works	\$1,880,307	\$2,402,799	\$1,818,358	\$1,372,201
Planning and Zoning	\$1,295,544	\$1,364,237	\$1,421,338	\$1,068,474
Parks and Recreation	\$2,107,073	\$1,683,995	\$1,936,912	\$1,669,024
Law Enforcement	\$2,265,572	\$2,790,900	\$2,839,077	\$2,844,877
Fire Department	\$2,841,288	\$2,982,446	\$3,240,908	\$3,065,477
Community Center	\$1,034,996	\$1,008,062	\$1,144,943	\$1,057,625
Transfers	\$1,669,050	\$0	\$0	\$0
<b>TOTAL GENERAL FUND</b>	<b>\$16,837,286</b>	<b>\$15,964,666</b>	<b>\$16,142,395</b>	<b>\$14,525,655</b>
<b>SPECIAL REVENUE FUNDS</b>				
<b>Highway Users Funds</b>				
Streets Department	\$2,137,401	\$2,442,791	\$2,207,284	\$1,232,746
Transfers Out	\$0	\$90,000	\$0	\$367,799
<b>Total Highway Users Fund</b>	<b>\$2,137,401</b>	<b>\$2,532,791</b>	<b>\$2,207,284</b>	<b>\$1,600,545</b>
<b>Excise Tax Special Revenue</b>				
Economic Development	\$525,057	\$156,717	\$191,835	\$132,675
Transfers Out	\$0	\$0	\$0	\$250,000
<b>Total Excise Tax Special Revenue</b>	<b>\$525,057</b>	<b>\$156,717</b>	<b>\$191,835</b>	<b>\$382,675</b>
<b>Court Special Revenue</b>				
Court Enhancement Fund	\$4,288	\$8,250	\$90,000	\$50,000
<b>Total Court Special Revenue</b>	<b>\$4,288</b>	<b>\$8,250</b>	<b>\$90,000</b>	<b>\$50,000</b>
<b>Grants</b>				
FEMA Grant	\$0	\$52,015	\$0	\$0
ADOT Grant	\$0	\$0	\$0	\$0
Proposition 202	\$0	\$185,000	\$0	\$150,000
Miscellaneous Grants	\$0	\$84,412	\$1,500,000	\$0
Transfers Out	\$0	\$0	\$575,847	\$2,426,850
<b>Total Grants</b>	<b>\$0</b>	<b>\$321,427</b>	<b>\$2,075,847</b>	<b>\$2,576,850</b>
<b>Community Center FF &amp; E Fund</b>				
Community Center FF&E	\$0	\$0	\$0	\$0
<b>Total Community Center FF&amp;E</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Public Arts Fund</b>				
Acquisition, Installation & Maintenance	\$0	\$0	\$0	\$2,500
<b>Total Public Arts Fund</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,500</b>
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$2,666,746</b>	<b>\$3,019,185</b>	<b>\$4,564,966</b>	<b>\$4,612,570</b>



	<b>FY 2006-2007</b>	<b>FY 2007-2008</b>	<b>FY 2008-2009</b>	<b>FY 2009-10</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>
<b>Fund/Department</b>				
<b>DEBT SERVICE FUNDS</b>				
General Obligation Bonds				
Refunded Bonds	\$1,360,294	\$1,389,596	\$1,336,114	\$1,336,114
Admin Fees	\$4,250	\$4,250	\$4,250	\$4,250
<b>Total General Obligation Bonds</b>	<b>\$1,364,544</b>	<b>\$1,393,846</b>	<b>\$1,340,364</b>	<b>\$1,340,364</b>
<b>Revenue Bonds</b>				
Bonds Payment	\$130,743	\$115,843	\$136,413	\$136,413
<b>Total Revenue Bonds</b>	<b>\$130,743</b>	<b>\$115,843</b>	<b>\$136,413</b>	<b>\$136,413</b>
<b>Special District Debt Service</b>				
Bond Payment -MPC	\$1,188,348	\$1,289,173	\$1,337,486	\$1,408,886
Bond Payment - Cottonwoods ID.	\$3,652	\$3,850	\$3,850	\$3,850
Eagle Mountain CFD	\$387,000	\$387,000	\$387,000	\$389,100
<b>Total Special District Debt Service</b>	<b>\$1,579,000</b>	<b>\$1,680,023</b>	<b>\$1,728,336</b>	<b>\$1,801,836</b>
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>\$2,943,544</b>	<b>\$3,073,869</b>	<b>\$3,205,113</b>	<b>\$3,278,613</b>
<b>DEVELOPMENT FEES</b>				
Law Enforcement Development Fees	\$0	\$0	\$6,020	\$0
Street Department Development Fees	\$23,532	\$130,000	\$272,780	\$142,400
Parks & Recreation Development Fees	\$444,249	\$651,582	\$583,900	\$0
Open Space Development Fees	\$8,050	\$10,700	\$79,060	\$0
General Government Development Fees	\$0	\$0	\$12,670	\$0
Fire Development Fees	\$0	\$0	\$1,330	\$0
Library Development Fees	\$0	\$0	\$2,240	\$0
<b>TOTAL DEVELOPMENT FEES</b>	<b>\$475,831</b>	<b>\$792,282</b>	<b>\$958,000</b>	<b>\$142,400</b>
<b>CAPITAL PROJECTS FUND</b>				
Capital Projects	\$1,122,054	\$2,996,355	\$3,049,016	\$12,291,724
Capital Contingency	\$800,000	\$400,000	\$400,000	\$433,710
<b>TOTAL CAPITAL PROJECTS FUND</b>	<b>\$1,922,054</b>	<b>\$3,396,355</b>	<b>\$3,449,016</b>	<b>\$12,725,434</b>
<b>TOTAL ALL FUNDS</b>	<b>\$24,845,461</b>	<b>\$26,246,357</b>	<b>\$28,319,490</b>	<b>\$35,284,672</b>



## OPERATING EXPENSES

Department	Division	Budget
<b>Mayor &amp; Council</b>		<b>\$85,640</b>
<b>Municipal Court</b>		<b>\$397,528</b>
<b>Administration</b>	<b>Town Manager</b>	<b>\$728,543</b>
	<b>Legal Services</b>	<b>\$360,804</b>
	<b>Town Clerk</b>	<b>\$193,067</b>
	<b>Human Resources/Risk Mgmt</b>	<b>\$575,851</b>
	<b>Finance</b>	<b>\$324,316</b>
	<b>Community Affairs/Media Relations</b>	<b>\$159,755</b>
	<b>Economic Development</b>	<b>\$149,571</b>
	<b>Downtown Development</b>	<b>\$382,675</b>
	<b>Information Technology</b>	<b>\$307,366</b>
	<b>Operational Support</b>	<b>\$255,534</b>
	<b>Total General Fund</b>	<b>\$3,054,808</b>
	<b>Total Excise Tax Fund*</b>	<b>\$382,675</b>
	<b>TOTAL OPERATING</b>	<b>\$3,437,483</b>
<b>Public Works</b>	<b>Engineering</b>	<b>\$791,244</b>
	<b>Facilities</b>	<b>\$580,957</b>
	<b>Streets Administration</b>	<b>\$616,675</b>
	<b>Vehicle Maintenance</b>	<b>\$147,780</b>
	<b>Traffic Signals</b>	<b>\$195,843</b>
	<b>Street Sweeping</b>	<b>\$119,696</b>
	<b>Street Signs</b>	<b>\$91,670</b>
	<b>Pavement Management</b>	<b>\$428,880</b>
	<b>Total General Fund</b>	<b>\$1,372,201</b>
	<b>Total Streets (HURF) Fund*</b>	<b>\$1,600,544</b>
	<b>TOTAL OPERATING</b>	<b>\$2,972,745</b>
<b>Planning &amp; Zoning</b>	<b>Planning</b>	<b>\$344,340</b>
	<b>Building Safety</b>	<b>\$411,528</b>
	<b>Code Enforcement</b>	<b>\$177,511</b>
	<b>Mapping &amp; Graphics</b>	<b>\$135,096</b>
	<b>TOTAL OPERATING</b>	<b>\$1,068,474</b>
<b>Parks &amp; Recreation</b>	<b>Recreation</b>	<b>\$663,529</b>
	<b>Fountain Park</b>	<b>\$386,174</b>
	<b>Golden Eagle Park</b>	<b>\$375,422</b>
	<b>Desert Vista Park</b>	<b>\$105,280</b>
	<b>Four Peaks Park</b>	<b>\$138,619</b>
	<b>TOTAL OPERATING</b>	<b>\$1,669,024</b>
<b>Community Center</b>	<b>Community Center Operations</b>	<b>\$697,447</b>
	<b>Senior Services</b>	<b>\$270,177</b>
	<b>TOTAL OPERATING</b>	<b>\$967,624</b>
<b>Law</b>	<b>Law Enforcement</b>	<b>\$2,844,878</b>
<b>Fire</b>	<b>Fire &amp; Emergency Medical</b>	<b>\$3,065,477</b>
	<b>Total General Fund</b>	<b>\$14,525,655</b>
	<b>Total Streets (HURF) Fund</b>	<b>\$1,600,544</b>
	<b>Total Excise Tax Fund</b>	<b>\$382,675</b>
<b>TOTAL OPERATING BUDGET</b>		<b>\$16,508,874</b>



**All Funds Budgeted Expenditure by Account Code**

	Gen Fund TOTALS	HURF	CCEF	Excise Tax	Special Revenue Funds	Development Fees	Debt Service	Capital Projects	TOTAL ALL FUNDS	% of Total
Overtime	\$0	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000	0.0%
Wages	\$3,686,036	\$453,831	\$0	\$38,252	\$0	\$0	\$0	\$0	\$4,139,867	11.7%
FICA	\$80,828	\$6,581	\$0	\$555	\$0	\$0	\$0	\$0	\$87,409	0.2%
Unemployment Insurance	\$5,506	\$646	\$0	\$32	\$0	\$0	\$0	\$0	\$6,152	0.0%
Employee's Health Insurance	\$360,167	\$57,400	\$0	\$2,073	\$0	\$0	\$0	\$0	\$417,567	1.2%
Employee's Life Insurance	\$9,550	\$1,284	\$0	\$113	\$0	\$0	\$0	\$0	\$10,835	0.0%
Employee's Dental Insurance	\$29,263	\$4,678	\$0	\$203	\$0	\$0	\$0	\$0	\$33,941	0.1%
Employee's Vision Insurance	\$4,627	\$643	\$0	\$32	\$0	\$0	\$0	\$0	\$5,269	0.0%
Worker's Compensation Insurance	\$38,030	\$27,107	\$0	\$95	\$0	\$0	\$0	\$0	\$65,138	0.2%
Employee's Retirement Fund	\$360,828	\$49,921	\$0	\$4,208	\$0	\$0	\$0	\$0	\$410,749	1.2%
Disability Insurance	\$14,997	\$2,061	\$0	\$176	\$0	\$0	\$0	\$0	\$17,058	0.0%
Total Wages & Salaries	\$4,589,833	\$607,152	\$0	\$45,739	\$0	\$0	\$0	\$0	\$5,242,724	14.9%
Licenses Permits Filing Fees	\$1,530	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$3,530	0.0%
Dues & Publications	\$48,848	\$3,080	\$0	\$2,025	\$0	\$0	\$0	\$0	\$51,928	0.1%
Training/Continuing Education	\$28,128	\$3,500	\$0	\$0	\$0	\$0	\$0	\$0	\$31,628	0.1%
Meetings & Conferences	\$59,165	\$0	\$0	\$4,800	\$0	\$0	\$0	\$0	\$59,165	0.2%
Building Repairs & Maintenance	\$149,645	\$3,500	\$0	\$0	\$0	\$0	\$0	\$0	\$153,145	0.4%
Grounds Maintenance	\$127,667	\$5,600	\$0	\$0	\$0	\$0	\$0	\$0	\$133,267	0.4%
Equip. Repairs & Maint.	\$144,395	\$1,500	\$3,100	\$0	\$0	\$0	\$0	\$0	\$145,895	0.4%
Vehicle Repairs & Maintenance	\$62,282	\$38,000	\$0	\$0	\$0	\$0	\$0	\$0	\$100,282	0.3%
Other Repair & Maintenance	\$28,435	\$80,925	\$0	\$0	\$2,500	\$0	\$0	\$0	\$111,860	0.3%
Road Repair	\$0	\$52,380	\$0	\$0	\$0	\$0	\$0	\$0	\$52,380	0.1%
Electricity Expense	\$402,847	\$37,000	\$0	\$0	\$0	\$0	\$0	\$0	\$439,847	1.2%
Refuse/Recycling	\$13,764	\$2,815	\$0	\$0	\$0	\$0	\$0	\$0	\$16,579	0.0%
Telecommunications	\$78,460	\$5,900	\$0	\$476	\$0	\$0	\$0	\$0	\$84,360	0.2%
Water/Sewer	\$131,070	\$8,600	\$0	\$0	\$0	\$0	\$0	\$0	\$139,670	0.4%
Gas & Oil Expense	\$54,124	\$49,700	\$0	\$0	\$0	\$0	\$0	\$0	\$103,824	0.3%
Audit Fees	\$69,000	\$9,000	\$0	\$0	\$0	\$0	\$0	\$0	\$78,000	0.2%
Professional Fees	\$57,860	\$600	\$0	\$27,500	\$0	\$0	\$0	\$0	\$58,460	0.2%





The FY09-10 budget includes transfers between funds for such items as the annual debt payment on the Community Center, depreciation charges for replacing Town equipment, capital projects, etc. A schedule of interfund transfers budgeted for FY09-10 and an explanation of each is shown below:

Fiscal Year 2009-10						
Fund		Estimated Beginning Fund Balance	Estimated Revenues	Appropriations	Transfers In/(Out)	Estimated Ending Fund Balance
99	Rainy Day Fund	\$1,310,254	\$0	\$0	\$0	\$1,310,254
100	General Fund	\$5,269,554	\$14,587,379	\$13,972,083	(\$553,572)	\$5,331,278
200	Highway Users Rev Fund	\$250,000	\$1,600,545	\$1,232,746	(\$368,199)	\$249,600
300	Excise Tax Fund	\$1,346,308	\$295,859	\$132,675	(\$250,000)	\$1,259,492
400	Special Revenue (Grants)	\$0	\$2,576,850	\$150,000	(\$2,426,850)	\$0
410	Public Art Fund	\$2,367	\$2,000	\$2,500	\$0	\$1,867
420	Court Enhancement	\$225,000	\$17,000	\$50,000	\$0	\$192,000
500	Revenue Bond Debt Service	\$0	\$0	\$136,413	\$136,413	\$0
510	G O Debt Service	\$0	\$1,401,500	\$1,340,364	\$0	\$61,136
520	Eagle Mtn CFD Debt	\$0	\$389,100	\$389,100	\$0	\$0
530	MPC Debt Service	\$837,790	\$896,178	\$1,408,886	\$387,000	\$712,082
540	Cottonwoods Imp Dist	\$3,850	\$0	\$3,850	\$0	\$0
600	Capital Improvement Fund	\$8,445,403	\$7,547,717	\$12,725,434	\$2,981,190	\$6,248,876
710	Development Fees-Law	\$188,853	\$13,767	\$0	\$0	\$202,620
720	Development Fees-Fire	\$36,974	\$3,153	\$0	\$0	\$40,127
730	Development Fees-Streets	\$229,427	\$74,316	\$0	(\$142,400)	\$161,343
740	Development Fees-Parks	(\$563,258)	\$14,664	\$0	\$0	(\$548,594)
750	Development Fees-Open Space	\$1,667,633	\$9,390	\$0	\$0	\$1,677,023
760	Development Fees-Library	\$37,944	\$1,740	\$0	\$0	\$39,684
770	Development Fees-Gen Gov't	\$504,499	\$28,440	\$0	\$0	\$532,939
810	Vehicle Replacement (VRP)	\$268,016	\$5,000	\$0	\$236,418	\$509,434
<b>Total</b>		<b>\$20,060,614</b>	<b>\$29,464,598</b>	<b>\$31,544,051</b>	<b>\$0</b>	<b>\$17,981,161</b>

Explanation of Transfers						
Fund	Fund	Amount	Explanation			
General Fund	Special Revenue	\$108,850	Grant Match			
	Debt Service	(\$387,000)	Annual Debt Payment for Community Center			
	CIP	(\$100,000)	Transfer to CIP-Municipal Software			
	Vehicle Replacement	(\$175,422)	Interfund charge for Vehicle Replacement			
Highway User (HURF)	Debt Service Fund	(\$136,413)	Annual debt payment for street paving bonds			
	CIP	(\$170,790)	Transfer to CIP-Pavement Mgmt			
	Vehicle Replacement	(\$60,996)	Interfund charge for Vehicle Replacement			
Excise Tax Fund	CIP	(\$250,000)	Transfer to CIP-Downtown Improvements			
	Special Revenue	(\$108,850)	Grant Match			
Development Fees	CIP	(\$2,318,000)	Transfer to CIP-Various projects			
	CIP	(\$142,400)	Transfer to CIP-Traffic Signal project			
	Capital Improvement Fund	\$100,000	Transfer to CIP-Municipal Software			
	HURF	\$170,790	Transfer to CIP-Pavement Mgmt			
Capital Improvement Fund	Special Revenue	\$2,318,000	Transfer to CIP-Various projects			
	Excise Tax Fund	\$250,000	Transfer to CIP-Downtown Improvements			
	Development Fees	\$142,400	Transfer to CIP-Traffic Signal project			
	Debt Service	\$387,000	Annual Debt Payment for Community Center			
Debt Service	HURF	\$136,413	Annual debt payment for street paving bonds			
	HURF	\$136,413	Annual debt payment for street paving bonds			
Vehicle Replacement Fund	General Fund	\$175,422	Interfund charge for Vehicle Replacement			
	HURF	\$60,996	Interfund charge for Vehicle Replacement			



Expenditure Limitation

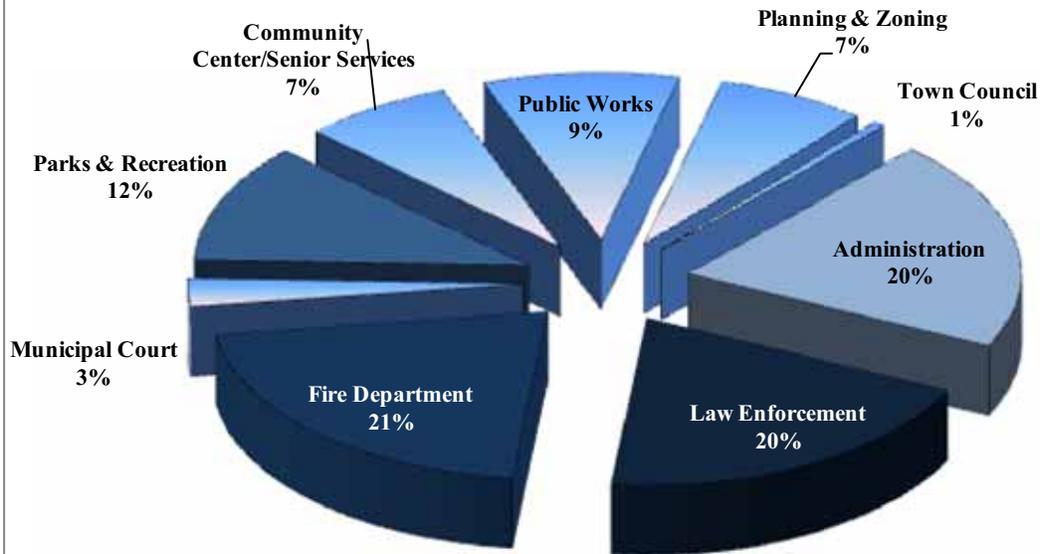
Each year the Economic Estimates Commission of the State of Arizona develops expenditure limits for local governments in Arizona based on a formula using 1979-80 expenses adjusted for inflation and population growth. Cities and town are required to stay within the limits or incur a penalty (reduction in State Shared revenues).

The final FY09-10 expenditure limitation for the Town of Fountain Hills is \$28,055,993; the limit applies to FY10 expenditures of the Town (all funds) but allows for certain exemptions and deductions. For example, debt service payments, HURF, bond proceeds, stimulus and grant expenditures are not included when determining compliance with the expenditure limitation. However, development fee and capital project expenditures are subject to the limitation. The table below is an estimate of the Town's expenditure limitation, deductions and exclusions and final spending authority.

<b>EXPENDITURE LIMITATION ANALYSIS (Estimate)</b>		
Total Expenditures		\$35,284,672
Exclusions from Revenues:		
Bond Proceeds carried forward		\$0
Bond Proceeds		\$4,500,000
Debt Service Payments		\$3,278,613
Dividends,Interest,Gains		\$131,493
Grants		\$5,114,567
Received from State(LTAF, GETUM Grants)		\$113,400
Contributions from private organization		\$0
Highway User Revenues excess 1979-80		\$1,763,000
Savings Reserved for Capital Purchase (voter approved)		
Contracts with Other Political Subdivisions		\$0
Refunds, Reimbursements		\$0
Voter Approved Exclusions		\$0
Prior Years Carryforward		\$2,694,279
Total Exclusions		\$17,595,352
Expenditures subject to limitation		\$17,689,320
Expenditure Limitation		\$28,055,993
Under/(Over) Limitation		\$10,366,673



## Uses of Funds - General Fund where the money goes



**Total General Fund Budget - \$14.5M**



# Budget Process And Schedule



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## Mission of the Budget Process

Communication and involvement with citizens and other stakeholders is stressed. The broad nature of the budget mission allows issues to be addressed that have limited the success of budgeting in the past. Apathy is a serious illness of government; it is in the best interests of government to have involved stakeholders.

The term stakeholder refers to anyone affected by or who has a stake in government. This term stakeholder includes, but is not limited to: citizens, customers, elected officials, management, employees and their representatives, businesses, vendors, other governments, and the media. It is vital that the budget processes include diverse stakeholders.

Each year the Town of Fountain Hills budget is developed from the Town Council's priorities by the Finance Department with the individual departments and the Town Manager. Meetings with each department, the Town Manager and the Finance Department are held during the month of March. After these meetings are completed, a proposed balanced budget is prepared for submittal to the full Town Council and public in May.

## Recommended Budget Practices

The Town of Fountain Hills budget process is designed to meet citizens' needs for information and input; decision makers' needs for information and advice from citizens on their desired blend of services; and the time line set by the State of Arizona through Arizona Budget Law.

The Town of Fountain Hills budget process incorporates the recommended practices promulgated by the National Advisory Council on State and Local Budgeting (NACSLB). Concurrently, Town staff apply diligent effort into improving the processes, decisions and outcomes with each new budget year. The NACSLB's practices encourage governments to consider the long term consequences of actions to ensure that impacts of budget decisions are understood over a multi-year planning horizon and to assess whether program and service levels can be sustained.

## Budget Definition

All cities and towns in Arizona are required to adopt an annual budget. State law dictates that fiscal years begin on July 1 and end on June 30. Certain parts of the budget document such as summaries of revenues and expenditures showing two years of spending history are required by State law.

A good budget process is characterized by several essential features:

- Incorporates a long-term perspective
- Establishes linkages to broad goals
- Focuses budget decisions on results and outcomes



- Involves and promotes effective communication with stakeholders
- Provides incentives to government management and employees

These key characteristics of good budgeting make clear that the budget process is not simply an exercise in balancing revenues and expenditures one year at a time, but is strategic in nature, encompassing a multi-year financial and operating plan that allocates resources on the basis of identified goals. A good budget process moves beyond the traditional concept of line-item expenditure control, providing incentives and flexibility to managers that can lead to improved program efficiency and effectiveness.

### **Principles and Elements of the Budget Process**

The budget process consists of four broad principles that stem from the definition and mission previously described. These principles encompass many functions that spread across a governmental organization. They reflect the fact that development of a balanced budget is a political and managerial process that also has financial and technical dimensions. Each of the principles of the budget process incorporates components or elements that represent achievable results. These elements help translate the guiding principles into action components. Individual budgetary practices are derived from these elements. The principles and elements provide a structure to categorize budgetary practices.

Establish broad goals to guide government decision-making – a government should have broad goals that provide overall direction for the government and serve as a basis for decision-making.

- ◆ Assess community needs, priorities, challenges and opportunities.
- ◆ Identify opportunities and challenges for governmental services, capital assets, and management
- ◆ Develop and disseminate broad goals
- ◆ Develop approaches to achieve goals – a government should have specific policies, plans, programs, and management strategies to define how it will achieve its long-term goals.
- ◆ Adopt financial policies
- ◆ Develop programmatic, operating, and capital policies and plans
- ◆ Develop programs and services that are consistent with policies and plans
- ◆ Develop management strategies
- ◆ Develop a budget consistent with approaches to achieve goals – a financial



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plan and budget that moves toward achievement of goals, within the constraints of available resources, should be prepared and adopted.

- ◆ Develop a process for preparing and adopting a budget
- ◆ Develop and evaluate financial options
- ◆ Make choices necessary to adopt a budget
- ◆ Evaluate performance and make adjustments – program and financial performance should be continually evaluated, and adjustments made, to encourage progress toward achieving goals.
- ◆ Monitor, measure, and evaluate performance
- ◆ Make adjustments as needed

### **When does the “budget season” start?**

The budget process typically begins in January when the Finance Department begins to review current levels of service, Council goals and objectives as identified at the annual Council retreat, proposed capital improvements, and financial forecasts.

In reality, the budget process for the Town is actually an ongoing process. Throughout the fiscal year, citizens and staff submit suggestions for new services, regulations, funding sources, and improved service delivery, as well as concerns to the Town Council and commissions for discussion, study, and/or implementation. Advisory boards and commissions develop plans for new or enhanced programs to be included in the following year’s budget proposal.

### **Implementing, Monitoring, and Amending the Budget**

A budget is an annual planning tool - it identifies the Town’s work plan and matches the financial, material, and human resources available with the requirements to complete the work plan. It includes information about the organization and identifies the Council policy that directed the budget preparation. Although a budget is often discussed as a financial document, the financial portion means very little without the policy and administrative information that explains what the organization intends to do with the financial resources.

In July, the Town staff begins the process of implementing the newly adopted budget and is accountable for budgetary control throughout the fiscal year. Revenue and expenditure patterns are examined, compared to budget plans, and corrective action, if necessary, is taken during the fiscal year. Town management is provided with a monthly budget and activity report; the Town Council is provided a summary budget report at the end of each quarter disclosing actual revenue, expenditure, and fund balance performance as compared to the budget.

The Town of Fountain Hills budget is adopted at a department level and the Capital



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Improvement Plan is adopted at a project level. Control of each legally adopted annual budget is at the department level; the Town Manager may at any time transfer any unencumbered appropriation balance or portion thereof between general classifications of expenditure (line items) within a department. The items are reduced by a like amount. At the request of the Town Manager, the Council may transfer any unencumbered appropriation balance or portion thereof between one department to another.

Pursuant to Arizona Revised Statutes, "No expenditure shall be made for a purpose not included in such budget..". Thus a Contingency line item is included within the General Fund to accommodate most unplanned expenditures. The other option in amending the budget, according to state law, is for the Council to declare an emergency and then transfer the monies from one line item or department to another. In essence, any approved Council transfers do amend the budget although the budget is never reprinted. All transfers are reflected on the following year's legal schedules as required by the Auditor General's Office.

### **What funds are included in this budget?**

The accounts of the Town are organized on the basis of funds or account groups, each of which is considered a separate accounting entity. Government resources are allocated to and accounted for in individual funds based on the purposes for which they are to be spent and the means by which spending activities are controlled. The Town of Fountain Hills appropriates all funds in its budget process:

General Fund – revenues and expenditures to carry out basic governmental activities such as police and fire, recreation, planning, legal services, administrative services, etc. (non-restricted).

Special Revenue Funds – revenues derived from specific taxes or other earmarked revenue sources, usually required by statute or ordinance to finance particular activities. Highway User Revenue Fund (HURF) and grants are examples of special revenue funds (restricted by statute).

Excise Tax Revenue Funds – designated for bond payments for mountains, Civic Center phase II project, and downtown development (restricted by legislative action). Debt Service Funds – established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. Municipal Property Corporation (MPC) and Community Facilities District (CFD) funds are included within the debt service funds.

Capital Projects Funds – to account for the purchase or construction of major capital facilities, heavy equipment, park improvements and major road improvements. The Capital Project Fund revenues are derived from excess General Fund revenues and 85% of the construction related local sales tax.



## When can a citizen have input into the budget process?

Town staff welcomes comments and suggestions throughout the year. The first opportunity for the Town Council to contribute to the budget is during the annual goal setting retreat held in January. The proposed budget is presented to the public and Town Council in May at which time a public hearing is held to receive input. This is the opportunity to increase the budget for the next fiscal year before the maximum spending amount is established. Once the maximum spending amount is adopted as the tentative budget, line items can only be exchanged or decreased prior to the budget's final adoption.

### Budget Schedule

<b>Friday, October 3, 2008</b>	<b>Council Strategic Planning Session</b> Develop broad policies or ideas to drive budget process
<b>Friday, November 14, 2008</b>	<b>Capital Improvement Program Budget Kick-off Meeting</b> 20 year CIP/IIP distributed to Directors for review and 5 year update Overview of capital budget process
<b>Friday, December 5, 2008</b>	<b>Cabinet Budget Retreat-Plan to implement Council goals</b> Departments formulate specific performance measures
<b>Monday, December 8, 2008</b>	<b>Operating Budget Kick-off Meeting</b>
Friday, December 12, 2008	Tyler MUNIS budget training
Friday, December 19, 2008	Directors submit requests for new/revised programs with justification Directors submit requests for new staff/reclassifications with justification
Monday, January 5, 2009	Finance submits early revenue projections to Budget Committee
<b>Wednesday, January 7, 2009</b>	<b>Public Planning Open House on Budget (Feedback cards provided)</b>
<b>Friday, January 9, 2009</b>	<b>Council Budget Retreat</b>
<b>January 1 - 31, 2008</b>	<b>Department Directors communicate budget priorities to Commissions</b>
Friday, January 16, 2009	Preliminary approval from Budget Committee on program and staffing requests
Friday, January 23, 2009	Directors submit updated 5-year CIP/IIP project sheets and costs to Finance Finance begins to prepare CIP for workstudy
Tuesday, January 27, 2009	CIP workstudy session with Council



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## Budget Schedule

Friday, February 6, 2009	Finance submits updated 5-year CIP/IIP to Budget Committee
Friday, February 13, 2009	Written Dept verbiage (Word Template) due to Finance Performance Budget Forms (Program level) due to Finance Deadline for input of operating budget into Tyler MUNIS & Excel
February 16 - February 27, 2009	Finance prepares preliminary budget document
Friday, February 27, 2009	Finance submits preliminary Budget to Budget Committee
<b>March 2 - March 20, 2009</b>	<b>Department Budget Meetings with Budget Committee</b>
<b>Tuesday, March 10, 2009</b>	<b>Council Work Study Session-Revenues</b>
March 23 - April 3, 2009	Finance prepares Tentative Budget
Tuesday, April 7, 2009	Completed Tentative Budget submitted to Budget Committee
April 7 - April 10, 2009	Review of Tentative Budget by Budget Committee
Tuesday, April 14, 2009	<b>Council Budget Work-Study Session</b>
April 13 - April 17, 2009	Finance prepares revisions to Tentative Budget incorporating Pay Plan
Tuesday, April 21, 2009	Council receives copy of Proposed Budget
<b>Tuesday, April 28, 2009</b>	<b>Council Budget Work-Study Session</b>
April 29 - May 8, 2009	Budget Committee revises budget per work-study direction
<b>Wednesday, May 6, 2009</b>	<b>Public Open House on Budget</b>
<b>Thursday, May 21, 2009</b>	<b>Council Mtg-Adopt Tentative Budget</b>
<b>Wednesday, May 27, 2009</b>	<b>Publish Tentative Budget in newspaper</b>
<b>Thursday, June 4, 2009</b>	<b>Council Mtg- Adopt Final budget</b>
<b>Thursday, June 18, 2009</b>	<b>Council Mtg-Adopt Tax Levy</b>





# **OPERATING BUDGETS**

**MAYOR & TOWN COUNCIL**

**MUNICIPAL COURT**

**ADMINISTRATION**

**PUBLIC WORKS**

**PLANNING & ZONING**

**PARKS & RECREATION**

**COMMUNITY CENTER**



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## Mayor and Town Council

### Mission Statement

The Mayor and Town Council are charged with serving the best interests of the community by providing for its safety and well being; respecting its small town character and quality of life; providing superior public services; sustaining the public trust through open and responsive government; and maintaining the stewardship and preservation of its financial and natural resources

### Department Description

The Town Council is comprised of the Mayor and six (6) Councilmembers, all of whom are elected to serve the citizens of the Town of Fountain Hills.

The term of office for the Mayor is two (2) years and Councilmembers serve (4) year overlapping terms.

The corporate powers of the Town are vested in the Council and are exercised only as directed or authorized by law via ordinance, resolution, order or motion.

The Council appropriates funds and provides policy direction to Town staff.

The Council appoints a Town Manager, Municipal Court Judge, Town Attorney, and Prosecuting Attorney.

The Town Manager is responsible for the day to day administration of the Town

### Council Goals for FY 2009-10

#### **Goal 1: Ensure that the Strategic Plan continues to be implemented and updated.**

A. Work with the Strategic Planning Advisory Commission and ensure adequate dedication of resources to complete the update to the Strategic Plan by March 31, 2010.

#### **Goal 2: Ensure development of former state trust land proceeds in a way which is most responsible and beneficial to the community.**

A. Ensure that all development applications are reviewed against approved plans, agreements and regulations.

B. Assign all applications to Senior Planner to ensure consistency and accuracy of all reviews.



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C. Conduct a comprehensive, coordinated team review of each development application.

**Goal 3: Maintain and develop good roads and walkways within fiscal constraints.**

A. Develop and present to the Council a fiscal plan for addressing the resurfacing of arterials by December 31, 2009.

B. Continue to address maintenance of roadways and the addition of new sidewalks congruent with pedestrian walkways program within fiscal constraints.

i. Continue to implement the 5-year CIP plan as funds become available.

C. Pay special attention to downtown sidewalks and other walk-ability issues.

i. Continue to pursue grants funding such as "Safe Sidewalks to Schools."

ii. Continue to design and build "gap" walkways in Town Center to provide crosswalks as per ADA standards and as fiscal constraints allow.

**Goal 4: Make optimal use of trails and expand public access to parks and open space.**

A. Enhance public access to regional open space.

i. Support McDowell Mountain Preservation Commission outreach and education efforts relative to trail access.

ii. Support efforts of McDowell Mountain Preservation Commission to man both Chamber fair booths and distribute information specific to the preserve and its trails.

iii. If County's transportation plan for regional trails is approved, utilize the Sonoran Conservancy's Trailblazers to construct the trail from the regional park trail system into the McDowell Mountain Preserve.

**Goal 5: Maintain service level and functionality of parks.**

A. Maintain grass and water quality at Fountain Park.

i. Continue the Turf Enhancement Program at Fountain Park.

ii. Continue to use an aquatic consulting service to help maintain lake water quality.

B. Develop a Park Maintenance Program for parks system by December of 2009.

C. Explore alternatives for savings on electrical costs in running the fountain.



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**Goal 6: Explore the need for an Environmental Commission with specific responsibility to develop new measures and support existing initiatives that improve the quality of our natural environment.**

- A. Identify other communities that have environmental commissions and evaluate their effectiveness and resource requirements. Investigate the legal ramifications of establishing an environmental commission and seek community input with regard to the establishment of an environmental commission. Report to Council by November 1, 2009.

**Goal 7: Maintain and promote our small town character by enhancing public private collaboration to develop new and improve existing special events.**

- A. Continue Department efforts through the Recreation Division to collaborate with local businesses and the Chamber for an expanded St. Patrick's Day event in 2010.
- B. Through the Recreation Division, work to expand the "Eggstravaganza" event in 2010 to include the Kiwanis Pancake Breakfast and other possible elements.
- C. Work with ADOG through the Recreation Division for the second year of an expanded "Paws in the Park" event in Fountain Park.
- D. Hold "Public Safety and Emergency Preparedness Expo."
- E. Hold "Make a Difference Day."
- F. Explore cost sharing opportunities with the Chamber and other community organizations with respect to the Thanksgiving Day Parade and Luminarias.

**Goal 8: Enhance customer service and enrich our citizens' lives by expanding access to Town offerings and services, developing innovative approaches to service delivery, and developing/implementing methods for gathering citizen input.**

- A. Expand home delivered meals program for seniors.
  - i. Meal preparation: Fountain View Village has already agreed to prepare up to 50 meals per day (3 routes per day x 16 meals per bag totals 48) by September 1, 2009.
- B. Grow volunteer program and cultivate volunteer opportunities.
  - i. "Make a Difference Day" (See 7E).
- C. Fully implement "Fountain of Innovation" program and present "Fountain of Innovation" award at annual employee Christmas party.
- D. Provide Council with quarterly updates and an annual comprehensive report on the effectiveness of eFountain by January 15, 2010.
- E. Sponsor two Town Hall meetings during the fiscal year.



F. Continue to work on the Town website to make it user-friendly and easy to navigate.

G. Continue to review and revise outdated, overreaching ordinances, codes, policies and procedures.

**Goal 9: Demonstrate organizational progress to citizens and promote transparent government.**

A. Explore the possibility of one-day building permits for simple projects.

i. Examine best practices in other local jurisdictions that issue permits in one day and determine resource needs and necessary changes to our process to accomplish the same turnaround time. Determine which types of permits can be reviewed and issued in one day by Town staff. Return with report to Council by October 1, 2009.

B. Implement performance measures program.

i. Develop program budget format by July 1, 2009.

ii. Evaluate feasibility of regional benchmarking by December 31, 2009.

iii. Update departmental performance measures by December 31, 2009.

C. Expand transparent government.

i. Add ordinances, resolutions and proclamations to the Town's website by December 31, 2009.

ii. Hold one "Meet the Town Day" on a regular workday to include departmental overviews and tours of Town Hall utilizing volunteers as tour guides in the first half of the fiscal year.

iii. Hold two Town Hall meetings per fiscal year (see 8E).

iv. Work with FHUSD to videotape and air departmental profiles.

D. Continue to develop a system of program budgeting which facilitates the communication of budget information to citizens.

**Goal 10: Enhance the Town's economic base by maintaining strong business relations, developing and implementing innovative strategies to bring beneficial businesses to Town, supporting an environment conducive to new business development, and developing initiatives designed to help businesses succeed.**

A. Evaluate the existing Business Visitation (Retention) Program by July 31, 2009.

B. Enhance the Business Visitation (Retention) Program and begin implementation in August, 2009. Develop an expanded and targeted approach to outreach to the existing business base to include one outreach effort per quarter.



C. Work with Town Center Merchants group to develop and facilitate networking opportunities, business vitality, and marketing and promotional opportunities using the Main Street four-point approach.

D. Develop contacts and work with Ft. McDowell, the Chamber, and other business groups and organizations to develop strong relationships and work towards mutually beneficial goals: Ft. McDowell outreach at least two times.

E. Continue Town involvement with BVAC.

F. Evaluate the business attraction program by July 31, 2009.

G. Develop a strategy to encourage business locations within the town limits starting in August 2009.

**Goal 11: Build and strengthen internal and external relationships utilizing mutual respect as the basis.**

A. Develop opportunities for more council/staff interaction.

B. Develop new council orientation training which focuses on the roles of council and staff and promotes mutual respect.

i. Create curriculum by March 1, 2010.

C. Continue downtown business and chamber relations efforts.

D. Pursue regular meetings with Ft. McDowell.

i. Quarterly economic development meetings between the Town and Ft. McDowell.

ii. Meetings between governing boards twice per year.

E. Reduce e-sessions possibly by forming specific nominating committee to review applications and recommend appointments to the Council.

i. Develop a plan based on the Avondale model and present to Council by October 1, 2009.

F. Make the Tribe feel welcome at Town events, endeavors, and activities.

G. Promote the Town's relationship with the School District by holding three joint meetings per year.

**Goal 12: Exercise fiscal responsibility while maintaining organizational/functional integrity.**

A. Continue to hold the half-day Council Budget Workshop each October, in addition to the full-day January Workshop.

B. Submit a mid-year State of the Budget report to Council by December 31, 2009.



C. Submit quarterly CIP updates to Council for re-evaluation of capital needs and priorities.

D. Continue to utilize work flow analysis to identify cost savings via contracting, consolidation of services, etc.

**Goal 13: Support initiatives which enhance public safety in our community.**

A. Develop plan to address proactive community oriented policing by September of 2009.

B. Provide semi-annual update to Council by Fire Chief, including an assessment of service level.



	FY 2005-2006 Actual	FY 2006-2007 Actual	FY 2007-2008 Actual	FY 2008-2009 Budget	FY 2009-2010 Proposed
<b>SALARIES &amp; BENEFITS</b>					
Wages and Salaries	\$32,000	\$36,000	\$36,000	\$36,000	\$51,164
Employer FICA Expense	\$2,448	\$2,770	\$2,770	\$2,770	\$2,974
Unemployment Insurance Expense	\$276	\$310	\$330	\$330	\$338
Employee's Health Insurance	\$0	\$0	\$0	\$0	\$1,430
Employee's Life Insurance	\$0	\$0	\$0	\$0	\$45
Employee's Dental Insurance	\$0	\$0	\$0	\$0	\$101
Employee Vision Insurance	\$0	\$0	\$0	\$0	\$16
Worker Compensation Insurance	\$755	\$967	\$490	\$543	\$530
Employee's Retirement Expense	\$0	\$0	\$0	\$0	\$1,668
Disability Insurance	\$0	\$0	\$0	\$0	\$240
<b>TOTAL</b>	<b>\$35,480</b>	<b>\$40,047</b>	<b>\$39,590</b>	<b>\$39,643</b>	<b>\$58,506</b>
<b>OPERATING EXPENDITURES</b>					
Dues, Subscriptions & Publications	\$0	\$0	\$0	\$0	\$350
Training/Continuing Education	\$5,020	\$6,100	\$7,000	\$11,500	\$5,500
Meetings & Conferences	\$4,684	\$36,389	\$13,400	\$11,140	\$14,484
Communications Expense	\$0	\$100	\$0	\$0	\$0
Professional Services	\$3,000	\$3,500	\$62,000	\$9,500	\$0
Printing	\$544	\$500	\$700	\$1,105	\$400
Advertising/Signage	\$10,158	\$12,700	\$10,200	\$8,800	\$0
Constituent Communications	\$0	\$0	\$0	\$0	\$1,200
Election Expense	\$17,104	\$16,000	\$45,000	\$0	\$0
Community Events & Programs	\$0	\$0	\$0	\$7,000	\$4,000
Office Supplies	\$3,277	\$1,825	\$2,000	\$4,400	\$1,200
<b>TOTAL</b>	<b>\$43,788</b>	<b>\$77,114</b>	<b>\$140,300</b>	<b>\$53,445</b>	<b>\$27,134</b>
<b>CAPITAL EXPENDITURES</b>					
Capital Outlay	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL EXPENDITURES</b>	<b>\$79,268</b>	<b>\$117,161</b>	<b>\$179,890</b>	<b>\$93,088</b>	<b>\$85,640</b>



Sister City Reception



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## Budget Highlights-Mayor & Council

**\$58,506**

### **Salaries, Benefits & Taxes**

- Mayor's salary is \$600 per month and Councilmember's salaries are \$400 per month-\$39,737 (including taxes)
- Portion of Executive Assistant's salary & benefits being charged to the Council Program Budget for the first time in FY 2009-10-\$18,769

**\$27,134**

### **Services & Supplies**

- Participation continued in League of Arizona Cities & Towns conference-\$9,544
- Continuation of Town Hall Meetings-\$1,200
- Sister Cities Dues and contributions-\$3,250
- Council portraits for Lobby-\$1,200
- Constitution Commemoration Day-\$1,000
- Council Meetings & Legislative Events-\$5,500
- Council One-On-Ones with Town Manager-\$3,000
- Other supplies and services-\$2,440

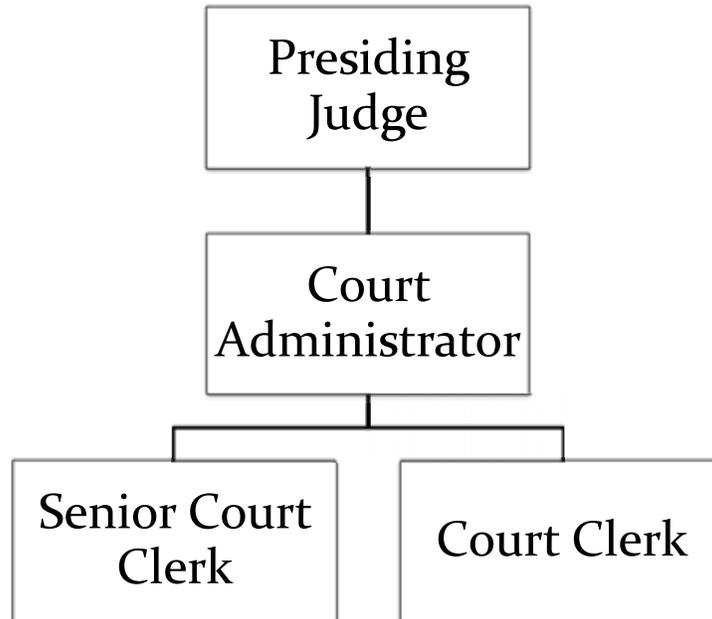
**\$0**

### **Capital Outlay**

- No Capital Outlays budgeted in FY 2009-10



# MUNICIPAL COURT



## Municipal Court

### Mission Statement

The Fountain Hills Municipal Court is committed to professionally serving the citizens of Fountain Hills by administering justice in a fair, efficient, and respectful manner, so as to enhance public trust and community confidence in our court system

### Department Description

The Fountain Hills Municipal Court is the judicial branch of the Fountain Hills government. Pursuant to State Law and the Town Code, decisions regarding the overall function of the Court are the sole responsibility of the Presiding Judge, who also has the exclusive supervisory authority over all Court personnel.

The Court has jurisdiction over civil, traffic, criminal traffic and criminal misdemeanor offenses and violations of Town Code and Ordinances. The Court also has authority over specified juvenile offenses. In addition, the Municipal Court Judge has authority to issue arrest/search warrants, civil orders of protection and injunctions against harassment.

As part of the Arizona State Court System, the Fountain Hills Municipal Court is subject to the authority and administrative supervision of the Arizona Supreme Court. The Fountain Hills Municipal Court has legal obligations and reporting responsibilities to the State, as well as to the Town of Fountain Hills. The Court must comply with constantly changing federal, state, and local laws and administrative rules, including those relating to crimes and criminal procedures, victims' rights, record keeping, ADA, Minimum Accounting Standards, and judicial ethics.

### Performance Indicators

Description	FY 2007-08 Actual	FY 2008-09 Est. Actual	FY 2009-10 Proposed
Cases Filed	4252	5378	5400
Cases Terminated	4260	5743	5800
Hearings Held	1109	1200	1200
Traffic cases closed in 60 days	83%	90%	90%
Criminal cases closed in 60 days	80%	80%	85%



## FY 2008-09 Department Accomplishments

- Successfully completed the sixth year of the Fountain Hills Community Teen Court with 30% increase in participation
- Letter of understanding formalized with Fort McDowell Tribal Court for cooperation in disaster/emergency preparedness
- Court website updated and enhanced with new resources and information
- Purchased a document scanner for more efficient archiving of Court records

## FY 2009-10 Department Objectives

- Continue the review, updating and implementing of existing and new policies, procedures and measures to enhance Court security and enforcement responsibilities.
- Continue enhancement of the Court’s website for public access to Court information and services
- Reduce storage of archived files by digitally scanning all closed files from the year 2000 to date.

	FY 2005-2006 Actual	FY 2006-2007 Actual	FY 2007-2008 Actual	FY 2008-2009 Budget	FY 2009-2010 Proposed
<b>SALARIES &amp; BENEFITS</b>					
Overtime	\$172	\$965	\$0	\$0	\$0
Wages and Salaries	\$256,444	\$262,935	\$283,000	\$295,700	\$300,000
Employer FICA Expense	\$3,669	\$3,860	\$4,000	\$4,320	\$4,348
Unemployment Insurance Expense	\$424	\$300	\$350	\$320	\$330
Employee's Health Insurance	\$25,578	\$36,620	\$36,500	\$30,400	\$31,180
Employee's Life Insurance	\$694	\$1,120	\$850	\$960	\$910
Employee's Dental Insurance	\$2,973	\$3,330	\$2,500	\$2,490	\$2,590
Employee Vision Insurance	\$278	\$210	\$320	\$260	\$270
Worker Compensation Insurance	\$927	\$1,010	\$600	\$650	\$610
Employee's Retirement Expense	\$28,228	\$29,020	\$32,000	\$32,530	\$33,010
Disability Insurance	\$1,194	\$1,330	\$1,300	\$1,560	\$1,430
<b>TOTAL</b>	<b>\$320,581</b>	<b>\$340,700</b>	<b>\$361,420</b>	<b>\$369,190</b>	<b>\$374,678</b>
Dues, Subscriptions & Publications	\$2,368	\$3,550	\$2,500	\$3,750	\$3,750
Training/Continuing Education	\$38	\$800	\$300	\$1,000	\$500
Meetings & Conferences	\$1,667	\$2,200	\$775	\$2,000	\$1,500
Equipment Repairs	\$1,553	\$1,000	\$600	\$600	\$800
Communications Expense	\$717	\$105	\$490	\$550	\$0
Auditing Expense	\$0	\$0	\$4,000	\$0	\$0
Legal Fees	\$2,105	\$2,000	\$2,300	\$3,000	\$2,000
Printing	\$1,653	\$2,000	\$1,600	\$2,000	\$2,000
Advertising/Signage	\$94	\$300	\$100	\$300	\$200
Intergovernmental Agreements	\$4,500	\$4,500	\$4,500	\$6,100	\$6,100
Bank Charges	\$1,917	\$2,500	\$2,500	\$2,500	\$2,500
Office Supplies	\$3,099	\$4,000	\$3,200	\$3,500	\$3,500
<b>TOTAL</b>	<b>\$19,710</b>	<b>\$22,955</b>	<b>\$22,865</b>	<b>\$25,300</b>	<b>\$22,850</b>
<b>CAPITAL EXPENDITURES</b>					
Capital Outlay - Furniture/Equipment	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL EXPENDITURES</b>	<b>\$340,291</b>	<b>\$363,655</b>	<b>\$384,285</b>	<b>\$394,490</b>	<b>\$397,528</b>



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## Budget Highlights-Municipal Court

### **\$374,678 Salaries, Benefits & Taxes**

- Salaries, benefit & taxes for Presiding Judge and Court staff-\$374,678

### **\$22,850 Services & Supplies**

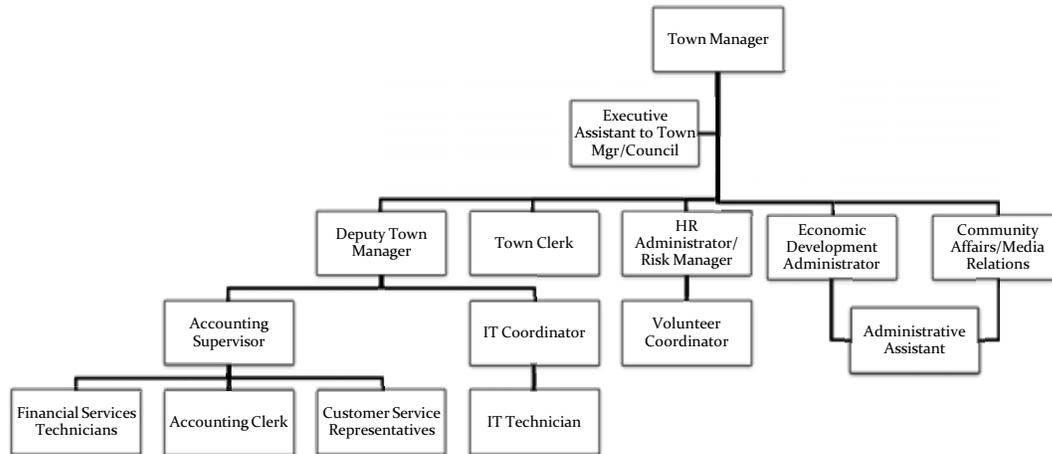
- IGA for software service with AZ Supreme Court-\$6,100
- Pro Tem judge and interpreter costs-\$2,000
- File scanning/archive services-\$5,000
- AZ Magistrate & Judicial conferences-\$2,000
- Merchant Account/Bank service charges-\$2,500
- State Bar, AZ Courts Assoc dues and legal publications-\$3,750
- Office supplies & equipment repair-\$1500

### **\$0 Capital Outlay**

- No Capital Outlays budgeted in FY 2009-10



# ADMINISTRATION



## Administration

### Mission Statement

The Administration Department is dedicated to serving the citizens of Fountain Hills by providing Administrative direction and support to the Town Departments. Administration provides accurate and current information on Council legislation and administrative actions; provides for the delivery of comprehensive financial services to internal and external customers; provides legal advice and support to Town staff; reaches out to political leaders and geographical neighbors to continue to grow relationships in the best interests of the Town and enhances the Town's economic base through business attraction, retention and business vitality activities.

### Department Description

The Administration Department is made up of nine (9) Divisions; Town Manager, Town Clerk; Legal Services; Finance; Human Resources/Risk Mgmt; Community Affairs/Media Relations; Economic Development; Information Technology; and Operational Support. The Town Manager provides direct supervision over the Town Clerk, Legal Services, Human Resources/Risk Mgmt, Community Affairs/Media Relations and Economic Development. The Deputy Town Manager is responsible for Finance, Information Technology and Operational Support.

### Performance Indicators

Description	FY 2007-08 Actual	FY 2008-09 Est. Actual	FY 2009-10 Proposed
General Obligation Bond Rating	Aa3	Aa3	Aa3
Coordinate Town wide special events	12	14	16
Conduct business visits	0	12	25
Number of updates to web	500	800	600
Conduct municipal elections as required by new initiatives	1	0	3
Number of Workers Comp claims filed	8	7	5



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## **FY 2008-09 Department Accomplishments**

- Began implementation of a new Town wide software integration project
- Launched a new Town website.
- Received 13<sup>th</sup> GFOA Certificate for financial reporting.
- Coordinated and managed eFountain; an online service to make government more transparent
- Conducted Town Hall meetings to encourage citizen participation in the budget process
- Conducted outreach to Town businesses to encourage retention
- Managed the downsizing of Town staff as a result of budget constraints.

## **FY 2009-10 Department Objectives**

- Continue implementation of the software integration project
- Assist in educating the public about the upcoming census
- Develop new productions for Channel 11
- Conduct elections as required by Town initiatives
- Provide an increase service level for Volunteer coordination, including two new initiatives
- Streamline the Special Events approval process
- Evaluate the business attraction program
- Enhance the existing business visitation program
- Develop new resident outreach packages
- Evaluate opportunities to develop a broader revenue base to support Town services
- Update the Strategic Plan
- Demonstrate organizational process to citizens and promote transparent government
- Enhance customer service and enrich our citizens' lives by expanding access to Town offerings and services, developing innovative approaches to service delivery and developing/implementing methods for gathering citizen input.



	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
	Actual	Actual	Actual	Budget	Proposed
<b>SALARIES &amp; BENEFITS:</b>					
Overtime	\$7,706	\$1,051	\$1,000	\$2,000	\$0
Wages and Salaries	\$775,065	\$748,349	\$851,352	\$822,959	\$816,059
Employer FICA Expense	\$17,073	\$16,000	\$18,640	\$18,220	\$17,032
Unemployment Insurance Expense	\$1,373	\$900	\$960	\$1,028	\$918
Employee's Health Insurance	\$46,496	\$54,400	\$67,328	\$62,685	\$64,746
Employee's Life Insurance	\$2,351	\$2,900	\$2,121	\$2,358	\$2,168
Employee's Dental Insurance	\$5,705	\$5,300	\$4,619	\$6,044	\$5,617
Employee Vision Insurance	\$611	\$800	\$813	\$1,131	\$708
Worker Compensation Insurance	\$11,945	\$3,800	\$2,882	\$2,389	\$2,061
Employee's Retirement Expense	\$75,920	\$77,000	\$85,698	\$83,593	\$87,099
Disability Insurance	\$2,821	\$3,500	\$3,805	\$4,033	\$3,395
<b>TO TAL</b>	<b>\$947,066</b>	<b>\$914,000</b>	<b>\$1,039,218</b>	<b>\$1,006,440</b>	<b>\$999,803</b>
Dues & Publications	\$45,811	\$46,497	\$55,840	\$52,550	\$32,838
Training/Continuing Education	\$8,359	\$15,200	\$11,600	\$12,420	\$4,350
Meetings & Conferences	\$29,051	\$18,160	\$9,149	\$14,099	\$33,706
Vehicle Maintenance	\$76	\$1,250	\$310	\$0	\$708
Equipment Repair & Maintenance	\$175,885	\$76,100	\$81,000	\$80,639	\$113,800
Electricity Expense	\$138,482	\$0	\$0	\$0	\$0
Telecommunications	\$80,108	\$68,983	\$71,318	\$63,499	\$59,896
Water/Sewer Expense	\$13,113	\$0	\$0	\$0	\$0
Gas & Oil Expense	\$4,843	\$3,130	\$2,100	\$3,000	\$1,500
Audit Fees	\$21,868	\$30,800	\$40,000	\$28,107	\$69,000
Professional Fees	\$113,773	\$58,560	\$160,250	\$82,455	\$49,220
Legal Fees	\$405,573	\$347,000	\$350,000	\$339,500	\$360,804
Insurance Expense	\$263,182	\$340,050	\$350,000	\$318,400	\$325,000
Rents & Leases	\$18,539	\$0	\$0	\$0	\$0
Printing	\$8,533	\$22,625	\$4,300	\$9,681	\$36,408
Advertising, Promotion & Events	\$9,173	\$13,950	\$11,500	\$18,950	\$15,795
Emergency Management	\$1,653	\$1,655	\$2,050	\$2,050	\$0
Intergovernmental Agreements	\$0	\$0	\$0	\$0	\$90,000
Constituent Communications	\$24,924	\$82,300	\$105,506	\$68,500	\$33,400
Bank/Merchant Acct Fees	\$8,356	\$6,992	\$16,000	\$10,850	\$8,350
Community Service Contracts	\$337,706	\$339,000	\$433,500	\$480,600	\$505,814
Office Supplies	\$63,647	\$29,378	\$41,750	\$23,900	\$14,437
Postage	\$23,422	\$27,340	\$18,000	\$14,040	\$16,755
Operating Supplies	\$0	\$0	\$0	\$0	\$4,823
Program Materials	\$0	\$0	\$0	\$0	\$17,252
Small Tools & Equipment	\$0	\$0	\$0	\$0	\$1,700
Software	\$0	\$0	\$0	\$0	\$4,200
Hardware & Peripherals	\$0	\$0	\$0	\$0	\$2,265
Contingency	\$183,339	\$300,000	\$0	\$145,000	\$150,000
<b>TO TAL</b>	<b>\$1,979,416</b>	<b>\$1,828,970</b>	<b>\$1,764,173</b>	<b>\$1,768,240</b>	<b>\$1,952,021</b>
<b>CAPITAL EXPENDITURES</b>					
Capital Outlay - Equipment	\$69,257	\$3,000	\$4,661	\$0	\$0
Capital Outlay - Computers	\$56,147	\$22,100	\$35,000	\$32,400	\$0
Capital Outlay - Software	\$16,265	\$135,000	\$200,000	\$101,201	\$0
Capital Outlay - Communications	\$0	\$12,000	\$125,000	\$0	\$0
<b>TO TAL CAPITAL EXPENDITURES</b>	<b>\$141,668</b>	<b>\$172,100</b>	<b>\$364,661</b>	<b>\$133,601</b>	<b>\$0</b>
Transfer to CIP	\$0	\$0	\$0	\$200,000	\$100,000
Transfer to VRF	\$0	\$0	\$0	\$0	\$2,984
	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$102,984</b>
<b>TO TAL EXPENDITURES</b>	<b>\$3,068,150</b>	<b>\$2,915,070</b>	<b>\$3,168,052</b>	<b>\$3,108,281</b>	<b>\$3,054,808</b>



Department	Division	Budget
<b>Administration</b>	<b>Town Manager</b>	<b>\$728,543</b>
	<b>Legal Services</b>	<b>\$360,804</b>
	<b>Town Clerk</b>	<b>\$193,067</b>
	<b>Human Resources/Risk Mgmt</b>	<b>\$575,851</b>
	<b>Finance</b>	<b>\$324,316</b>
	<b>Community Affairs/Media Relatic</b>	<b>\$159,755</b>
	<b>Economic Development</b>	<b>\$149,571</b>
	<b>Downtown Development</b>	<b>\$382,675</b>
	<b>Information Technology</b>	<b>\$307,366</b>
	<b>Operational Support</b>	<b>\$255,534</b>
	<b>Total General Fund</b>	<b>\$3,054,808</b>
	<b>Total Excise Tax Fund*</b>	<b>\$382,675</b>
	<b>TOTAL OPERATING</b>	<b>\$3,437,483</b>



"Cooling the Dogs" Fountain



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## Administration Budget Highlights-Town Manager

### **\$263,760 Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for Town Manager and a portion of Deputy Town Manager and Executive Assistant-\$263,760

### **\$461,799 Services & Supplies**

- Boys & Girls Club-\$100,000, Community Theater-\$130,000, Food Bank-\$44,000, Chamber Tourism-\$150,000
- Parade contribution to Chamber-\$3,500
- Update Strategic Plan-Meetings, Supplies & Printing-\$20,450
- ICMA, ACMA, MAG, IAAP Memberships-\$6,461
- Office Supplies & Equipment Repair-\$800
- Vehicle Fuel & Maintenance-\$2,208
- ACMA & East Valley Managers' Meetings-\$2,480
- Cabinet Workshops-\$1,500
- Cell Phone Service-\$1,200
- Office Supplies-\$400

### **\$2,984 Transfers to Vehicle Replacement Fund**

## Administration Budget Highlights-Legal Services

### **\$360,804 Services & Supplies**

- Town Attorney-\$200,000
- Outside Council-\$48,000
- Public Defender-\$4,800
- Town Prosecutor-\$108,000



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## Administration Budget Highlights-Town Clerk

### **\$94,737 Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for Town Clerk staff-\$94,737

### **\$98,330 Services & Supplies**

- Contractual Services, printing & advertising costs to conduct November, March and May elections-\$89,435
- Advertising text amendments to Code-\$1,200
- Council meeting audio transcription-\$4,800
- AMCA, IIMC and Notary dues-\$250
- ACMA, IIMC, Adobe, conferences & training-\$1,550
- Office supplies-\$1,095

## Administration Budget Highlights-Human Resources/Risk Mgmt

### **\$125,090 Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for Human Resources Administrator and Volunteer Coordinator-\$125,090

### **\$450,761 Services & Supplies**

- Operating Supplies for Volunteer Program-\$10,670
- Special Transportation Services-\$90,000
- Liability Insurance-\$325,000
- Payroll Processing & Tax Reporting-\$10,300
- Program materials for Human Resources activities-\$10,210
- HR Law and Insurance update dues-\$1,907
- Background Checks & Drug Testing-\$1,920
- Office supplies-\$754



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## Administration Budget Highlights-Information Technology

### **\$95,938 Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for IT Coordinator and IT Technician-\$95,938

### **\$111,428 Services & Supplies**

- Software Maintenance-\$87,000
- Equipment Maintenance-\$10,000
- Software subscription/hosting services-\$8,580
- Software Licenses-\$4,200
- Cell phone service-\$948
- Office and Operating supplies-\$700
- 

### **\$100,000 Transfer to Capital Projects for Municipal Software Project**

- Expand programs to include GIS and/or HR modules

## Administration Budget Highlights-Operational Support

### **\$255,534 Services & Supplies**

- Copy Center Equipment Maintenance & Supplies-\$24,720
- Telecommunication & Internet Service-\$56,264
- Bank/Merchant Account services-\$8,350
- Postage-\$16,200
- Operating Contingency-\$150,000



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## Administration Budget Highlights-Community Affairs/ Media Relations

### **\$108,348 Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for Community Affairs/Media Relations Administrator and portion of Administrative Asst-\$108,348

### **\$51,407 Services & Supplies**

- Website Upgrades including survey capacity-\$5,000
- Census advertising & support-\$9,800
- Four (4) print editions of AveNews & Water Use It Wisely Pamphlets-\$23,600
- Marketing materials for General Plan Update, Environmental Event and Community Center-\$2,500
- Additional Kiosk for Library-\$1,700
- Cell phone and broadband services-\$2,265
- Legislative Meetings, AzGAM, 3CMA-\$3,692
- FinderBinder Media Directory and Office supplies-\$1,550
- Graphics training for staff-\$1,300



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## Administration Budget Highlights-Finance

### **\$244,635 Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for Finance, Accounting, Purchasing, Licensing, Special Events and Customer Service staff and a portion of Deputy Town Manager-\$244,635

### **\$79,681 Services & Supplies**

- ACMA, ALTA, Treasurers, GFOA, GFOAAZ memberships-\$1,645
- GFOAAZ conference-\$1,978
- Annual Independent Audit-\$27,000
- Sales Tax Auditor-\$42,000
- Cell phone service-\$1,008
- Printing of CAFR and Budget-\$2,900
- Publishing budget in newspaper-\$1,500
- Office supplies-\$1,350
- Training-\$300



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## **Administration Budget Highlights- Economic Development (General Fund)**

**\$67,296      Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for portion of Economic Development Administrator and Administrative Asst-\$67,296

**\$82,275      Services & Supplies**

- GPEC membership-\$10,200
- AAED, IEDC, ICMA Memberships and publications-\$3,035
- AAED, IEDC, AAED, conferences & meetings-\$, 9,764
- Consultant services for RTA, Skillset, and Sectors studies-\$17,500
- Design Services for marketing pieces-\$10,000
- Marketing pieces and Fact Book folders-\$20,100
- AAED Sponsorship-\$10,000
- Cell phone service-\$952
- Office and miscellaneous supplies-\$724



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## **Administration Budget Highlights- Economic Development (Excise Tax Fund)**

**\$45,739     Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for portion of Economic Development Administrator and Administrative Asst-\$45,739

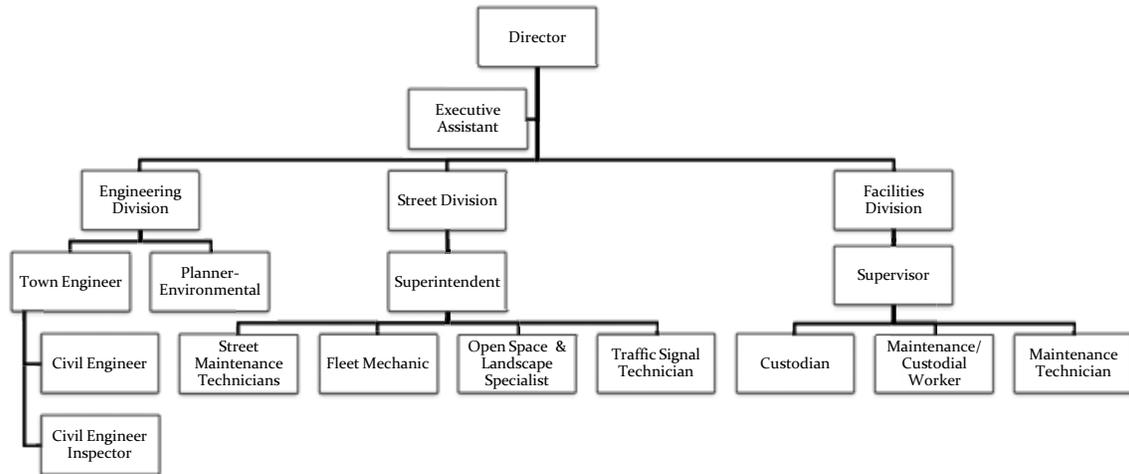
**\$86,936     Services & Supplies**

- Directories & reports-\$2,025
- ACT training, Town Center Group Meetings-\$4,800
- Cell phone service-\$476
- Consultant services for RTA, Skillset, and Sectors studies-\$7,500
- Holiday lighting-\$20,000
- Marketing pieces and Fact Book folders-\$20,535
- Advertising and signage-\$31,000
- Office supplies-\$600

**\$250,000     Transfer to Capital Projects for Downtown Streetscape Project**



# PUBLIC WORKS



## Public Works

### Mission Statement

The Public Works Department is dedicated to expressing and enhancing the beauty, value and quality of the environment by operating and maintaining public grounds, dams, medians, natural washes and open space; by protecting the health, safety and well being of the public by assuring properly designed and constructed infrastructure, correct property transfers and excellent customer service; dedication to quality customer service by operating, preserving and maintaining Town-owned roadways and traffic control systems safely and efficiently; and maintaining all Town Facilities in a manner that provides a safe, healthy and secure environment for staff and our visitors.

### Department Description

The Open Space and Engineering Divisions are responsible for the operation and maintenance of Town-owned wash parcels, open space, dams, public grounds and median landscaping. The department is responsible for six ADWR jurisdictional dams and numerous smaller dams. The Facilities Division maintains town-owned buildings (except public parks), including town Hall, Community Center/Library, two fire stations, Community Theatre buildings, and the street yard. The Streets Division staff responsibilities include crack sealing, asphalt patching, signing, traffic signals, brush removal, storm debris clean up, street sweeping and street-related emergency responses. The Highway User Revenue Fund (HURF) pays for Street personnel and contract work for street repair, operations, maintenance and improvements. Contracted tasks include construction and renovation of streets, sidewalks, drainage facilities, engineering processes, reviews, permits and inspects encroachment permits, including subdivision plans, "off-site" improvement plans and utility cuts. Engineering provides support to Building Safety by reviewing and inspecting site work plans for building permits, to Planning Division by technical review of area specific plans, rezoning, preliminary plats, special use permits and other land use matters and technical support for park and building projects. It provides project planning, design & plan review, and contract administration.

### Performance Indicators

Description	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Proposed
Utility ROW in 3 days	98%	98%	98%
Pothole resolution 24 hrs	98%	98%	98%
Maintenance requests < 24 hours	98%	95%	90%



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## **FY 2008-2009 Department Accomplishments**

- Issued: 319 Utility Encroachment Permits.
- Processed: 35 Public Utility & Drainage Easements and Grants of Easement; 9 Traffic Calming cases.
- Reviewed: 13 Temporary use Permits, 24 Single Family Bldg permits, 3 Multi-Family Bldg Permits, 7 Commercial and Industrial Bldg Permits, reviewed and processed 12 subdivisions.
- Designed Phase One Alley Improvements for PM-10 measures.
- Constructed four segments of sidewalk in the Town Center.
- Provided fire and Drainage control for 53.8 acres of washes.
- Designed sidewalk improvements for Del Cambre school connection.
- Continue Town wide replacement of all street name signs and support poles.
- Stormwater Management Plan requirement by hydro-vacuuming stormwater catch basins.
- Completed art installation project on Town Hall property.
- Installed new Public Information Board on front entrance to the community Center.
- Conducted a public auction of Town surplus equipment returning proceeds to the General Fund.
- Provided recycling containers at all Town-owned facilities.
- Bring traffic signals into compliance with industry standard.

## **FY 2009-2010 Department Objectives**

- Provide wash management at urgent and moderate fire hazard areas in coordination with the Fire Department requests.
- Provide capital project planning, design and construction consistent with the budget.
- Convert remaining street signs to high intensity retro-reflective signs.
- Perform traffic signal inspections and maintenance to comply with industry standards.
- Prepare streets in the south-central area of town for pavement maintenance activities.
- Increase hours spent on curb replacement to minimize town liability.
- Maintain and develop good roads and walkways within fiscal constraints.
- Work with civic organizations in their goal to design and help fund completion of the Events Circle between Community Center and Library.



<b>PUBLIC WORKS</b>	<b>FY 2005-2006</b>	<b>FY 2006-2007</b>	<b>FY 2007-2008</b>	<b>FY 2008-2009</b>	<b>FY 2009-2010</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>
<b>SALARIES &amp; BENEFITS:</b>					
Overtime	\$6,092	\$7,191	\$5,800	\$3,426	\$0
Wages	\$408,559	\$647,709	\$637,000	\$670,632	\$654,753
FICA	\$5,823	\$11,460	\$7,000	\$12,600	\$13,868
Unemployment Insurance	\$510	\$780	\$910	\$815	\$788
Employee's Health Insurance	\$44,029	\$59,430	\$72,100	\$64,980	\$80,873
Employee's Life Insurance	\$1,318	\$2,470	\$13,300	\$3,972	\$1,715
Employee's Dental Insurance	\$4,320	\$6,920	\$6,050	\$6,060	\$5,566
Employee's Vision Insurance	\$553	\$950	\$870	\$1,038	\$613
Worker's Compensation Insurance	\$10,757	\$21,950	\$14,500	\$12,942	\$13,811
Employee's Retirement Fund	\$45,550	\$66,760	\$66,600	\$69,266	\$63,943
Disability Insurance	\$2,029	\$2,970	\$2,965	\$3,311	\$2,562
<b>TOTAL</b>	<b>\$529,540</b>	<b>\$828,590</b>	<b>\$827,095</b>	<b>\$849,042</b>	<b>\$838,492</b>
Dues & Publications	\$1,394	\$2,545	\$2,406	\$3,040	\$2,590
Training/Continuing Education	\$195	\$1,000	\$1,215	\$1,950	\$3,300
Meetings & Conferences	\$2,544	\$2,450	\$6,680	\$5,840	\$1,525
Building Repair & Maintenance	\$0	\$65,650	\$78,500	\$84,934	\$101,335
Equipment Repair & Maintenance	\$0	\$0	\$0	\$20,800	\$1,200
Vehicle Repair & Maint.	\$3,545	\$4,850	\$4,130	\$3,350	\$5,711
Other Maintenance, Repair & Installation	\$0	\$0	\$0	\$0	\$25,695
Electricity	\$2,944	\$140,720	\$150,400	\$155,308	\$222,035
Refuse & Recycling	\$0	\$0	\$0	\$0	\$3,000
Communications Expense	\$2,958	\$3,360	\$5,400	\$5,820	\$4,008
Water/Sewer	\$43,680	\$64,962	\$69,500	\$70,000	\$92,710
Gas & Oil	\$7,603	\$10,065	\$13,200	\$13,243	\$9,220
Professional Fees	\$0	\$0	\$0	\$0	\$1,100
Engineering Fees	\$27,226	\$161,562	\$467,000	\$25,000	\$7,000
Printing	\$1,681	\$1,000	\$100	\$2,600	\$650
Advertising	\$1,378	\$650	\$250	\$250	\$0
Contractual Services	\$500	\$1,000	\$19,998	\$48,950	\$850
Grounds Maintenance	\$266,750	\$312,743	\$326,800	\$296,008	\$34,550
Wash Maintenance	\$141,431	\$158,622	\$145,000	\$117,800	\$0
Bank Charges	\$0	\$0	\$0	\$0	\$0
Holiday Lighting	\$0	\$0	\$0	\$10,000	\$0
Office Supplies	\$2,389	\$3,000	\$3,125	\$3,900	\$3,500
Safety Supplies	\$0	\$0	\$0	\$0	\$100
Operating Supplies	\$0	\$0	\$0	\$0	\$500
Uniforms	\$605	\$3,225	\$1,400	\$1,705	\$2,300
Tools, Shop Supplies	\$1,153	\$550	\$600	\$3,412	\$1,650
<b>TOTAL</b>	<b>\$507,977</b>	<b>\$937,954</b>	<b>\$1,295,704</b>	<b>\$873,910</b>	<b>\$524,529</b>
<b>CAPITAL EXPENDITURES</b>					
Capital Outlay - Vehicles	\$29,275	\$33,000	\$0	\$0	\$0
Capital Outlay-Improvements	\$0	\$498,700	\$280,000	\$81,061	\$0
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$29,275</b>	<b>\$531,700</b>	<b>\$280,000</b>	<b>\$81,061</b>	<b>\$0</b>
Transfer to VRF	\$0	\$0	\$0	\$14,346	\$9,180
	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,346</b>	<b>\$9,180</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,066,792</b>	<b>\$2,298,244</b>	<b>\$2,402,799</b>	<b>\$1,818,359</b>	<b>\$1,372,201</b>



<b>STREET DEPARTMENT</b>	<b>FY 2005-2006</b>	<b>FY 2006-2007</b>	<b>FY 2007-2008</b>	<b>FY 2008-2009</b>	<b>FY 2009-2010</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>
<b>SALARIES &amp; BENEFITS:</b>					
Overtime	\$7,573	\$7,401	\$7,500	\$3,464	\$3,000
Wages and Salaries	\$412,533	\$477,844	\$390,000	\$434,724	\$453,831
Employer FICA Expense	\$6,037	\$7,000	\$6,000	\$6,420	\$6,581
Unemployment Insurance Expense	\$754	\$655	\$700	\$630	\$646
Employee's Health Insurance	\$62,175	\$77,212	\$57,500	\$60,946	\$57,400
Employee's Life Insurance	\$1,578	\$1,981	\$1,154	\$1,373	\$1,284
Employee's Dental Insurance	\$6,120	\$7,056	\$4,400	\$4,453	\$4,678
Employee Vision Insurance	\$754	\$960	\$700	\$827	\$643
Worker Compensation Insurance	\$41,998	\$49,771	\$25,000	\$29,717	\$27,107
Employee's Retirement Expense	\$47,342	\$53,377	\$45,000	\$48,201	\$49,921
Disability Insurance	\$2,208	\$2,389	\$1,800	\$2,300	\$2,061
<b>TOTAL</b>	<b>\$589,071</b>	<b>\$685,646</b>	<b>\$539,754</b>	<b>\$593,055</b>	<b>\$607,152</b>
License & Permits	\$0	\$0	\$0	\$3,100	\$2,000
Dues & Publications	\$4,295	\$5,550	\$3,500	\$3,150	\$3,080
Training/Continuing Education	\$3,444	\$3,320	\$2,000	\$2,700	\$3,500
Meetings & Conferences	\$3,505	\$3,975	\$400	\$2,000	\$0
Grounds Maintenance & Repair	\$0	\$0	\$0	\$0	\$5,600
Building Repairs & Maintenance	\$6,199	\$7,000	\$4,000	\$3,000	\$3,500
Equipment Repairs & Maintenance	\$0	\$500	\$200	\$500	\$1,500
Traffic Signal Repair & Maintenance	\$0	\$0	\$0	\$71,735	\$0
Street Sign Repair & Maintenance	\$0	\$0	\$0	\$114,225	\$0
Vehicle Repairs & Maintenance	\$45,232	\$36,330	\$36,000	\$38,460	\$38,000
Other Maintenance & Repair	\$0	\$0	\$0	\$0	\$80,925
Road Repair & Maintenance	\$160,694	\$194,231	\$245,000	\$122,450	\$52,380
Pavement Management	\$387,380	\$1,410,163	\$1,193,342	\$0	\$0
Electricity	\$21,666	\$30,000	\$36,000	\$36,000	\$37,000
Refuse/Recycling	\$0	\$0	\$0	\$0	\$2,815
Telecommunications	\$5,029	\$5,450	\$5,680	\$5,700	\$5,900
Water/Sewer	\$4,561	\$3,680	\$7,400	\$7,400	\$8,600
Gas & Oil	\$27,125	\$29,300	\$48,000	\$47,450	\$49,700
Auditing Expense	\$5,375	\$4,500	\$8,465	\$8,735	\$9,000
Professional Fees	\$1,321	\$10,500	\$0	\$0	\$600
Engineering Fees	\$0	\$0	\$0	\$0	\$9,999
Legal Fees	\$9,250	\$9,250	\$18,000	\$20,000	\$20,000
Liability Insurance	\$111,870	\$108,700	\$95,000	\$100,000	\$108,000
Equipment Rental	\$0	\$500	\$0	\$500	\$0
Printing	\$390	\$200	\$0	\$240	\$0
Advertising	\$99	\$250	\$250	\$250	\$0
Contractual Services	\$0	\$0	\$0	\$0	\$168,695
Office Supplies	\$595	\$1,320	\$1,000	\$1,800	\$1,500
Uniforms	\$8,288	\$9,650	\$8,000	\$8,000	\$6,400
Tools, Shop Supplies	\$6,819	\$4,800	\$5,500	\$7,500	\$5,400
Software	\$0	\$0	\$0	\$0	\$1,500
<b>TOTAL</b>	<b>\$813,136</b>	<b>\$1,879,169</b>	<b>\$1,717,737</b>	<b>\$604,895</b>	<b>\$625,594</b>
<b>CAPITAL OUTLAY</b>					
Capital Outlay - Vehicles	\$36,597	\$30,000	\$59,000	\$0	\$0
Capital Outlay - Furniture & Equipment	\$0	\$0	\$0	\$2,000	\$0
Capital Outlay - Software	\$0	\$0	\$0	\$0	\$0
Capital Outlay - Improvements	\$0	\$50,000	\$0	\$0	\$0
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$36,597</b>	<b>\$80,000</b>	<b>\$59,000</b>	<b>\$2,000</b>	<b>\$0</b>
Transfer to VRF	\$0	\$0	\$0	\$66,491	\$60,996
Transfer to Debt Service	\$130,217	\$135,000	\$126,300	\$115,843	\$136,013
Transfer to CIP	\$0	\$0	\$0	\$825,000	\$170,790
<b>TOTAL TRANSFERS</b>	<b>\$130,217</b>	<b>\$135,000</b>	<b>\$126,300</b>	<b>\$1,007,334</b>	<b>\$367,799</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,569,021</b>	<b>\$2,779,815</b>	<b>\$2,442,791</b>	<b>\$2,207,284</b>	<b>\$1,600,545</b>



Department	Division	Budget
<b>Public Works</b>	<b>Engineering</b>	<b>\$791,244</b>
	<b>Facilities</b>	<b>\$580,957</b>
	<b>Streets Administration</b>	<b>\$616,675</b>
	<b>Vehicle Maintenance</b>	<b>\$147,780</b>
	<b>Traffic Signals</b>	<b>\$195,843</b>
	<b>Street Sweeping</b>	<b>\$119,696</b>
	<b>Street Signs</b>	<b>\$91,670</b>
	<b>Pavement Management</b>	<b>\$428,880</b>
	<b>Total General Fund</b>	<b>\$1,372,201</b>
	<b>Total Streets (HURF) Fund*</b>	<b>\$1,600,544</b>
<b>TOTAL OPERATING</b>	<b>\$2,972,745</b>	



**Fountain Base**



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## Public Works Budget Highlights-Engineering (General Fund)

### **\$634,339 Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for Public Works Director, Engineering, and Stormwater staff-\$634,339

### **\$149,195 Services & Supplies**

- ISA,APWA ASCE,STORM, memberships and publications-\$2,490
- Stormwater, LTAP training-\$2,400
- ASCE, LTAP STORM meetings-\$1,525
- Median Fountain and Tree Maintenance-\$34,550
- Vehicle maintenance, repair and fuel for 4 vehicles-\$10,056
- ADOT Bridge inspections and Dam Cleanup-\$11,570
- Electricity for medians and fountains-\$16,500
- Medians and Open Space irrigation-\$54,500
- Outside Engineering support-\$7,000
- Uniforms and safety supplies-\$1,150
- Office & Operating Supplies-\$3,200
- Business Cards and CAD scanning-\$650
- Cell Phone Service (4 employees)-\$2,952
- Levels, Paint and Small Tools-\$650

### **\$7,710 Transfers to Vehicle Replacement Fund**



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## Public Works Budget Highlights-Facilities (General Fund)

### **\$204,150 Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for Facilities Supervisor and Facilities staff  
-\$204,150

### **\$375,336 Services & Supplies**

- Community Center Bldg Maintenance-\$19,048
- Town Hall Bldg Maintenance-\$23,908
- Library Bldg Maintenance-\$26,668
- Fire Station Maintenance-\$15,273
- Other (Kiwanis, Theater) Bldg Maintenance-\$17,538
- Kiwanis grass maintenance contract-\$850
- Electricity expense for all facilities-\$205,535
- Water/Sewer expense for all facilities-\$38,210
- Vehicle maintenance for 2 vehicles-\$2,975
- Office and operating supplies-1,800
- Equipment Maintenance for buffers and custodial equip-\$1,200
- Cell Phone Service for 2 phones-\$1,056

### **\$1,471 Transfers to Vehicle Replacement Fund**



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## Public Works Budget Highlights-Streets (HURF Fund)

### **\$607,151 Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for Streets Superintendent and Streets staff-\$607,151

### **\$625,594 Services & Supplies**

- Median Maintenance contracts-\$168,695
- Revegetation material for medians-\$5,600
- Electricity for street lighting, traffic signals-\$37,000
- Minor road repair, sweeper disposal fees-\$42,380
- Speed Humps-\$10,000
- Traffic Signal repair & maintenance-\$62,974
- Vehicle repair & maintenance-19,685
- Fuel & Oil-\$49,700
- Street Sweeping-\$23,100
- Street Sign maintenance-\$36,650
- Liability Insurance-\$108,000
- Annual Audit fees-\$9,000
- HURF share of legal fees-\$20,000
- Cell phone service-\$5,900
- Water and Garbage services-\$11,415
- Dues, subscriptions, licenses, permits-\$5,080
- Office, operating supplies & tools-\$10,415

### **\$136,013 Transfers to Debt Service Fund**

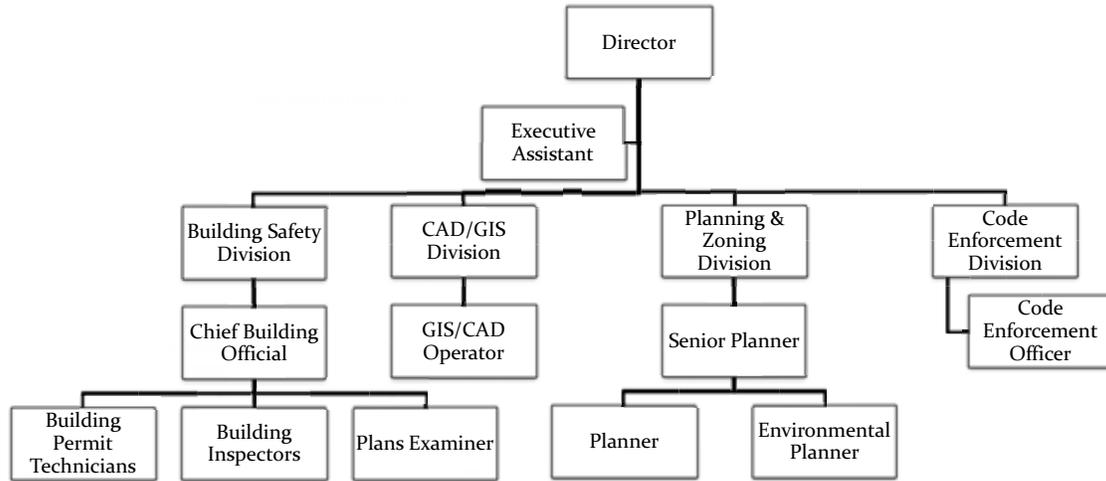
### **\$60,996 Transfer to Vehicle Replacement Fund**

### **\$170,790 Transfer to Capital Improvement Fund**





# PLANNING & ZONING



## Planning and Zoning

### Mission Statement

The Planning and Zoning Department is dedicated to enhancing the quality of life in Fountain Hills through innovative, proven planning techniques, and providing excellent customer service in a professional and timely manner. We also provide high quality construction permitting, plan review and building inspection services in a way that is responsive and customer friendly.

### Department Description

The Planning and Zoning Department implements planning related goals, policies and programs as approved by the Town Council. The Department processes applications for changes of zoning, preliminary and final subdivision plats, variances from the requirements of the Zoning Ordinance, Temporary Use Permits, Special Use Permits, Concept Plans (site plans), signs and amendments to the General Plan and Area Specific Plans. We also process amendments to the Town's regulations; the Zoning Ordinance, Subdivision Ordinance and Town Code. The Department maintains the Town's Geographic Information System and, as resources allow, sponsors recycling events. Department staff supports the other Town departments with graphics products and technical drawings. Included in the Department is the Code Enforcement staff who are responsible for enforcing the Town's land use regulations and many of the provisions of the Town Code.

The Building Safety Division is a work unit in the Planning and Zoning Department. Building Safety employee's process applications for permits to construct homes, commercial buildings, fences, swimming pools and other structures. The Division coordinates the review of plans for the structures it permits; and inspects construction of those permitted structures.

### Performance Indicators

Description	FY 2007-08 Actual	FY 2008-09 Est. Actual	FY 2009-10 Proposed
Plan Rev in 20 Days P & Z	98%	98%	98%
Next Rev in 10 Days P & Z	98%	98%	98%
20 Inspections/ Day BS	98%	95%	90%
Inspection w/in 24 -Hrs BS	98%	94%	90%



## **FY 2008-09 Department Accomplishments**

- Approval of changes to the Town’s sign regulations and increasing business visibility
- Completion of 2008 edition of the Land Use Analysis and Statistical Report
- Approval of Concept Plan and Development Agreement for Fountain Hills Town Square, a 13 acre mixed use development featuring a movie theater in the downtown area
- Approval of changes to the Dark Sky regulations allowing the use of energy saving compact fluorescent light bulbs in outdoor application
- Coordination and management of the first Town household hazardous waste collection/recycling event
- Coordination and management of the second and third electronics recycling events
- Approval of Planned Area Development Zoning District allowing flexibility and innovation in the development and re-development of complex building sites
- Approval of Concept plan and expedited permit review and inspection for the re-development of the Basha’s shopping center
- In cooperation with the County Recorder’s Office, the Department will digitally record documents saving time and money
- Installation of GIS computer software at 40 work stations
- Completion of plans for alley paving project required for compliance with PM-10 mandate
- Adoption of simplified building permit fee schedule
- Code Enforcement completed almost 1,400 code violation investigations
- Discovery of unpermitted construction yielding \$18,000 in additional permit fees

## **FY 2009-10 Department Objectives**

- Hold a minimum of two Open House forums to encourage citizen participation and input on major planning initiatives
- Encourage participation by the Fort McDowell Yavapai Nation in two projects and/or programs of mutual benefit
- Explore the feasibility of regulating development to maintain view corridors
- Encourage site designs that promote safe pedestrian access to the larger system of trails and sidewalks
- Ensure that the development of the former State Trust Land proceeds in a way which is most responsible and beneficial to the Town
- Explore the need for an Environmental Commission with responsibilities to develop new measures and support existing initiatives that improve the quality of our natural environment
- Explore the possibility of issuing some types of building permits in one day
- Provide adequate training of Building Safety staff and the Town Council to meet the Insurance Service Organization (ISO) minimum requirements for maximum credit which would benefit Town businesses by keeping insurance cost low.



<b>PLANNING &amp; ZONING</b>					
	<b>FY 2005-2006</b>	<b>FY 2006-2007</b>	<b>FY 2007-2008</b>	<b>FY 2008-2009</b>	<b>FY 2009-2010</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>
<b>SALARIES &amp; BENEFITS:</b>					
Overtime	\$1,841	\$8,268	\$650	\$0	\$0
Wages and Salaries	\$863,062	\$903,932	\$872,000	\$971,200	\$764,823
Employer FICA Expense	\$12,656	\$14,860	\$12,250	\$14,160	\$11,101
Unemployment Insurance Expense	\$1,649	\$1,100	\$1,200	\$1,170	\$1,073
Employee's Health Insurance	\$108,740	\$117,088	\$140,000	\$139,240	\$79,219
Employee's Life Insurance	\$2,978	\$3,790	\$2,400	\$3,280	\$2,247
Employee's Dental Insurance	\$12,022	\$13,570	\$9,700	\$10,320	\$7,363
Employee Vision Insurance	\$1,564	\$1,950	\$1,440	\$1,870	\$1,786
Worker Compensation Insurance	\$12,778	\$15,700	\$7,800	\$9,810	\$3,959
Employee's Retirement Expense	\$93,899	\$99,670	\$94,000	\$106,870	\$84,175
Disability Insurance	\$3,688	\$4,560	\$4,150	\$5,120	\$3,506
<b>TOTAL</b>	<b>\$1,114,877</b>	<b>\$1,184,488</b>	<b>\$1,145,590</b>	<b>\$1,263,040</b>	<b>\$959,252</b>
Dues & Publications	\$5,717	\$5,582	\$3,706	\$4,219	\$5,150
Training/Continuing Education	\$9,788	\$12,760	\$10,305	\$11,670	\$11,678
Meetings & Conferences	\$9,014	\$10,865	\$8,874	\$6,489	\$4,000
Vehicle Repairs & Maintenance	\$410	\$1,850	\$2,110	\$2,274	\$3,129
Office Equipment Repairs & Maintenance	\$1,238	\$400	\$925	\$1,750	\$2,145
Recycling	\$0	\$0	\$0	\$0	\$10,764
Communications Expense	\$5,383	\$5,000	\$5,082	\$3,840	\$2,580
Gas & Oil Expense	\$9,040	\$8,650	\$4,400	\$10,500	\$8,100
Professional Fees	\$130,634	\$45,717	\$118,050	\$83,150	\$6,000
Printing	\$4,770	\$5,150	\$2,815	\$2,525	\$1,900
Advertising/Signage	\$2,306	\$2,000	\$1,850	\$1,800	\$1,050
Contractual Services	\$0	\$0	\$0	\$0	\$1,200
Office Supplies	\$7,964	\$11,967	\$7,736	\$10,450	\$10,000
Food & Bar Supplies	\$0	\$0	\$0	\$0	\$300
Program Materials	\$0	\$0	\$0	\$0	\$25,550
Uniforms	\$574	\$865	\$646	\$1,375	\$180
Postage & Delivery	\$0	\$0	\$0	\$672	\$0
Tools & Equipment	\$15	\$250	\$200	\$250	\$350
<b>TOTAL</b>	<b>\$186,852</b>	<b>\$111,056</b>	<b>\$166,699</b>	<b>\$140,964</b>	<b>\$94,076</b>
<b>CAPITAL EXPENDITURES</b>					
Capital Expenditures - Vehicles	\$27,748	\$0	\$51,948	\$0	\$0
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$27,748</b>	<b>\$0</b>	<b>\$51,948</b>	<b>\$0</b>	<b>\$0</b>
Transfer to VRF	\$0	\$0	\$0	\$17,334	\$15,146
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,334</b>	<b>\$15,146</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,329,477</b>	<b>\$1,295,544</b>	<b>\$1,364,237</b>	<b>\$1,421,338</b>	<b>\$1,068,474</b>



Department	Division	Budget
<b>Planning &amp; Zoning</b>	<b>Planning</b>	<b>\$344,340</b>
	<b>Building Safety</b>	<b>\$411,528</b>
	<b>Code Enforcement</b>	<b>\$177,511</b>
	<b>Mapping &amp; Graphics</b>	<b>\$135,096</b>
	<b>TOTAL OPERATING</b>	<b>\$1,068,474</b>



**Avenue of the Fountains**



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## Budget Highlights-Planning & Zoning

### **\$287,612 Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for Planning Director and Planning staff-\$287,612

### **\$51,731 Services & Supplies**

- APA, AICP, Environmental Dues-\$3,520
- Census related expenses-\$25,000
- Professional growth and environmental training-\$1,500
- ICSC, AZ/APA, AICP conferences-\$3,070
- Vehicle and equipment Maintenance -\$677
- Recycling expense-\$10,764
- Environmental Program materials-\$3,000
- Office supplies-\$2,000
- P & Z Notifications-\$500
- Printing-\$1,550
- Small tools-\$150

### **\$4,997 Transfers to Vehicle Replacement Fund**



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## Budget Highlights-Building Safety

### **\$380,400 Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for Building Official and Building Inspection and Permit staff-\$380,400

### **\$20,979 Services & Supplies**

- Certification renewals, ICC, AZBO memberships-\$1,480
- AZBO conferences for all Building staff-\$7,778
- ICC Meetings-\$200
- Printer maintenance & supplies-\$322
- Vehicle maintenance, repair and fuel for 3 vehicles-\$6,651
- Cell phone service (3)-\$1,548
- Printing expense-\$200
- Office supplies-\$2,600
- Small tools-\$200

### **\$10,149 Transfers to Vehicle Replacement Fund**



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## Budget Highlights-Code Enforcement

### **\$170,425 Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for Code Enforcement staff-\$170,425

### **\$7,086 Services & Supplies**

- CELA certification-\$600
- CELA membership-\$150
- CELA conferences-\$300
- Vehicle Maintenance for 2 vehicles-\$1,224
- Cell phone service (2)-\$1,032
- Fuel for 2 vehicles-\$3,000
- Business cards-\$100
- Office supplies-\$500
- Uniforms-\$180



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## Budget Highlights-Mapping & Graphics

### **\$120,816 Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for Mapping & Graphics/GIS staff-\$120,816

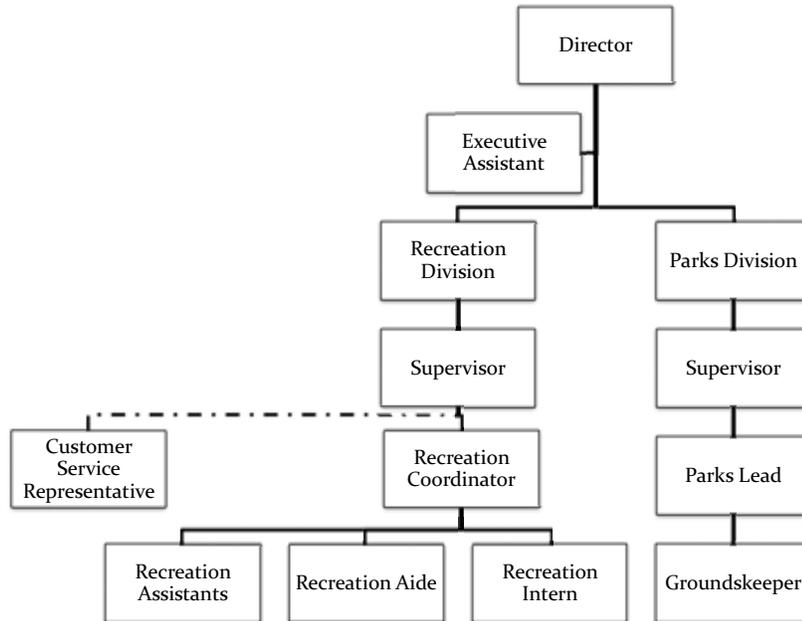
### **\$14,280 Services & Supplies**

- CAD training-\$1,800
- AGIC Conference-\$430
- Plotter maintenance-\$1,500
- GIS updates-\$5,000
- Final plat document scanning-\$1,000
- Printing-\$50
- Office supplies-\$4,500





# PARKS & RECREATION



## Park and Recreation

### Mission Statement

The mission of the Fountain Hills Parks and Recreation Department is to enhance the quality of life by providing and maintaining safe, available, and accessible parks and recreation services that will meet the intellectual, social cultural, and leisure needs of all residents.

### Department Description

The Parks and Recreation Department is responsible for providing safe and accessible recreation services for all age groups. Parks and Recreation services include senior programs, adult and youth sports, pre-school programs, cultural programs, teen services, outdoor programs, special events, special interest classes, adult education classes, and after school programs. The department also oversees a growing trails system.

### Performance Indicators

Description	FY 2007-08 Actual	FY 2008-09 Est. Actual	FY 2009-10 Proposed
Local youth org bookings	1315	1350	1350
School bookings	555	560	565
Program revenue-Special interest	\$14,760	\$22,670	\$22,500
Program revenue-Sports	\$50,790	\$73,027	\$77,420
Program revenue-community events	\$64,685	\$76,375	\$79,945
Program revenue-Youth & Teen	\$11,000	\$15,875	\$19,436



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## **FY 2008-09 Department Accomplishments**

- Movies in the Park continued at Fountain Park as a result of financial support from several local businesses.
- Partnered with Ballet Arizona to present "Ballet Under the Stars" at Fountain Park for the third year.
- Partnered with Southwest German Club and other local organizations to return the "Oktoberfest" celebration to Fountain Park.
- Partnered with Fountain Hills Chamber of Commerce and the Fountain Hills Community Foundation to coordinate an expanded "St. Patrick's Day Celebration" at Fountain Park in March 2009. Net proceeds from the event benefited several local non-profit organizations and charities.
- Hosted the Lori Piestawa Native American Games along with Fort McDowell and the Fountain Hills Unified School District for the third year.
- Continued the positive relationship between the Town and the Fountain Hills School District to jointly utilize school facilities for various programs in return for the District's use of park facilities.
- Continued to provide expanded opportunities to utilize park facilities by the local youth sports organizations, which include Little League Baseball, Soccer Club, and Pop Warner Football and Cheerleading.
- Successfully administered two grants associated with the Desert Vista Park Improvements, closing out both in January 2009.
- Received two grants from the Arizona Commission on the Arts totaling \$

## **FY 2009-10 Department Objectives**

- Provide excellent customer service including information referral, quality programs, and easy registration
- Provide staff support to all events and activities scheduled at all town parks
- Work closely with Fountain Hills Unified School District to assist with scheduling and maintenance of facilities utilized by the Parks and Recreation Department
- Identify new recreation programs to be offered in 2010-2011
- Make optimal use of trails and expand public access to parks and open space
- Maintain service level & functionality of parks
- Maintain and promote small town character by enhancing public/private collaboration to develop new events and improve existing events.



<b>PARK &amp; RECREATION</b>					
	<b>FY 2005-2006</b>	<b>FY 2006-2007</b>	<b>FY 2007-2008</b>	<b>FY 2008-2009</b>	<b>FY 2009-2010</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>
<b>SALARIES &amp; BENEFITS:</b>					
Overtime	\$6,226	4,394	\$5,000	\$1,000	\$0
Wages and Salaries	\$498,697	578,806	\$639,900	\$750,860	\$713,843
Employer FICA Expense	\$14,608	15,510	\$18,350	\$19,710	\$18,010
Unemployment Insurance Expense	\$1,683	1,360	\$2,070	\$2,370	\$1,071
Employee's Health Insurance	\$50,038	79,440	\$110,540	\$66,670	\$71,558
Employee's Life Insurance	\$1,419	1,880	\$1,608	\$1,890	\$1,771
Employee's Dental Insurance	\$4,931	7,930	\$5,095	\$5,280	\$5,209
Employee Vision Insurance	\$700	1,496	\$1,538	\$1,180	\$743
Worker Compensation Insurance	\$18,522	24,229	\$16,100	\$17,550	\$14,548
Employee's Retirement Expense	\$43,059	65,028	\$57,250	\$67,340	\$64,934
Disability Insurance	\$1,709	21,268	\$23,910	\$3,190	\$2,774
<b>TOTAL</b>	<b>\$641,592</b>	<b>\$801,342</b>	<b>\$881,361</b>	<b>\$937,040</b>	<b>\$894,461</b>
Licenses & Permits	\$569	\$500	\$800	\$900	\$1,195
Dues & Memberships	\$1,106	\$3,300	\$3,450	\$2,915	\$2,570
Training/Continuing Education	\$7,183	\$100,282	\$3,150	\$5,725	\$2,800
Conferences	\$5,983	\$3,500	\$650	\$4,250	\$3,300
Meetings	\$569	\$500	\$800	\$1,750	\$0
Building Repair & Maintenance	\$4,604	\$4,600	\$3,250	\$48,490	\$48,310
Field Preparation/Maintenance	\$91,516	\$85,800	\$100,650	\$157,317	\$93,117
Mowing/Landscape Maintenance	\$89,184	\$162,030	\$151,915	\$173,906	\$0
Equipment Repair & Maintenance	\$62,396	\$44,700	\$65,000	\$32,700	\$12,450
Vehicle Repair & Maintenance	\$0	\$23,379	\$5,000	\$8,600	\$9,834
Office Equip Repair & Maintenance	\$0	\$0	\$0	\$0	\$100
Electricity	\$141,561	\$170,252	\$161,450	\$172,506	\$180,812
Communications Expense	\$3,499	\$2,500	\$2,050	\$8,695	\$8,496
Water/Sewer/Trash	\$46,372	\$42,060	\$30,900	\$50,500	\$38,360
Gas & Oil	\$9,923	\$9,923	\$11,200	\$10,400	\$14,504
McDowell Mountain Preservation	\$434	\$3,243	\$1,400	\$0	\$0
Professional Fees	\$5,755	\$47,000	\$7,500	\$27,300	\$0
Rentals & Leases	\$7,402	\$11,199	\$8,000	\$9,474	\$6,250
Printing	\$4,949	\$2,500	\$862	\$2,200	\$1,050
Advertising	\$0	\$92,857	\$0	\$2,650	\$150
Contractual Services	\$0	\$0	\$0	\$0	\$216,450
Constituent Communications	\$27,146	\$46,026	\$50,000	\$48,839	\$24,850
Bank Charges	\$569	\$500	\$800	\$2,050	\$2,000
Office Supplies	\$9,046	\$7,900	\$7,600	\$8,500	\$5,950
Safety Supplies	\$0	\$0	\$0	\$0	\$660
Operating Supplies	\$0	\$0	\$0	\$0	\$18,319
Program Expenses	\$98,889	\$98,626	\$98,335	\$112,845	\$57,146
Uniforms	\$6,412	\$8,416	\$9,200	\$7,136	\$6,038
Tools/Shop Supplies	\$9,126	\$7,900	\$7,700	\$6,200	\$2,400
<b>TOTAL</b>	<b>\$634,195</b>	<b>\$979,493</b>	<b>\$731,662</b>	<b>\$905,848</b>	<b>\$757,110</b>
<b>CAPITAL EXPENDITURES</b>					
Capital Outlay-Vehicles	\$0	\$47,200	\$70,972	\$0	\$0
Capital Outlay - Equipment	\$0	\$7,500	\$0	\$6,130	\$0
Capital Outlay - Park Improvements	\$0	\$0	\$0	\$0	\$0
Capital Outlay - Park Improvements	\$190,308	\$271,538	\$0	\$67,966	\$0
<b>TOTAL</b>	<b>\$190,308</b>	<b>\$326,238</b>	<b>\$70,972</b>	<b>\$74,096</b>	<b>\$0</b>
<b>Transfers</b>	<b>\$0</b>	<b>\$1,669,050</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Transfer to VRF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$19,928</b>	<b>\$17,453</b>
<b>Total</b>	<b>\$0</b>	<b>\$1,669,050</b>	<b>\$0</b>	<b>\$19,928</b>	<b>\$17,453</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,466,095</b>	<b>\$3,776,123</b>	<b>\$1,683,995</b>	<b>\$1,936,912</b>	<b>\$1,669,024</b>



Department	Division	Budget
<b>Park &amp; Recreation</b>	<b>Recreation</b>	<b>\$663,529</b>
	<b>Fountain Park</b>	<b>\$386,174</b>
	<b>Golden Eagle Park</b>	<b>\$375,422</b>
	<b>Desert Vista Park</b>	<b>\$105,280</b>
	<b>Four Peaks Park</b>	<b>\$138,619</b>
	<b>TOTAL OPERATING</b>	<b>\$1,669,024</b>



**Golden Eagle Park**



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## Budget Highlights-Recreation

### **\$480,508 Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for Park & Recreation Director and Recreation staff-\$480,508

### **\$180,619 Services & Supplies**

- Community Events-\$76,755
- Special Interest Programs-\$11,307
- Sports Activities-\$37,377
- Youth & Teen Programs-\$11,730
- Printing/mailing "In the Loop" (3 issues)-\$24,850
- NPRA, APRA, Arts Council, Heritage Alliance memberships-\$1,250
- Staff training/continuing education-\$1,500
- APRA conference-\$2,500
- Vehicle and equipment maintenance-\$550
- Cell phone service (6) -\$3,660
- Printing forms-\$750
- Advertising-\$150
- Bank/Merchant account fees-\$2,000
- Office supplies-\$4,240
- Uniforms-\$2,000

### **\$2,402 Transfers to Vehicle Replacement Fund**



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## Budget Highlights-Fountain Park

### **\$92,246 Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for park staff-\$92,246

### **\$291,861 Services & Supplies**

- ADEQ, Pesticide licenses and permits-\$535
- APRA, NPRA Memberships & training-\$595
- Veterans Memorial, Splash Park maintenance-\$14,600
- Sod, seed, irrigation, soil prep -\$31,142
- Playground equipment maintenance-\$1,200
- Fountain maintenance-\$9,800
- Vehicle maintenance & fuel-\$3,050
- Electricity-\$123,804
- Cell phone service-\$1,068
- Water-\$3,204
- Lake testing, algae treatment-\$18,000
- Equipment rental, mowing, aerating, spraying-\$80,862
- Misc supplies & tools-\$3,344
- Uniforms-\$657

### **\$2,067 Transfers to Vehicle Replacement Fund**



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## Budget Highlights-Golden Eagle Park

### **\$195,414 Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for park staff-\$195,414

### **\$170,235 Services & Supplies**

- ADEQ, Pesticide licenses and permits-\$360
- APRA, NPRA, AZ Tree Memberships & training-\$2,180
- Ball Field, Picnic area, Tennis Court maintenance-\$25,800
- Sod, seed, irrigation, soil prep, field maint -\$40,425
- Playground equipment maintenance-\$1,200
- Field marking equipment-\$850
- Vehicle maintenance & fuel-\$16,924
- Electricity-\$35,204
- Cell phone & DSL service-\$2,664
- Water-\$9,716
- Equipment rental, mowing, aerating, spraying-\$25,243
- Misc supplies & tools-\$6,945
- Uniforms-\$2,724

### **\$9,773 Transfers to Vehicle Replacement Fund**



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## Budget Highlights-Four Peaks Park

**\$63,834 Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for park staff-\$63,834

**\$71,574 Services & Supplies**

- ADEQ, Pesticide licenses and permits-\$195
- APRA, NPRA Memberships & training-\$450
- Rest Area maintenance-\$5,400
- Ball field, basketball, tennis court maintenance-\$13,150
- Playground maintenance-\$1,200
- Vehicle maintenance & fuel-\$3,104
- Electricity-\$14,004
- Cell phone & DSL service-\$1,104
- Water-\$22,320
- Equipment rental, mowing, aerating, spraying-\$7,590
- Misc supplies & tools-\$1,400
- Uniforms-\$657

**\$3,211 Transfers to Vehicle Replacement Fund**



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## Budget Highlights-Desert Vista Park

**\$62,459**

### **Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for park staff-\$62,459

**\$42,821**

### **Services & Supplies**

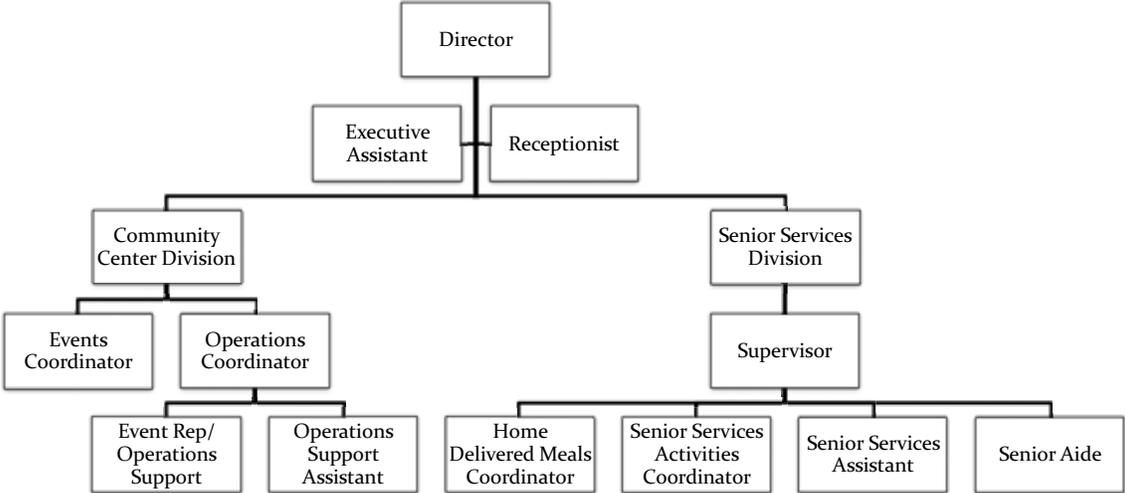
- ADEQ, Pesticide licenses and permits-\$300
- Rest Area maintenance-\$2,710
- Sod, seed, irrigation, soil prep -\$8,400
- Dog Park supplies-\$3,980
- Pump station maintenance-\$600
- Vehicle maintenance & fuel-\$810
- Electricity-\$7,800
- Water-\$3,120
- Equipment rental, mowing, aerating, spraying-\$14,291
- Misc supplies & tools-\$153
- Uniforms-\$657

**\$0**

### **Transfers to Vehicle Replacement Fund**



# COMMUNITY CENTER



## Community Center

### Mission Statement

Like the trademark fountain that stands at the heart of the community, so, too does the Community Center. Its mission is to enhance the quality of life for Fountain Hills' citizens by providing a gathering place for civic, non-profit and community events, promoting the arts, and developing a conference and convention trade.

The Senior Activity Center helps seniors maintain their independence and improve the quality of their lives by providing a comprehensive and coordinated system of services and programs by collaborating with other agencies and organizations who provide support programs and social services.

### Department Description

The Fountain Hills Community Center provides meeting and event space for recreational, civic, educational, commercial, and private events that require seminar, banquet, and classroom or exhibit space. The facilities provide much needed space for public meetings and opportunities for group and individual rentals at affordable prices.

The Center staff works attentively with clients and Town staff to ensure that all rooms and public areas are clean, properly set, and prepared for their users. License agreements ensure that users comply with the policies and procedures as adopted by the Town.

Senior Services Division reports to the Director of the Community Center and has the following major programs: Home Delivered Meals, fitness and educational programs, community and socialization activities, trips and outings and social services to include support groups and consultations. Both Senior Services and Senior-Net are housed in the Community Center building providing office space for each entity.

### Performance Indicators

Description	FY 2007-08 Actual	FY 2008-09 Est. Actual	FY 2009-10 Proposed
Number of events booked	4,252	4,052	3,852
Community Center revenue	\$213,470	\$195,600	\$177,192
Senior Memberships	1,042	1,198	1,233
Meals Delivered	7,009	8,544	9,400



## **FY 2008-09 Department Accomplishments**

- Replaced carpet in the ballroom and hallway area.
- Installed automatic openers to restroom doors.
- Completed a survey of regular users.
- Added a fence to the back patio area to remain compliant with the AZ Liquor Laws.
- Installed new pieces of art work both inside and out of the Center in accordance with the Public Art Master Plan.
- Added a new outdoor kiosk so that postings and event information is easier for the public to access.
- Arranged program schedule to make better use of designated space for seniors. Added four new programs to activity schedule.
- Streamlined the Home Delivered Meals routs sheets, tracking and payment processing systems.
- Partnered with some local businesses to provide a 10% discount to Senior Members.
- Acquired van from Valley Metro for \$1 - to be used for Senior trips and outings.
- Partnered with Fountain Hills Cultural & Civic Association and formed the Fountain Hills Public Forum - a joint effort to provide quality public speaking engagements on current topics of public interest.

## **FY 2009-10 Department Objectives**

- Provide excellent customer service including information referral, quality programs, and timely booking process.
- Provide staff support to all events and activities scheduled.
- Work closely with local groups and non-profit organizations to bring more events to the Center.
- Identify new senior education, trips and programs.
- Help seniors maintain independence and adequate nutrition through the Home Delivered Meals Program.
- Develop stronger support groups and seek out qualified coordinators.
- Provide interesting and affordable day trips for seniors.
- Use dedicated rooms space and review/monitor program space needs.
- Provide information referral, quality programs, and help new residents and visitors establish a network of friends by providing opportunities for socialization.



<b>COMMUNITY CENTER</b>					
	<b>FY 2005-2006</b>	<b>FY 2006-2007</b>	<b>FY 2007-2008</b>	<b>FY 2008-2009</b>	<b>FY 2009-2010</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>
<b>SALARIES &amp; BENEFITS</b>					
Overtime	\$745	\$1,590	\$900	\$1,500	\$0
Wages and Salaries	\$329,422	\$386,214	\$351,470	\$405,052	\$376,346
Employer FICA Expense	\$13,423	\$17,070	\$16,950	\$16,890	\$12,815
Unemployment Insurance Expense	\$1,212	\$1,094	\$1,044	\$1,116	\$958
Employee's Health Insurance	\$25,842	\$32,105	\$30,305	\$27,481	\$31,160
Employee's Life Insurance	\$662	\$823	\$660	\$694	\$695
Employee's Dental Insurance	\$2,576	\$3,007	\$2,920	\$3,232	\$2,817
Employee Vision Insurance	\$318	\$394	\$385	\$476	\$491
Worker Compensation Insurance	\$6,259	\$11,542	\$3,890	\$5,677	\$2,489
Employee's Retirement Expense	\$20,611	\$22,579	\$24,500	\$25,370	\$25,999
Disability Insurance	\$973	\$1,018	\$1,050	\$1,215	\$1,089
<b>TOTAL</b>	<b>\$402,043</b>	<b>\$477,436</b>	<b>\$434,074</b>	<b>\$488,703</b>	<b>\$454,857</b>
License & Permits	\$0	\$0	\$0	\$550	\$335
Dues & Publications	\$1,086	\$795	\$450	\$200	\$0
Continuing Education	\$200	\$1,375	\$1,750	-\$550	\$0
Conferences	\$2,028	\$3,950	\$0	\$1,175	\$150
Meeting Expense	\$113	\$650	\$100	\$0	\$0
Building Repairs & Maintenance	\$13,590	\$17,000	\$15,250	\$18,865	\$0
Equipment Repair & Maintenance	\$0	\$1,000	\$0	\$0	\$2,000
Vehicle Repair & Maintenance	\$0	\$0	\$350	\$250	\$5,400
Office Equipment Repairs & Maintenance	\$1,370	\$1,320	\$1,425	\$1,320	\$2,640
Electricity Expense	\$40,962	\$47,000	\$46,073	\$50,040	\$0
Communications Expense	\$2,750	\$2,900	\$5,050	\$3,740	\$2,880
Water/Sewer/Trash	\$12,177	\$13,700	\$10,600	\$14,000	\$0
Gas & Oil	\$0	\$0	\$1,900	\$1,920	\$1,300
Professional Fees	\$344	\$700	\$1,990	\$400	\$1,540
Printing	\$991	\$2,720	\$500	\$1,600	\$1,400
Advertising/Signage	\$15,737	\$20,350	\$18,125	\$14,000	\$1,068
Contractual Services	\$4,519	\$3,900	\$0	\$3,961	\$75,114
Constituent Communications	\$0	\$0	\$0	\$5,852	\$4,000
Bank Charges	\$1,406	\$2,140	\$100	\$3,000	\$2,640
Community Events	\$0	\$0	\$0	\$0	\$0
Office Supplies	\$11,746	\$12,450	\$10,925	\$8,190	\$4,850
Operating Supplies	\$0	\$0	\$0	\$0	\$10,401
Bar Supplies	\$12,198	\$14,000	\$7,500	\$7,200	\$0
Program Materials	\$50,601	\$21,710	\$63,000	\$87,607	\$0
Uniforms	\$210	\$900	\$900	\$895	\$0
<b>TOTAL</b>	<b>\$172,027</b>	<b>\$168,560</b>	<b>\$185,988</b>	<b>\$224,215</b>	<b>\$115,718</b>
<b>CAPITAL EXPENDITURES</b>					
Capital Outlay-Vehicles	\$0	\$0	\$1,000	\$0	\$0
Capital Outlay - Equipment	\$0	\$2,000	\$0	\$0	\$0
Capital Outlay - Improvements	\$0	\$0	\$0	\$40,000	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$1,000</b>	<b>\$40,000</b>	<b>\$0</b>
Transfer to Debt Service	\$387,000	\$387,000	\$387,000	\$387,000	\$387,000
Transfer to VRF	\$0	\$0	\$0	\$5,025	\$10,050
<b>TOTAL</b>	<b>\$387,000</b>	<b>\$387,000</b>	<b>\$387,000</b>	<b>\$392,025</b>	<b>\$397,050</b>
<b>TOTAL EXPENDITURES</b>	<b>\$961,070</b>	<b>\$1,034,996</b>	<b>\$1,008,062</b>	<b>\$1,144,943</b>	<b>\$967,625</b>
		<b>\$0</b>			



Department	Division	Budget
<b>Community Center</b>	<b>Community Center Operations</b>	<b>\$697,447</b>
	<b>Senior Services</b>	<b>\$270,177</b>
	<b>TOTAL OPERATING</b>	<b>\$967,624</b>



**Community Center at night**



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## Budget Highlights-Community Center

### **\$298,972 Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for Community Center Director and Center staff-\$298,972

### **\$11,475 Services & Supplies**

- Notary fees and subscriptions-\$335
- Meeting supplies-\$150
- Audio equipment repair and maintenance-\$2,000
- Copier maintenance-\$2,640
- Cell phone service-\$1,920
- Piano tuning, music licensing-\$540
- Bank and Merchant account charges-\$2,140
- Office and operating supplies-\$1,750

### **\$387,000 Transfers to Debt Service Fund**



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## Budget Highlights-Senior Services

### **\$155,884 Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for Senior Center Staff-\$155,884

### **\$104,243 Services & Supplies**

- Membership and Free Activities-\$2,692
- Home Delivered Meals-\$74,164
- Senior Programs-\$2,470
- Community Events-\$2,248
- Senior Trips-\$14,209
- Cell phone service-\$960
- Marketing materials-\$1,150
- "In the Loop"-\$4,000
- Bank/Merchant services fees-\$500
- Office supplies, business cards -\$1,850

### **\$10,050 Transfers to Vehicle Replacement Fund**







## Law Enforcement

### Mission Statement

The Maricopa County Sheriff's Office, in partnership with our citizens and contract cities, will enforce state laws, deter criminal activity, protect life and property, maintain order, and operate a safe, constitutional jail system.

Through innovative leadership and dedication to providing quality services, the Sheriff's Office will maximize the use of its resources to provide the highest quality service, which will aid in improving the quality of life for the citizens of Fountain Hills.

The Office is dedicated to providing a caring and supportive environment for our employees because they are the backbone of the system.

### Department Description

Law enforcement services are provided to our residents through contract services from the Maricopa County Sheriff's Office (MCSO).

The Sheriff's Office enforces State and local laws as well as addressing "quality of life" issues, such as crime prevention, traffic safety, drug enforcement, sponsoring youth activities and special events, addressing barking dogs, and promoting community involvement.

### Performance Indicators

Description	FY 2007-08 Actual	FY 2008-09 Est. Actual	FY 2009-10 Proposed
Crimes-Part I	665	554	493
Crimes-Part II revenue	549	638	585
Traffic Accidents	287	260	260
Thefts	174	211	211
Calls for Service	12,583	13,500	13,500



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## **FY 2008-09 Department Accomplishments**

- Continued to decrease the number of juvenile crimes by increasing the number of juveniles contacted and identified for trespassing, criminal damage, and curfew violations.
- Increased participation of the community in MCSO sponsored Block Watch Programs by 25%.
- Implemented the Crime-Free Multi-Housing Program by providing training, awareness, and participation between MCSO and property owners residing within the community to help reduce crime in those areas.
- Continued to promote effective communication between the Town and Sheriff's Office in addressing issues that need a cooperative answer.
- Increased traffic enforcement, education and awareness with higher visibility during peak traffic times to reduce traffic accidents and speeding complaints.
- Promoted public visibility, accessibility, and community relations through clearly marked cars and involvement of uniformed personnel at Town functions.
- Increased patrols in Town parks with the assistance of volunteer Posse.

## **FY 2009-10 Department Objectives**

- Support initiatives which enhance public safety in our community
- Increase participation of the community in Sheriff's Office sponsored Block Watch programs
- Increase participation of rental properties involved in Crime Free Multi-Housing Program by 10%
- Increase traffic enforcement, education, and awareness with high visibility patrolling during peak traffic times to promote safety and decrease the number of traffic complaints and vehicle accidents.
- Establish a program that aggressively implements inspections of semi trucks, heavy duty dump truck, and transports utilizing a certified truck inspector.
- Promote public visibility, accessibility and community relations through clearly marked cars and involvement of uniformed Sheriff's Office personnel at Town functions.
- Continue to promote effective communication between the Town and Sheriff's Office in addressing issues that need a cooperative answer.
- Continue to utilize the Sheriff's posse whenever possible to enhance the effectiveness of the District 7 personnel in their duties that support the Town of Fountain Hills.



<b>LAW ENFORCEMENT</b>					
	<b>FY 2005-2006</b>	<b>FY 2006-2007</b>	<b>FY 2007-2008</b>	<b>FY 2008-2009</b>	<b>FY 2009-2010</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>
<b>SALARIES &amp; BENEFITS:</b>					
Wages	\$0	\$0	\$0	\$0	\$9,049
FICA	\$0	\$0	\$0	\$0	\$681
Unemployment Insurance	\$0	\$0	\$0	\$0	\$32
Employee's Health Insurance	\$0	\$0	\$0	\$0	\$0
Employee's Life Insurance	\$0	\$0	\$0	\$0	\$0
Employee's Dental Insurance	\$0	\$0	\$0	\$0	\$0
Employee's Eye Insurance	\$0	\$0	\$0	\$0	\$0
Worker's Compensation Insurance	\$0	\$0	\$0	\$0	\$23
Employee's Retirement Fund	\$0	\$0	\$0	\$0	\$0
Recruitment Costs	\$0	\$0	\$0	\$0	\$0
Disability Insurance	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,784</b>
Jail/Prisoner Fees	\$47,884	\$45,000	\$58,500	\$68,000	\$96,000
Rabies/Animal Control	\$24,087	\$32,000	\$28,200	\$28,200	\$30,600
Sheriff's Contract	\$1,835,044	\$2,188,572	\$2,704,200	\$2,742,877	\$2,707,728
Office Supplies	\$0	\$0	\$0	\$0	\$765
<b>TOTAL</b>	<b>\$1,907,015</b>	<b>\$2,265,572</b>	<b>\$2,790,900</b>	<b>\$2,839,077</b>	<b>\$2,835,093</b>
<b>CAPITAL EXPENDITURES</b>					
Capital Outlay-Vehicles	\$0	\$0	\$0	\$0	\$0
Office Furniture & Equipment	\$0	\$0	\$0	\$0	\$0
Capital Outlay-Commun.	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,907,015</b>	<b>\$2,265,572</b>	<b>\$2,790,900</b>	<b>\$2,839,077</b>	<b>\$2,844,877</b>



Department	Division	Budget
Law Enforcement	Patrol	\$2,707,728
	Incarceration	\$96,000
	Animal Control	\$41,150
	<b>TOTAL OPERATING</b>	<b>\$2,844,878</b>



**St Patrick's Celebration at Vets Memorial**



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## Budget Highlights-Law Enforcement

**\$9,785**

### **Salaries, Benefits & Taxes**

- Salaries, benefits & taxes for a portion of Customer Service Representative staff (Animal Licensing)-\$9,785

**\$2,835,093**

### **Services & Supplies**

- Animal Control-\$30,600
- Prisoner Fees-\$96,000
- MCSO Contract-\$2,707,728
- Animal License supplies-\$765

**\$0**

### **Transfers to Vehicle Replacement Fund**





## Fire and Emergency

### Mission Statement

The mission of the Fire Department is to provide the residents, businesses, and visitors of Fountain Hills with the highest level of protection against loss of life and property. We uphold the commitment through quality emergency services and a proactive emphasis on public education, code enforcement, hazard investigation, innovative life and safety awareness, and community service; while maintaining the highest level of professionalism in all aspects of rescue, emergency medical service, fire prevention and suppression and control the control of hazardous situations.

### Department Description

Fire protection and emergency medical services are provided to the residents through a unique public/private sector combination of municipally owned equipment and facilities operated by contract personnel from Rural Metro Corporation.

The Fire Department is responsible for prevention and suppression of structural and wild land fires within the town limits. The Fire Department also provides building safety inspections and plan review for construction activity, enforces the Town Fire Sprinkler Ordinance, emergency medical services and transports, hazardous material mitigation, and takes the lead role in emergency response to natural disasters. In conjunction with its primary role, the Fire Department provides a wide range of auxiliary community services such as public education, youth-oriented explorer post, and a community CPR/AED certification program.

The Fire Department currently staffs one pumper truck with paramedic capabilities, one ladder/pumper truck with paramedic capabilities and one Ladder Tender with paramedic capabilities. All three trucks carry extrication/rescue equipment.

### Performance Indicators

Description	FY 2007-08 Actual	FY 2008-09 Est. Actual	FY 2009-10 Proposed
Emergency Response Time	3 min 54 sec	3 min 40 sec @80%	5 min @90%
EMS Response Time	3 min 44 sec	3 min 35 sec @80%	5 min @90%
Percent of calls EMS	61%	65%	65%
Emergency Calls	1,666	1,866	1,800
Non-emergency Calls	1,363	828	900
Inspections/surveys	2,100	1,109	1,300



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## **FY 2008-09 Department Accomplishments**

- Determined the location and design of fire station #2... pending
- Submitted FEMA Firefighters Grant for 800 megahertz radios...received \$32,500
- Submitted State Grant for extrication equipment...received \$8,850.00
- ADA Remodel of men's' restroom/shower facility at station #1...pending
- Completed first phase of mountain(trail) rescue program policy
- Completed first phase, electronic infrastructure, in the council chamber as the Emergency Operations Center (EOC)
- Crisis Activated Response Effort (CARE) team activated and operational.

## **FY 2009-10 Department Objectives**

- Submit FEMA Firefighters Grant application for completion of the Town Emergency Operations Center (EOC).
- Transfer Fire Marshal data base to the MUNIS Permit and Code Enforcement system.
- Decrease response time to the SW area of Town by moving an ambulance to a temporary location Fry's Center.  
Start construction on Station #2 re-location project.



<b>FIRE DEPARTMENT</b>					
	<b>FY 2005-2006</b>	<b>FY 2006-2007</b>	<b>FY 2007-2008</b>	<b>FY 2008-2009</b>	<b>FY 2009-2010</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>
<b>SALARIES &amp; BENEFITS:</b>					
Wages	\$0	\$0	\$0	\$0	\$0
FICA	\$0	\$0	\$0	\$0	\$0
Unemployment Insurance	\$0	\$0	\$0	\$0	\$0
Employee's Health Insurance	\$0	\$0	\$0	\$0	\$0
Employee's Life Insurance	\$0	\$0	\$0	\$0	\$0
Employee's Dental Insurance	\$0	\$0	\$0	\$0	\$0
Employee's Eye Insurance	\$0	\$0	\$0	\$0	\$0
Worker's Compensation Insurance	\$0	\$0	\$0	\$0	\$0
Employee's Retirement Fund	\$0	\$0	\$0	\$0	\$0
Recruitment Costs	\$0	\$0	\$0	\$0	\$0
Disability Insurance	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Dues & Publications	\$941	\$1,135	\$2,000	\$1,300	\$1,600
Conferences	\$605	\$500	\$300	\$500	\$500
Building Repairs/Maintenance	\$0	\$0	\$0	\$0	\$0
Equipment Repair & Maintenance	\$0		\$0	\$11,200	\$12,000
Vehicle Repairs & Maintenance	\$58,622	\$38,000	\$36,500	\$36,500	\$37,500
Telecommunications	\$0	\$0	\$0	\$0	\$600
Gas & Oil Expense	\$28,956	\$26,255	\$22,700	\$29,800	\$19,500
Professional Fees	\$0	\$2,500	\$5,000	\$0	\$0
Printing	\$123	\$500	\$320	\$500	\$500
Intergovernmental Agreements	\$5,000	\$0	\$0	\$5,000	\$1,800
Rural Metro Contract	\$2,602,692	\$2,746,787	\$2,884,126	\$3,028,332	\$2,852,368
Office Supplies	\$860	\$1,500	\$8,000	\$1,500	\$1,000
Safety Supplies	\$0	\$0	\$0	\$0	\$1,000
Small Tools & Equipment	\$14,589	\$18,111	\$10,000	\$10,000	\$16,500
<b>TOTAL</b>	<b>\$2,712,388</b>	<b>\$2,835,288</b>	<b>\$2,968,946</b>	<b>\$3,124,632</b>	<b>\$2,944,868</b>
<b>CAPITAL EXPENDITURES</b>					
Capital Outlay - Communication Equipment	\$0	\$6,000	\$13,500	\$4,000	\$0
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$13,500</b>	<b>\$4,000</b>	<b>\$0</b>
Transfer to VRF	\$0	\$0	\$0	\$112,276	\$120,609
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$112,276</b>	<b>\$120,609</b>
<b>TOTAL EXPENDITURES</b>	<b>\$2,712,388</b>	<b>\$2,841,288</b>	<b>\$2,982,446</b>	<b>\$3,240,908</b>	<b>\$3,065,477</b>



Department	Division	Budget
<b>Fire &amp; Emergency Medical</b>	<b>Fire Administration</b>	<b>\$2,984,577</b>
	<b>Fire Suppression</b>	<b>\$73,100</b>
	<b>Building Inspection</b>	<b>\$7,800</b>
	<b>TOTAL OPERATING</b>	<b>\$3,065,477</b>



**Mountain Rescue**



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## Budget Highlights-Fire

**\$0**

### **Salaries, Benefits & Taxes**

- No Salaries or benefits

**\$2,944,868**

### **Services & Supplies**

- Rural Metro Contract-\$2,852,368
- Dues & Subscriptions-\$1,600
- Meetings & Conferences-\$500
- Equipment Maintenance-\$12,000
- Vehicle Maintenance & Repair-\$35,000
- Fuel & Oil-\$19,500
- EOP Contract-\$1,800
- Tools & Equipment-\$16,500
- Office and operating supplies-\$5,600

**\$120,609**

### **Transfers to Vehicle Replacement Fund**





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# Performance Measures For the Fiscal 2009-10 Year



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## Performance Measurement

The use of performance measures in local government is being driven by increased citizen demands for government accountability, greater interest on the part of managers in performance related information to assist in program evaluation and resource allocation decisions, and the efforts of various organizations and professional associations to make governments more results-oriented.

Performance measurement allows policy makers, managers, and citizens to evaluate the quality and effectiveness of government services. Performance measures include inputs (resources used), outputs (program activities), efficiency measures (ratio of inputs to outputs), and outcomes (the actual results of programs and services).

The Town of Fountain Hills has traditionally prepared an Object-Class budget with some program goals attached. This year the Town is moving toward development of a Performance Based Budget. This process will be implemented over a number of years, beginning with the budget of FY 2009-2010.

It is important to understand that performance-based budgeting is not simply the use of program performance information in developing a budget. Performance-based budgeting does more than just create resource allocation decisions that go into development of a traditional type of budget. In other words, it is not just "budgeting based on performance." Instead, it is the process by which a particular type of budget is developed -- a Performance Budget (or "program performance budget"). To design an effective system of performance-based budgeting, it is vital to understand exactly what the end product itself should be, what it should contain, and how it should look.

A true Performance Budget is not simply an Object-Class budget with some program goals attached. It tells you much more than "for a given level of funding, a certain level of result is expected". A real Performance Budget gives a meaningful indication of how the dollars are expected to turn into results. The most effective Performance Budget does this by showing, for each program area, how dollars fund day-to-day tasks and activities, how these activities are expected to generate certain outputs, and what outcomes should then be the result.

A program Performance Budget can be distinguished from an Object-Class budget in a fundamental way. The Object-Class budget shows what each dollar will be spent on, (salaries, benefits, office supplies, travel, utilities, equipment, etc.) The Performance Budget shows what each dollar will accomplish (process a grant application, inspect a worksite, review a compliance activity, etc.)

When our budget process is fully developed, every program will be able to show its budget in both formats -- with the "bottom line" dollar amounts being exactly the same for each.

The overall purpose of the Performance Based Budget System is to establish a process to assist program managers in scheduling work and resources in order to efficiently and effectively carry out the Town's Goals and Objectives contained in the



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Strategic Plan and prioritized by the Council during their budget retreat.

This purpose is summarized in the following concepts:

- Integration of long-term planning and evaluation with the budget process by relating the Town's work efforts to stated service levels aimed at accomplishment of the Strategic Plan Goals and Objectives.
- Defining Town business in service level terms by use of performance measures and program statements to describe planned accomplishments, which contribute to achieving the Strategic Plan's Goals and Objectives.
- Recording the work hours, products and financial aspects of achieved accomplishments.
- Measuring the efficiency and effectiveness achieved in accomplishing budgeted objectives.

The above concepts are interrelated.

For example, under the Performance-Based Budget method, the Strategic Plan's Goals are directly related to specific Programs and Program Performance Statements.

The Program Performance Statement provides answers to the following questions:

- What is the purpose of the program?
- How will this purpose be achieved?
- What key results are expected to be produced?

The Service Delivery Plans describe the Activities which will be undertaken in an effort to meet the Program goals.

Finally, the performance of each Program is measured for quality, productivity and cost effectiveness.

The following pages contain the Town of Fountain Hills performance measures, by program area, for fiscal year 2009-10.



**Town of Fountain Hills**

**Department: Court**

**Program: Administration**

**Service Delivery Plan:**

Provide all constitutional and statutorily mandated judicial services.

**Activities:**

Pursuant to the Court’s jurisdictional authority  
 Process criminal misdemeanor, civil traffic, criminal traffic offenses & specific juvenile offenses.  
 Process civil & criminal violations of our Town Code & ordinances.  
 Monitor post-disposition orders.  
 Collect and account for fines, fees, bonds and restitution.  
 Issue civil protection & injunctions against harassment.  
 Issue arrest/search warrants and records subpoenas.  
 Maintain & safeguard court records.  
 Reply to public information & record requests.  
 Comply with mandatory reporting responsibilities to the AZ Supreme Court & Maricopa County Superior Court.  
 Process Fountain Hills Teen Court cases.  
 Provide case activity reports to Town.  
 Provide public education.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:  
Productivity**

Public information & record requests replies	N/A	100%	100%
Mandatory reporting responsibilities to the AZ Supreme Court & Maricopa County Superior Court compliance	N/A	100%	100%

**Cost Effectiveness:**

Number of personnel evaluations facilitated		5	5
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**FTE’s**

Judge			.80
Court Administrator			.40
Senior Court Clerk			.50
Total			1.70



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**Town of Fountain Hills**

**Department:** Court

**Program:** Post Adjudication Compliance

**Service Delivery Plan:**

Monitor and enforce Defendants' compliance with court sentencing orders relation to fines and fees, jail time and program participation.

**Activities:**

Collect fines and fees.  
 Jail compliance: Substance abuse.  
 DV Program completion: Community Service compliance.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Percentage of cases referred to Collection (FARE) Tax Intercept	N/A	5%	5%
Percentage of compliance with sentenced jail time	N/A	70%	80%
Percentage of compliance with sentenced program	N/A	65%	75%
Percentage of compliance with community service obligation	N/A	55%	65%
<b>Productivity</b>			
Number of cases with program referrals per year	N/A	200	200
Number of cases involving community service per year	N/A	100	100
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Judge			.10
Court Administrator			.30
Senior Court Clerk			.50
Court Clerk			1.00
Court Clerk			.50
Total			2.40



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**Town of Fountain Hills**

**Department:** Court

**Program:** Teen Court

**Service Delivery Plan:**

Provide a juvenile diversion program for first time/minor violation offenders, as well as an opportunity for area teens to participate in the juvenile justice process.

**Activities:**

Conduct Teen Court hearings.  
Provide Teen Court promotion, education and training.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Percentage of cases with consequences timely completed	N/A	90%	95%
Percentage of cases returned to formal process	N/A	6%	3%
Percentage of defendants returning to process (recidivism)	N/A	6%	3%
<b>Productivity</b>			
Number of cases heard	N/A	40	60
Number of youth participants	N/A	75	100

**Cost Effectiveness:**

**FTE's**

Judge	.10
Court Administrator	.30
Court Clerk	.50
Total	.90



**Town of Fountain Hills**

**Department:     Town Manager**

**Program:           Administration**

**Service Delivery Plan:**

Provide leadership to ensure a high quality of life for the citizens of Fountain Hills by utilizing town resources to the greatest extent possible and offering superior service.

**Activities:**

- Make dedicated efforts to achieve Council goals for FY 2009-10.
- Accomplish directives assigned by the Town Council.
- Ensure appropriate use of FY 2009-10 budget allocation.
- Provide leadership and direction to staff.
- Maintain accreditation as an ICMA credentialed manager.
- Build relationships with citizens and organizations in Fountain Hills.
- Build intergovernmental relationships.
- Oversee contracted community services and facilitate Council and Staff workshops.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
<b>Quality:</b>			
eFountain customer service effectiveness rated superior or good	N/A	83%	90%
eFountain response time rated superior or good	N/A	83%	90%
eFountain courtesy rated superior or good	N/A	83%	90%
eFountain customer expectations met rated superior or good	N/A	77%	90%
<b>Productivity:</b>			
Number of eFountain service requests	N/A	177	531
<b>Cost Effectiveness: FTE's</b>			
Town Manager			0.95
Executive Assistant			0.70
Total			1.65



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**Town of Fountain Hills**

**Department:**           **Town Manager**

**Program:**               **Strategic Planning**

**Service Delivery Plan:**

Working in conjunction with the Strategic Planning Advisory Commission (SPAC), propose an update to Strategic Plan that reflects the desires of the citizenry, taking into account community needs and economic, demographic, and cultural conditions in Fountain Hills.

**Activities:**

Develop a proposed update to the Strategic Plan and present to the Town council for adoption.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
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**Quality:**

Strategic Plan update prepared on time	N/A		By March 31, 2010
Strategic Plan update prepared within budget	N/A		<\$20,000
Strategic Plan update by Town Council	N/A		By April 15, 2010

**Productivity:**

Citizen feedback utilized information of the Strategic Plan update	N/A		Public meeting(s) & Surveys
Accomplish Strategic Plan update activities and timeline			

**Cost Effectiveness:**

**FTE's**

Town Manager			.05
Executive Assistant			.05
Total			.10



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**Town of Fountain Hills**

**Department:**      **Town Clerk**

**Program:**            **Administration**

**Service Delivery Plan:**

Serve both internal and external customers in an impartial, confidential, efficient, trustworthy and friendly manner by responding to requests for retrieval of information and coordination of Council meetings to ensure compliance with State law.

**Activities:**

Monitor budget expenditures and process the daily business of the Town.  
 Interact and respond to requests from elected officials, staff and the public.  
 Review and sign various licenses and checks; perform the duties of the Town’s filing agent for claims, legal documents, as well as the Council’s annual Financial Disclosure Statement and coordination and receipt of agenda items between the legal department and staff.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
<b>Quality:</b>			
Expenditures within budget	N/A	100%	100%
Requests responded to same day	N/A	100%	100%
Various licenses reviewed and signed same day	N/A	100%	100%
Financial Disclosure Statements received by filing deadline	N/A	100%	100%
<b>Productivity:</b>			
Number of legal requests tracked	N/A	77	85
Number of notary services provided	N/A	41	45
Number of Financial Disclosure Statements	N/A	9	11
<b>Cost Effectiveness:</b>			
<b>FTE’s</b>			
Town Clerk			.30
<b>Total</b>			<b>.30</b>



**Town of Fountain Hills**

**Department:      Town Clerk**

**Program:            Elections**

**Service Delivery Plan:**

Conduct municipal elections and all related activities in the most efficient and effective manner, and in full compliance with all applicable statutes, which include voter assistance and education; political committee assistance with campaign finance and election laws.

*Please note: Statistics and numbers will vary significantly in non-election years.*

**Activities:**

Coordinate activities and paperwork with Maricopa County Elections, the Town Attorney, staff and vendors as required by state law; including processing related invoices for payment.

Prepare press releases and coordinate distribution of election information through the Community Affairs/Media Relations Administrator.

Accept candidate nomination and political committee filings and monitor receipt of campaign finance reports.

Serve as the Town’s election official and provide results on Election Day.

Prepare the resolutions to canvas election results and submit for Council approval.

Maintain election documents according to the record retention schedule.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
<b>Quality:</b>			
Voter turnout (average of municipal elections held)	N/A	N/A	31%
Election canvasses completed within statutory requirements	N/A	N/A	100%
Candidate nomination papers processed correctly	N/A	N/A	100%
Candidate and political committee campaign finance reports filed by deadlines	N/A	N/A	100%
Candidate and political committee campaign finance reports posted on the Town’s website	N/A	N/A	100%
<b>Productivity:</b>			
Number of municipal elections held	N/A	0	3
Number of Initiative/Referendum petitions filed and certified within statutory requirements	N/A	0/1	0/0
Number of Registered Voters at close of registration	N/A	N/A	16,539
Number of Early Voters processed at Town Hall	N/A	N/A	550
Number of Council Candidate packets distributed and processed	N/A	N/A	15/8
Number of Political Committee packets distributed and processed	N/A	N/A	8/8
<b>Cost Effectiveness:</b>			
<b>FTE’s</b>			
Town Clerk			.20
<b>Total</b>		.20	



**Town of Fountain Hills**

**Department:      Town Clerk**

**Program:            Legislation**

**Service Delivery Plan:**

Provide support to the Mayor and Council and aid in the delivery of effective and transparent government by providing staff support for all Council meetings; taking notes and preparation of official meeting minutes; publication or recording of documents as required by state law in support of Council actions. Ensure compliance with applicable statutes, policies, or guidelines as pertains to responsibilities.

**Activities:**

- Prepare and post public notices for all Council reoccurring and non-official events according to statutory requirements.
- Coordinate and prepare the agendas and electronic agenda packet for official Council meetings according to statutory requirements.
- Prepare and/or review Council meeting minutes to be submitted for Council approval.
- Process approved meeting minutes, resolutions, ordinances, contracts, IGA's and other legal documents as necessary.
- Coordinate the web posting of approved minutes and official action of the Council according to statutory requirement.
- Coordinate the Board and Commission appointment process with support staff (nine boards and commissions).

**Performance Measures:**

	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
<b>Quality:</b>			
Financial Disclosure Statements filed within statutory requirement	N/A	100%	100%
Agendas posted within the statutory requirement	N/A	100%	100%
Approved Council meeting minutes posted on the Town's website within the statutory requirement	N/A	100%	100%

**Productivity:**

Number of agendas/packets prepared	N/A	30	35
Number of agenda items	N/A	186	190
Number of meeting minutes placed on web within 2 business days after approval	N/A	30	35
Number of meetings for which minutes are prepared	N/A	30	35
Number of Executive Sessions for which minutes are prepared	11E	18	13
Number of contracts/IGA's processed	N/A	14/5	12/5
Number of Resolutions/ordinances processed	N/A	30/11	31/12
Number of Town Code amendments codified	N/A	2	2
Number of Board and Commission appointments	N/A	25	24

**Cost Effectiveness:**

**FTE's**

Town Clerk .30

**Total** .30



**Town of Fountain Hills**

**Department:**           **Town Clerk**

**Program:**               **Records**

**Service Delivery Plan:**

Maintain all documents necessary for the effective administration and operation of the municipal government.

**Activities:**

Coordinate with support staff the retention and destruction of records according to state law. Submit destruction certificates to the Records Management Division of the Arizona State Library, Archives and Public Records.  
 Scan and coordinate the posting of Resolutions, Ordinances, and Proclamations on the Town’s website.  
 Coordinate requests for public records in a timely manner as per state law.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
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**Quality:**

Public Record request responded to within statutory requirements	N/A	100%	100%
Resolutions placed on the Town’s website with 3 business days of approval	9C	N/A	100%
Ordinances placed on the Town’s website within 3 business days of approval	9C	N/A	100%
Proclamations placed on the Town’s website within 3 business days of approval	9C	N/A	100%

**Productivity:**

Number of Resolutions placed on the web	9C	N/A	25
Number of Ordinances placed on the web	9C	N/A	10
Number of Proclamations placed on the web	9C	N/A	5
Number of Record/Destruction certificates processed	N/A	15	12
Number of Public Record requests processed	N/A	148	180

**Cost Effectiveness:**

<b>FTE’s</b>		
Town Clerk		.20
<b>Total</b>		<b>.20</b>



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**Town of Fountain Hills**

**Department:**      **Human Resources**

**Program:**          **Administration**

**Service Delivery Plan:**

Provide employees with an optimal work environment for obtaining sustained high productivity, continuous improvement, organizational renewal and exceptional customer service. Sustain an environment that supports the efforts of all employees to realize to the extent possible, their professional potential. Provide opportunities for personal enrichment and promote individual well-being. Provide a workplace free from any form of harassment, intimidation, or unlawful discrimination. Establish and maintain a work environment that promotes mutually respectful interactions between supervisor and the person supervised, and among employees.

**Activities:**

Development and implantation of policies and procedures.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
<b>Quality:</b>			
Turnover	N/A	3%	2%
<b>Productivity:</b>			
Number of grievances filed	N/A	0	0
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
HR Administrator/Risk Mgr			.50
Total			.50



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**Town of Fountain Hills**

**Department:** Human Resources

**Program:** Payroll

**Service Delivery Plan:**

Provide Town employees with accurate and timely paychecks. Maintain compensation compliance.

**Activities:**

Process 26 payrolls annually.

**Performance Measures:**

<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
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**Quality:**

Number of voided checks processed due to errors

N/A	1	0
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**Productivity:**

Number of payrolls processed annually

N/A	26	26
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**Cost Effectiveness:**

**FTE's**

HR Administrator/Risk Manager

.05

Total

.05



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**Town of Fountain Hills**

**Department:**           **Human Resources**

**Program:**               **Recruitment**

**Service Delivery Plan:**

Recruit and select applicants with excellent qualifications using effective and efficient application and selection tools.

**Activities:**

Keep job descriptions up-to-date.  
Place ads where they will be most visible and cost effective.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
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**Quality:**

Voluntary Terminations	N/A	10	5
Involuntary Terminations	N/A	2	1

**Productivity:**

Average Time to fill Regular job openings	N/A	8 wks	6 wks
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**Cost Effectiveness:  
FTE's**

HR/Administrator/Risk Manager	.10
Total	.10



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**Town of Fountain Hills**

**Department:** Human Resources

**Program:** Risk Management

**Service Delivery Plan:**

Provide a safe work environment for all employees.

**Activities:**

Safety training provided on a regular basis throughout the year.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
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**Quality:**

Number of worker's comp claims managed with no time lost from work	N/A	3	2
Assist to maintain Town of Fountain Hills Experience Modifier (EMOD) of 1.0 or less	N/A	100%	100%

**Productivity:**

Number of worker's compensation claims filed annually	N/A	7	5
EEOC Claims filed annually	N/A	0	0

**Cost Effectiveness:**

**FTE's**

HR Administrator/Risk Manager	.30
Total	.30



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**Town of Fountain Hills**

**Department:**      **Human Resources**

**Program:**            **Volunteers**

**Service Delivery Plan:**

Provide the Town with savings in personnel cost and services to the entire community by trained, informed volunteers. Increase the quality of life for residents and staff working together.

**Activities:**

- Quarterly volunteer coffees with guest speaker
- Make a Difference Day
- Holiday Celebration at the Community Center
- Annual Volunteer Reception
- Volunteer Placements throughout Town
- Monthly volunteer newsletter
- Expanded volunteer services to seniors

**Performance Measures:**

	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
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**Quality:**

Monies Saved Town by volunteers		\$200,000	\$250,000
Volunteer Satisfaction w/placement		95%	98%
Volunteer orientation training		40x year	1x month

**Productivity:**

Number of volunteers		500	600
Number of volunteer opportunities/positions		300	500

**Cost Effectiveness:**

**FTE's**

Volunteer Coordinator			.75
Total			.75



**Town of Fountain Hills**

**Department: Finance**

**Program: Accounting**

**Service Delivery Plan:**

Provide the Town with efficient and cost effective accounts receivable and general ledger and banking support services. Provide prompt and efficient payment of Town’s liabilities each month.

**Activities:**

- Process cash receipts journals daily.
- Reconcile bank accounts monthly.
- Process journal entries for all transactions not processed through cash receipts as they occur.
- Bill accounts receivable as activities occur.
- Reconcile vendor statements with requisition, purchase order and invoice.
- Process accounts payable twice monthly.
- Maintain vendor files, including 1099 reporting.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Number of correcting journal entries on cash receipts	N/A	5	2
Number of corrected account receivable invoices	N/A	2	0
Number of voided checks	N/A	11	9

**Productivity**

Number of cash receipts batches processed annually	N/A	260	208
Number of bank reconciliations annually	N/A	84	84
Number of journal entries processed annually	N/A	128	144
Number of accounts receivable invoices processed annually	N/A	75	90
Number of accounts payable checks prepared	N/A	2,500	2,450
Number of invoices processed	N/A	4,000	3,850
Number of check runs	N/A	38	38

**Cost Effectiveness:**

**FTE’s**

Finance Director			.10
Accounting Supervisor			.30
Accounting Clerk –A/P			.30
Accounting Clerk – A/R			.40

Total	1.10		
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**Town of Fountain Hills**

**Department: Finance**

**Program: Audit**

**Service Delivery Plan:**

Staff select, coordinate, and prepare worksheets for the town’s external financial and sales tax auditors. The financial auditor reviews the town’s financial statements and issues an opinion on the accuracy of the town’s statements. Staff also ensures that the external auditor is independent, meaning no conflicts of interest exist that interferes with the auditor’s ability to issue an opinion on the town’s financial statements. The sales tax auditor reviews local sales tax receipts to ensure that all taxes that are owed to the town are paid.

**Activities:**

Solicit and coordinate annual financial audit, including issuing Requests for Quotations (RFQ’s) and monitoring contracts.

Solicit and coordinate annual sales tax audit plan, including issuing Requests for Quotations (RFQ’s) monitoring contracts, analyzing sales tax and monitoring legislation, etc.

Canvas all residential rentals for revenue leakage.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Financial statements opinion		Unqualified	Unqualified
Auditor findings		0	0
GFOA Awards		16	17
Cost Recovery Factor		89%	90%
<b>Productivity</b>			
Sales tax assessments	N/A	\$100,000	\$100,000
Collections from assessments	N/A	\$80,000	\$90,000
Audit Worksheets prepared	N/A	4	15

**Cost Effectiveness:**

**FTE’s**

Director		0.10
Supervisor		0.05
Clerk – A/R		0.05
Total		0.20



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**Town of Fountain Hills**

**Department:**           **Finance**

**Program:**               **Administration**

**Activities:**

Prepare estimates of future revenues and expenditures.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Revenue versus forecast	N/A	93%	95%
Public meetings on finances	N/A	6	6
Town's bond rating	N/A	Aa3	Aa3
<b>Productivity:</b>			
Number of funds		17	23
Finance reports to council		4	4
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Director			.20
Supervisor			.10
Total			.30



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**Town of Fountain Hills**

**Department: Finance**

**Program: Budget**

**Service Delivery Plan:**

Prepare revenue estimates, coordinates budget preparation, communicates Council goals objectives and priorities, compiles budget data, conducts Budget Committee meetings, presents budget to Council and at Public Meetings, insures the accuracy of data, and compiles the tentative and final budget documents.

**Activities:**

Prepare estimates of future revenues and expenditures.  
Coordinates budget preparation  
Conducts Budget Committee Meetings  
Presents budget to Council  
Compiles budget document for publication

**Performance Measures:**

<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

GFOA Budget Presentation Awards	6	7
Revenue versus forecast %	91%	95%

**Productivity**

Document size	242 pages	328 pages
Annual/Biannual	annual	annual
Size of Town Budget	\$28.2M	\$35.4M
Budget meetings held with department	6	6
Public meetings on budget	6	6
Number of funds	10	17

**Cost Effectiveness:**

**FTE's**

Director	.20
Supervisor	.40
Clerk A/R	.05
Total	.65



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**Town of Fountain Hills**

**Department:**           **Finance**

**Program:**               **Customer Service**

**Service Delivery Plan:**

Be the first point of contact for citizens visiting Town Hall. Ensure excellent customer service through fast and accurate processing of Town licenses. Greet all Town visitors. Coordinate general inquires from CRM program and answer telephone calls to Town Hall.

**Activities:**

- Answer telephone calls.
- Process dog licenses.
- Process CRM requests.
- Process all checks into POS program.
- Process request for public records.
- Audit postage machine usage.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Daily cash discrepancies		5	4
<b>Productivity</b>			
Number of walk in visitors per day		35	42
Number of dog licenses issued		3364	3400
Annual outgoing mail \$ volume		\$14,918	\$15,718
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Supervisor			.05
Customer Service Representative			.30
Total			.35



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**Town of Fountain Hills**

**Department: Finance**

**Program: Licensing**

**Service Delivery Plan:**

Provide residents and businesses with the highest quality of business licensing service delivered with a sense of timeliness, integrity and accuracy.

**Activities:**

Process all new business license applications, and renewals of business licenses.  
 Process all alarm licenses.  
 Process all peddler/solicitor licenses.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Number of business days to process:

New business license	N/A	10	10
Renewal business license	N/A	10	10
Alarm license	N/A	15	15
Peddler/Solicitor license	N/A	10	10

**Productivity**

Number of licenses processed annually	N/A	2375	2380
New licenses	N/A	542	547
Renewal licenses	N/A	1783	1783
Other	N/A	50	50

**Cost Effectiveness:**

**FTE's**

Director			.05
Clerk-B/L			.35
Customer Service Representative			.20
Total			.60



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**Town of Fountain Hills**

**Department: Finance**

**Program: Purchasing**

**Service Delivery Plan:**

Processing purchase requisitions and converting to Purchase Orders, ensuring Town purchasing policies are adhered to.

**Activities:**

Convert requisitions to Purchase Orders  
Maintain vendors  
Maintain contracts

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Number of voided checks	NA	110	20
<b>Productivity</b>			
Number of vendors		863	890
Number of contracts		66	75
A/P checks issued		2,099	2,125
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Director			.05
Supervisor			.05
Clerk A/P			.20
Total			.30



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**Town of Fountain Hills**

**Department:** Finance

**Program:** Special Events

**Service Delivery Plan:**

Plan, coordinate and implement all Town special events, ensuring adequate resources for safety of the public and successful programs.

**Activities:**

Coordinate meetings with all departments to ensure public safety.  
Communicate with event sponsors to ensure adequate resources.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Number of applications processed in a timely manner		100%	100%
Special event reports, memos, and calendar for town council approval prepared & submitted		100%	100%
Special event applications and documentation maintained and tracked		100%	100%
Phone, mail and in person inquiries followed up on		100%	100%
<b>Productivity</b>			
Number of special events		14	16
Number of special event committee meetings		6	7
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Supervisor			.05
Clerk-B/L			.15
Total			.20



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**Town of Fountain Hills**

**Department:**      **Information Technology**

**Program:**            **Communications**

**Service Delivery Plan:**

Provide staff with cost effective communication tools.

**Activities:**

Provide Internet service

Provide wireless communications.

**Performance Measures:**

	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
<b>Quality:</b>			
Uptime of internet connection	N/A	100%	100%
<b>Productivity:</b>			
Number of office telephones	N/A	115	115
Number of supported wireless devices	N/A	51	51

**Cost Effectiveness:**

**FTE's**

IT Coordinator			.05
Total			.05



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**Town of Fountain Hills**

**Department:**      **Information Technology**

**Program:**            **I/T Hardware and Infrastructure**

**Service Delivery Plan:**

Provide cost effective and reliable technology to staff to ensure service levels are met.

**Activities:**

Hardware installation and maintenance

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
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**Quality:**

Computer Network Uptime	N/A	100%	100%
Telephone Network Uptime	N/A	100%	100%

**Productivity:**

Number of network devices (switches/routers)	N/A	8	8
Number of servers	N/A	24	25
Number of workstations	N/A	89	89

**Cost Effectiveness:**

**FTE's**

IT Coordinator			.10
IT Intern			.05
Total			.15



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**Town of Fountain Hills**

**Department:**      **Information Technology**

**Program:**          **I/T Support**

**Service Delivery Plan:**

Provide Town staff with cost effective and modern technology to accomplish the functions of their departments while achieving the Town's strategic objectives.

**Activities:**

Help Desk service provided to Town personnel

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
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**Quality:**

Issues responded to within 2 hours	N/A	99.9%	100%
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**Productivity:**

Number of staff members supported	N/A	98	98
Number of work requests	N/A	1200	1500

**Cost Effectiveness:**

**FTE's**

IT Coordinator			.25
IT Intern			.45
Total			.68



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**Town of Fountain Hills**

**Department:**      **Information Technology**

**Program:**          **Training**

**Service Delivery Plan:**

Provide staff with tailored software training to achieve proficiencies using Town owned applications.

**Activities:**

In-house training provided to Town personnel

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
<b>Quality:</b>			
Staff survey satisfactory rating or better		100%	100%
<b>Productivity:</b>			
Number of training offered	N/A	9	12
Number of staff attendees	N/A	90	120
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
IT Coordinator			.05
IT Intern			.03
Total			.08



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**Town of Fountain Hills**

**Department:**      **Information Technology**

**Program:**          **Video Services**

**Service Delivery Plan:**

Produce Council meeting videos for replay on Channel 11 and webcast.

**Activities:**

Video productions provided for Town Council Meetings

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
<b>Quality:</b> Videos available within 24 hours	N/A	100%	100%

<b>Productivity:</b> Number of meetings recorded on Channel 11	N/A	28	26
Number of meetings streamed on internet	N/A	28	26
Number of special projects	N/A	1	2

**Cost Effectiveness:**

FTE's

IT Coordinator			.05
Total			.05



**Town of Fountain Hills**

**Department: Administration Department**

**Program: Economic Development**

**Service Delivery Plan:**

Enhance the Town’s economic base through business attraction, business retention, and business vitality activities.

**Activities:**

Develop and implement an available site and building database in order to quickly and effectively respond to inquiries and increase effectiveness in business attraction/ business retention efforts.

Initiate a system to track contacts and projects with the ability to interrelate contacts, projects and timeframes, and establish baseline data in order to evaluate effectiveness of outreach efforts on an annual basis.

Business Attraction: Evaluate the business attraction program.

Business Attraction: Develop a strategy to encourage businesses to locate within the Town.

Business Attraction: Develop informational pieces which target appropriate business sectors.

Business Retention: Evaluate the business visitation (retention) program.

Business Retention: Enhance the existing business visitation (retention) program to include expanded and targeted outreach to the existing business base.

Work with Town Center to develop and facilitate networking opportunities, business vitality, marketing and promotional opportunities using the Main Street four-point approach

Develop contacts and strong, positive working relationships with Ft. McDowell, the Chamber, and other business groups in order to work together towards mutually beneficial goals.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
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**Quality:**

**Productivity:**

Outreach/ meetings with Fort McDowell	2x per year
Town Center organization activities (i.e. meetings, events, networking opportunities)	12x per year
Business visitation (retention) program - business visits	25 businesses
Business attraction efforts- retail, office, advanced business Services, high tech	2 outreach strategies 50 business contacts

**Cost Effectiveness:**

**FTE's**

Economic Development Administrator	1.00
Executive Assistant	.05
<b>Total</b>	<b>1.50</b>



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**Town of Fountain Hills**

**Department:**      **Community Affairs and Media Relations**

**Program:**          **Administration**

**Service Delivery Plan:**

Provide oversight of the Community Affairs and Media Relations Division. Supervise staff and monitor the budget.

**Activities:**

Supervise and evaluate staff.  
 Oversee Town-wide printing contract.  
 Research cost effective solutions for Media.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Number of errors in ColorPress contract		0	0
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**Productivity**

Number of performance evaluations completed		1	1
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**Cost Effectiveness:  
FTE's**

Community Affairs/Media Relations			.10
Administration Assistant			.10
Total			.20



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**Town of Fountain Hills**

**Department: Community Affairs and Media Relations**

**Program: Channel 11**

**Service Delivery Plan:**

Gather various productions from other municipalities to improve our cable channel in an effort to improve communications with residents and provide an improved quality of life.

**Activities:**

- Plan and line up each program.
- Create slides.
- Meet with other municipalities to exchange ideas.
- Participate in the AzGAM (Arizona Government Access Managers).

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Number of errors on slides		25	20
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**Productivity**

Number of productions created at FHUSD		0	0
Number of channel 11 slides created		25	20

**Cost Effectiveness:  
FTE's**

Community Affairs/Media Relations			.20
Administrative Assistant			.10
Total			.30



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**Town of Fountain Hills**

**Department:      Community Affairs and Media Relations**

**Program:            Constituent Communications**

**Service Delivery Plan:**

Provide information to create public awareness of Town events.

**Activities:**

Maintain eight Town kiosks stocked with information.  
 Keep holders on hand and visit kiosks twice a week.  
 Publish AveNEWS, edit In the Loop and Senior Scene.  
 Handle constituent calls and emails.  
 Develop new resident outreach packets.  
 Protect Town branding policy and ensure its implementation by continued and proper use of the Town seal in all Town activities, products and/or publications.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Number of errors on kiosk flyers		12	10
<b>Productivity</b>			
Number of AveNews produced annually		22	17
Number of In the Loop issues annually		3	2
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Community Affairs/Media Relations Administrator			.10
Total			.10



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**Town of Fountain Hills**

**Department: Community Affairs and Media Relations**

**Program: Intergovernmental Relations**

**Service Delivery Plan:**

Reach out to political leaders and geographical neighbors to continue to grow relationships in the best interest of the Town.

**Activities:**

Monitor bills when legislature is in session.  
 Lobby on behalf of the town at the state legislature.  
 Work hand-in hand with the Arizona League of Cities to protect Town funding and mandates.  
 Build relationship with the Fountain Hills Unified School District and the Town continuing to include the Fort McDowell Nation on all Town activities.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Number of errors in legislative updates	25	20
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**Productivity**

Number of meetings with league legislators	7	7
Number of meetings with FHUSD	3	2

**Cost Effectiveness:**

**FTE's**

Community Affairs/Media Relations Administrator	.20
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Total	.20
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**Town of Fountain Hills**

**Department:**        **Community Affairs and Media Relations**

**Program:**            **Marketing**

**Service Delivery Plan:**

Provide a clear, concise, and coherent marketing for numerous programs within each of the Town's seven divisions.

**Activities:**

Utilize press releases, posters/flyers, Channel 11, website, AveNEWS, and any other opportunities that may present themselves.

Partner with the Visitor's Bureau on the nature of the program and its specific goals.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Number of violations of public notice law		0	0
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**Productivity**

Number of updates to web		800	600
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**Cost Effectiveness:  
FTE's**

Community Affairs/Media Relations Administrator			.20
Administrative Assistant			.20
Total			.40



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**Town of Fountain Hills**

**Department:**        **Community Affairs and Media Relations**

**Program:**            **Media Relations**

**Service Delivery Plan:**

Develop relationships with the media and send out press releases to keep them apprised of our activities.

**Activities:**

Build Contact List.  
Provide media outreach for Rural-Metro Fire Department.  
Answer all inquires and remain on-call at all times.  
Serve as Town spokeswoman.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Number of errors in press releases		30	20
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**Productivity**

Number of press releases issued		40	35
Number of media contacts		20	25

**Cost Effectiveness:**

**FTE's**

Com Affairs/Media Relations			.10
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Total			.20
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**Town of Fountain Hills**

**Department:**      **Community Affairs and Media Relations**

**Program:**          **Website**

**Service Delivery Plan:**

Utilize web as the main way to reach out to the public and make government more transparent.

**Activities:**

Provide daily updates for each department.  
 Place AveNews, Senior Scene and In the Loop online.  
 Place RSS feeds; press releases; events; agendas; packets and meetings for all councils, commissions and boards; public notices; and request for bid proposals on the website.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Number of violations of public notice law		0	0
<b>Productivity</b>			
Number of updates to web		800	600
<b>Cost Effectiveness: FTE's</b>			
Community Affairs/Media Relations Administrator			.10
Total			.10



**Town of Fountain Hills**

**Department: Public Works**

**Program: Administration**

**Service Delivery Plan:**

Efficiently and effectively provide the best possible customer service to our residents.

**Activities:**

Respond to residents at front counter.  
 Investigate all concerns that pertain to Public Works.  
 Return phone messages and emails in a timely manner.  
 Attend all department meetings both internal and external.  
 Attend all Council and P&Z meetings that are applicable.  
 Address personnel issues and concerns efficiently and effectively and to provide Public Works updates on a regular basis.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Issues resolved concerning drainage concerns efficiently	N/A	35	30
Number of complaints resolved	N/A	70	70
Number of traffic issues resolved	N/A	30	25
Number of Public Works meetings	N/A	12	12

**Productivity**

Average days to respond to resident concerns	N/A	2	1
Number of phone calls	N/A	390	350
Number of Public Works updates provided	N/A	52	52
Council and P&Z meetings attended	N/A	22	22

**Cost Effectiveness:**

**FTE's**

Director	.35
Executive Assistant	.40
Town Engineer	.15
Open Space Specialist	.10
Civil Engineer	.20
Civil Engineer	.10
Engineering Inspector	.10
Planner-Environmental	.05

Total	1.45
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**Town of Fountain Hills**

**Department:**           **Public Works**

**Program:**               **Capital Improvement Projects**

**Service Delivery Plan:**

Process projects that enhance the quality of life for our residents and business community.

**Activities:**

Conduct paving projects to provide safer streets; sidewalks to enhance pedestrian safety.  
 Provide pavement maintenance to extend the life of our streets.  
 Manage drainage projects to provide safe access and travel.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Passing inspection 1 <sup>st</sup> time	#3	0	4
Approval of outside agency on first review	N/A	2	4
<b>Productivity</b>			
Project designed on schedule	N/A	1	3
Passing inspections on schedule	N/A	0	3
Number of complaints	N/A	0	6
Projects within budget	N/A	1	3
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Director			.20
Executive Assistant			.10
Town Engineer			.25
Civil Engineer			.80
Civil Engineer			.20
Engineering Inspector			.35
Total			1.90



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**Town of Fountain Hills**

**Department: Public Works**

**Program: Engineering - Permits**

**Service Delivery Plan:**

Efficiently process various permits for right-of-way, utility companies, and developers with quality construction that is acceptable to town standards or equal.

**Activities:**

- Accept applications for work on town property.
- Review with engineering and other town departments.
- Establish bonds or letter of credit as needed by project size.
- Issue permits to utility or developer.
- Inspect as calls are received or daily visitations.
- Maintain daily log on all permits.
- Perform final inspection, set date for one year warranty, and reduce bonds to 10%.
- One year warranty inspection and release bonds (if issued).

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Number of passing inspections	N/A	130	100
Average days for completion	N/A	10	8
<b>Productivity</b>			
Right-of-way permits	N/A	319	300
Driveway inspections for Building Safety	N/A	20	10
Number of easements released or acquired	N/A	35	30
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Director			.05
Executive Assistant			.25
Town Engineer			.30
Civil Engineer			.25
Engineering Inspector			.35
Total			1.20



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**Town of Fountain Hills**

**Department:**           **Public Works**

**Program:**               **Open Space - Landscape Maintenance**

**Service Delivery Plan:**

Provide efficient and cost effective maintenance for fire control and drainage, safe streets, and dam safety.

**Activities:**

Inspect all jurisdictional dams annually.  
 Maintain medians for proper line-of-sight and maintain property values.  
 Cut washes as needed for fire control and proper drainage.  
 Enhance the natural beauty of all open space as intended by the wash maintenance policy.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Washes cut and cleaned in the specified time	#6	52	0
Inspections passed annually by ADWR	N/A	6	6
<b>Productivity</b>			
Number of dams inspected per year	N/A	6	6
Acres of medians maintained	N/A	56	58
<b>Cost Effectiveness:</b>			
<b>FTE's:</b>			
Director			.05
Executive Assistant			.05
Open Space Specialist			.85
Engineering Inspector			.05
Total			1.00



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**Town of Fountain Hills**

**Department: Public Works**

**Program: Stormwater Management**

**Service Delivery Plan:**

Provide an annual report to ADEQ that effectively indicates that the Town of Fountain Hills is abiding by the permit it was issued.

**Activities:**

Provide monitoring and enforcement on a town wide basis.  
 Clean out catch basins to ensure sediment control.  
 Test point of entry to local washes as needed.  
 File reports to ADEQ as permit stipulates.  
 Maintain environmental policies through Code Enforcement and Law Enforcement.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Inspections by ADEQ passed	N/A	0	0
Fines filed with ADEQ	N/A	0	0
Inspections by ADEQ (over 1 acre)	N/A	0	0
 <b>Productivity</b>			
SWPPP's reviewed in 8 working days	N/A	0	6
Construction inspected sites daily	N/A	3	5
Post inspection provided quarterly	N/A	3	5
Final permit issued after one year	N/A	3	5
 <b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Director			.15
Executive Assistant			.10
Town Engineer			.05
Open Space Specialist			.05
Civil Engineer			.10
Engineering Inspector			.05
Planner-Environmental			.45
Total			.95



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**Town of Fountain Hills**

**Department: Public Works**

**Program: Traffic Calming**

**Service Delivery Plan:**

Follow the Neighborhood Traffic Management Plan as approved by Town Council.

**Activities:**

Accept requests from residents and respond.  
 Collect field data and review for recommendations.  
 Conduct neighborhood meetings.  
 Start actions with Level 1 by town staff and MCSO. Follow up after six months.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Successful neighborhood meetings	N/A	3	2
Number of vehicles recorded	N/A	15	12
Speed humps installed	N/A	0	2
 <b>Productivity</b>			
Average days from complaint to action	N/A	90	90
Traffic devices installed	N/A	10	10
Satisfied residents	N/A	100	120
 <b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Director			.20
Executive Assistant			.10
Town Engineer			.25
Civil Engineer			.35
Engineering Inspector			.10
Total			1.00



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**Town of Fountain Hills**

**Department:**           **Facilities**

**Program:**               **Administration**

**Service Delivery Plan:**

Provide efficient, safe, clean, amenities for the public and town staff. Provide maintenance, repairs, alterations, custodial support to all staff to accomplish functions and goals of their departments.

**Activities:**

Respond to requests and concerns of citizens and staff.  
Manage maintenance and repair programs for town owned buildings.  
Constantly monitor budget for cost savings.  
Respond to verbal, phone and email requests in a timely manner.  
Attend all Council meetings that are applicable.  
Address personnel issues and concerns efficiently and effectively.  
Attend all department meetings both internal and external.  
Meet with vendor representatives for products and services used by Facilities to maintain Town owned buildings.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
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**Quality:**

Issues responded to within 2 hours		98%	99%
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**Productivity:**

Number of staff supported		98	98
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**Cost Effectiveness:**

**FTE's**



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**Town of Fountain Hills**

**Department: Facilities**

**Program: Town Hall**

**Service Delivery Plan:**

Maintain and repair Town Hall to operate a safe environment for the public and employees.

**Activities:**

Respond in a timely manner to maintenance requests.  
Inspect ADA door operators daily for proper operation.  
Maintain and repair air conditioning, electrical, floors, furniture, heating, lighting and plumbing systems.  
Respond to verbal, phone and email requests in a considerate manner.  
Provide support to other departments in need of assistance and provide daily custodial services.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
<b>Quality:</b> Issues responded to within 2 hours		98%	99%
<b>Productivity:</b> Number of annual maintenance requests via email, phone, verbal		1,150	1,450
<b>Cost Effectiveness:</b> <b>FTE's</b>			
Facilities Supervisor			.50
Facility Maintenance Technician			.60
Maintenance/Custodial Worker			.59
Custodian			.75
Total			2.44



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**Town of Fountain Hills**

**Department: Facilities**

**Program: Community Center**

**Service Delivery Plan:**

Maintain and repair Community Center to operate a safe environment for the public and employees.

**Activities:**

Respond in a timely manner to maintenance requests.  
 Maintain and repair air conditioning, electrical heating and exterior lighting.  
 Respond to verbal, phone and email requests in a considerate manner.  
 Provide support to other departments in need of assistance.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
<b>Quality:</b>			
Issues responded to within 2 hours		98%	99%
<b>Productivity:</b>			
Number of annual maintenance requests via verbal, phone, email		300	340
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Facilities Supervisor			.20
Facility Maintenance Technician			.10
Maintenance/Custodial Worker			.55
Total			.85



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**Town of Fountain Hills**

**Department:     Facilities**

**Program:           Library - Museum**

**Service Delivery Plan:**

Maintain and repair Library and Museum to operate a safe environment for the public and employees.

**Activities:**

Respond in a timely manner to maintenance requests.  
 Maintain and repair air conditioning, electrical, floors, furniture, heating, lighting and plumbing systems.  
 Respond to verbal, phone and email requests in a considerate manner.  
 Actively look for items in need of maintenance or repair.  
 Provide support to other departments in need of assistance and provide daily custodial services.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
<b>Quality:</b>			
Issues responded to within 2 hours		98%	99%
<b>Productivity:</b>			
Number of annual maintenance requests via verbal, phone, email		400	425
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Facilities Supervisor			.10
Facility Maintenance Technician			.05
Custodian			.50
Maintenance/Custodial Worker			.03
Total			.68



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**Town of Fountain Hills**

**Department: Facilities**

**Program: Fire Stations**

**Service Delivery Plan:**

Maintain and repair Fire Stations 1 & 2 to operate a safe environment for the public and employees.

**Activities:**

Respond in a timely manner to maintenance requests.  
Maintain and repair air conditioning, electrical, floors, furniture, heating, lighting and plumbing systems, and building issues.  
Respond to verbal, phone and email requests in a considerate manner.  
Actively look for items in need of maintenance or repair.  
Provide support to other departments in need of assistance.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
<b>Quality:</b> Issues responded to within 2 hours		98%	99%
<b>Productivity:</b> Number of annual maintenance requests via verbal, phone, email		100	120
<b>Cost Effectiveness:</b> <b>FTE's</b>			
Facilities Supervisor			.10
Facility Maintenance Technician			.20
Maintenance/Custodial Worker			.05
Total			.35



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**Town of Fountain Hills**

**Department: Facilities**

**Program: Other**

**Service Delivery Plan:**

Maintain and repair other Town owned buildings to operate a safe environment for the public and employees.

**Activities:**

- Respond in a timely manner to maintenance requests.
- Repair air conditioning, exterior electrical and lighting.
- Repair heating and water supply systems.
- Respond to verbal, phone and email requests in a considerate manner.
- Actively look for items in need of maintenance or repair.
- Provide support to other departments in need of assistance.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
<b>Quality:</b>			
Issues responded to within 2 hours		98%	99%
<b>Productivity:</b>			
Number of annual maintenance requests via verbal, phone, email		210	220
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Facilities Supervisor			.10
Facility Maintenance Technician			.05
Maintenance/Custodial Worker			.03
Total	.18		



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**Town of Fountain Hills**

**Department:**           **Public Works - Streets**

**Program:**               **Administration**

**Service Delivery Plan:**

Provide efficient and cost effective service to our citizens and town staff.

**Activities:**

Respond to requests and concerns of citizens and staff.  
Monitor contracts for road maintenance and repairs.  
Return phone messages and emails in a timely manner.  
Attend all Council meetings that are applicable.  
Address personnel issues and concerns efficiently and effectively.  
Attend all department meetings both internal and external.  
Meet with vendor representatives for products and services used by the Town of Fountain Hills.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Issues resolved successfully from citizens & staff		98%	100%
Road conditions, traffic signals & fleet monitored		100%	100%
Spend less and acquire more for our budget dollars to achieve goals		100%	100%

**Productivity**

Average time to respond to concerns		24hrs or less	24hrs or less
Number of phone calls & e mails		9,100	9,100
Immediate emergency response		24/7	24/7

**Cost Effectiveness:**

**FTE's**

Street Superintendent			.70
Total			.70



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**Town of Fountain Hills**

**Department:**            **Public Works - Streets**

**Program:**                **Fleet Maintenance**

**Service Delivery Plan:**

Provide efficient and cost effective maintenance for the Town’s fleet.

**Activities:**

- Purchase vehicles and equipment.
- Perform routine maintenance and fabricate and repair equipment.
- Dispose of surplus vehicles and equipment at auction.
- Procure Town’s fuel for all of fleet.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Fleet maintained so that needed vehicles are available	N/A	100%	100%
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**Productivity**

Town’s vehicles serviced at least Four times per year	N/A	100%	100%
Parts and supplies ordered and maintained monthly	N/A	100%	100% in-In-
In-house fabrications and rebuilds to reduce downtime	N/A	95%	95%

**Cost Effectiveness:**

**FTE’s**

Fleet Mechanic			1.00
Total			1.00



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**Town of Fountain Hills**

**Department:** Public Works - Streets

**Program:** Pavement Management

**Service Delivery Plan:**

Maintain and repair town owned streets.

**Activities:**

Slurry seal, micro surface, mill or overlay streets.  
 Crack seal before street maintenance.  
 Remove and replace asphalt for patching as needed.  
 Grade unpaved alleys and shoulders as needed.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Asphalt maintained to town standards using Stantec pavement management recommendations	N/A	50	0*
<b>Productivity</b>			
Slurry seal or microsurface	N/A	16 miles	11 miles
Crack seal before each slurry seal or Microsurface application	N/A	16 miles	11 miles

\*this project is every other year

**Cost Effectiveness:**

**FTE's**

Street Superintendent	.15
Street Maintenance Technician	.70
Street Maintenance Technician	.10
Street Maintenance Technician	.15
Street Maintenance Technician	.60

Total 1.70



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**Town of Fountain Hills**

**Department:**           **Public Works - Streets**

**Program:**               **Signs and Markings**

**Service Delivery Plan:**

Install and maintain all town owned traffic control devices to MUTCD standards.

**Activities:**

Install new street names, signs, poles and stop signs at all applicable Town intersections.  
 Replace down, damaged or faded traffic control devices.  
 Install crosswalks-stop bars and turn lane arrows.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

All new sign installs in compliance with the FHWA Standards for retro reflectivity and appropriate font size

	100%	100%
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**Productivity**

New street name signs installed	400	400
New stop signs and poles installed	200	200
Existing signs replaced as needed	10%	10%

**Cost Effectiveness:**

**FTE's**

Street Superintendent	.10
Street Maintenance Technician	.25
Street Maintenance Technician	.05
Street Maintenance Technician	.05
Street Maintenance Technician	.20
Street Maintenance Technician	.30
Total	.95



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**Town of Fountain Hills**

**Department:**           **Public Works - Streets**

**Program:**               **Street Sweeping**

**Service Delivery Plan:**

Keep the town's public streets clean and free of debris in a safe and efficient manner.

**Activities:**

Sweep all town owned streets on a regular basis with PM-10 compliant street sweepers.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Material picked up from streets disposed of twice a month	N/A	430 tons	430 tons
Full-width street sweeping once a year	N/A	153 miles	153 miles

**Productivity**

All streets gutter swept once a month	N/A	100%	100%
Downtown area streets swept twice a month	N/A	100%	100%

**Cost Effectiveness:**

**FTE's**

Street Maintenance Technician	.80
Street Maintenance Technician	.75
Street Maintenance Technician	.05
Total	1.60



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**Town of Fountain Hills**

**Department: Public Works - Streets**

**Program: Administration**

**Service Delivery Plan:**

Provide efficient and cost effective service to our citizens and town staff.

**Activities:**

- Respond to requests and concerns of citizens and staff.
- Monitor contracts for road maintenance and repairs.
- Return phone messages and emails in a timely manner.
- Attend all Council meetings that are applicable.
- Address personnel issues and concerns efficiently and effectively.
- Attend all department meetings both internal and external.
- Meet with vendor representatives for products and services used by the Town of Fountain Hills.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Issues resolved successfully from citizens & staff	98%	100%
Road conditions, traffic signals & fleet monitored	100%	100%
Spend less and acquire more for our budget dollars to achieve goals	100%	100%

**Productivity**

Average time to respond to concerns	24hrs or less	24hrs or less
Number of phone calls & e mails	9,100yr	9,100yr
Immediate emergency response	24/7	24/7

**Cost Effectiveness:**

**FTE's**

Street Superintendent	.70
Total	.70



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**Town of Fountain Hills**

**Department:**      **Planning and Zoning**

**Program:**            **Building Inspection**

**Service Delivery Plan:**

Provide property owners with complete inspection reports clearly identified in areas inspected. Corrections required with 24 hours of inspection request.

**Activities:**

Receive inspection requests.  
 Arrive at job site within 24 hours.  
 Conduct inspections requested and log inspection results.  
 Work with Code Enforcement to correct violations.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Number of complaints received per month for missed inspections

	N/A	1	1
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**Productivity**

Number of inspections  
 Number of inspection stops

	N/A	4353	4300
	N/A	363	360

**Cost Effectiveness:  
FTE's**

Building Official		0.10
Building Inspector		1.00
Building Inspector		1.00

Total		2.10
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**Town of Fountain Hills**

**Department: Planning and Zoning**

**Program: Building Permits**

**Service Delivery Plan:**

Meet customer expectations for timely permit and plan reviews by accurate data entry. Review tracking and follow-up contact for completed reviews.

**Activities:**

- In-take plans and do data entry.
- Plan review done by departments and process completed reviews.
- Calculate permit fees and issue permits.
- Meet state requirements for reporting activity.
- Research one-day building permits for simple projects.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Conduct annual customer survey to determine degree of satisfaction with service	N/A	- - - - -	95%
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**Productivity**

Permits issued within 20 business days	N/A	95%	90%
Single family permits	N/A	12	15
Multi- family permits	N/A	4	6
Commercial permits	N/A	6	5
Other permits issued	N/A	178	130
Single day turn around permits	9A		

**Cost Effectiveness:**

**FTE's**

Director		0.10
Senior Planner		0.10
Planner		0.20
Executive Assistant		0.10
Chief Building Official		0.90
Permit Technician		0.80
Permit Technician		0.80
Plans Examiner		1.00

Total		4.0
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**Town of Fountain Hills**

**Department:**           **Planning and Zoning**

**Program:**               **Code Enforcement**

**Service Delivery Plan:**

Effectively and efficiently enforce the Town’s Ordinances and Codes, emphasizing corrections of violations related to public health and safety.

**Activities:**

Receive and log complaints; research property.  
 Inspect property for violation and issue courtesy notice.  
 Follow up with complainant; work with property owner to resolve violation.  
 If case not resolved, file complaint through town prosecutor.  
 Resolve by court proceeding.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Cases closed voluntarily	N/A	99%	99%
Cases reviewed in court proceedings	N/A	4	4

**Productivity**

Number of open files	N/A	1253	1250
Number of closed files	N/A	1256	1250

**Cost Effectiveness:**

**FTE’s**

Director			0.30
Senior Planner			0.10
Code Enforcement Officer			1.00
Code Enforcement Officer			1.00
Executive Assistant			0.10
Total			2.50



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**Town of Fountain Hills**

**Department: Planning and Zoning**

**Program: Current Planning**

**Service Delivery Plan:**

Effectively and efficiently accept, review and process and evaluate land development applications, regulations and variances for the Town.

**Activities:**

Accept and review applications for processing (check for completeness).  
 Provide applicant with changes that need to be made.  
 When application and plans meet Town requirements, schedule for meeting and provide notice.  
 Write staff report for reviewing body and present staff recommendations at meetings.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Number of refunds issued for Zoning subdivision and concept plan applications	N/A	0	1
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**Productivity**

Average of working days to process applications from the filing to public meeting or staff approval (less applicant time):

Zoning cases		25	24
Subdivision cases		20	20
Concept plans		60	45
Temporary Use Permits		14	14
Number of Ordinance/Code changes	8G	4	4
Grand Opening banners		1	1
Ellman applications assigned to Senior Planner	2B	100%	100%
Ellman applications processed with team approval	2C	100%	100%

**Cost Effectiveness:**

**FTE's**

Director		.40
Senior Planner		.60
Planner		.20
GIS/CAD Tech		.10
GIS/CAD Tech		.10
Executive Assistant		.60
Total		2.00



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**Town of Fountain Hills**

**Department: Planning and Zoning**

**Program: Environmental Planning**

**Service Delivery Plan:**

Effectively and efficiently implement an environmental program consistent with Town Council goals and objectives.

**Activities:**

- Meet with various Environmental Groups.
- Encourage participation in programs and events by partners.
- Plan events and programs and work with Community Affairs and Media Relations office to publicize events.
- Apply for grants, if applicable.
- Solicit volunteer help with events and programs.
- Explore need and viability of Environmental Commission.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Community participation during electronic recycling events; Number of customer cars	N/A	380	400
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**Productivity**

Paper shredding/recycling (tonnage)	N/A	6.5 tons	7.0 tons
Household hazardous waste collection (cars)	N/A	400	400
Electronics recycling-money returned to Town by vendor	N/A	\$710.53	\$720

**Cost Effectiveness:**

**FTE's**

Director	0.2
Environmental Planner	0.5
<b>Total</b>	<b>.7</b>



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**Town of Fountain Hills**

**Department: Planning and Zoning**

**Program: GIS/CAD**

**Service Delivery Plan:**

Effectively and efficiently deliver CAD and GIS services to Town personnel and other customers.

**Activities:**

Contribute to Public Works Projects.  
 Provide maps and graphic support to Town Departments.  
 Implement GIS and maintain the system.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Annual customer survey conducted to determine degree of satisfaction with service	N/A	- - - - -	80%
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**Productivity**

GIS implementation/maintenance in hours	N/A	440	460
Public Works projects	N/A	54	50

**Cost Effectiveness:**

**FTE's**

GIS/CAD Technician			1.60
Executive Assistant			0.10

Total		1.70	
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**Town of Fountain Hills**

**Department:**           **Planning and Zoning**

**Program:**               **Long Range Plan**

**Service Delivery Plan:**

Provide long range planning in an effective and efficient manner that meets state mandate and Town Council goals using processes that involve the public and stakeholders.

**Activities:**

Provide Project definition, plan, timeline and resource requirements.  
 Research and draft documents and plans.  
 Provide Agency/public review of documents and plans.  
 Present to Town Council at meeting, leading to approval.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Fewer than 2 reported errors in any final project report	N/A	0	0
Errors in any project report	N/A	0	2

**Productivity**

General Plan update	N/A	80%	100%
Exploration of view corridor project	N/A	0%	50%
Commercial opportunities on Shea (Gen. Plan)	N/A	80%	100%
Land Use analysis and statistical report	N/A	100%	100%
“Smart Growth Report Card”	N/A	100%	100%

**Cost Effectiveness:**

**FTE's**

Director			0.30
Senior Planner			0.10
Planner			0.10
GIS/CAD Technician			0.10
GIS/CAD Technician			0.10
Executive Assistant			0.10
Total			.80



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**Town of Fountain Hills**

**Department: Recreation**

**Program: Community Events**

**Service Delivery Plan:**

Coordinate events and seek grants and sponsorships to offset costs. Work with partners and volunteers to offer quality events that will highlight the small town character of Fountain Hills. Draw valley residents and visitors to the community to help the local businesses. Assist non-Town sponsored or coordinated events to be successful and meet the Town's overall goals and objectives.

**Activities:**

- Ballet under the Stars
- Concerts in the Park
- Eggstravaganza
- Fantastic Fall Festival
- Homecoming Parade
- Movies in the Park
- Oktoberfest
- Paws in the Park
- St. Patrick's Day Celebration
- Turkey Trot

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Number of registrations and/or participants	N/A	\$26,500	\$36,500
<b>Productivity</b>			
Number of events	N/A	10	10
Program revenue	N/A	\$64,685	\$76,375

**Cost Effectiveness:**

**FTE's**

Recreation Supervisor		.20
Recreation Program Coordinator		.20
Recreation Program Coordinator		.20
Recreation Aide		.20
Recreation Intern P/T		.20

Total 1.00



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**Town of Fountain Hills**

**Department: Recreation**

**Program: Administration**

**Service Delivery Plan:**

Provide the financial overview of the entire department. Monitor and order supplies. Call for equipment repairs. Insure accounts payable are accurate and forwarded to the Accounting Department. Process all necessary agendas, packets, and documentation for multiple Commission meetings. Conduct performance evaluations, staff meetings, and staff management. Be responsible for the preparation and adherence to the department's annual budget.

**Activities:**

Write grants for capital improvement projects.  
 Work with Customer Service Representatives to reserve park facilities for resident and visitors.  
 Prepare annual budget.  
 Conduct online survey of community recreation needs.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Number of performance evaluations past due			
Number of CIP projects at or under budget		2	0

**Productivity**

Number of performance evaluations		2	0
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**Cost Effectiveness:**

**FTE's**

Director			.50
Executive Assistant			.40
Recreation Supervisor			.20
Customer Service Representative			.65
Recreation Program Coordinator			.40
Park Superintendent			.20
Total			2.35



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**Town of Fountain Hills**

**Department: Recreation**

**Program: Boards & Commissions**

**Service Delivery Plan:**

Provide proactive advice to the Town Council, staff, and Administration in matters pertaining to Parks and Recreation/McDowell Mountain Preservation services and facilities. Schedule Commission meetings regularly and work to accomplish the Department's Mission Statement.

**Activities:**

Conduct any necessary research and report findings back to the Commission.  
 Hold regular Parks and Recreation Commission/MMPC meetings per year.  
 Schedule one joint meeting each between PRC/MMPC and Town Council per year.  
 Prepare and deliver meeting agendas and minutes in accordance with state laws.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Meeting agendas in accordance with state law		100%	100%
Agendas prepared in a timely fashion		100%	100%
<b>Productivity</b>			
Hold regular meetings	N/A	20	24
Schedule joint meeting with Town Council	N/A	1	2
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Director			.10
Executive Assistant			.20
Total			.30



**Town of Fountain Hills**

**Department: Recreation**

**Program: Community Support**

**Service Delivery Plan:**

Support community organizations, particularly youth sports organizations, in their effort to provide additional recreational opportunities to the youth of Fountain Hills.

**Activities:**

Be responsible for coordinating with youth sports organizations such as Fountain Hills Little League, Fountain Hills Soccer Club, Pop Warner Football and Cheerleading.

Be responsible for coordinating joint facility usage with the Fountain Hills Unified School District.

Prepare fields and monitor activities in Town’s parks associated with use by partner organizations.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Safe playing fields and facilities provided for youth programs	100%	100%	
Youth Sports Organizations supported to reduce maintenance costs to Town	100%	100%	

**Productivity**

All ball fields prepped for Little League Baseball on time	100%	100%	
All athletic field lights on in time for games and practices	100%	100%	

**Cost Effectiveness:  
FTE’s**

Recreation Assistant		1.00	
Recreation Assistant		1.00	
Recreation Assistant		1.00	
Recreation Aide		0.20	
Total			3.20



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**Town of Fountain Hills**

**Department:** Recreation

**Program:** Special Interest Programs

**Service Delivery Plan:**

Coordinate, market, schedule staff and instructors, and evaluate programs for success and cost effectiveness.

**Activities:**

- CRP/AED Training
- Digital Photography
- Drawing
- Hunter Education
- Language Lessons
- Martial Arts
- Oil Painting
- Paper Clay Workshop
- T'ai Chi Chaun
- Water Color
- Yoga

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Provide high quality instructors that specialize in various programs	N/A	100%	100%
<b>Productivity</b>			
Number of registrations and/or participants	N/A	300	464
Program revenue	N/A	\$14,760	\$22,670

**Cost Effectiveness:**

**FTE's**

Recreation Supervisor	.20
Recreation Program Coordinator	.40
Recreation Aide	.10
Total	.70



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**Town of Fountain Hills**

**Department: Recreation**

**Program: Sports Activities**

**Service Delivery Plan:**

Coordinate, market, schedule staff and instructors, and evaluate programs for success and cost effectiveness.

**Activities:**

- Adult Basketball
- Youth Basketball
- Disc Golf Clinics
- Youth Flag Football
- Adult Golf Lessons
- Junior Golf Lessons
- Kicks 4 Kids
- Softball Leagues
- Senior Softball Tournaments
- Adult Tennis
- Junior/Peewee/Quick Start Tennis
- Youth Sports Competitions

**Performance Measures:**

	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

**Productivity**

Number of registrations team registrations	N/A	42	58
Number of individual registrations/participants	N/A	610	1,015
Program revenue	N/A	\$50,790	\$73,027

**Cost Effectiveness:**

**FTE's**

Recreation Supervisor			.20
Recreation Program Coordinator			.40
Recreation Assistant			.50
Recreation Aide			.20
Recreation Intern P/T			.10
Total			1.40



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**Town of Fountain Hills**

**Department:** Recreation

**Program:** Youth and Teen Programs

**Service Delivery Plan:**

Coordinate, market, schedule staff and instructors, and evaluate programs for success and cost effectiveness.

**Activities:**

Homecoming Tailgate Party  
 Mayor's Youth Council  
 Midnight Madness  
 Party in the Park  
 Teen Turnaround Trip  
 Toddler Camps

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

**Productivity**

Number of registrations and/or participants	N/A	2,305	3,040
Program revenue	N/A	\$11,000	\$15,875

**Cost Effectiveness:**

**FTE's**

Recreation Supervisor		.20
Recreation Program Coordinator		.40
Recreation Assistant		.30
Recreation Aide		.60
Recreation Intern P/T		.10
Total		1.60



**Town of Fountain Hills**

**Department: Parks and Recreation –Parks Division**

**Program: Fountain Park – Administration**

**Service Delivery Plan:**

Manage the parks maintenance/operations to provide good service and quality maintenance daily. Provide safe, clean amenities and facilities for the public.

**Activities:**

Conserve water and energy at all times.  
 Monitor all park budgets to stay within budget line items.  
 Perform routine maintenance and inspections of facilities and equipment.  
 Repair equipment cost effectively.  
 Provide excellent customer service.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Review budget line item reports	N/A	Monthly/ Quarterly	Monthly/ Quarterly
Clean uniforms/identifiable as Town employee	N/A	Daily	Daily
Professional character and attitude towards public	N/A	Daily	Daily
Vehicles/equipment clean and operational	N/A	Daily	Daily
<b>Productivity</b>			
Playground inspection forms filed	N/A	52 weeks	52 weeks
Water/Sewer expenditures	N/A	\$ 1,779	\$ 3,600
Uniforms	N/A	\$ 235	\$ 657
Gas/oil expense-trucks	N/A	\$3,007	\$6297
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Director			.10
Executive Assistant			.10
Park Supervisor			.20
Park Operations Lead-Fountain Park			.10
Total			.50



**Town of Fountain Hills**

**Department: Parks and Recreation – Parks Division**

**Program: Fountain Park – Amenities**

**Service Delivery Plan:**

Provide the public with safe, clean amenities and facilities for the public at the Town’s signature park. Continue to attract park visitors to rent the parks ramadas for picnics, weddings and special events.

**Activities:**

- Service restroom and control building facility.
- Maintain amphitheater at a high level for general use and special events.
- Maintain Rotary Splash Park for seasonal use.
- Keep the Veterans Memorial clean and lighted.
- Maintain the art work located throughout the park and maintain ramadas for public use.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Clean restrooms	N/A	100%/daily	100%/daily
Amphitheater consistently powered and clean	N/A	100%	100%
<b>Productivity</b>			
Ramadas, open turf, amphitheater-rentals/ booking/revenue	N/A	70/81/\$2,645	80/90/\$3,000
Ramadas cleaned	N/A	98%/weekly	98%/weekly
Rotary Splash Park clean and operational	N/A	April-Sept.	April-Sept.
<b>Cost Effectiveness:</b>			
<b>FTE’s</b>			
Park Operations Lead-Fountain Park			.30
Total			.30



**Town of Fountain Hills**

**Department: Parks and Recreation – Parks Division**

**Program: Fountain Park – Fountain**

**Service Delivery Plan:**

Responsibly manage the Town’s resources to keep the fountain, pump house equipment, and light systems repaired and operating efficiently.

**Activities:**

Conserve water and energy at all times.  
 Monitor all parks budgets to stay within budget line items.  
 Schedule maintenance and inspections of equipment and replace as needed for upgrades and efficiency.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Equipment inspections/repairs done on time	N/A	Monthly/ Annually	Monthly/ Annually
Budget line item reports reviewed	N/A	Monthly/ Quarterly	Monthly/ Quarterly
Equipment upgrades completed	N/A	Annually	Annually
Fountain consistently operational	N/A	Daily	Daily
<b>Productivity</b>			
Infrared testing of fountain motors & switch gear	N/A	1x annual	1x annual
Reduce Fountain electricity expenditure	N/A	13 times daily	13 times daily
Fountain operational days		98%	98%
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Park Operations Lead- Fountain Park			.30
Total			.30



**Town of Fountain Hills**

**Department:**      **Parks and Recreation – Parks Division**

**Program:**            **Fountain Park – Land Maintenance**

**Service Delivery Plan:**

Provide the town of Fountain Hills community and general public with safe, clean and green environment amenities at the Town’s signature park to enjoy leisurely recreational activities; as well as special events. Maintain the landscaping and turf in the park at a high standard to continue to attract park visitors and tourists to the park.

**Activities:**

- Fertilize, seed, and re-sod for turf enhancement.
- Over-seed in Fall with rye grass.
- Apply herbicide for weed control.
- Spray Post and pre-emergent for weed control.
- Irrigate consistently during the overnight hours.
- Supervise the mowing and landscape contractor maintenance services carefully.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Greener healthy turf maintained	N/A	33 acres	33 acres
Weed control in turf maintained	N/A	33 acres	33 acres
Weed control in granite beds maintained	N/A	2 acres	2 acres
<b>Productivity</b>			
Weekly mowing	N/A	48weeks	48 weeks
Landscape maintenance	N/A	20 weeks	20 weeks
Fertilizer applications	N/A	12 months	12 months
Herbicide applications	N/A	2 fall/spring	2 fall/spring
Tree trimming	N/A	1x fall/08	1x fall/09
Rye grass over-seeding	N/A	1x fall/08	1x fall/09
Post and pre-emergent spraying	N/A	3 fall/spring	3 fall/spring
Aeration	N/A	2 times yr	2 times yr

**Cost Effectiveness:**

**FTE’s**

Park Operation Lead-Fountain Park	.30
Total	.30



**Town of Fountain Hills**

**Department:** Parks and Recreation –Parks Division

**Program:** Golden Eagle Park – Administration

**Service Delivery Plan:**

Manage the parks maintenance/operations to provide good service and quality maintenance daily.  
Provide safe, clean amenities and facilities for the public.

**Activities:**

Conserve water and energy at all times.  
Monitor all park budgets to stay within budget line items.  
Perform routine maintenance and inspections of facilities and equipment.  
Repair equipment cost effectively.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Budget line item reports reviewed	N/A	Daily/ Weekly	Daily/ Weekly
Playgrounds maintained/inspections completed	N/A	Daily/ Weekly	Daily/ Weekly
Supplies used efficiently/restroom building maintained	N/A	Daily/ Weekly	Daily/ Weekly
Utilities used efficiently/electric and water	N/A	Daily/ Weekly	Daily/ Weekly
<b>Productivity</b>			
Playground inspection forms filed	N/A	52 weeks	52 weeks
Water/Sewer expenditures	N/A	\$ 3,409	\$ 9,716
Electricity expenditures	N/A	\$ 12,797	\$35,204
Gas/oil expense-trucks/gators/tractor/etc.	N/A	\$ 4,227	\$ 9,000
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Director			.10
Exec Asst			.10
Park Supv			.20
Park Operations Lead-Golden Eagle			.10
Total			.50



**Town of Fountain Hills**

**Department: Parks and Recreation – Parks Division**

**Program: Golden Eagle Park – Amenities**

**Service Delivery Plan:**

Provide the public with safe, clean amenities and facilities for the public to attract park patrons for recreational activity. This will continue to increase rentals of the ramadas for picnics, birthday parties and support sporting events.

**Activities:**

Service restroom and control building facility.  
 Maintain ramadas for public use.  
 Maintain and prep ball-fields and tennis courts.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Clean restrooms	N/A	100%/daily	100%/ daily
Ramada's clean and ready for use	N/A	98%	98%
Ball fields prep/lined	N/A	98%	98%
Tennis courts cleaned	N/A	98%	98%
<b>Productivity</b>			
Rentals/bookings/revenue	N/A	130/595	150/650
Ramadas, ball fields, tennis courts, Palo Verde room	N/A	\$2,745	\$3,000
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Groundskeeper			.30
Groundskeeper			.30
Park Operations Lead-Golden Eagle			.30
Total			.90



**Town of Fountain Hills**

**Department:**           **Parks and Recreation – Parks Division**

**Program:**               **Golden Eagle Park – Field Preparation**

**Service Delivery Plan:**

Provide the public with safe, clean, and well groomed turf and amenities for recreational activities, organized seasonal sporting events, and community special events.

**Activities:**

- Provide consistent irrigation during overnight hours.
- Apply herbicide for weed control.
- Spray Post and Pre-emergent for weed control.
- Apply additional fertilizer to turfs.
- Carefully supervise mowing and landscape contractor maintenance services.
- Consistently maintain ball fields, tennis courts and playgrounds.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Green healthier turf-ball fields/open turf areas	N/A	6.5 acres	6.5 acres
Weed control in granite beds	N/A	2 acres	2 acres
Amenities clean and ready for use	N/A	98%	98%

**Productivity**

Mowing	N/A	42 weeks	24 weeks
Landscape maintenance	N/A	20 weeks	20 weeks
Fertilizer applications	N/A	4 times yr	4 times yr
Herbicide applications	N/A	2 fall/spring	2 fall/spring
Tree trimming	N/A	1/fall 08	1/fall 09

**Cost Effectiveness:**

**FTE's**

Groundskeeper		.40
Groundskeeper		.40
Park Operations Lead-Golden Eagle		.30
Total		1.10



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**Town of Fountain Hills**

**Department:**       **Parks and Recreation – Parks Division**

**Program:**           **Golden Eagle – Land Maintenance**

**Service Delivery Plan:**

Provide the Town of Fountain Hills community and general public with safe, clean, and green environment amenities at the park to enjoy leisurely recreational activities and special events. Maintain the landscaping and turf in the park at a high standard and to continue to attract park visitors and tourists to the park.

**Activities:**

Apply herbicide for weed control.  
 Spray Post and pre-emergent for weed control.  
 Consistently irrigate athletic fields and open turf areas.  
 Carefully supervise mowing and landscape contractor maintenance services.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Maintain greener healthy turf	N/A	33 acres	33 acres
Maintain weed control in turf	N/A	33 acres	33 acres
Maintain weed control in granite beds	N/A	2 acres	2 acres
<b>Productivity</b>			
Mowing bi-weekly	N/A	48weeks	24 weeks
Landscape maintenance	N/A	Monthly	Monthly
Fertilizer applications	N/A	4x in-house	4x in-house
Over-seeding	N/A	1x year	
Tree trimming	N/A	1x year	
Post and pre-emergent spraying	N/A	fall/spring	fall/spring
Aeration of turf	N/A	4 x year	4 x year
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Park Operation Lead-Golden Eagle Park			.30
Groundskeeper			.30
Groundskeeper			.30
Total			.90



**Town of Fountain Hills**

**Department: Parks and Recreation –Parks Division**

**Program: Desert Vista Park – Administration**

**Service Delivery Plan:**

Manage the parks maintenance/operations to provide good service and quality maintenance daily. Provide safe, clean amenities and facilities for the public.

**Activities:**

- Conserve water and energy at all times.
- Monitor all park budgets to stay within budget line items.
- Perform routine maintenance and inspections of facilities and equipment.
- Manage supplies and equipment effectively.
- Provide excellent customer service.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Effective maintenance/repairs	N/A	Monthly/ Annually	Monthly/ Annually
Budget line item reports review	N/A	Daily/ Weekly	Daily/ Weekly
Playgrounds maintained/inspections completed	N/A	Daily/ Weekly	Daily/ Weekly
Efficient supply use /restroom building maintenance	N/A	Daily/ Weekly	Daily/ Weekly
Efficient utilities use /electric and water	N/A	Daily/ Weekly	Daily/ Weekly
<b>Productivity</b>			
Playground inspection forms filed	N/A	16 weeks	52 weeks
Water/Sewer expenditures	N/A	\$1,253	\$3,120
Electricity expenditures	N/A	\$ 2,500	\$7,800
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Director			.10
Exec Asst			.10
Park Supv			.20
Park Operations Lead-Four Peaks			.10
Total			.50



**Town of Fountain Hills**

**Department: Parks and Recreation –Parks Division**

**Program: Desert Vista Park - Amenities**

**Service Delivery Plan:**

Provide the public with safe, clean amenities and facilities for the public to attract park patrons for recreational activity. Continue to increase rentals of the ramadas for picnics, birthday parties, and support sporting events.

**Activities:**

Service restroom and control building facility.  
 Maintain ramadas for public use.  
 Maintain skate park.  
 Maintain off-leash facility.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Clean restrooms	N/A	100%/daily	100%/daily
Ramadas	N/A	Weekly	Weekly
<b>Productivity</b>			
Ramada rentals/bookings/revenue	N/A	15/241 \$90	30/300 \$200
Dog Park open	N/A	98%/daily	98%/daily
Skate Park open	N/A	98%/daily	98%/daily
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Park Operations Lead- Four Peaks			.05
Total			.05



**Town of Fountain Hills**

**Department:** Parks and Recreation – Parks Division

**Program:** Desert Vista Park – Field Preparation

**Service Delivery Plan:**

Provide the public with safe, clean and well groomed turf and amenities for recreational activities, organized seasonal sporting events, and community special events.

**Activities:**

Add additional fertilizer applications to turf.  
 Irrigate consistently during overnight hours.  
 Apply herbicide for weed control.  
 Spray post and Pre-emergent for weed control.  
 Supervise the mowing and landscape contractor maintenance services carefully.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Green turf-Dog Park and Soccer fields			
Fields maintained	N/A	11 acres	11 acres
Weed control in granite beds	N/A	1 acre	1 acre

**Productivity**

Mowing	N/A	48 weeks	24 weeks
Fertilizer applications	N/A	4 times yr	4 times yr
Herbicide applications	N/A	2 fall/spring	2 fall/spring
Rye grass over-seeding	N/A	1/fall 08	1/fall 09
Aeration	N/A	2x year	2x year

**Cost Effectiveness:**

**FTE's**

Park Operations Lead-Four Peaks			.05
Total			.05



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**Town of Fountain Hills**

**Department:**      **Parks and Recreation – Parks Division**

**Program:**            **Desert Vista – Land Maintenance**

**Service Delivery Plan:**

Provide the Town of Fountain Hills community and general public with safe, clean and green environment at the Desert Vista Park facility to enjoy leisurely recreational activities; as well as special events. Maintain the landscaping and turf in the park at a higher standard to continue to attract park visitors and tourists to the park.

**Activities:**

Irrigate athletic fields and open turf areas consistently.  
 Apply herbicide for weed control.  
 Spray post and pre-emergent for weed control.  
 Supervise carefully the mowing and landscape contractor maintenance services.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Greener healthy turf maintenance	N/A	12 acres	12 acres
Weed control in turf maintenance	N/A	12 acres	12 acres
Weed control in granite beds maintenance	N/A	2 acres	2 acres

**Productivity**

Mowing	N/A	48 weeks	48 weeks
Landscape maintenance	N/A	20x annual	20x annual
Fertilizer applications	N/A	2x annual	2x annual
Over-seeding	N/A	1x year	
Tree trimming	N/A	1x year	
Rye grass over-seeding	N/A	1x fall/08	1x fall/09
Post and pre-emergent spraying	N/A	fall/spring	fall/spring
Aeration	N/A	2x annual	2 annual

**Cost Effectiveness:**

**FTE's**

Park Operation Lead-Fountain Park		.30
Total		.30



**Town of Fountain Hills**

**Department:** Parks and Recreation –Parks Division

**Program:** Four Peaks Park - Administration

**Service Delivery Plan:**

Manage the parks maintenance/operations to provide good service and quality maintenance daily. Provide safe, clean amenities and facilities for the public.

**Activities:**

Conserve water and energy at all times.  
 Monitor all park budgets to stay within budget line items.  
 Perform routine maintenance and inspections of facilities and equipment.  
 Repair equipment cost effectively.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Effective Maintenance/repairs	N/A	Monthly/ Annually	Monthly/ Annually
Budget line item reports reviewed	N/A	Daily/ Weekly	Daily/ Weekly
Playgrounds maintained/inspections completed	N/A	Daily/ Weekly	Daily/ Weekly
Supplies used efficiently/restroom building maintenance	N/A	Daily/ Weekly	Daily/ Weekly
Utilities used efficiently/electric and water	N/A	Daily/ Weekly	Daily/ Weekly
<b>Productivity</b>			
Playground inspection forms filed	N/A	52 weeks	52 weeks
Water/Sewer expenditures	N/A	\$13,313	\$22,320
Electricity expenditures	N/A	\$ 5,367	\$14,004
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Director			0.10
Executive Assistant			0.10
Park Supervisor			0.20
Park Operations Lead – Four Peaks			0.10
Total			.50



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**Town of Fountain Hills**

**Department: Parks and Recreation –Parks Division**

**Program: Four Peaks Park – Amenities**

**Service Delivery Plan:**

Provide the public with safe, clean amenities and facilities for the public to attract park patrons for recreational activity. This will continue to increase rentals of the armadas for picnics, birthday parties and support sporting events.

**Activities:**

Service restroom and control building facility.  
Maintain ramadas for public use.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Clean restrooms at a high level	N/A	AM/PM	AM/PM
Ramadas clean and ready for use	N/A	Weekly	Weekly
<b>Productivity</b>			
Ramada rentals/bookings/revenue	N/A	17/185 \$270	25/200 \$400
Total park rentals/bookings/revenue	N/A	17/185 \$270	25/200 \$400
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Park Operations Lead-Four Peaks			.05
Total			.05



**Town of Fountain Hills**

**Department:** Parks and Recreation – Parks Division

**Program:** Four Peaks Park – Field Preparation

**Service Delivery Plan:**

Provide the public with safe, clean and well groomed turf and amenities for recreational activities, organized seasonal sporting events, and community special events.

**Activities:**

- Irrigate consistently during overnight hours.
- Apply herbicide for weed control.
- Spray post and pre-emergent for weed control.
- Apply additional fertilizer to turfs.
- Supervise the mowing and landscape contractor maintenance services carefully.
- Maintain ball fields, tennis courts and playgrounds consistently.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Green healthier turf-north soccer field/south fields	N/A	6 acres	6 acres
Weed control in granite beds	N/A	1 acre	1 acre
Amenities cleaned	N/A	98%	98%

**Productivity**

Mowing	N/A	42 weeks	24 weeks
Fertilizer applications	N/A	4x year	4x year
Herbicide applications	N/A	2 fall/spring	2 fall/spring

**Cost Effectiveness:**

**FTE's**

Park Operations Lead-Four Peaks		.05
Total		.05



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**Town of Fountain Hills**

**Department:**      **Parks and Recreation – Parks Division**

**Program:**            **Four Peaks – Land Maintenance**

**Service Delivery Plan:**

Provide the Town of Fountain Hills community and general public with safe, clean, and green environment amenities at the Four Peaks facility to enjoy leisurely recreational activities and special events. Maintain the landscaping and turf in the park at a high standard to continue to attract park visitors and tourists to the park.

**Activities:**

Irrigate athletic fields and open turf areas consistently.  
 Apply herbicide for weed control.  
 Spray post and pre-emergent for weed control.  
 Supervise the mowing and landscape contractor maintenance services carefully.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Greener healthy turf maintenance	N/A	6 acres	6 acres
Weed free landscaping & turf maintenance	N/A	2 acres	2 acres
<b>Productivity</b>			
Mowing	N/A	48 weeks	24 weeks
Landscape maintenance	N/A	20x annual	20x annual
Fertilizer applications	N/A	2x annual	2x annual
Over-seeding	N/A	1x year	
Contracted tree trimming	N/A	1x year	
Post and pre-emergent spraying	N/A	fall/spring	fall/spring
Aeration of turf	N/A	2 x annual	2 x annual
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Park Operation Lead-Golden Eagle Park			.30
Total			.30



**Town of Fountain Hills**

**Department: Community Center**

**Program: Administration**

**Service Delivery Plan:**

Provide the financial overview for the entire department. Monitor and order supplies. Call for equipment repairs and insure accounts payable are accurate and forwarded to the Accounting Department. Handle contract documents and post event report forms for accurate invoicing and payment tracking. Process necessary agendas, packets, and documentation for Commission meetings. Provide assistance with performance evaluations, staff meetings, and staff management. Provide overall fiscal responsibility for the preparation and adherence to the department's annual budget.

**Activities:**

- Prepare monthly financial and activity report twelve times per year and distribute no later than the fourth Monday of each month.
- Track requisitions and purchases for both divisions and rectify monthly numbers with reports from Accounting.
- Complete and sign off on staff reviews before the end of the month due.
- Meet with each staff member no later than two weeks after return of review.
- Hold a weekly staff meeting to review upcoming event schedule.
- Prepare all necessary contract paperwork and invoices.
- Track payments and ensure client accounts are up-to-date.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Proposed</b>
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<b>Quality:</b>			
Monthly requisitions match Accounting	N/A	90%	95%
Percent of correct information on monthly reports	N/A	97%	100%

**Productivity:**

Number of monthly reports completed prior to CCAC meeting	N/A	12	12
Percent of personnel evaluated on time	N/A	95%	100%
Number of staff meetings held each year (52 weeks)	N/A	48	52

**Cost Effectiveness:**

<b>FTE's</b>		
Director		0.25
Executive Assistant		0.60
Receptionist		0.50
Event Coordinator		0.10
Operations Worker		0.15
Total		1.60



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**Town of Fountain Hills**

**Department:**           **Community Center**

**Program:**               **Boards and Commissions**

**Service Delivery Plan:**

Provide proactive advice to the Town council, staff, and Administration in matters pertaining to Community Center services and facilities. Schedule monthly meetings and work jointly with the Senior Services Advisory Commission to accomplish the Department Mission Statement.

**Activities:**

Staff will do any necessary research and report back to the Commission its findings.  
 Hold ten Community Center Advisory Commission meetings per year.  
 Prepare and deliver meeting agendas and minutes in accordance with state laws.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Number of corrections to meeting minutes	N/A	1	1
<b>Productivity</b>			
Hold regular monthly meetings	N/A	10	10
Schedule joint meeting with Senior Center Commission three times per year	N/A	3	3
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Director			.10
Executive Assistant			.15
Receptionist			.10
Total			.35



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**Town of Fountain Hills**

**Department: Community Center**

**Program: Building Operations**

**Service Delivery Plan:**

Perform both set-up and take-down duties and the daily custodial and maintenance services of the Community Center Building. Coordinate the repairs and construction projects and maintain proper levels of supplies needed for facility maintenance. Work with the Event Coordinator to ensure that facilities, equipment, and room set-up meet the requirements of the event and the client’s contractual agreements.

**Activities:**

Train in the safe operation of equipment, such as floor scrubber, dance floor, staging, alarms, audio visual equipment, and routine maintenance of the building.  
 Prepare work schedules for parttime staff based on staffing budget and event schedules.  
 Monitor multiple events and inspect work in progress to support various events and activities.  
 Keep current on maintenance of all equipment and building codes.  
 Maintain compliance with OSHA standards and fire code regulations.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Percentage of people dissatisfied with set-up	N/A	2%	2%
Number of incident reports filed	N/A	0%	0%
<b>Productivity</b>			
Number of set-up/take-downs	N/A	3626	3650
Number of chairs set up each year	N/A	89496	92180
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Director			0.20
Executive Assistant			0.15
Operations Coordinator			0.60
Operations Worker			1.50
Total			2.45



**Town of Fountain Hills**

**Department: Community Center**

**Program: Event Coordination**

**Service Delivery Plan:**

Facilitate and schedule all event related activities for the facility. Communicate with prospective and confirmed leasees regarding facility availability. Conduct tours, and advise of services available. Work as the liaison between clients, the public, and staff prior to and during events to ensure that facilities, equipment, set up and personnel meet the requirements of the event and the client’s contractual agreement. Coordinate and supervise support personnel, outside vendors, and services and provide on-site supervision of events taking place.

**Activities:**

Respond to inquiries by prospective and confirmed leasees concerning rental rates and space availability.  
 Conduct facility tours and explain policies and procedures for use of Center.  
 Calculate and provide clients with estimates of potential costs incurred in completing an event.  
 Input, retrieve, and update event requirements: contracts, CAD drawings and event reports.  
 Maintain information throughout the CLASS event management system.  
 Finalize leasee requirements including all support personnel needed: bartenders, security guards, caterers, and rental companies.  
 Maintain all aspects liquor services including staffing, security, and alcohol inventory.  
 Ensure that all paperwork and certifications are in accordance with the Arizona Liquor Licenses and Control and are up-to-date and in place.  
 Ensure that pre and post event reports are up-to-date and delivered to the operations and administrative staff in a timely manner.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Number of contracts processed	N/A	1184	1232
Pre and Post event report forms completed	N/A	0.95	1
<b>Productivity</b>			
Contracts processed within ten days of booking	N/A	0.98	1
Event reports complete and given to Administration within one day	N/A	90%	100%
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Director			.20
Executive Assistant			.15
Event Coordinator			.75
Total			1.15



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**Town of Fountain Hills**

**Department:**           **Community Center**

**Program:**               **Marketing**

**Service Delivery Plan:**

Marketing and Advertising is the main source of attracting large events and weddings. Attending trade shows and advertising in both print media and on the web shows people throughout the valley what Fountain Hills has to offer, therefore continuing to grow the number of activities taking place at the Community Center.

**Activities:**

- Update and print all facility brochures, verbiage, Town’s website, and flyers kept in town kiosks.
- Work with the Community Affairs/Media Relations Administrator to coordinate necessary press and marketing.
- Attend two bridal shows per year promoting the Community Center and Fountain Park as a destination.
- Attend staff meetings.
- Network and invite vendors to tour the building in order to promote facility usage.
- Coordinate both print and electronic advertising: minimum of two ads in each per year.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Minimum four events booked per bridal show	N/A	100%	0%
35 large events hosted per fiscal year	N/A	49	35
8 joint park-center wedding scheduled for ceremonies/receptions	N/A	10	10
<b>Productivity</b>			
Two bridal shows attended per year	N/A	200%	0%
Two bridal or special events advertised in magazines per year	N/A	3	0
Two on-line event sites listed per year	N/A	3	3
Co-promotions with the Parks and Recreation Department	N/A	1	1
<b>Cost Effectiveness:</b>			
FTE’s Director			.15
Total			.15



**Town of Fountain Hills**

**Department: Community Center (Seniors)**

**Program: Administration**

**Service Delivery Plan:**

Provide quality customer service to walk-in and phone-in customers. Communicate with program coordinators about activities, special events, office hours, etc. Perform overall operational duties to include scheduling of programs/activities, performance evaluations, staff meetings, and staff management. Provide report to monthly Commission meeting. Process accounts payable, and monitor expenditures. Be responsible for preparation and adherence to the department's budget.

**Activities:**

Help walk-in and phone-in customers with activities and program information.  
Track number of medical equipment loans.  
Enter all activities and program schedules in CLASS and update needed changes/  
Conduct performance evaluations.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Number of complaints received about poor Customer Service	N/A	0	0
<b>Productivity</b>			
Percent of personnel evaluations facilitated		100%	100%
Number of staff meetings held		7	8
Number of medical equipment loans		102	105
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Director			.10
Executive Assistant			.10
Senior Services Supervisor			.15
Receptionist			.40
Activities Coordinator			.05
HDM Coordinator			.05
Senior Services Aide			.05
Senior Services Asst			.05
Total			.95



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**Town of Fountain Hills**

**Department: Community Center (Seniors)**

**Program: Senior Activity Center Membership**

**Service Delivery Plan:**

Offer annual membership. Members can participate in over 30 programs and activities. Members can join support groups and meet with Social Services representatives.

**Activities:**

Register and track membership throughout the year.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b> Number of new members over previous fiscal year	N/A	156	35
<b>Productivity</b> Number of members	N/A	1,198	1,233
<b>Cost Effectiveness:</b> <b>FTE's</b>			
Senior Services Supervisor			.10
Activities Coordinator			.05
Senior Services Aide			.25
Senior Service Assistant			.05
Total			.45



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**Town of Fountain Hills**

**Department: Community Center (Seniors)**

**Program: Home Delivered Meals**

**Service Delivery Plan:**

Deliver a quality noon time meal to Town residents who require assistance in obtaining nutritional meals.

**Activities:**

Deliver noon time meals to clients.  
 Intake and remove clients from program.  
 Schedule weekly routes.  
 Track month meals and billing.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Number of complaints about the meals from clients	N/A	4	0
Number of complaints about the route from volunteers	N/A	1	0
Number of people on wait list	N/A	3	0
<b>Productivity</b>			
Number of meals delivered yearly	N/A	TBD	11,542
Number of self-pay clients	N/A	TBD	7,414
Number of area agency clients	N/A	TBD	3,348
Number of underwritten meals	N/A	TBD	780
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Senior Services Supervisor			.10
Activities Coordinator			.05
HDM Coordinator			.50
Total			.65



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**Town of Fountain Hills**

**Department: Community Center (Seniors)**

**Program: Trips and Outings**

**Service Delivery Plan:**

Provide interesting and affordable day trips to members and the community.

**Activities:**

Research trips and theater outings.  
Arrange trips and create trip flyers.  
Secure van drivers.  
Coordinate trip cancellations and refunds with accounting.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Number of attendees	N/A	TBD	1,000
Number of trips cancelled	N/A	2	0
<b>Productivity</b>			
Number of trips offered	N/A	36	41
<b>Cost Effectiveness:</b>			
FTE's			
Senior Services Supervisor			.10
Activities Coordinator			.10
Senior Services Aide			.20
Total			.40



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**Town of Fountain Hills**

**Department: Community Center (Seniors)**

**Program: Programs and Classes**

**Service Delivery Plan:**

Provide meeting space to members for activities and arrange for interesting classes for seniors.

**Activities:**

Create or update flyers.

Enter all activities and program schedules in CLASS and update changes as needed.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Change in attendance over previous fiscal year

N/A

624

Program and class attendance

N/A

21,445

22,080

**Productivity**

Number of programs offered

N/A

44

45

Number of classes offered

N/A

4

4

Number of Public Forums offered

N/A

5

4

**Cost Effectiveness:**

**FTE's**

Senior Services Supervisor

.20

Activities Coordinator

.05

Operations Coordinator

.25

Senior Service Assistant

.10

Total

.60



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**Town of Fountain Hills**

**Department: Community Center (Seniors)**

**Program: Special Events**

**Service Delivery Plan:**

Coordinate annual Senior Activities EXPO to showcase all that is offered at the Center. Provide socialization opportunities and informational events for members and the community.

**Activities:**

Coordinate Senior Activities EXPO.  
 Coordinate dances and socialization activities.  
 Coordinate the Annual Health Fair.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Number of attendees - EXPO	N/A	434	450
Number of attendees - Dances	N/A	TBD	100
Number of attendees – Socialization	N/A	80	60
Number of attendees – Health Fair	N/A	not offered	300
 <b>Productivity</b>			
Number of events offered	N/A	4	5
 <b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Senior Service Supervisor			.20
Activities Coordinator			.20
Senior Services Assistant			.30
HDM Coordinator			.05
Total			.75



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**Town of Fountain Hills**

**Department: Community Center (Seniors)**

**Program: Marketing and Public Relations**

**Service Delivery Plan:**

Utilize various marketing means to increase awareness about the programs, activities, and events that are offered to members and the community.

**Activities:**

Submit weekly Fountain Hills Times and website updates.  
Create special event flyers and monthly newsletters.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Number of members	N/A	1,198	1,233
Number of attendees	N/A	21,445	22,080
 <b>Productivity</b>			
Number of weekly Times updates	N/A	52	52
Number of weekly website updates	N/A	52	52
Number of special event flyers produced	N/A	4	5
Number of monthly newsletter produced	N/A	12	12
 <b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Senior Services Supervisor			.15
Activities Coordinator			.20
HDM Coordinator			.20
Total			.55



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**Town of Fountain Hills**

**Department:**           **Fire**

**Program:**               **Administration**

**Service Delivery Plan:**

Provide the necessary leadership and management to accomplish the organization’s mission, goals, and objectives in an effective manner.

**Activities:**

Manage budget within approved funding levels.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
Number of accounts at or under budget	N/A	98%	100%
<b>Productivity</b>			
Number of accounts outside of R/M contract	N/A	9	10
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Contract personnel			1.0
Total			1.0



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**Town of Fountain Hills**

**Department:** Fire

**Program:** Building Safety/Fire Prevention

**Service Delivery Plan:**

Provide building safety evaluations and fire preventions inspections to all residential and commercial locations with the Town of Fountain Hills.

**Activities:**

Correct 100% of fire code violations found during annual commercial inspection.  
 Review plan checks within 10 working days after receipt 100% of the time.  
 Inspect 100% of target hazards (40 commercial and industrial) occupancies.  
 Inspect 95% of safety surveys (220 business and assembly) occupancies.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
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**Quality:**

Fire Code violations corrected within first notice	N/A	Unknown	75%
Plan checks turn-around within 10 business days	N/A	Unknown	50%
Target hazards completed within 2 months	N/A	100%	100%
Safety surveys completed within 3 months	N/A	100%	100%

**Productivity**

Fire Code violation corrections	N/A	146	165
Plan review	N/A	444	500
Target Hazards	N/A	40	50
Safety Surveys	N/A	220	220
Building Inspections	N/A	445	500

**Cost Effectiveness:**

**FTE's**

Contract personnel		1.0
Total		1.0



**Town of Fountain Hills**

**Department: Fire**

**Program: Suppression**

**Service Delivery Plan:**

Prepare, operate, and respond to emergencies which meet community expectations. Comply with National Fire Protection Agency and OSHA standards.

**Activities:**

Complete 240 hours of training for each firefighter annually.  
 Have the first due company travel to fire and EMS incidents within five minutes 90% of the time.  
 Have emergency events dispatched within one minute of receipt of alarm 90% of the time.  
 Initiate response by companies within one minute of receipt of a call 90% of the time.

<b>Performance Measures:</b>	<b>Council Goal</b>	<b>FY 2008-09 Actual</b>	<b>FY2009-10 Proposed</b>
<b>Quality:</b>			
20 minimum company standards completed	N/A	100%	100%
Five minute emergency response	N/A	90%	90%
1 minute of receipt of alarm by dispatch	N/A	90%	90%
Respond within 1 minute of receipt of call	N/A	90%	90%
<b>Productivity</b>			
Complete 240 hours of annual training	N/A	100%	100%
Five minute response time	N/A	80%	90%
Dispatch within 1 minute of receipt of alarm	N/A	90%	100%
Companies to respond within 1 minute of receipt of call	N/A	80%	90%
<b>Cost Effectiveness:</b>			
<b>FTE's</b>			
Contract personnel			26.0
Total			26.0





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# Special Revenue Funds



**The Highway User Revenue Fund (HURF) (Fund 200)** may only be used for street and highway purposes.

<b>HIGHWAY USERS FUND SUMMARY</b>					
	<b>FY 2005-2006</b>	<b>FY 2006-2007</b>	<b>FY 2007-2008</b>	<b>FY 2008-2009</b>	<b>FY 2009-2010</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>
<b>REVENUE:</b>					
LTAF	\$111,638	\$110,785	\$114,716	\$113,600	\$113,400
Highway User	\$1,574,453	\$1,750,100	\$1,675,000	\$1,763,000	\$1,480,152
Charges for Svcs/In Lieu Pmts	\$12,802	\$28,185	\$25,000	\$10,000	\$2,000
Interest	\$24,009	\$42,678	\$45,000	\$20,000	\$4,993
Misc. Income	\$4,079	\$0	\$500	\$1,000	\$0
Transfer from General Fund	\$519,869	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$2,246,850</b>	<b>\$1,931,748</b>	<b>\$1,860,216</b>	<b>\$1,907,600</b>	<b>\$1,600,545</b>
<b>EXPENDITURES:</b>					
Salaries and Benefits	\$589,071	\$685,646	\$585,392	\$593,055	\$607,152
Services and Supplies	\$15,946	\$24,250	\$26,465	\$28,735	\$0
Repairs and Maintenance	\$599,505	\$1,648,724	\$1,477,328	\$350,870	\$0
Supplies and Services	\$197,685	\$206,195	\$199,800	\$225,290	\$625,594
Capital Outlay	\$36,597	\$80,000	\$74,000	\$2,000	\$0
<b>TOTAL</b>	<b>\$1,438,804</b>	<b>\$2,644,815</b>	<b>\$2,362,985</b>	<b>\$1,199,950</b>	<b>\$1,232,746</b>
<b>TRANSFERS</b>					
Debt Retirement	\$130,217	\$135,000	\$126,300	\$115,843	\$136,013
Transfer to CIP	\$0	\$0	\$0	\$825,000	\$170,790
Transfer to VRF	\$0	\$0	\$0	\$66,491	\$60,996
<b>TOTAL</b>	<b>\$130,217</b>	<b>\$135,000</b>	<b>\$126,300</b>	<b>\$1,007,334</b>	<b>\$367,799</b>
<b>TOTAL CURRENT EXPENDITURES</b>	<b>\$1,569,021</b>	<b>\$2,779,815</b>	<b>\$2,489,285</b>	<b>\$2,207,284</b>	<b>\$1,600,545</b>

**The Public Art Fund (Fund 410)** is funded by Developer In-Lieu contributions. The fund is used for the acquisition, installation and maintenance of public art.

<b>PUBLIC ART FUND</b>					
	<b>FY 2005-2006</b>	<b>FY 2006-2007</b>	<b>FY 2007-2008</b>	<b>FY 2008-2009</b>	<b>FY 2009-2010</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>
<b>REVENUE:</b>					
In Lieu Fees	\$0	\$0	\$0	\$20,000	\$2,000
<b>TOTAL CURRENT REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$2,000</b>
Repairs & Maintenance	\$0	\$0	\$0	\$0	\$2,500
Capital Expenditures	\$0	\$0	\$0	\$14,000	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,000</b>	<b>\$2,500</b>

**The Excise Tax Fund (Fund 300)** is a restricted fund which may only be used for Economic Development and the repayment of Civic Center and Mountain Bonds. Revenue for this fund comes from .4% of Local Sales Tax collections that have been dedicated for this purpose.



<b>EXCISE TAX FUND</b>	<b>FY 2005-2006</b>	<b>FY 2006-2007</b>	<b>FY 2007-2008</b>	<b>FY 2008-2009</b>	<b>FY 2009-2010</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>
<b>REVENUES:</b>					
Local Sales Tax Transfer	\$458,190	\$486,877	\$314,281	\$295,859	\$295,859
General Fund Transfer	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUES</b>	<b>\$458,190</b>	<b>\$486,877</b>	<b>\$314,281</b>	<b>\$295,859</b>	<b>\$295,859</b>
<b>EXPENDITURES:</b>					
<b>SALARIES &amp; BENEFITS:</b>					
Wages	\$38,275	\$37,465	\$21,051	\$38,252	\$38,252
FICA	\$555	\$544	\$307	\$555	\$555
Unemployment Insurance	\$79	\$42	\$0	\$32	\$32
Employee's Health Insurance	\$3,422	\$3,819	\$1,672	\$2,073	\$2,073
Employee's Life Insurance	\$142	\$132	\$65	\$113	\$113
Employee's Dental Insurance	\$332	\$289	\$115	\$203	\$203
Employee's Eye Insurance	\$60	\$60	\$18	\$32	\$32
Worker's Compensation Insurance	\$181	\$148	\$171	\$95	\$95
Employee's Retirement Fund	\$4,210	\$4,123	\$2,396	\$4,208	\$4,208
Disability Insurance	\$183	\$178	\$105	\$176	\$176
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$47,439</b>	<b>\$46,800</b>	<b>\$25,900</b>	<b>\$45,739</b>	<b>\$45,739</b>
<b>CONTRACT SERVICES</b>					
Dues/Publications	\$767	\$1,418	\$2,345	\$1,995	\$2,025
Training/Continuing Education	\$2,047	\$383	\$0	\$4,830	\$0
Meetings & Conferences	\$1,751	\$8,087	\$7,400	\$530	\$4,800
Meetings/Travel	\$442	\$2,631	\$1,300	\$8,260	\$0
Telecommunications	\$588	\$1,178	\$725	\$1,500	\$476
Professional Fees	\$31,630	\$32,990	\$0	\$5,000	\$27,500
Printing	\$1,794	\$1,060	\$0	\$2,120	\$20,535
Advertising/Signage	\$0	\$27,824	\$1,500	\$62,830	\$31,000
Community Events	\$0	\$0	\$0	\$6,000	\$0
Holiday Lighting	\$0	\$0	\$29,000	\$38,000	\$0
Office Supplies	\$947	\$1,826	\$114	\$200	\$600
Sales Tax Rebate	\$4,905	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$44,871</b>	<b>\$77,397</b>	<b>\$42,384</b>	<b>\$131,265</b>	<b>\$86,936</b>
<b>CAPITAL EXPENDITURES</b>					
Capital Outlay	\$800,000	\$400,860	\$0	\$10,000	\$0
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$800,000</b>	<b>\$400,860</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$0</b>
<b>Transfer to CIP</b>				\$3,000	\$250,000
<b>TOTAL EXPENDITURES</b>	<b>\$892,310</b>	<b>\$525,057</b>	<b>\$68,284</b>	<b>\$190,004</b>	<b>\$382,675</b>

**The Special Revenue Fund (Fund 400)** is restricted by the terms of the individual Grants or Program funds received. An example of this would be LTAF II. Local Transportation Assistance Fund II is distributed by the State of Arizona based on population. This revenue source supports transit uses only and has been funded solely by Powerball earnings since 2003.



<b>SPECIAL REVENUE FUND</b>	<b>FY 2005-2006</b>	<b>FY 2006-2007</b>	<b>FY 2007-2008</b>	<b>FY 2008-2009</b>	<b>FY 2009-2010</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>
<b>REVENUE:</b>					
FEMA	\$50,000	\$0	\$48,600	\$0	\$0
Proposition 202	\$0	\$0	\$185,000	\$0	\$150,000
LTAF Revenue	\$68,125	\$0	\$40,030	\$0	\$40,000
Construction Grants				\$2,075,847	\$2,318,000
Other Grants			\$47,797	\$0	\$68,850
<b>TOTAL CURRENT REVENUE</b>	<b>\$118,125</b>	<b>\$0</b>	<b>\$321,427</b>	<b>\$2,075,847</b>	<b>\$2,576,850</b>
<b>EXPENDITURES:</b>					
FEMA	\$50,000	\$0	\$52,015	\$0	\$0
Proposition 202 Contracts	\$0	\$0	\$185,000	\$0	\$150,000
LTAF-RPTA	\$68,125	\$0	\$62,200	\$0	\$0
Transfer to VRF				\$33,500	\$0
Transfer to CIP			\$22,212	\$2,023,222	\$2,318,000
Transfer to General Fund				\$19,125	\$108,850
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$118,125</b>	<b>\$0</b>	<b>\$321,427</b>	<b>\$2,075,847</b>	<b>\$2,576,850</b>

**The Court Enhancement Fund (Fund 420)** is a restricted fund which may only be used to enhance the technological, operational and security capabilities of the Fountain Hills Municipal Court and to support the operation of the collection program. Revenues are derived from Court Fees and Bond Forfeitures.

<b>COURT ENHANCEMENT FUND</b>	<b>FY 2005-2006</b>	<b>FY 2006-2007</b>	<b>FY 2007-2008</b>	<b>FY 2008-2009</b>	<b>FY 2009-2010</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>
<b>REVENUE:</b>					
Court Enhancement Fund	\$24,287	\$23,041	\$18,500	\$23,300	\$15,500
Interest		\$4,834	\$4,000	\$4,700	\$1,500
<b>TOTAL REVENUE</b>	<b>\$24,287</b>	<b>\$27,875</b>	<b>\$22,500</b>	<b>\$28,000</b>	<b>\$17,000</b>
Salary and Benefits	\$0	\$0	\$0	\$0	\$0
Repairs & Maintenance	\$0	\$4,288	\$0	\$35,000	\$3,100
Supplies & Services	\$0	\$0	\$0	\$10,000	\$5,000
Capital Expenditures	\$54,316	\$0	\$8,250	\$45,000	\$41,900
<b>TOTAL EXPENDITURES</b>	<b>\$54,316</b>	<b>\$4,288</b>	<b>\$8,250</b>	<b>\$90,000</b>	<b>\$50,000</b>



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# Debt Services Funds



## Debt Service Funds

The Debt Service Funds provide for the payment of interest, principal, and related costs on General Obligation (GO) Bonds, Highway User Revenue Fund bonds and Municipal Property Corporation (MPC) Revenue bonds.

There are three General Obligation bond issues outstanding that were approved by the voters for specific purposes:

The first GO bond issue in 1991 (refunded in 1995) was to pave roads that remained unpaved at the time of incorporation.

Additional GO bonds issued in 1999 and 2000 were for the construction of a library/museum and community center.

Bonds issued in 2001 were for the purchase of mountain preserve land in the McDowell mountains.

Total General Obligation bond principal and interest payments for fiscal year 2009-10 are \$1,340,364 and will be paid through a levy of Town property.

GENERAL OBLIGATION DEBT SERVICE	FY 2005-2006 Actual	FY 2006-2007 Actual	FY 2007-2008 Actual	FY 2008-2009 Budget	FY 2009-2010 Proposed
<b>REVENUE:</b>					
<b>Property Tax Revenue:</b>					
Secondary Property Tax	\$1,325,581	\$1,232,781	\$1,330,000	\$1,400,000	\$1,400,000
Interest Earnings	\$30,407	\$25,786	\$800	\$1,500	\$1,500
<b>TOTAL REVENUES</b>	<b>\$1,355,988</b>	<b>\$1,258,567</b>	<b>\$1,330,800</b>	<b>\$1,401,500</b>	<b>\$1,401,500</b>
<b>EXPENDITURES:</b>					
<b>General Obligation Bonds:</b>					
Bond Payment - GO	\$281,870	\$0	\$0	\$0	\$0
Bond Payment - Lakeside	\$87,800	\$0	\$0	\$0	\$0
Bond Payment - Library/Museum	\$304,750	\$0	\$0	\$0	\$0
Bond Payment - Mtn Bonds GO	\$330,000	\$0	\$0	\$0	\$0
Refunded Bonds-Principal	\$515,000	\$1,360,294	\$1,389,596	\$1,188,057	\$1,188,057
Refunded Bonds-Interest	\$0	\$0	\$0	\$148,057	\$148,057
Trustee, Admin and Report Fees	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250
<b>TOTAL EXPENDITURES</b>	<b>\$1,523,670</b>	<b>\$1,364,544</b>	<b>\$1,393,846</b>	<b>\$1,340,364</b>	<b>\$1,340,364</b>



The Highway User Revenue Fund (HURF) Bond principal and interest payment is \$136,413 for fiscal year 2009-10 and will be paid from HURF revenues received during the year.

<b>REVENUE BOND DEBT SERVICE</b>	<b>FY 2005-2006</b>	<b>FY 2006-2007</b>	<b>FY 2007-2008</b>	<b>FY 2008-2009</b>	<b>FY 2009-2010</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>
<b>REVENUE:</b>					
Transfer from HURF Fund	\$110,000	\$134,137	\$126,300	\$115,843	\$136,413
<b>TOTAL REVENUES</b>	<b>\$110,000</b>	<b>\$134,137</b>	<b>\$126,300</b>	<b>\$115,843</b>	<b>\$136,413</b>
<b>EXPENDITURES:</b>					
Bond Payment - Principal	\$109,483	\$130,743	\$125,793	\$110,422	\$130,000
Bond Payment - Interest	\$0	\$0	\$0	\$5,421	\$6,413
<b>TOTAL EXPENDITURES</b>	<b>\$109,483</b>	<b>\$130,743</b>	<b>\$125,793</b>	<b>\$115,843</b>	<b>\$136,413</b>

The Eagle Mountain Community Facilities District debt payments are levied on the property owners within the district. These obligations are paid by the Fountain Hills' property owners using secondary property taxes, less any credits, carry-forward and/or interest earnings. Below is the schedule of Debt Service payments required for next fiscal year, including a breakdown of the debt service payments for FY09-10.

<b>EAGLE MOUNTAIN COMMUNITY FACILITIES DISTRICT</b>	<b>FY 2005-2006</b>	<b>FY 2006-2007</b>	<b>FY 2007-2008</b>	<b>FY 2008-2009</b>	<b>FY 2009-2010</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>
<b>REVENUE:</b>					
Property Tax Revenue	\$366,683	\$194,274	\$340,000	\$375,000	\$388,500
Town of Fountain Hills Reimbursement	\$50,000	\$0	\$0	\$0	\$0
Investment Earnings	\$20,671	\$9,183	\$4,000	\$4,000	\$600
<b>TOTAL REVENUES</b>	<b>\$437,354</b>	<b>\$203,457</b>	<b>\$344,000</b>	<b>\$379,000</b>	<b>\$389,100</b>
<b>EXPENDITURES:</b>					
Debt Service	\$577,145	\$331,659	\$350,235	\$368,760	\$381,410
Administrative Fees	\$6,600	\$6,600	\$6,600	\$6,600	\$6,690
Trustee Fees	\$5,000	\$1,000	\$1,000	\$1,000	\$1,000
<b>TOTAL EXPENDITURES</b>	<b>\$588,745</b>	<b>\$339,259</b>	<b>\$357,835</b>	<b>\$376,360</b>	<b>\$389,100</b>

The annual property tax levy is based on the total amount required for the payment (with adjustments for carry-forward, delinquencies, etc.) divided by the total assessed valuation for the Town of Fountain Hills.

The Town's secondary assessed property valuation for fiscal year 2009-10 is estimated to be \$651,218,464 for the upcoming year and the estimated levy is \$0.2273 per \$100 of assessed value. The levy is 10% higher than last year as a result of the decrease in the Town's assessed value.

The Municipal Property Corporation owns the land and buildings purchased through bond proceeds (McDowell Mountain preserve, Community Center and Town Hall). The



annual debt payment on the bonds is paid for with proceeds from the dedicated portion of the local sales tax and is included as a transfer from the Excise Sales Tax. The debt payment for the Community Center will be transferred from the General Fund and is included within the Community Center budget. Any fund balance in this fund may be used only to retire the debt on the bonds. When the bonds are retired any assets owned by the MPC are turned over to the Town.

<b>MUNICIPAL PROP CORP</b>	<b>FY 2005-2006</b>	<b>FY 2006-2007</b>	<b>FY 2007-2008</b>	<b>FY 2008-2009</b>	<b>FY 2009-2010</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>
<b>REVENUES:</b>					
Excise Tax Transfers (.2%)	\$843,492	\$832,576	\$628,562	\$591,718	\$594,480
Excise Tax Transfers (.1%)	\$421,746	\$448,673	\$314,281	\$295,859	\$297,240
Transfer from Community Center	\$387,000	\$387,000	\$387,000	\$387,000	\$387,000
Interest	\$34,658	\$45,619	\$40,000	\$30,000	\$4,458
<b>TOTAL REVENUES</b>	<b>\$1,686,896</b>	<b>\$1,713,868</b>	<b>\$1,369,843</b>	<b>\$1,304,577</b>	<b>\$1,283,178</b>
<b>EXPENDITURES:</b>					
<b>MPC Debt Service</b>					
Mountain Bond Payment (.2%)	\$595,000	\$416,818	\$415,005	\$0	\$0
Civic Center Phase II Bonds (.1%)	\$246,637	\$266,438	\$298,338	\$0	\$0
MPC - Community Center	\$387,000	\$239,169	\$255,419	\$0	\$0
Refunded Bonds	\$0	\$265,924	\$320,412	\$0	\$0
Principal	\$0	\$0	\$0	\$885,000	\$985,000
Interest	\$0	\$0	\$0	\$452,486	\$416,886
Admin Fee	\$0	\$0	\$0	\$0	\$7,000
<b>TOTAL EXPENDITURES</b>	<b>\$1,228,637</b>	<b>\$1,188,348</b>	<b>\$1,289,173</b>	<b>\$1,337,486</b>	<b>\$1,408,886</b>



The Summary/Schedules section includes an itemization of the outstanding debt as of June 30, 2009

### OUTSTANDING DEBT SCHEDULE

Bond Type	Purpose of Issue	Date of Bond Issue	Interest Rate	Date of Maturity	Original Principal Amount	Principal Amount Retired	Amount Refunded	Outstanding Principal
GO	Refunding	11/1/1995	5.3	7/1/2010	\$2,455,000	\$1,200,000	\$1,255,000	\$0
GO	Library/Museum	6/1/2000	5.5	7/1/2014	\$3,700,000	\$2,025,000	\$1,675,000	\$0
GO	Land Acq-Lake	8/1/1999	5.1	7/1/2014	\$1,400,000	\$800,000	\$500,000	\$100,000
GO	Mtn. Bonds	12/1/2001	4.9	7/1/2020	\$6,000,000	\$1,975,000	\$3,425,000	\$600,000
GO	Refunding	6/1/2005	4	7/1/2019	\$7,225,000	\$1,395,000	\$0	\$5,830,000
	TOTAL				\$24,310,000	\$8,470,000	\$9,310,000	\$6,530,000
Rev	Refunding	8/1/1998	4.63	7/1/2010	\$1,075,000	\$940,000	\$0	\$135,000
Rev	Comm. Center	7/1/2000	5.4	7/1/2020	\$4,680,000	\$1,525,000	\$2,475,000	\$680,000
Rev	Mtn. Bonds	12/1/2001	4.7	7/1/2021	\$7,750,000	\$2,365,000	\$3,910,000	\$1,475,000
Rev	Civic Center	12/1/2004	4.5	7/1/2019	\$3,645,000	\$795,000	\$0	\$2,850,000
Rev	Refunding	6/1/2005	4.15	7/1/2019	\$5,330,000	\$430,000	\$0	\$4,900,000
	TOTAL				\$23,680,000	\$5,825,000	\$7,385,000	\$10,040,000
SA	Eagle Mtn-A	6/1/1996	6.5	7/1/2021	\$4,435,000	\$410,000	\$4,025,000	\$0
SA	Eagle Mtn-B	6/1/1996	7.25	7/1/2021	\$470,000	\$40,000	\$430,000	\$0
SA	Eagle Mtn	7/12/2005	3.95	7/1/2021	\$4,555,000	\$695,000	\$0	\$3,860,000
SA	Improvments	6/16/1999	5.25	7/1/2009	\$32,276	\$32,276	\$0	\$0
	TOTAL				\$9,492,276	\$1,177,276	\$4,455,000	\$3,860,000
	GRAND TOTAL				\$57,482,276	\$15,472,276	\$21,150,000	\$20,430,000



**TOWN OF FOUNTAIN HILLS, ARIZONA**  
**Summary of Tax Levy and Tax Rate Information**  
**Fiscal Year 2009-10**

	<u>2008-09</u> <u>FISCAL YEAR</u>	<u>2009-10</u> <u>FISCAL YEAR</u>
1. Maximum allowable primary property tax levy A.R.S. §42-17051(A).	\$ 0	\$ 0
2. Amount received from primary property taxation in the fiscal year 2007-08 in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18).	\$ 0	0
3. Property tax levy amounts		
A. Primary property taxes	\$ 0	\$ 0
B. Secondary property taxes	1,400,000	1,400,000
C. Total property tax levy amounts	\$ 1,400,000	\$ 1,400,000
4. Property taxes collected*		
A. Primary property taxes		
(1) 2008-09 levy	\$ 0	0
(2) Prior years' levy	0	0
(3) Total primary property taxes	\$ 0	0
B. Secondary property taxes		
(1) 2008-09 levy	\$ 1,330,000	1,400,000
(2) Prior years' levy	\$ 0	0
(3) Total secondary property taxes	\$ 1,330,000	1,400,000
C. Total property taxes collected	\$ 1,330,000	1,400,000
5. Property tax rates		
A. Town tax rate		
(1) Primary property tax rate	0.0000	0.0000
(2) Secondary property tax rate (estimate)	0.1972	0.2173
(3) Total city/town tax rate	0.1972	0.2173
B. Special assessment district tax rates		

Secondary property tax rates - As of the date the proposed budget was prepared, the town was operating two (2) special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the town.

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



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# Capital Improvement Projects



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## **Capital Improvement Program (CIP) Policy and Procedures**

### **Objective**

To provide a policy and procedures for the development, approval, and implementation of the Town of Fountain Hills' five (5) year and twenty (20) year Capital Improvement Programs (CIP).

### **Scope**

This policy applies to all projects undertaken by the Town of Fountain Hills that meet the definition of a capital improvement project detailed in the definitions section.

### **Policy**

The purpose of the Capital Improvement Program is to provide an authoritative decision-making process for the evaluation, selection, and multi-year scheduling of public physical improvements based on a projection of available fiscal resources and the community's priorities.

The objectives of the program are to:

- a) ensure the timely repair, replacement and expansion of the Town's infrastructure;
- b) serve as a link in the Town's planning between the Town's strategic plan and all subsidiary plans with a 10-20 year horizon and the annual budget process with a one-year horizon;
- c) maintain control over the Town's long-term cash flow in relation to the Town's financial capacity; and
- d) ensure efficient, effective and coordinated capital improvement.

### **Definitions**

The following words when used in connection with this policy shall have the following meanings:

**CAPITAL IMPROVEMENT PROGRAM:** A multi-year planning document that is the product of a systematic evaluation of capital projects. This plan serves as a guide for the efficient and effective construction and maintenance of public facilities, outlining a detailed timeline and financing schedule of capital projects for a five (5) year period of time and a summary schedule of capital projects for a twenty (20) year period.

**CAPITAL IMPROVEMENT PROJECT:** A capital project is a heavy equipment acquisition, a computer/software systems acquisition, or a public improvement that involves construction of new infrastructure, additions to existing structures, renovation of existing structures, and major repairs to infrastructure of a comprehensive and non-routine nature. A capital project is defined in financial terms as a project with a projected final cost of at least \$50,000 and is a non-recurring expense.



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In addition, the capital asset(s) resulting from the project should have a useful life of at least 10 years. Studies, design and engineering fees greater than \$10,000 which are preparatory to a capital project with a projected final cost of at least \$50,000 should be included as part of the capital project cost.

**INFRASTRUCTURE IMPROVEMENT PLAN (IIP):** A written plan that individually or collectively identifies each public service that is proposed to be the subject of a development fee. The Town of Fountain Hills' IIP is incorporated as part of the Town CIP and follows the same timeline and procedure.

#### PROCESS

A. Schedule: Annually, the CIP Coordinator and Finance Director will submit a proposed CIP development calendar to the Town Manager for review. Based on this calendar, the CIP Coordinator will initiate a request to the Management Team for submission of updates, revisions and new projects for the five (5) year Capital Improvement Program. A further, but less detailed, review of the twenty (20) year plan will also be conducted.

B. Format: The Management Team will utilize the previous year's approved CIP as a base for developing recommended additions, deletions, or changes for incorporation in the updated CIP for the ensuing year. The Management Team will utilize the standard format provided to submit new projects or propose revisions to existing projects. All new projects will also include a comprehensive estimate of the impact of the new project on the Town's annual operating budget; e.g., salaries and benefits, supplies, utilities, fuel, maintenance requirements, etc.

C. Finance Review: The Finance Director will assist the CIP Coordinator as necessary in all facets of Capital Improvement Program development and review including production of revenue estimates and estimated growth in assessed valuation as well as overall financial analysis of the proposed program. Additional assistance may be requested to help produce draft documents, etc.

D. Town Manager Review: The CIP Coordinator will provide a copy of the proposed CIP document to the Finance Director and Town Manager for review and comment prior to distribution of the CIP document to the Town Council as part of the budget package.

E. Public Hearing: The proposed CIP will be considered at a public hearing convened by the Town Council to accept comments and input from the public on the content of the Plan. Notice of said public hearing date, place, and time will be made at least 60 days in advance of the scheduled hearing. Copies of the proposed CIP will be made available to the public at least 30 days prior to the scheduled hearing date and at the hearing itself.



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F. Town Council Approval: The final draft of the proposed CIP will be submitted as an agenda item for formal approval by the Town Council at the first Council Meeting in June.

G. Distribution: A copy of the approved CIP document will be published on the Town's website.

H. Implementation: Upon adoption of the CIP, projects included within the applicable budget year may be implemented by the appropriate Management Team member in compliance with the Town's Purchasing Policy, Special Benefit District, or applicable procedure.

I. Amendments: The adopted CIP may be amended upon approval of the Town Council. Examples of amendments include cost increases for approved projects, the acceleration of projects to the applicable budget year from a future year, and the addition of projects not previously included in the CIP.

An amendment to the CIP will be submitted to the Town Manager for approval. Upon approval, the amendment should be prepared as an agenda item for formal approval by the Town Council at a regular or special call meeting. Upon approval, a copy of the amended CIP document will be published on the Town's website.

#### PROCEDURE:

A. Form: The form listed as Attachment A shall be utilized to request inclusion of a project in the Capital Improvement Plan.

B. Funding Prioritization: As part of the project submittal process, Management Team members shall identify project priorities to help determine which projects are recommended for inclusion in the five-year CIP.

The initial measure of the project's priority is first established using the following factors:

##### HIGH

- Project protects the health and safety of the Town, its residents, visitors and employees
- Project is mandated by local, State or Federal regulations
- Project is a high priority of the Town Council, based on the most current Strategic Plan or other subsidiary plans
- Project prevents irreparable damage to existing facilities
- Project leverages local funding with other non-local funding sources
- Project finishes a partially completed project



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### MEDIUM

- Project maintains existing service levels
- Project provides for the maintenance of existing systems and equipment
- Project results in increased efficiency
- Project reduces operational costs

Project significantly reduces losses in revenue or provides for significant increased revenues

### LOW

- Project provides an expanded level of service or new public facility not included in the Town Council's priorities
- Project is deferrable

Project uses debt financing

C. Funding Sources: The primary funding sources for the CIP are the General Fund, Grants, Development Fees, Excise Taxes, HURF, Bonded Indebtedness, Capital Leases and Capital Project funds. All potential projects must identify the proposed sources of funding before submission of the CIP request.

Projects that are funded by Development Fees must also identify the relationship between the IIP project and the Development fee from which it is funded in the justification section of the CIP Form.

D. Project Schedule: Each Project Manager shall provide a preliminary schedule which shall detail the various phases involved in the project and their starting and ending dates.

It is the responsibility of the Project Manager to maintain this schedule or to provide schedule updates to the CIP Coordinator on at least a quarterly basis.

### RESPONSIBILITY FOR ENFORCEMENT:

The Town Manager, Finance Director and CIP Coordinator will be responsible for ensuring that this policy is followed and/or updated as necessary.



PROJ NO	PROJECT TITLE	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14	TOTAL
<b><u>DOWNTOWN IMPROVEMENTS</u></b>							
E8005	Avenue of the Fountains Improvements, Phase III	\$0	\$0	\$0	\$4,122,285	\$4,122,285	\$8,244,570
E8006	Town Square AOTF Improvements	\$250,000	\$250,000	\$250,000	\$250,000	\$0	\$1,000,000
<b>TOTAL</b>		<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$4,372,285</b>	<b>\$4,122,285</b>	<b>\$9,244,570</b>
<b><u>OPEN SPACE PROJECTS</u></b>							
O7002	Adero Canyon Trailhead	\$0	\$0	\$0	\$1,627,400	\$1,084,900	\$2,712,300
O7004	FH McDowell Mtn Preserve Access	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,627,400</b>	<b>\$1,084,900</b>	<b>\$2,712,300</b>
<b><u>STREET/SIDEWALK PROJECTS</u></b>							
S6001	Shea Blvd Climbing Lane	\$2,704,378	\$0	\$0	\$0	0	\$2,704,378
S6003	Unpaved Alley Paving Projects	\$135,000	\$135,000	\$280,000	\$160,000	\$0	\$710,000
S6005	Shea Blvd Widening	\$1,600,000	\$1,600,000	\$0	\$0	\$0	\$3,200,000
S6006	Fountain Hills Blvd Sidewalk	\$338,300	\$0	\$0	\$0	\$0	\$338,300
S6007	Annual Sidewalk Program	\$342,000	\$292,263	\$291,014	\$289,710	\$320,000	\$1,534,987
S6008	Annual Pavement Management	\$456,000	\$515,000	\$623,000	\$930,000	\$1,625,000	\$4,149,000
S6009	Downtown Sidewalk Program	\$26,543	\$27,737	\$28,986	\$30,290	\$31,653	\$145,209
S6010	Saguaro Blvd Mill & Overlay	\$4,500,000	\$0	\$0	\$0	\$0	\$4,500,000
S6011	La Montana Medians	\$0	\$0	\$0	\$0	\$0	\$0
S6012	Palisades & Vista Intersection Reconfiguration	\$0	\$0	\$0	\$0	\$0	\$0
S6013	Palisades & Sunburst Intersection Reconfiguration	\$0	\$0	\$0	\$345,000	\$0	\$345,000
S6014	Turn lanes-Palisades at F H Blvd	\$0	\$0	\$0	\$0	\$0	\$0
S6015	Fountain Hills Blvd Widening	\$0	\$0	\$0	\$0	\$0	\$0
S6016	Medians-FH Blvd	\$0	\$0	\$0	\$0	\$0	\$0
S6017	Intersection reconfig-Saguaro & Trevino	\$0	\$0	\$0	\$0	\$0	\$0
S6018	Saguaro/Monterey Right Turn Improvements	\$0	\$0	\$0	\$0	\$0	\$0
S6019	Saguaro Blvd Service Road Elimination	\$0	\$0	\$123,200	\$747,500	\$0	\$870,700
S6020	Intersection Improvement-Verde River & AOTF	\$0	\$0	\$0	\$0	\$0	\$0



PROJ NO	PROJECT TITLE	FY09-10					FY10-11					FY11-12					FY12-13					FY13-14					TOTAL							
S6021	Medians-Saguaro & Grande	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
S6022	Medians-Saguaro & F H Blvd	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
S6023	Shea/Saguaro Blvd	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
S6024	Shea/Saguaro Blvd	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
S6046	Fountain Hills Blvd Sidewalk	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$107,500	\$0	\$0	\$0	\$0	\$1,537,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,744,500			
S6047	Shea Blvd Sidewalk	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0	\$55,000	\$0	\$0	\$0	\$0	\$198,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$253,000			
S6050	Shea Blvd Bike lane	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000			
S6051	Ave of the Fountains/La Montana Ped Movement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$110,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$760,000			
S6052	Shea/Palisades Traffic Volume Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
L1002	Median Landscape-Palisades	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$180,200	\$0	\$0	\$0	\$0	\$327,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$507,200			
<b>TOTAL</b>		<b>\$10,177,221</b>					<b>\$2,670,000</b>					<b>\$1,688,900</b>					<b>\$4,674,500</b>					<b>\$2,626,653</b>					<b>\$21,837,274</b>							
<b>TRAFFIC SIGNALS</b>																																		
T5003	Traffic Signal-Palisades & Sunridge	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
T5004	Traffic Signal-AOTF & Saguaro	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0	\$285,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$485,000			
T5005	Traffic Signal-Palisades & Eagle Ridge/Palomino	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$530,000			
T5006	Traffic Signal-FHB and Glenbrook	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000			
T5007	Traffic Signal-Saguaro & Panorama	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$56,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$588,500			
T5008	Traffic Signal-Palisades & LaMontana	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
T5009	Traffic Signal Upgrades	\$0	\$0	\$142,400	\$0	\$0	\$0	\$0	\$0	\$155,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$446,200			
T5010	Intelligent Transportation System (ITS)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
T5011	Traffic Signal-Palisades & Saguaro upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000			
T5012	Traffic Signal-FHB and Saguaro	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
T5013	Traffic Signal-Palisades & Golden Eagle	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
T5014	Traffic Signal-Golden Eagle & Sierra Madre	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
<b>TOTAL</b>		<b>\$142,400</b>					<b>\$148,800</b>					<b>\$355,000</b>					<b>\$381,000</b>					<b>\$1,102,500</b>					<b>\$2,129,700</b>							
<b>STORMWATER MGMT/ DRAINAGE PROJECTS</b>																																		
D6026	Drainage-Saguaro Blvd	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
D6027	Drainage-DeI Cambre	\$0	\$0	\$86,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$86,000			
D6028	Drainage-FHB/Oxford Wash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
D6029	Drainage-Firebrick/Las er	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			





PROJ NO	PROJECT TITLE	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14	TOTAL
D6030	Drainage-Ashbrook Wash Crossing	\$0	\$0	\$0	\$250,700	\$1,243,100	\$1,493,800
D6031	Drainage-Balboa Wash Crossing/FHB	\$0	\$0	\$0	\$30,200	\$237,900	\$268,100
D6032	Drainage-Hesperus Wash Crossing	\$0	\$0	\$0	\$0	\$0	\$0
D6033	Drainage-Oxbow Wash Crossing	\$0	\$0	\$0	\$0	\$0	\$0
D6034	Drainage-Oxford Wash Crossing	\$0	\$0	\$0	\$0	\$0	\$0
D6035	Drainage-Arrow Wash Crossing	\$0	\$0	\$0	\$0	\$0	\$0
D6036	Drainage-Colony Wash Crossing	\$0	\$0	\$0	\$0	\$0	\$0
D6037	Drainage-Fountain Channel Crossing	\$0	\$0	\$0	\$0	\$0	\$0
D6038	Drainage-Ironwood Wash Crossing	\$0	\$0	\$0	\$0	\$0	\$0
D6039	Drainage-Malta Wash Crossing	\$0	\$0	\$0	\$0	\$0	\$0
D6040	Drainage-Emerald Wash Crossing	\$0	\$0	\$0	\$0	\$0	\$0
D6041	Drainage-Kingstree Wash Crossing	\$0	\$0	\$0	\$0	\$0	\$0
D6042	Drainage-Cypress Point Wash Crossing	\$0	\$0	\$0	\$0	\$0	\$0
D6043	Drainage-Jacklin Wash Crossing	\$0	\$0	\$0	\$0	\$0	\$0
D6044	Drainage-Escalante Wash Crossing	\$0	\$0	\$0	\$0	\$0	\$0
D6045	Drainage-Legend Wash Crossing	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>		<b>\$86,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$280,900</b>	<b>\$1,481,000</b>	<b>\$1,847,900</b>
<b><u>PARK &amp; RECREATION PROJECTS</u></b>							
P3008	Four Peaks Park, Phase II & III	\$0	\$0	\$0	\$0	\$0	\$0
P3011	Fountain Park, Phase VI	\$0	\$683,400	\$683,400	\$0	\$0	\$1,366,800
P3013	Neighborhood Park-Ellman	\$0	\$0	\$0	\$0	\$3,953,250	\$3,953,250
P3014	Community Park-Ellman Property	\$0	\$0	\$0	\$9,700,000	\$17,900,000	\$27,600,000
P3016	Neighborhood Park-Adero	\$0	\$0	\$0	\$0	\$0	\$0
P3017	Kiwanis Park Improvements	\$0	\$0	\$0	\$0	\$0	\$0
P3019	Joint Use Park-High School site	\$0	\$0	\$0	\$694,900	\$0	\$694,900
P3020	Joint Use Park- McDowell Elem	\$0	\$0	\$0	\$0	\$661,100	\$661,100
<b>TOTAL</b>		<b>\$0</b>	<b>\$683,400</b>	<b>\$683,400</b>	<b>\$10,394,900</b>	<b>\$22,514,350</b>	<b>\$34,276,050</b>



PROJ NO	PROJECT TITLE	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14	TOTAL
<b><u>GENERAL GOVERNMENT PROJECTS</u></b>							
F4001	Civic Center Phase II	\$0	\$0	\$0	\$0	\$0	\$0
F4002	Street Maintenance Facility Improvements	\$0	\$130,000	\$733,000	\$0	\$0	\$863,000
F4004	Senior Center	\$0	\$0	\$0	\$0	\$0	\$0
F4007	Document Preparation/Reproduction Equip	\$0	\$0	\$0	\$0	\$0	\$0
F4009	Downtown Parking Garage	\$0	\$0	\$0	\$0	\$0	\$0
F4010	Public Aquatic and Sports Facility	\$0	\$0	\$0	\$0	\$0	\$0
F4011	Municipal Government Software	\$100,000	\$0	\$0	\$0	\$0	\$100,000
<b>TOTAL</b>		<b>\$100,000</b>	<b>\$130,000</b>	<b>\$733,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$963,000</b>
<b><u>FIRE &amp; EMERGENCY PROJECTS</u></b>							
F4005	Fire Station 2 Relocation	\$1,456,103	\$0	\$0	\$0	\$0	\$1,456,103
F4013	Fire Station Construction (Eagles Nest)	\$0	\$0	\$0	\$0	\$0	\$0
F4014	Fire Station Vehicles & Equipment	\$0	\$0	\$0	\$0	\$0	\$0
F4015	Fire Station 1 Renovation	\$0	\$0	\$150,000	\$0	\$0	\$150,000
F4019	EOP Center	\$80,000	\$0	\$0	\$0	\$0	\$80,000
<b>TOTAL</b>		<b>\$1,536,103</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,686,103</b>
<b><u>LAW ENFORCEMENT PROJECTS</u></b>							
F4005	Police Facility Construction/Expansion	\$0	\$0	\$0	\$0	\$0	\$0
F4018	Police Facility Vehicles & Equipment	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b><u>LIBRARY, ART &amp; MUSEUM PROJECTS</u></b>							
F4012	Library Event Circle	\$0	\$250,000	\$0	\$0	\$0	\$250,000
F4016	Library Expansion	\$0	\$0	\$0	\$0	\$0	\$0
F4017	Museum Expansion/Renovation	\$0	\$0	\$0	\$0	\$0	\$0

PROJ		FY09-10	FY10-11	FY11-12	FY12-13	FY13-14	TOTAL
NO	PROJECT TITLE						
F4018	Performing Arts Building	\$0	\$0	\$0	\$0	\$0	\$0
	<b>TOTAL</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250,000</b>
	<b>VEHICLE REPLACEMENT PROGRAM</b>						
	Vehicle Replacement Per Schedule	\$0	\$109,184	\$227,527	\$435,891	\$309,695	\$1,082,297
	<b>TOTAL</b>	<b>\$0</b>	<b>\$109,184</b>	<b>\$227,527</b>	<b>\$435,891</b>	<b>\$309,695</b>	<b>\$1,082,297</b>
	Contingency	\$433,710	\$143,898	\$116,719	\$800,313	\$1,169,881	\$2,661,022
	<b>TOTAL CAPITAL PROJECTS</b>	<b>\$12,725,434</b>	<b>\$4,255,282</b>	<b>\$3,451,546</b>	<b>\$23,666,389</b>	<b>\$34,595,064</b>	<b>\$78,690,216</b>





PROJ NO	PROJECT TITLE	FY2009-10	General Fund	Excise Tax Downtown	Developer Fees Streets	HURF	Grants	Capital Projects Fund	Voter Approved Bonds	Stimulus Package	Total
	<b>DOWNTOWN IMPROVEMENTS</b>										
Totals	Town Square AOTF Improvements	\$250,000	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
	TOTAL	\$250,000	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
	<b>STREET PROJECTS</b>										
S6001	Shea Blvd Climbing Lane	\$2,704,378	\$0	\$0	\$0	\$0	\$1,076,000	\$546,764	\$0	\$1,081,614	\$2,704,378
S6003	Unpaved Alley Paving Projects	\$135,000	\$0	\$0	\$0	\$0	\$0	\$135,000	\$0	\$0	\$135,000
S6005	Shea Blvd Widening	\$1,600,000	\$0	\$0	\$0	\$0	\$1,120,000	\$480,000	\$0	\$0	\$1,600,000
S6006	Fountain Hills Blvd Sidewalk	\$338,300	\$0	\$0	\$0	\$0	\$50,000	\$288,300	\$0	\$0	\$338,300
S6007	Annual Sidewalk Program	\$342,000	\$0	\$0	\$0	\$0	\$0	\$342,000	\$0	\$0	\$342,000
S6008	Annual Pavement Management	\$456,000	\$0	\$0	\$0	\$170,790	\$0	\$285,210	\$0	\$0	\$456,000
S6009	Downtown Sidewalk Program	\$26,543	\$0	\$0	\$0	\$0	\$0	\$26,543	\$0	\$0	\$26,543
S6010	Saguaro Blvd Mill & Overlay	\$4,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$4,500,000	\$0	\$4,500,000
S6050	Shea Blvd Bike lane	\$75,000	\$0	\$0	\$0	\$0	\$0	\$75,000	\$0	\$0	\$75,000
	TOTAL	\$10,177,221	\$0	\$0	\$0	\$170,790	\$2,246,000	\$2,178,817	\$4,500,000	\$1,081,614	\$10,177,221
T5009	Traffic Signal Upgrades	\$142,400	\$0	\$0	\$142,400	\$0	\$0	\$0	\$0	\$0	\$142,400
	TOTAL	\$142,400	\$0	\$0	\$142,400	\$0	\$0	\$0	\$0	\$0	\$142,400

PROJ NO	PROJECT TITLE	FY2009-10	General Fund	Excise Tax Downtown	Developer Fees Streets	HURF	Grants	Capital Projects Fund	Voter Approved Bonds	Stimulus Package	Total
	<u>STORMWATER MGMT/ DRAINAGE PROJECTS</u>										
D6027	Drainage-Dei Cambre	\$86,000	\$0	\$0	\$0	\$0	\$0	\$86,000	\$0	\$0	\$86,000
	TOTAL	\$86,000	\$0	\$0	\$0	\$0	\$0	\$86,000	\$0	\$0	\$86,000
	<u>GENERAL GOVERNMENT PROJECTS</u>										
F4011	Municipal Government Software	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
	TOTAL	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
	<u>FIRE &amp; EMERGENCY PROJECTS</u>										
F4005	Fire Station 2 Relocation	\$1,456,103	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,456,103	\$1,456,103
F4019	EOP Center	\$80,000	\$0	\$0	\$0	\$0	\$72,000	\$8,000	\$0	\$0	\$80,000
	TOTAL	\$1,536,103	\$0	\$0	\$0	\$0	\$72,000	\$8,000	\$0	\$1,456,103	\$1,536,103
	TOTAL CAPITAL PROJECTS	\$12,291,724	\$100,000	\$250,000	\$142,400	\$170,790	\$2,318,000	\$2,272,817	\$4,500,000	\$2,537,717	\$12,291,724
	Contingency	\$433,710						\$433,710			\$433,710
	TOTAL	\$12,725,434	\$100,000	\$250,000	\$142,400	\$170,790	\$2,318,000	\$2,706,527	\$4,500,000	\$2,537,717	\$12,725,434



**TOWN OF FOUNTAIN HILLS**

**CAPITAL IMPROVEMENT PROJECT INFORMATION**

**PROJECT TITLE:**

Town Square Avenue of the Fountains Improvement

**PROJECT DESCRIPTION:**

This project will reimburse the developer up to \$1,000,000 for construction of the Town approved streetscape/sidewalks on the south side of Avenue of the Fountains from the Town Hall property to Saguaro Boulevard. The reimbursement was agreed to in a Town Council approved development agreement.

**DEPARTMENT:** Administration

**PROJECT MANAGER:** Lori Gary

**PROJECT NUMBER:** E8006

**FUNDING PRIORITY:** High-Town Council Priority

**FUNDING SOURCES(S):**

Excise Tax

FY2009-10	FY2010-11	FY2011-12	FY2012-13	FY2013-14
\$250,000	\$250,000	\$250,000	\$250,000	

Impact on Operating Budget

\$2,000	\$2,000	\$2,000	\$2,000	
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**PROJECT SCHEDULE:**

STARTING DATE      ENDING DATE

**CONSTRUCTION:**

1.1.2010      6.30.2010



**JUSTIFICATION:**

In FY 2005/2006 and FY 2006/2007, the Town completed Phases I and II of the "Avenue of the Fountains Enhancement Project." Phase I included design of the entire project, and construction of the streetscape / sidewalks on the north side of the Avenue. Phase II included construction of the streetscape / sidewalks on the south side of the Avenue in front of Town Hall. This project will continue the "Avenue of the Fountains Enhancement Project" from the Town Hall property to Saguaro Boulevard in the form of a reimbursement up to \$1,000,000 to the developer of the 12.66 acres fronting the Avenue. The Town Council passed and adopted a Development Agreement in October 2008, which outlined the reimbursements and the conditions to the reimbursement.

**BUDGET MODIFICATIONS:CARRYFORWARDS:**



**TOWN OF FOUNTAIN HILLS**

**CAPITAL IMPROVEMENT PROJECT INFORMATION**

**PROJECT TITLE:**

Shea Blvd. Climbing Lane

**PROJECT DESCRIPTION:**

Widen the north side of Shea Boulevard between Palisades Boulevard and Fountain Hills Boulevard. Add an additional third westbound lane, bicycle lane, curb & gutter, sidewalk and appurtenances.

The design of the project began in fiscal year 06-07 and continues through fiscal year 07-08 and FY 08-09.

Construction is expected to begin in fiscal year 09-10 and be completed in February, 2011.

**DEPARTMENT:** Public Works

**PROJECT MANAGER:** Randy Harrel

**PROJECT NUMBER:** S6001

**FUNDING PRIORITY:** High-Finishes a partially completed project

**FUNDING SOURCES(S):**

Grant	1,176,000	FY2009-10	FY2010-11	FY2011-12	FY2012-13	FY2013-14
Capital Projects Fund	546,764					
Other	1,081,614					
<b>Impact on Operating Budget</b>	<b>\$3,000</b>	<b>\$3,090</b>	<b>\$3,183</b>	<b>\$3,278</b>	<b>\$3,376</b>	

**PROJECT SCHEDULE:**

<b>ENGINEERING:</b>	<b>STARTING DATE</b>	<b>ENDING DATE</b>
<b>CONSTRUCTION</b>	10.1.2008	5.4.2009
	7.13.2009	2.7.2011



**JUSTIFICATION:**

In 2001, the Town applied for a grant to construct the Shea Boulevard Improvements and was awarded a Surface Transportation Project-Maricopa Association of Governments (STP-MAG) grant in the amount of \$1,076,000. ADOT directly pays construction related costs of the project up to the Grant amount, so the Town does not see these costs in the project budget, nor does the Town recognize the Grant revenue.

This section of Shea Boulevard, between Fountain Hills Boulevard and Palisades Boulevard, has a long steep westbound uphill grade (maximum grade of 5%-6% for 2200'). The steep uphill grade forces many large, heavily loaded trucks to slow and use lower gears. Additionally, traffic signals at Fountain Hills Boulevard (at the start of the hill) and at Palisades Boulevard (near the top of the hill) accentuate the truck climbing problems.

Mile long holiday weekend backups caused by vacationers returning to the Valley (Sunday or Monday p.m.) have been common on this road segment.

Shea Boulevard is also a popular bicycle route (Maricopa Association of Governments Route 62) for the experienced well-conditioned athlete. However, its long length of steep grade also forces bicyclists to a low speed, creating excess hazards with slow bicyclists, large slow trucks, and fast moving cars.

The 2006 weekday traffic volume along Shea Boulevard averaged 24,400 vehicles per day (vpd). By 2030, MAG projects Shea Boulevard will carry in excess of 39,000 vpd. ADOT projects that the capacity of a 4-lane street is only 35,000 vpd, therefore, the capacity of Shea Boulevard will be exceeded in the future.

The Town will deposit its portion of the costs (\$546,764) with ADOT in FY 09-10 and ADOT will combine the Town portion with the grant of \$1,076,000 and stimulus money of \$1,081,614 and pay all invoices to the contractors, inspectors, etc.

**BUDGET MODIFICATIONS:CARRYFORWARDS:**

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**TOWN OF FOUNTAIN HILLS**

**CAPITAL IMPROVEMENT PROJECT INFORMATION**

**PROJECT TITLE:**

Unpaved Alley Paving Project

**PROJECT DESCRIPTION:**

This project involves paving a number of unpaved alleys throughout the Town. The paving project is divided into 5 different phases  
 Phase I is 1400 l.f. from Panorama to Colony.  
 Phase II is 870 l.f. from Tower to Panorama.  
 Phase III is 890 l.f. from Panorama to Enterprise.  
 Phase IV is 1150 l.f. adjacent to Colony Wash and 770 l.f. from Fountain Hills Boulevard to Glenbrook Blvd.  
 Phase V is 635 l.f. from Desert Vista to Saxon Drive and 410 l.f. from Tioga south and east of Panorama.

**DEPARTMENT:** Public Works

**PROJECT MANAGER:** Tom Ward

**PROJECT NUMBER:** S6003

**FUNDING PRIORITY:** High-Federal, State or Local Mandate

**FUNDING SOURCES(S):**

Capital Projects Fund	FY2009-10	FY2010-11	FY2011-12	FY2012-13	FY2013-14
	\$135,000	\$135,000	\$280,000	\$160,000	
Impact on Operating Fund	\$0	\$0	\$0	\$0	\$0

**PROJECT SCHEDULE:**

**STARTING DATE**      **ENDING DATE**

9.7.2009                      6.24.2013

**CONSTRUCTION**



**JUSTIFICATION:**

Maricopa County is concerned about the air pollution in the Valley and outlying areas. Part of the problem involves particulate matter in the air. In order to reduce this air pollution, the State of Arizona is requiring that all unpaved alleys be stabilized or paved.

By creating an IGA with MAG, the Town of Fountain Hills Council was required to comply with this state law.

The Town is performing the design in-house and will have the construction performed by the Town Job Order Contractor or other delivery methods.

The Town Council has committed to paving all the unpaved alleys within the next 5 years.

The project has allocated \$5,000 in construction costs for each project for construction staking.

**BUDGET MODIFICATIONS:CARRYFORWARDS:**



**TOWN OF FOUNTAIN HILLS**

**CAPITAL IMPROVEMENT PROJECT INFORMATION**

**PROJECT TITLE:**

Shea Boulevard Widening

**PROJECT DESCRIPTION:**

East Town Boundary to 1000' west of Technology. Design and construction of street widening for a third lane, side walk, traffic signal interconnect, curb & gutter and appurtenances.  
 Phase I is from the Town east boundary to 1000' west of Technology (FY 07-08 to FY 10-11).  
 Phase II is from 1000' west of Technology to Palisades Boulevard (FY20-21 to 22-23).

**DEPARTMENT:** Public Works

**PROJECT MANAGER:** Randy Harrel

**PROJECT NUMBER:** S6005

**FUNDING PRIORITY:** High-Leverages local funds

**FUNDING SOURCE(S):**

Capital Projects Fund

FY2009-10    FY2010-11    FY2011-12    FY2012-13    FY2013-14

\$1,600,000    \$1,600,000

**Impact on Operating Budget**

\$1,500    \$1,545    \$1,591    \$1,639    \$1,688

**PROJECT SCHEDULE:**

**ENGINEERING:**  
**CONSTRUCTION**

**STARTING DATE**    **ENDING DATE**  
 4.17.2008    9.7.2009  
 9.7.2009    4.11.2011



**JUSTIFICATION:**

This project is being partially funded with Prop 400 (1/2 cent sales tax) monies. The Town would pay for design, right-of-way and construction costs and MAG will reimburse the Town for up to 70% of the cost. In 2002, the Town applied for a grant to widen Shea Boulevard, from the East Boundary to Palisades Boulevard, to 6 lanes (3 lanes in each direction) plus appurtenances. Shea Boulevard is a road of regional significance. Shea has also been listed on the National Highway System. Shea is the only arterial classification level connection between Scottsdale and Mesa north of McDowell Road and is the only arterial road feeding the Beeline Highway north of McDowell Road. Except for this 2.7 mile "bottleneck" project length, Shea Boulevard is currently built to the MAG principal arterial standard 6 lanes, medianed, with bike lanes and meandering sidewalk for nearly its full length from Piestewa Freeway to Loop 101 to the Beeline Highway. Shea Boulevard currently carries 35,000 vpd at Palisades Boulevard and 25,000 vpd at Saguaro Boulevard. This existing roadway section is typically an uncurbed, 4 lane divided roadway with a gravel median. It was constructed by MCDOT in 1964 and 1973, with several segments of partial developer widening (Target Center, Balera Development, etc.). Because of the rugged topography, existing developments on each side, and the Town's efforts to maintain only limited access to Shea Boulevard, very little additional developer widening will ever occur. Speeds are limited to 45-50 mph. Shea Boulevard is a wide road for a small Town. It traverses rugged terrain and carries a high amount of regional-interstate car and truck traffic.

In 2005, the Town Staff requested MAG consider phasing the project. The first Phase of the project would start at the Town East Boundary and continue to 1000' west of Technology. The second Phase would begin 1000' west of Technology and end at Palisades Boulevard. MAG is verbally in agreement with this phasing plan. Town staff will complete this phasing plan with MAG. Town staff is in design with HDR Engineering to perform the design for Phase I.

Fiscal Year	09-10	10-11
Complete Design	\$ 100,000	
RARF Grant	\$1,020,000	\$1,120,000
Town Portion	\$ 480,000	\$ 480,000
Total Town Budget	\$1,600,000	\$1,600,000

**BUDGET MODIFICATIONS:CARRYFORWARDS:**

The design firm HDR may not complete the design in FY 08-09. Plan to carry over \$100,000



**TOWN OF FOUNTAIN HILLS**  
**CAPITAL IMPROVEMENT PROJECT INFORMATION**

**PROJECT TITLE:**

Fountain Hills Boulevard Sidewalk  
(Fayette Drive to Middle School)

**PROJECT DESCRIPTION:**

The five year sidewalk plan detail is attached as part of this project description. In FY2008-09 the plan calls for the design of an 8' sidewalk from Fayette Drive to the Middle School. In FY 09-10 construction is planned.

**DEPARTMENT:** Public Works

**PROJECT MANAGER:** Randy Harrel

**PROJECT NUMBER:** S6006

**FUNDING PRIORITY:** High-Leverages local funds

**FUNDING SOURCES(S):**

FY2009-10    FY2010-11    FY2011-12    FY2012-13    FY2013-14

Capital Projects Fund

\$338,300

**Impact on Operating Budget**

\$0                      \$0                      \$0                      \$0                      \$0

**PROJECT SCHEDULE:**

STARTING DATE                      ENDING DATE

**ENGINEERING:**  
**CONSTRUCTION**

1.4.2008                      8.9.2009  
8.24.2009                      6.14.2010



**JUSTIFICATION:**

In 2004, the Town applied for and was awarded a Congestion Mitigation Air Quality (CMAQ) grant from Maricopa County Association of Governments in the amount of \$354,200. This Grant provides for the direct payment of construction costs by ADOT up to the amount of the Grant. The balance of the cost of the project would be paid by the Town from Capital Project funds.

The project addresses a critical lack of sidewalks along an arterial roadway (and a Road of Regional Significance) and a major pedestrian route - the only route to the Fountain Hills Middle School. Sidewalks will encourage Middle School students to walk to school, leading to a reduction of the large number of student drop-offs and pick-ups by parents and the associated congestion and engine-running waiting time, thereby improving air quality.

This project will insure added safety to pedestrians by providing a sidewalk separated from vehicular and bicycle traffic on Fountain Hills Boulevard. Likewise, there will be a major benefit to bicyclists who will no longer share the existing on-street bike lane with pedestrians. Retired adults (using the Town's few sidewalks for exercising walking) are the second most common walkers (after students). These sidewalks will provide a concrete walking surface and handicap-accessible ramps, reducing the fall risk from existing uneven dirt paths in front of the existing commercial, multi-family and church facilities, in addition to reducing the traffic accident hazard of walking in the existing bike lane adjacent to the traffic.

\$89,833 Design FY 07-08.

\$120,780 Design FY 08- 09.

\$ 50,000 Complete Design

\$288,300 Construction & Engineering During Construction FY 09-10 (Town cost).

\$338,300 Total for Budget

**BUDGET MODIFICATIONS:CARRYFORWARDS:**

The design may not be complete in FY 08-09. Plan on a carry over of \$50,000.



**TOWN OF FOUNTAIN HILLS**

**CAPITAL IMPROVEMENT PROJECT INFORMATION**

**PROJECT TITLE:**

Annual Sidewalk Program

**PROJECT DESCRIPTION:**

In August of 2007, Town Staff presented a long range, Town wide sidewalk plan to Council. The following project areas are included in this 5 year plan:  
 FY 08-09 Alamosa  
 FY 09-10 DeI Cambre  
 Priorities for the balance of the 5 CIP are established and were presented to Council @ their January 2009 Retreat.

**DEPARTMENT:** Public Works

**PROJECT MANAGER:** Tom Ward/Randy Harrel

**PROJECT NUMBER:** S 6007

**FUNDING PRIORITY:** High-Town Council Priority

**FUNDING SOURCES(S):**

Capital Projects Fund

FY	FY	FY	FY	FY
FY2009-10	FY2010-11	FY2011-12	FY2012-13	FY2013-14
\$342,000	\$292,263	\$291,014	\$289,710	\$320,000

Impact on Operating Budget

\$0	\$0	\$0	\$0	\$0
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**PROJECT SCHEDULE:**

CONSTRUCTION

STARTING DATE	ENDING DATE
8.10.2009	6.30.2014



**JUSTIFICATION:**

The Town Council has established pedestrian safety as a goal.

MAG gave the Town a grant to design a sidewalk on Alamosa and Del Cambre. The design portion will be completed in FY2007-08. The project will be ready for construction in fiscal year 08-09.

\$342,000 Del Cambre FY 09-10 (\$312,000 sidewalk + \$30,000 inspection). A storm sewer from Rosita to Ashbrook wash is listed in the drainage projects.

**BUDGET MODIFICATIONS:CARRYFORWARDS:**



**TOWN OF FOUNTAIN HILLS**

**CAPITAL IMPROVEMENT PROJECT INFORMATION**

**PROJECT TITLE:**

Annual Pavement Management

**PROJECT DESCRIPTION:**

Slurry Seal and Micro-Surface streets plus street mill and overlay. Zone 4A is scheduled for completion during FY 09-10. A map of the proposed work area is included in the budget document

**DEPARTMENT:** Public Works

**PROJECT MANAGER:** Tom Ward

**PROJECT NUMBER:** S 6008

**FUNDING PRIORITY:** High-Town Council Priority

**FUNDING SOURCES(S):**

Streets Fund

	FY2009-10	FY2010-11	FY2011-12	FY2012-13	FY2013-14
Streets Fund	\$170,790	\$515,000	\$623,000	\$930,000	\$1,625,000

Capital Projects Fund

285,210

**Impact on Operating Budget**

Impact on Operating Budget	\$0	\$0	\$0	\$0	\$0
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**PROJECT SCHEDULE:**

**STARTING DATE**      **ENDING DATE**

**CONSTRUCTION**

7.6.2009      6.23.2014



**JUSTIFICATION:**

The Town had a pavement management program started a number of years ago. In the fall of 2007, our consultant gave us a list of streets that needed more than slurry sealing and micro surfacing. We are reviewing the list to determine the streets to mill and overlay in future years.

Saguaro Boulevard was identified as a street to mill and overlay in FY 09-10. That work is detailed in Project S6010. The Town is considering a bond issue to fund this work.

The pavement management analysis/consultant recommended the Town continue the slurry seal and micro surface program. Currently, the program was set up to accomplish all residential areas on a 6-year rotation. There are 6 zones in Town plus the major roads (Saguaro, Fountain Hills Blvd., Palisades and Shea, these streets are separate from the rotation plan).

- Zone 1- FY 06-07
- Zone 2- FY 07-08
- Zone 3- FY 08-09
- Zone 4 - FY 09-10
- Zone 5 - FY 10-11
- Zone 6 - FY 11-12
- Major Roads - FY 12-13

Because of economic conditions in FY 2009-10, this project has been revised to include only half of Zone 4 in the fiscal year.

**BUDGET MODIFICATIONS:CARRYFORWARDS:**



**TOWN OF FOUNTAIN HILLS**

**CAPITAL IMPROVEMENT PROJECT INFORMATION**

**PROJECT TITLE:**

Downtown Sidewalk Program

**PROJECT DESCRIPTION:**

The following project areas are included in the first year of the plan:

**DEPARTMENT:** Public Works

**PROJECT MANAGER:** Town Ward/Randy Harrel

**PROJECT NUMBER:** S 6009

**FUNDING PRIORITY:** Medium-Maintains existing service levels

**FUNDING SOURCES(S):**

Capital Projects Fund	FY2009-10	FY2010-11	FY2011-12	FY2012-13	FY2013-14
	\$26,543	\$27,737	\$28,986	\$30,290	\$31,563

Impact on Operating Budget

\$0	\$0	\$0	\$0	\$0
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**PROJECT SCHEDULE:**

**PLANNING/DESIGN:  
CONSTRUCTION**

<b>STARTING DATE</b>	<b>ENDING DATE</b>
7.13.2009	12.21.2009
1.11.2010	6.16.2014



**JUSTIFICATION:**

The Town Council has established "Enhance Pedestrian Safety" as a goal. This sidewalk project continues the goal to improve pedestrian safety and accessibility in the downtown area.

The Five year plan involves connections in the Downtown where short connections need to be installed for ADA accessibility and removing pedestrians from vehicular traffic.

**BUDGET MODIFICATIONS: CARRYFORWARDS:**





**JUSTIFICATION:**

Mill and overlay of Town arterial streets, while part of the Annual Pavement Management Program are budgeted as separate capital projects.

Saguaro Boulevard was one of the first asphalt streets constructed in the Town. This mill and overlay is the first major work performed on the street since construction. There have been some repairs in areas that have clay pockets that failed at various times. It is now the time to perform major repairs on the street.

As part of the mill and overlay project on Saguaro Boulevard, areas that have base failure in the street will be repaired and handicap access requirements based on ADA standards will be incorporated. ADA requires communities to perform the handicap upgrades when improvements of this type are performed.

This project is subject to bond funding being approved by the voters.

**BUDGET MODIFICATIONS: CARRYFORWARDS:**





**JUSTIFICATION:**

This project was designed a number of years ago, bid and a contractor selected. The Town deposited their matching funds for the project. The contractor ended up in default and never started construction of the project. Some of the funds deposited for construction were used to terminate the contract with the contractor at the direction of ADOT.

Since that time, plans were revised at the request of ADOT and an issue was raised concerning some drainage and right-of-ways. The Town, engineer consultants (Burgess & Niple) and ADOT have been working to resolve all of the outstanding issues on this project.

As a result of project delays and the need to use some of the deposited funds to terminate the first contractor, additional funding of \$92,000 (\$35,000 FY 08-09 & \$57,000 FY 09-10) will be necessary to complete the design and start construction of the project.

ADOT administers this type of grant project during construction. The Town deposits the funds with ADOT and they pay all bills associated with the project, except change orders.

**BUDGET MODIFICATIONS: CARRYFORWARDS:**



**TOWN OF FOUNTAIN HILLS**

**CAPITAL IMPROVEMENT PROJECT INFORMATION**

**PROJECT TITLE:**

Traffic Signal Upgrades

**PROJECT DESCRIPTION:**

Install new traffic signal cabinets and controllers at six (6) intersections.

**DEPARTMENT:** Public Works

**PROJECT MANAGER:** Ken Kurth

**PROJECT NUMBER:** T5009

**FUNDING PRIORITY:** Medium-Provides maintenance of existing systems

**FUNDING SOURCES(S):**

FY2009-10    FY2010-11    FY2011-12    FY2012-13    FY2013-14

Developer Fees

142,000

Capital Projects Fund

Impact on Operating Fund

**PROJECT SCHEDULE:**

**STARTING DATE**                      **ENDING DATE**

**COMPLETION:**

9.1.2009                                      3.1.2010



**JUSTIFICATION:**

These traffic signal controllers are the existing equipment from the original construction. These controllers are no longer produced and replacement parts are no longer available. Staff has some shelf items in our inventory, but we cannot rely on any other sources to purchase replacement parts for this outdated technology.

This proposed new technology will bring us up to the present industry standard, while minimizing liability for the Town.

Lastly, these upgrades will allow signal timing coordination, which in turn will lessen the amount of pollution with greater signal efficiency.

**BUDGET MODIFICATIONS: CARRYFORWARDS:**



TOWN OF FOUNTAIN HILLS

CAPITAL IMPROVEMENT PROJECT INFORMATION

**PROJECT TITLE:**

Storm Sewer-Del Cambre (Storm Sewer Rosita to Ashbrook Wash)

**PROJECT DESCRIPTION:**

Replace an old 8" storm sewer that is insufficient and periodically plugs with 600 lf. of 24" new storm sewer.

**DEPARTMENT:** Public Works

**PROJECT MANAGER:** Randy Harrel

**PROJECT NUMBER:** D 6027

**FUNDING PRIORITY:** Medium-Provides maintenance of existing systems

**FUNDING SOURCES(S):**

FY2009-10    FY2010-11    FY2011-12    FY2012-13    FY2013-14

Capital Projects Fund

\$86,000

Impact on Operating Budget

\$0

\$0

\$0

\$0

\$0

**PROJECT SCHEDULE:**

**ENDING DATE**

**STARTING DATE**

**ENGINEERING:**

8.3.2009

11.9.2009

**CONSTRUCTION:**

1.25.2010

5.24.2010



**JUSTIFICATION:**

There is an original (1974) existing storm sewer from Rosita to the Ashbrook Wash that is too small and plugged with silt. The street floods and water ponds in the street after a rain storm. The construction of the storm sewer must be done with the Del Cambre sidewalk project.

\$ 0 Design being done by Town staff  
\$86,000 Construction in 2008.  
\$ 0 Engineering during construction included in the sidewalk project for Del Cambre

This project was originally budgeted in FY2008-09 but put on hold for re-evaluation.

**BUDGET MODIFICATIONS:CARRYFORWARDS:**



**TOWN OF FOUNTAIN HILLS**

**CAPITAL IMPROVEMENT PROJECT INFORMATION**

**PROJECT TITLE:**

Municipal Software

**PROJECT DESCRIPTION:**

Integration of municipal software programs and accounting software to eliminate redundant data entry of transactions, provide public access to financial reports, provide business license reports for economic development and code enforcement, e-government services and upgraded technology. The second phase of the integration will be to purchase an additional module, fixed assets, for tracking all Town assets. The current system utilizes both the old accounting software and Excel spreadsheets.

**DEPARTMENT: Administration**

**PROJECT MANAGER:** Julie Ghetti

**PROJECT NUMBER:** F4011

**FUNDING PRIORITY:** High-Finishes a partially completed project

**FUNDING SOURCES(S):**

General Fund

Impact on Operating Budget

FY2009-10	FY2010-11	FY2011-12	FY2012-13	FY2013-14
\$100,000	\$60,000	\$60,000	\$60,000	\$60,000

**PROJECT SCHEDULE:**

STARTING DATE	ENDING DATE
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**ACQUISITION:**

7.1.2009	12.31.2009
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**JUSTIFICATION:**

The Town currently uses a financial accounting system that was purchased in 1990 and designed primarily for non profit organizations. Although the software serves the purpose of recording financial transactions the system does not allow for integration of financial information to any other Town software programs. For example, payments made to the Town for programs or building permits are recorded into either the Parks and Recreation software (Active) or building permitting software (PTWin) but the transactions do not transfer to the Town's accounting ledgers. Each cash transaction has to be re-entered into the accounting ledgers daily. Additionally, financial information is limited to the accounting staff; department directors, Council and the public have to wait for reports to be generated or ask for separate reports. The goal of investing in new municipal software is to provide better customer service and transparency by integrating existing programs and new programs so that they can talk to each other and make information available to interested parties. Economic development can be enhanced with a business licensing software that can provide reports by zones, business type, retention, etc. The investment in upgraded technology is significant; however, the benefit to the citizens is improved customer service, more transparency in government, better access to Town services. The proposal for new technology also include a citizen request tracking system, citizen alerts, etc.

**BUDGET MODIFICATIONS:CARRYFORWARDS:**

\$200,000 was budgeted in FY 2008-09 for the first phase of the project.



**TOWN OF FOUNTAIN HILLS**

**CAPITAL IMPROVEMENT PROJECT INFORMATION**

**PROJECT TITLE:**

Fire Station 2 Relocation

**PROJECT DESCRIPTION:**

Construction of a new 5,580 sq ft fire station on Town owned property on Shea Blvd, east of Palisades Blvd.  
This will replace the existing station on Saguaro, just south of Shea

**DEPARTMENT:** Fire

**PROJECT MANAGER:** Scott LaGreca

**PROJECT NUMBER:** F4005

**FUNDING PRIORITY:** High-Leverages local funds

**FUNDING SOURCES(S):**

Stimulus

General Fund

FY2009-10

\$1,456,103

FY2010-11

FY2011-12

FY2012-13

FY2013-14

\$3,953,250

**Impact on Operating Fund**

**PROJECT SCHEDULE:**

Choose Project Schedule

**STARTING DATE**

7.1.2009

**ENDING DATE**

11.8.2013

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**JUSTIFICATION:**

We have completed a study of seven sites, two current stations, and five potential locations to improve response times for all areas within the Town (in particular Eagle Mountain, Crestview, Copperwynd, Adero Canyon, Fire Rock, and the Westridge developments).

The criteria used: current response times, emergency unit coverage, Town owned property (cost), and sites requiring little or no P&Z or Council action, in said order.

We elected to use 5 minute response 90% (for the entire Town area) of the time vs. the standard 4 minutes that all fire departments strive to reach (the current Rural Metro contract calls for 5 and 8 minute response areas). The logic for this decision was based on the Towns Fire Sprinkler Ordinance of 1966.

The new fire station location will afford superior overlapping coverage for both fire stations, which will equitably distribute and balance call volume, thus allowing better call support for multiple calls. This will also enhance the Insurance Service Organization (ISO) station location rating.

Upon completion of this project, the current station 2 may be retained by the Town for its future needs or sold and the funds returned to the CIP fund.

This project has been under study and development since 2003.

The project is contingent on receiving stimulus monies.

**BUDGET MODIFICATIONS:CARRYFORWARDS:**



**TOWN OF FOUNTAIN HILLS**  
**CAPITAL IMPROVEMENT PROJECT INFORMATION**

**PROJECT TITLE:**

Emergency Operations Center (EOC)/  
Situation Room

**DEPARTMENT:** Fire

**PROJECT MANAGER:** Scott LaGreca

**PROJECT NUMBER:** F4019

**PROJECT DESCRIPTION:**

Improve unfinished space adjacent to Town Council chambers into an Emergency Operations Center. This room will become the primary center for emergency staff to congregate in the event of a Town wide event. The room will be equipped with audio visual equipment for video conferencing with other agencies, laptop computers with emergency power backup that will provide security and operational privacy. Having this room will leave the Council Chambers available for the Mayor and Town Council to hold press conferences, address the public, receive other public officials, etc. This project will only move forward when grant funding is available.

**FUNDING PRIORITY:** High-Finishes a partially completed project

**FUNDING SOURCES(S):**

FY2009-10    FY2010-11    FY2011-12    FY2012-13    FY2013-14

Grant

\$72,000

Capital Projects Fund

\$8,000

**PROJECT SCHEDULE:**

	STARTING DATE	ENDING DATE
<b>ACQUISITION:</b>	7.1.2009	7.2.2009
<b>PLANNING/DESIGN:</b>	8.10.2009	10.5.2009
<b>ENGINEERING:</b>	8.10.2009	10.5.2009
<b>CONSTRUCTION:</b>	1.18.2010	3.15.2010
<b>COMPLETION:</b>	4.5.2010	4.9.2010
<b>OCCUPANCY/USE:</b>	4.12.2010	4.12.2010



**JUSTIFICATION:**

Currently the Town emergency operations center is being set up in the council chambers. This is an open space that does not lend itself to security and inter-operability with all the personnel and agency's that must operate in this space during a declared emergency.

This proposed EOP room would be the central location for communication equipment, emergency operations manuals and material, phone banks, and computer terminals. This room would be supplied to handle a multiple day operation while providing a secure environment for Town staff while they work to resolve a Town emergency.

**BUDGET MODIFICATIONS:CARRYFORWARDS:**



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# **Vehicle Replacement Program Policy and Procedure 5 Year Schedule**



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## Objective

To provide a policy and procedures for the development, approval, and implementation of the Town of Fountain Hills' twenty (20) year Vehicle Replacement Program (VRP).

## Scope

This policy applies to all vehicles owned by the Town of Fountain Hills that meet the definition detailed in the definitions section.

## Policy

The purpose of the Vehicle Replacement Program is to provide an authoritative decision-making process for the evaluation, selection, and multi-year scheduling of vehicle replacements based on a projection of available fiscal resources and the vehicles age, mileage, engine hours and repair costs. The objectives of the program are to:

- Ensure the timely purchase, repair and replacement of the Town's vehicles;
- Serve as a link in the Town's planning between the Town's operating and capital budgets;
- Maintain control over the Town's long-term cash flow in relation to the Town's financial capacity; and
- Ensure efficient, effective and coordinated vehicle acquisition and replacement.

## Definitions

The following words when used in connection with this policy shall have the following meanings:

**VEHICLE REPLACEMENT PROGRAM:** A multi-year planning document that is the product of a systematic evaluation of vehicle utilization, repair and maintenance. This plan serves as a guide for the efficient and effective replacement of vehicles, outlining a detailed timeline and financing schedule of vehicle replacement for a twenty (20) year period.

**VEHICLE:** A vehicle is defined in financial terms as a piece of rolling stock with a projected final cost of at least \$10,000 and a useful life of at least 7 years. Vehicles shall be subdivided into various classifications as follows:

- Sedans
- Sports Utility Vehicle (SUV)
- Light Duty Truck
- Medium Duty Truck
- Heavy Duty Truck



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Passenger Van  
Street Sweeper  
Fire Ladder Truck  
Fire Pumper Truck  
Utility Vehicle/Bunker Rake  
Backhoe  
Loader/Grader/Tractor  
Gator  
Dump Truck  
Trailer

#### PROCESS

A. Schedule: Annually, the Public Works Director and Finance Director will submit an updated VRP to the Town Manager for review in February of each fiscal year. The Town Manager will review the proposal and forward the approved VRP to the Finance Director in March for inclusion in the Town's CIP budget proposal.

B. Format: The Public Works Director will utilize the previous year's approved VRP as the base for developing recommended additions, deletions, or changes for incorporation in the updated VRP for the ensuing year. All new (not replacement) vehicle requests will also include a comprehensive estimate of the impact of the new vehicle on the Town's annual operating budget; e.g., fuel, maintenance requirements, etc.

B. Finance Review: The Finance Director will assist the Public Works Director as necessary in all facets of the Vehicle Replacement Program development and review including production of cost estimates, as well as an overall financial analysis of the proposed program. Additional assistance may be requested to help produce draft documents, etc.

C. Town Manager Review: The Public Works Director will provide a copy of the proposed VRP document to the Finance Director and Town Manager for review and comment. Following approval by the Town Manager the VRP will be incorporated into the CIP budget proposal for the coming year.

D. Implementation: Upon adoption of the VRP in the operating budget, vehicles included within the applicable budget year may be purchased by the Public Works Director, or his/her designee in compliance with the Town's Purchasing Policy.



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E. Amendments: The adopted VRP may be amended upon recommendation of the Public Works Director and approval of the Town Manager and Town Council.

PROCEDURE:

A. Form: The New Vehicle Request form (listed as Attachment A) shall be utilized to request inclusion of a new (not replacement) vehicle in the Vehicle Replacement Plan. Department Directors may request the addition of a new vehicle to the VRP by submitting their request to the Public Works Director in January as part of the budget process.

The Public Works Director shall include these requests in the VRP that is submitted to the Finance Director and Town Manager.

B. Funding Prioritization: As part of the VRP development process, the Public Works Director shall create vehicle replacement priorities to help determine the vehicle replacement schedule which will be incorporated in the five (5) year and twenty (20) year VRP.

The following guidelines shall be utilized:

Sedans	10 years/100,000 miles
Sports Utility Vehicle (SUV)	10 years/100,000 miles
Light Duty Truck	10 years/100,000 miles
Medium Duty Truck	12 years/125,000 miles
Heavy Duty Truck	12 years/125,000 miles
Passenger Van	12 years/100,000 miles
Street Sweeper	7 years/75,000 miles
Fire Ladder Truck	15 years/100,000 miles
Fire Pumper Truck	15 years/100,000 miles
Utility Vehicle/Bunker Rake	12 years/100,000 miles
Backhoe	20 years/15,000 engine hours
Loader/Grader/Tractor	20 years/15,000 engine hours
Gator	12 years/15,000 engine hours
Dump Truck	15 years/125,000 miles
Trailer	10 years



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In addition to the factors listed above, the Public Works Director, or his/her designee shall also review the utilization, maintenance records of the vehicles, downtime and the overall condition of the vehicles when making recommendations for replacement.

C. Funding Sources: The primary funding sources for the VRP are the General Fund and Streets Fund. Revenues for the Vehicle Replacement Fund will also be generated from the replacement charges applied against the operating funds that support the departments that utilize the subject vehicles. Surplus sale proceeds and insurance claim proceeds will also be deposited to the Vehicle Replacement Fund to help offset future vehicle and equipment costs.

D. Vehicle Disposal: At least once annually, the Public Works Director, or his/her designee shall prepare a list of vehicles to be retired from the Town's fleet. The Town Manager shall authorize the sales of these vehicles at Auction by signing over the vehicle title(s). The Public Works Director, or his/her designee shall then transport the vehicles to the Auctioneer and shall be responsible to insure that payment on the vehicles is made to the Vehicle Replacement Fund.

#### RESPONSIBILITY FOR ENFORCEMENT

The Town Manager, Finance Director and Public Works Director will be responsible for ensuring that this policy is followed and/or updated as necessary.

#### **Fiscal Year 2009-10 Vehicle Replacement Recommendation**

In fiscal year 2009-10, no vehicles are proposed for replacement.





Department	Equipment No.	Description	Type	Year	Odometer	Cost	Schedule	FY09-10
Planning & Zoning	PZ-107	Ford Crown Victoria	Sedan	2001	51,954	\$24,020.00	10 years/100,000 miles	\$2,402.00
Planning & Zoning	PZ-149	Ford Escape Hybrid	SUV	2008	4	\$25,947.22	10 years/100,000 miles	\$2,594.72
								<b>\$4,996.72</b>
Facilities	PW-101	Dodge 1500 Pickup	Light Duty Truck	1999	21,639	\$14,705.73	10 years/100,000 miles	\$1,470.57
								<b>\$1,470.57</b>
Public Works	PW-112	Chevrolet S-10 Blazer	SUV	2001	56,274	\$23,445.00	10 years/100,000 miles	\$2,344.50
Public Works	PW-140	Ford Escape Hybrid	SUV	2007	9,816	\$28,247.00	10 years/100,000 miles	\$2,824.70
Public Works	PW-145	Ford F-150 Supercab	Light Duty Truck	2007	6,525	\$25,403.00	10 years/100,000 miles	\$2,540.30
								<b>\$7,709.50</b>
Streets	S-12	John Deere Tractor	Tractor	1993	6,767	\$55,403.00	20 years/15,000 hours	\$2,770.15
Streets	S-133	Ford F-150 Pickup	Light Duty Truck	2001	44,717	\$23,764.00	10 years/100,000 miles	\$2,376.40
Streets	S-134	Ford F-550 Pickup	Heavy Duty Truck	2005	17,403	\$41,994.25	12 years/125,000 miles	\$3,499.52
Streets	S-135	Freightliner M2106	Dump Truck	2005	10,277	\$63,170.13	15 years/125,000 miles	\$4,211.34
Streets	S-139	Schwartz A9000 Sweeper	Sweeper	2006	6,459	\$195,300.00	7 years/75,000 miles	\$19,530.00
Streets	S-150	Freightliner Sweeper	Sweeper	2007	56	\$185,954.00	7 years/75,000 miles	\$18,595.40
Streets	S-151	Ford F-450 Pickup	Heavy Duty Truck	2008	0	\$52,182.78	12 years/125,000 miles	\$4,348.57
Streets	S-20	Caterpillar 426C	Backhoe	1999	3,844	\$88,393.00	20 years/15,000 hours	\$4,419.65
Streets	SE-05	Caterpillar 21B	Roller	1993	833	\$24,898.00	20 years/10,000 hours	\$1,244.90
								<b>\$60,995.93</b>
Total						\$2,821,413.70		\$236,418.17





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# Schedule of Authorized Positions





<b>Schedule of Authorized Positions</b>				
<b>Position – Title</b>	<b>2006-2007 Authorized FTE</b>	<b>2007-2008 Authorized FTE</b>	<b>2008-2009 Authorized FTE</b>	<b>2009-2010 Proposed FTE</b>
<b>Municipal Court</b>				
<b>Presiding Judge</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Court Administrator</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Senior Court Clerk</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Court Clerk</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Authorized FTE</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Administration</b>				
<b>Town Manager</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Assistant Town Manager</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Assistant to the Town Manager</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>
<b>Deputy Town Manager</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>
<b>Finance Director</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>
<b>H/R Administrator/Risk Manager</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Town Clerk</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Economic Development Specialist</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Economic Development Administrator</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>
<b>Public Information Officer</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>
<b>Community Affairs/Media Relations</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>
<b>I/T Coordinator</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Executive Asst to Town Mgr/Council</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Accountant</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Accounting Supervisor</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Accounting/HR Clerk</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Financial Services Technician</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>
<b>Administrative Assistant</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Customer Service Rep</b>	<b>0.50</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Accounting Clerk</b>	<b>1.00</b>	<b>1.00</b>	<b>1.50</b>	<b>0.50</b>
<b>Administrative Clerk</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Receptionist</b>	<b>0.50</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Volunteer Coordinator</b>	<b>0.00</b>	<b>0.50</b>	<b>0.50</b>	<b>0.75</b>
<b>Administrative Intern</b>	<b>0.50</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Economic Development Intern</b>	<b>0.50</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>I/T Intern</b>	<b>0.50</b>	<b>0.50</b>	<b>0.00</b>	<b>0.00</b>
<b>I/T Technician</b>	<b>0.00</b>	<b>0.00</b>	<b>0.50</b>	<b>0.50</b>
<b>Authorized FTE</b>	<b>13.00</b>	<b>13.00</b>	<b>13.50</b>	<b>13.75</b>



<b>Schedule of Authorized Positions</b>				
<b>Position – Title</b>	<b>2006-2007 Authorized FTE</b>	<b>2007-2008 Authorized FTE</b>	<b>2008-2009 Authorized FTE</b>	<b>2009-2010 Proposed FTE</b>
<b>Public Works</b>				
Public Works Director	1.00	1.00	1.00	1.00
Town Engineer	1.00	1.00	1.00	1.00
Senior Civil Engineer	0.00	0.00	0.00	0.00
Civil Engineer	2.00	2.00	2.00	2.00
Senior Civil Engineer Inspector	1.00	1.00	0.00	0.00
Facilities Supervisor	1.00	1.00	1.00	1.00
Civil Engineer Inspector	1.00	1.00	2.00	1.00
Open Space & Landscape Spec.	1.00	1.00	1.00	1.00
Planner - Environmental	0.00	0.00	0.00	0.50
Executive Assistant	1.00	1.00	1.00	1.00
Facilities Maintenance Tech	1.00	1.00	1.00	1.00
Maintenance/Custodial Worker	0.50	0.50	0.50	0.75
Custodian	1.00	1.00	1.00	1.50
<b>Authorized FTE</b>	<b>11.50</b>	<b>11.50</b>	<b>11.50</b>	<b>11.75</b>
<b>Planning &amp; Zoning</b>				
P&Z Director	0.00	1.00	1.00	1.00
P & Z Administrator	1.00	0.00	0.00	0.00
Senior Planner	1.00	1.00	1.00	1.00
Planner	1.00	2.00	1.00	0.50
Planner - Environmental	0.00	0.00	1.00	0.50
GIS Technician/CAD Operator	2.00	2.00	2.00	2.00
Senior Code Enforcement Officer	0.00	1.00	1.00	0.00
Code Enforcement Officer	3.00	2.00	2.00	2.00
Planning Technician	0.50	0.00	0.00	0.00
Planning Assistant	1.00	1.00	0.00	0.00
Executive Assistant	0.00	0.00	1.00	1.00
Chief Building Official	1.00	1.00	1.00	1.00
Senior Building Inspector	1.00	0.00	0.00	0.00
Plans Examiner	2.00	2.00	2.00	1.00
Building Inspector	2.00	3.00	3.00	2.00
Building Permit Technician	3.00	2.00	2.00	1.50
<b>Authorized FTE</b>	<b>18.50</b>	<b>18.00</b>	<b>18.00</b>	<b>13.50</b>



<b>Schedule of Authorized Positions</b>				
<b>Position – Title</b>	<b>2006-2007 Authorized FTE</b>	<b>2007-2008 Authorized FTE</b>	<b>2008-2009 Authorized FTE</b>	<b>2009-2010 Proposed FTE</b>
<b>Parks &amp; Recreation</b>				
Parks & Recreation Director	0.50	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00
Parks Supervisor	1.00	1.00	1.00	1.00
Rec. Program Coordinator	2.00	2.00	2.00	2.00
Park Operations Lead	3.00	3.00	4.00	3.00
Executive Assistant	1.00	1.00	1.00	1.00
Groundskeeper	2.00	2.00	2.00	2.00
Recreation Assistant	4.00	4.00	4.00	4.00
Customer Service Representative	1.00	1.00	1.00	0.50
Recreation Aide	1.00	1.00	1.00	1.00
Recreation Intern	0.50	0.50	0.50	0.50
Park Ranger	0.00	2.00	1.00	0.00
<b>Authorized FTE</b>	<b>17.00</b>	<b>19.50</b>	<b>19.50</b>	<b>17.00</b>
<b>Law Enforcement</b>				
Emergency Mgmt Coord	0.00	0.00	0.00	0.00
<b>Authorized FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Community Center</b>				
Comm Ctr Director	0.50	1.00	1.00	1.00
Comm Ctr Supervisor	1.00	0.00	0.00	0.00
Comm Ctr Operations Supervisor	1.00	1.00	0.00	0.00
Comm Ctr Events Coordinator	0.00	0.00	1.00	1.00
Comm Ctr Operations Coordinator	0.00	0.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Volunteer Coordinator	0.50	0.00	0.00	0.00
Receptionist	0.00	0.50	0.50	0.50
Event Rep/Operations Support Worker	2.00	2.00	1.50	1.50
Operations Support Assistant	0.50	0.50	0.50	0.50
Bartender	0.00	0.25	0.25	0.00
Custodian	1.00	1.00	0.50	0.00
Senior Services Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	0.00	0.00
Senior Services Activities Coordinator	0.00	0.00	0.50	0.50
HDM/Special Programs Admin	0.50	0.50	0.00	0.00
HDM Coordinator	0.50	0.50	0.50	0.50
Senior Services Assistant	0.00	0.50	0.50	0.50
Receptionist	0.50	0.50	0.50	0.50
Senior Aide	1.00	0.50	0.50	0.50
<b>Authorized FTE</b>	<b>11.00</b>	<b>10.75</b>	<b>10.75</b>	<b>10.00</b>



<b>Schedule of Authorized Positions</b>				
<b>Position – Title</b>	<b>2006-2007 Authorized FTE</b>	<b>2007-2008 Authorized FTE</b>	<b>2008-2009 Authorized FTE</b>	<b>2009-2010 Proposed FTE</b>
<b>Street Department</b>				
<b>Assistant Public Works Director</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Street Superintendent</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Street Maintenance Supervisor</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Fleet Mechanic</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Fleet Equipment Mechanic</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Traffic Signal Technician I</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Traffic Signal Technician II</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Street Maintenance Tech</b>	<b>8.00</b>	<b>8.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Authorized FTE</b>	<b>11.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b>Total Authorized FTE</b>	<b>87.00</b>	<b>87.75</b>	<b>88.25</b>	<b>81.00</b>



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# Glossary



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**Account**

A separate financial reporting unit for budgeting, management or accounting purposes. All budgetary transactions, whether revenue or expenditure, are recorded in accounts. Several related accounts may be grouped together in a fund. A list is called a chart of accounts.

**Accounting Standards**

The generally accepted accounting principles (GAAP) promulgated by the Governmental Accounting Standards Board (GASB) that guide the recording and reporting of financial information by state and local governments.

**Accrual Basis Accounting**

A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or sent.

**Actual vs. Budgeted**

Difference between the amounts projected (budgeted) in revenues or expenditures at the beginning of the fiscal year and the actual receipts or expenses, which are incurred by the end of the fiscal year.

**Ad Valorem Taxes**

Commonly referred to as property taxes. The charges levied on all real, and certain personal property according to the property's assessed value and the tax rate. Used as a source of monies to pay general obligation debt and to support the general fund.

**Adoption**

Formal action by the Town Council, which sets the spending limits for the fiscal years.

**Appropriation**

Specific amount of monies authorized by the Council for the purpose of incurring obligations and acquiring goods and services.

**Assessed Valuation**

A value set upon real and personal property by the Maricopa County Assessor for the purpose of levying property taxes.

**Asset**

The resources and property of the Town that can be used or applied to cover liabilities.



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## **Audit Report**

The report prepared by an auditor covering the audit or investigation of an entity's financial position for a given period of time, usually a year. As a general rule, the report should include: 1) a statement of the scope of the audit; 2) explanatory comments concerning exceptions from generally accepted auditing standards; 3) opinions; 4) explanatory comments concerning verification procedures; 5) financial statements and schedules; and 6) statistical tables, supplementary comments and recommendations. The auditors signature follows 3). The Town is required to have an annual audit conducted by qualified certified public accountants.

## **Balanced Budget**

Arizona law (Title 42 Arizona Revised Statutes) requires the Town Council to annually adopt a balanced budget by purpose of public expense. State law defines this balanced budget as "the primary property tax levy, when added together with all other available resources, must equal these expenditures." The total of proposed expenditures will not exceed the total of estimated revenues and fund balances.

## **Base Budget**

The ongoing expense for personnel, contractual services, commodities, and the replacement of equipment to maintain service levels previously established by the Council.

## **Bond**

A written promise to pay a specified sum of money (called the principal amount) at a specified date or dates in the future (called the maturity dates), and carrying interest at a specified rate, usually paid periodically. The difference between a bond and a note is that a bond is issued for a longer period and requires greater legal formality.

Bonds are primarily used to finance capital projects. The most common types of bonds are:

General Obligation (GO) Bond: This type of bond is secured by the full faith, credit, and taxing power of the municipality.

Revenue Bond: This type of bond is secured by the revenues from a specific source such as gas taxes or water revenues.

## **Budget**

A financial plan of estimated expenditures and anticipated resources adopted for a specific period of time outlining a plan for achieving council goals and objectives.

## **Budgetary Basis**

The method used to determine when revenues and expenditures are recognized for budgetary purposes.

## **Capital Budget**

A spending plan for improvements to or acquisition of land, facilities and infrastruc-



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ture that balances revenues and expenditures, specifies the sources of revenues, and lists each project or acquisition. Normally a capital budget must be approved by the legislative body. The capital budget and accompanying appropriation ordinance may be included in a consolidated budget document that has a section devoted to capital expenditures and another to operating expenditures. Or two separate documents may be prepared – one for the capital budget and one for the operating budget.

### **Capital Improvements**

Expenditures over \$50,000 for the construction, purchase or renovation of Town facilities or property.

### **Capital Improvement Plan/Infrastructure Improvement Plan(CIP/IIP)**

A multi year plan which identifies capital projects and equipment purchases, provides a planning schedule and identifies options for financing the plan.

### **Capital Outlay**

Expenditures resulting in the acquisition of, or addition to, the Town's fixed assets.

### **Carry Over**

Year-end savings that can be carried forward to cover any one-time expenses such as supplies, equipment, or special contracts.

### **Cash Basis**

A basis of accounting in which transactions are recognized only when cash amounts are increased or decreased.

### **Comprehensive Annual Financial Report (CAFR)**

The annual financial report of the Town that encompasses all funds and component units of the government.

### **Contingency/Reserve**

An amount set aside as available, with Council approval, to cover unforeseen expenditures, emergency expenditures, or revenue short falls.

### **Debt Limit**

Statutory or constitutional limit on the principal amount of debt that an issuer may incur (or that it may have outstanding at any one time).

### **Debt Ratio**

Total debt divided by total assets.

### **Debt Service**

Principal and interest payments on outstanding bonds.



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**Debt Service Fund**

One or more funds established to account for revenues used to repay the principal and interest on debt.

**Department**

A functional group of the Town with related activities aimed at accomplishing a major Town service or program.

**Depreciation**

A non-cash expense that reduces the value of an asset as a result of wear and tear.

**Division**

A grouping of related activities within a particular department (example, Senior Services is a division of Community Center).

**Estimated Revenue**

The amount of projected revenue to be collected during the fiscal year.

**Expenditure**

If accounts are kept on the accrual basis, this term designates total charges incurred, whether paid or unpaid. If they are kept on the cash basis, the term covers only actual disbursements for these purposes.

**Expenditure Limitation**

An amendment to the Arizona State Constitution that limits annual expenditures of all municipalities. The Economic Estimates Commission, based on population growth and inflation sets the limit. All municipalities have the option of Home Rule where the voters approve a four-year expenditure limit based on revenues received.

**Fiscal Year**

Any period of twelve consecutive months establishing the beginning and the ending of financial transactions. For the Town of Fountain Hills, this period begins July 1 and ends June 30.

**Full-Time Equivalent Position (FTE)**

A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be equivalent to a 0.5 FTE.

**Fund**

A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources.



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## **Fund Balance**

A balance or carry over that occurs when actual revenues exceed budgeted revenues and/or when actual expenditures are less than budgeted expenditures.

## **General Fund**

The major fund in most governmental entities. While other funds tend to be restricted to a single purpose, the general fund is a catch all for general government purposes. The General Fund contains the activities commonly associated with municipal government, such as police and fire protection, parks and recreation.

## **Governmental Funds**

Funds through which most governmental functions are typically financed.

## **Highway Users Revenue Bond**

Proceeds used solely for street and highway purposes and require voter authorization. Bonds are payable from highway user revenue up to 50% of total received for the past twelve month period (stipulated by state law).

## **Highway Users Revenue Fund (HURF)**

This revenue source consists of state taxes collected on gasoline, vehicle licenses, and a number of other additional transportation related fees. These funds must be used for street and highway purposes.

## **Infrastructure**

Facilities that support the continuance and growth of a community. Examples include roads, water lines, sewers, public buildings, and parks.

## **Intergovernmental Revenue**

Federal and state grants and other forms of revenue (e.g. state sales tax, state income tax, gasoline tax, motor vehicle license).

## **Impact Fees/Development Fees**

Fees charged to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of their development.

## **Long Term Debt**

Debt with a maturity of more than one year after date of issuance.

## **Management Indicators**

A measurable means of evaluating impact of budget on achieving stated objectives.

## **Modified Accrual Basis of Accounting**

Basis of accounting according to which; a) revenues are recognized in the accounting period in which they become available and measurable, and b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable,



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except for un-matured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

### **Municipal Property Corporation (MPC) Bond**

Bonds that are backed by the excise taxes of the Town including local sales tax, franchise tax, state shared sales tax, and auto lieu tax. The MPC is a non-profit corporation established for the purpose of issuing debt to purchase municipal facilities, which it leases to the Town.

### **Objectives**

A measurable output that an organization strives to achieve within a designated time frame. The achievement of the objective advances an organization toward a corresponding goal.

### **Operating Budget**

Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing activities of the Town are controlled.

### **Ordinance**

A formal legislative enactment by the Town Council.

### **Performance Indicators**

Measurement of service performance indicators that reflect amount of money spent on services and the resulting outcomes at a specific level of services provided.

### **Property Tax**

The total property tax levied by a municipality. Arizona's municipal property tax system is divided into a primary and secondary rate.

### **Primary Tax**

Arizona statute limits the primary property tax levy amount and municipalities may use this tax for any purpose.

### **Program Budget**

A program budget is a budget in which expenditures are based primarily on programs of work and secondarily on object.

### **Rainy Day Fund**

Reserve created from the General Fund fund balance for the sole purpose of preparing for a catastrophic downturn in revenues.



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**Resolution**

A special or temporary order of the Town Council. Requires less formality than an ordinance.

**Resources**

Total amounts available for appropriation including estimated revenues, bond/loan proceeds, fund transfers, and beginning fund balances.

**Revenue**

Financial resources received from taxes, user charges, and other levels of government.

**Revenue Bonds**

Bonds whose principal and interest are payable exclusively from earnings of a revenue generating fund.

**Secondary Rate**

Arizona statute does not limit the secondary tax levy amount and municipalities may only use this levy to retire the principal and interest or redemption charges on bond debt.

Bonds whose principal and interest are payable exclusively from earnings of a revenue generating fund.

**Special Revenue Fund**

Accounts for the proceeds of specific revenue sources that are legally restricted to expenditure for specific purposes.

**State-Shared Revenue**

Includes the Town's portion of state sales tax revenues, state income tax receipts, motor vehicle in-lieu taxes.

**Tax Levy**

The total amount of the general property taxes collected for purposes specified in the Tax Levy Ordinance.

**Tax Rate**

The amount of tax levied for each \$100 of assessed valuation.

**Transfer**

Movement of resources between two funds. Example: An interfund transfer would include the transfer of operating resources from the General Fund to the Street Fund.



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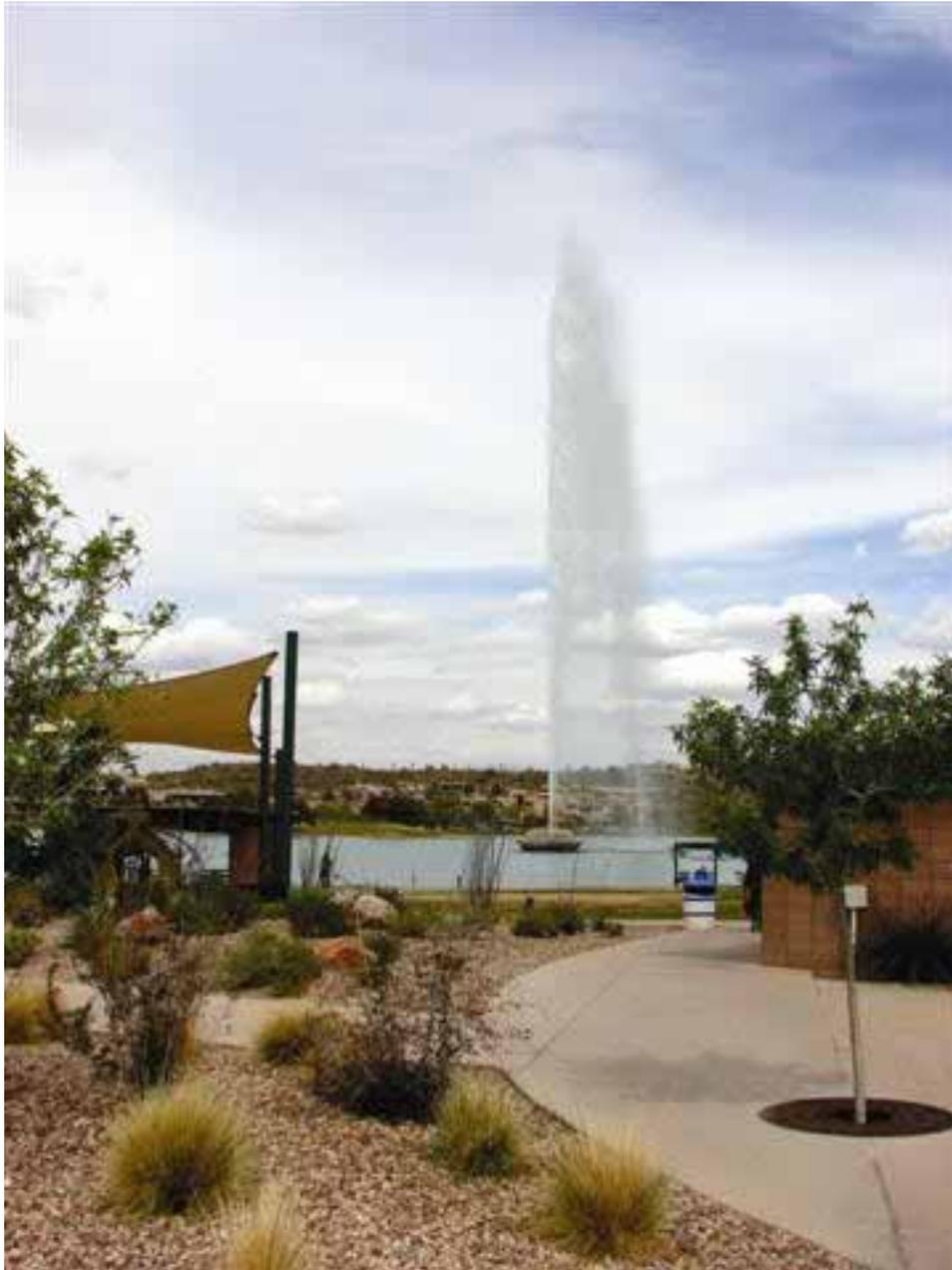
**Working Capital**

Working capital is a financial metric which represents the operating liquidity that is available to the Town

**Undesignated Fund Balance**

That portion of fund balance that has not been designated for some future project or use. Monies in the undesignated fund balance are not in the budget and have, therefore, not been appropriated for expenditure.





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