

# TOWN OF FOUNTAIN HILLS, ARIZONA

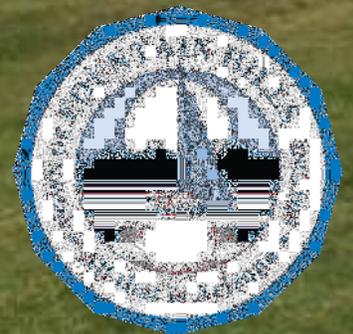


Teddy Roosevelt Bronze Sculpture



Greening Project

FISCAL YEAR 2012-2013  
ADOPTED BUDGET





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Fountain Hills**

**Arizona**

For the Fiscal Year Beginning

**July 1, 2011**

*Linda C. Dandow Jeffrey R. Egan*

President

Executive Director



---

**TABLE OF CONTENTS**


---

**INTRODUCTION**

<b><u>Budget Message</u></b>	<b>6</b>
<b><u>Community Profile</u></b>	<b>19</b>
<b><u>Town Council</u></b>	<b>31</b>

---

**FINANCIAL OVERVIEW**

<b><u>Financial Overview &amp; Policies</u></b>	<b>41</b>
<b><u>Budget Highlights</u></b>	<b>65</b>
<b><u>Revenue Summary</u></b>	<b>79</b>
<b><u>Expenditure Summary</u></b>	<b>96</b>
<b><u>Budget Process &amp; Schedule</u></b>	<b>104</b>

---

**OPERATING BUDGETS**

<b><u>Operating Budgets</u></b>	<b>111</b>
<b><u>Organization Chart</u></b>	<b>113</b>
<b><u>Mayor &amp; Town Council</u></b>	<b>114</b>
<b><u>Municipal Court</u></b>	<b>121</b>
<b><u>Administration</u></b>	<b>126</b>
<b><u>Town Manager</u></b>	<b>134</b>
<b><u>Town Clerk</u></b>	<b>138</b>
<b><u>Human Resources/Risk Management</u></b>	<b>142</b>
<b><u>Finance</u></b>	<b>146</b>
<b><u>Information Technology</u></b>	<b>150</b>
<b><u>Economic Development (General Fund)</u></b>	<b>154</b>
<b><u>Legal Services</u></b>	<b>157</b>

---



---

**TABLE OF CONTENTS**

<b><u>Development Services</u></b>	<b>159</b>
<b><u>Building Safety</u></b>	<b>168</b>
<b><u>Code Compliance</u></b>	<b>171</b>
<b><u>Engineering</u></b>	<b>175</b>
<b><u>Facilities</u></b>	<b>179</b>
<b><u>Mapping &amp; Graphics</u></b>	<b>184</b>
<b><u>Planning</u></b>	<b>187</b>
<b><u>Community Services</u></b>	<b>191</b>
<b><u>Community Center</u></b>	<b>201</b>
<b><u>Parks</u></b>	<b>205</b>
<b><u>Recreation</u></b>	<b>212</b>
<b><u>Senior Services</u></b>	<b>218</b>
<b><u>Law Enforcement</u></b>	<b>222</b>
<b><u>Fire &amp; Emergency Medical</u></b>	<b>227</b>
<b>SPECIAL REVENUE FUNDS</b>	
<b><u>Special Revenue Funds</u></b>	<b>233</b>
<b><u>Streets-Highway User Revenue Fund</u></b>	<b>234</b>
<b><u>Economic Development—Excise Tax/Downtown Fund</u></b>	<b>241</b>
<b><u>Debt Service Funds</u></b>	<b>245</b>
<b><u>Summary of Tax Levy and Tax Rate Information</u></b>	<b>249</b>
<b>CAPITAL IMPROVEMENT PROGRAM</b>	
<b><u>Capital Improvement Program</u></b>	<b>251</b>
<b><u>Capital Projects Summary</u></b>	<b>257</b>
<b><u>Capital Projects Information Sheets</u></b>	<b>265</b>



---

**TABLE OF CONTENTS**

---

**VEHICLE REPLACEMENT PROGRAM**

---

**Policy & Procedure** **330**

---

**Vehicle List** **335**

---

**SCHEDULES**

---

**Comprehensive Fee Schedule** **339**

---

**Authorized Positions** **362**

---

**Resolution No. 2012-11** **366**

---

**Glossary** **368**

---

**Acronyms** **376**

---





## BUDGET MESSAGE

June 7, 2012

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

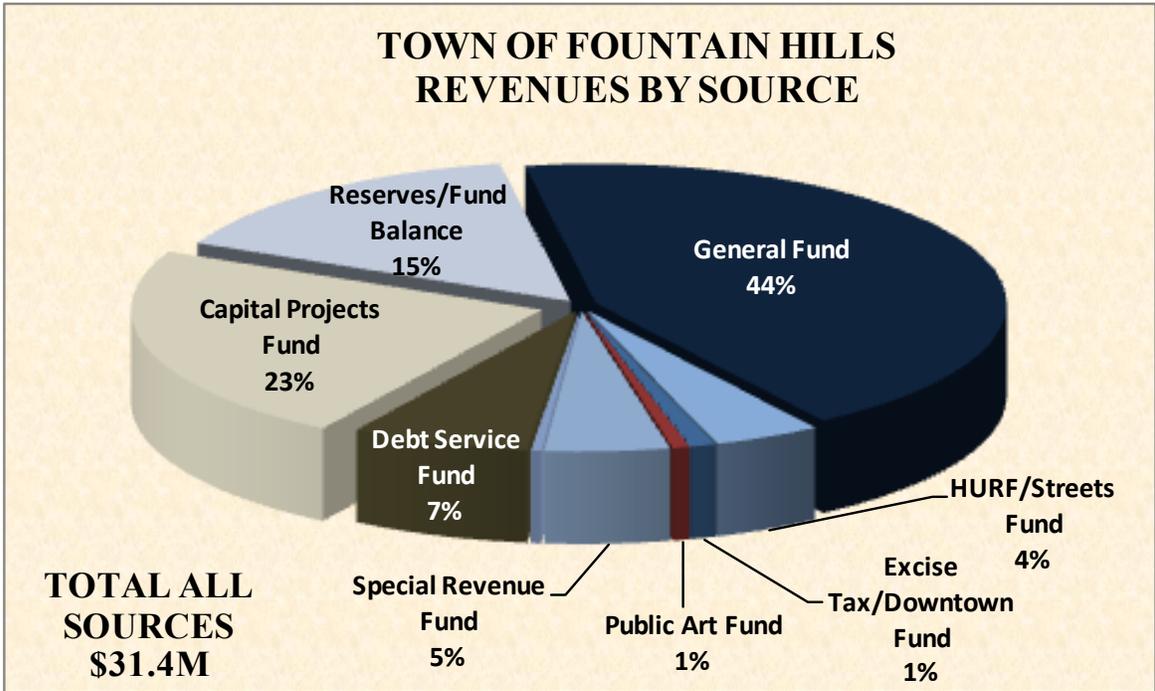
I am pleased to submit the Operating Budgets for the Town of Fountain Hills for the fiscal year beginning on July 1, 2012, and ending June 30, 2013 (FY12-13). This budget is balanced and designed to convey to the public a budget message that articulates priorities and issues for the upcoming fiscal year. 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 proposed total budget, including all funds, is estimated at \$31.4 million in expenditures, with projected revenues of \$31.4 million (reserves in the capital projects fund will be used to fund some projects). It is important to note that the budget includes the use of one-time resources such as American Recovery and Re-Investment Act (ARRA) and grant funds. These funds cannot be relied upon for ongoing operations of the Town.

The budget process involves participation of members of the Executive Budget Committee consisting of Department Directors, Finance staff, the Town Manager, a member of the Town Council 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 fund, 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.



The sources of funds included in the budget total \$31.4 million, with the major components reflected in the table below:

<b>Revenues</b>	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
General Fund	\$13.3M	\$13.1M	\$12.6M	\$13.7M
Highway User Fund	\$1.5M	\$1.5M	\$1.2M	\$1.3M
Excise Tax	\$.3M	\$.3M	\$.3M	\$.3M
Development Fees	\$.2M	\$.0M	\$.1M	\$.1M
Debt Service	\$3.3M	\$2.6M	\$2.3M	\$2.2M
Public Art Fund	\$.0M	\$.0M	\$.0M	\$.2M
Special Revenue Fund	\$.3M	\$.2M	\$1.5M	\$1.6M
Capital Projects Fund	\$1.3M	\$.8M	\$14.1M	\$7.4M
Reserves	\$.0	\$.0	\$5.1M	\$4.7M
<b>GRAND TOTAL REVENUES</b>	<b>\$20.1M</b>	<b>\$18.6M</b>	<b>\$37.1M</b>	<b>\$31.4M</b>

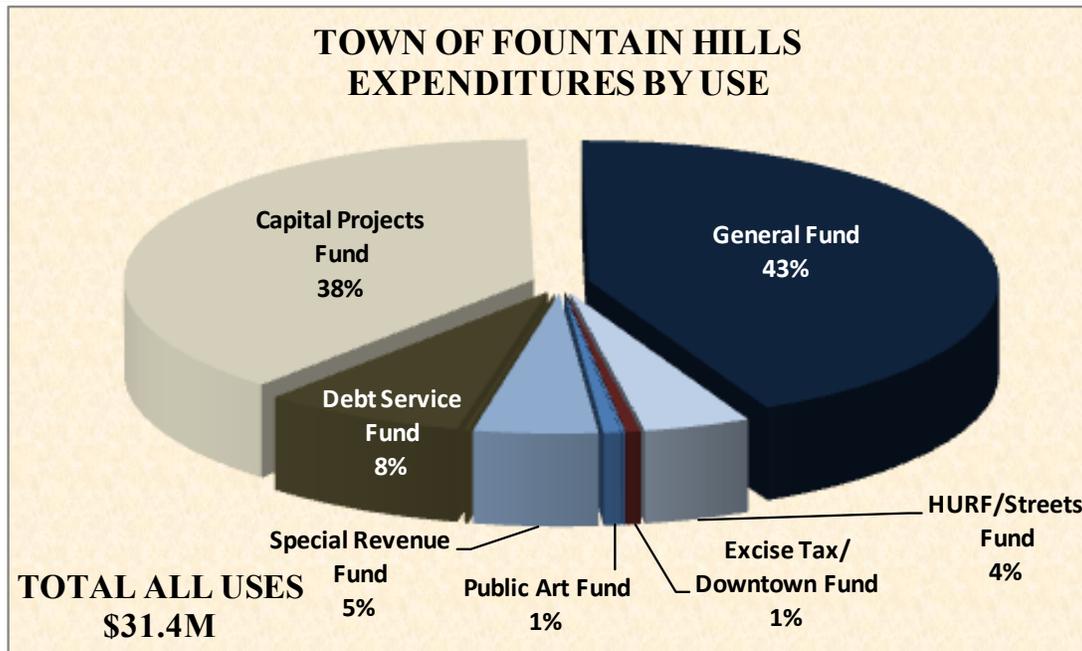


The Financial Overview section provides additional detailed information on planned revenues.



Adopted budget expenditures total \$31.4 million. The budget includes \$15 million to support daily operations and services, with the remaining \$16.4 million for debt, grants and capital projects. The following table shows expenditures by use:

<b>Expenditures</b>	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
General Fund	\$12.6M	\$11.9M	\$12.6M	\$13.5M
Highway User Fund	\$1.2M	\$1.1M	\$1.3M	\$1.3M
Excise Tax	\$.1M	\$.1M	\$.2M	\$.2M
Development Fees	\$.1M	\$.0M	\$.1M	\$.1M
Debt Service	\$3.3M	\$2.9M	\$5.5M	\$2.5M
Public Art Fund	\$.0M	\$.0M	\$.0M	\$.2M
Special Revenue Fund	\$.2M	\$.2M	\$1.4M	\$1.6M
Capital Projects Fund	\$.7M	\$.9M	\$16.0M	\$12.0M
<b>GRAND TOTAL EXPENDI- TURES</b>	<b>\$18.3M</b>	<b>\$17.1M</b>	<b>\$37.1M</b>	<b>\$31.4M</b>



The Financial Overview section provides additional detailed information on planned expenditures.



---

## **Long-Term Concerns and Issues**

The primary long-term issues that the Town of Fountain Hills is facing are:

- Aging infrastructure
- Decreased proportionate share of State Shared revenues due to increased population of surrounding communities
- Lack of sustainable or diversified revenue base
- Dependence upon State Shared revenues
- Business attraction and retention
- Implementation of a Downtown Vision Master Plan

## **Strategic Goals and Priorities**

Fountain Hills developed its first Strategic Plan in 2005 through a citizen-driven planning process. *Strategic Plan 2006-2010* outlined strategic priorities for implementation through 2010. *Strategic Plan 2006-2010* also established the Strategic Planning Advisory Commission (SPAC), a Council-appointed body intended to foster implementation of the Strategic Plan.

At the beginning of 2009, SPAC recognized the need to update the Strategic Plan. In the spring, SPAC Commissioners initiated a reconnaissance effort to learn from the public and stakeholders the successes of *Strategic Plan 2006-2010* and to identify opportunities for the update. Over the course of the next year, SPAC led a grassroots engagement effort to update the Strategic Plan. In May 2010, Council adopted the revised Strategic Plan with the following Vision and Values.

### **Vision**

Fountain Hills is a distinctive community designed to invigorate the body, mind, and spirit, and strives to:

- Be stewards of this unique enclave, dedicated to preserving the environment and visual aesthetic and to living in balance with the Sonoran Desert;
- Champion the diversity of experiences our residents bring to our community and rely on this depth of experience to innovatively address our challenges;
- Be economically sustainable and anchor our vitality in an active, vibrant town core that serves us culturally, socially and economically; and,
- Be civic-minded and friendly, taking responsibility for our Town's success by building partnerships and investing our talent and resources.



## Values

### Civility

**Our Pledge** Build a community in which all can feel valued, welcome and as though they belong.

### Strategic Directions

- C 1** Practice the art of civility in all public settings and encourage those around you to do the same.
- C 2** Support community events and activities that create opportunities to build community and friendship.
- C 3** Genuinely solicit and consider public and stakeholder feedback as part of the decision making process.
- C 4** Be the friendliest place in the Valley.

### Environmental Stewardship

**Our Pledge** Preserve the natural beauty that surrounds us and protect it so future generations can enjoy it.

### Strategic Directions

- ES 1** Educate residents about our environment to increase awareness and promote stewardship.
- ES 2** Protect and enhance natural infrastructure, including native vegetation, terrain and open space.
- ES 3** Explore and implement new technologies and opportunities that will minimize noise, air and light pollution and reduce energy consumption.
- ES 4** Promote water conservation and identify ways to use of this precious desert resource wisely.
- ES 5** Protect selected view sheds from development and other manmade obstructions.
- ES 6** Improve access to the Sonoran Desert experience.

### Civic Responsibility

**Our Pledge** Take responsibility for our community's future and foster opportunities for all residents to participate fully in our community through accessible, responsive leadership.

### Strategic Directions

- CR 1** Foster an environment of accessible, responsive governance.
- CR 2** Discover, recognize and utilize the talents of our citizens and use these assets to address community needs.
- CR 3** Foster a culture of public service and volunteerism.

**CR 4** Implement a comprehensive communications plan to encourage informed citizen participation in civic life.

**CR 5** Support and develop programs that educate and involve our youth in community governance.

**CR 6** Evaluate customer satisfaction with Town services on a regular basis and implement appropriate service improvements.

**CR 7** Communicate the role of local government and clearly define the trade-offs between service levels and amenities and the associated costs so residents can make informed choices.

## **Education, Learning and Culture**

**Our Pledge** Support quality, lifelong learning opportunities and cultural assets that enrich our lives.

### **Strategic Directions**

**ELC 1** Partner with Fountain Hills' schools and other institutions to develop quality educational programming and opportunities.

**ELC 2** Support partners in providing arts and cultural opportunities and amenities.

**ELC 3** Promote and celebrate cultural diversity.

**ELC 4** Position the community's arts and cultural businesses, venues and amenities as economic drivers integrated into the Town's comprehensive economic strategy.

**ELC 5** Encourage access to higher learning opportunities or the establishment of an educational or training campus within our community.

## **Economic Vitality**

**Our Pledge** Maintain a strong commitment to financial stability and local control, and will promote economic growth that leverages Fountain Hills' assets by building a dynamic, diverse economy that supports our community's needs and promotes successful businesses.

### **Strategic Directions**

**EV 1** Develop a comprehensive economic development strategy for the Town's future and work with our partners to forward economic growth and awareness.

**EV 2** Develop and maintain a balanced, equitable, sustainable and local financing structure to support the Town's core government services at desired service levels.

**EV 3** Promote a mixed use core where residents can live, work, learn and play in an urban village setting, as depicted in the Downtown Area Specific Plan (Downtown Vision Master Plan).

**EV 4** Promote retention, expansion and relocation of quality businesses.

**EV 5** Promote Fountain Hills as a visitor destination.



- EV 6** Identify a slate of economic development tools and strategies (including tax incentives, fee abatements, etc.) to stimulate economic growth.
- EV 7** Identify areas for redevelopment, revitalization or reuse.
- EV 8** Promote unique and vibrant neighborhood and business districts.

### **Recreational Opportunities and Amenities**

**Our Pledge** Make Fountain Hills a pedestrian and bicycle-friendly community by contributing to healthy lifestyles, providing recreational and physical exercise opportunities to citizens, and taking advantage of Fountain Hills' closeness to the Sonoran Desert.

#### **Strategic Directions**

- R 1** Offer a wide range of cost-effective and accessible programs and services for all ages to promote a healthy and active community.
- R 2** Provide an interconnected, multi-use trail and bicycle system that promotes active living, physical activity, education and appreciation of our parks and natural resources.
- R 3** Support local organizations in providing affordable quality programs to promote recreational, sports, fitness and wellness programs for all ages.
- R 4** Support community events and activities that create opportunities to build community and neighborhood identity.

### **Maintain and Improve Community Infrastructure**

**Our Pledge** Maintain and improve our infrastructure to ensure a high quality living experience, enhance economic opportunities, and support and protect property values and community investments.

#### **Strategic Directions**

- I 1** Maintain a five-year capital improvement Program that includes programmed maintenance projects.
- I 2** Lower the reliance on state revenues by developing a locally controlled, reliable funding source for infrastructure maintenance.
- I 3** Maintain a current condition assessment of all roadways and sidewalks and prioritize and implement maintenance efforts to minimize costly reconstruction.
- I 4** Partner with local civic and social organizations to assist in amenity upkeep and maintenance.
- I 5** Explore ways to reduce wear and tear on the transportation system including transit options and limiting of truck traffic.
- I 6** Coordinate closely with downtown development efforts to ensure adequate infrastructure is planned and amenities identified and programmed.
- I 7** Maintain an up-to-date impact fee structure and equitable development agreements to ensure new growth is not a burden on existing residents and businesses.

**I 8** Periodically meet with other community service providers to do joint planning and ensure that service providers can accommodate new customers resulting from growth without compromising service levels to existing residents and businesses.

**I 9** Build a protected fund to finance the major periodic maintenance of community facilities.

## **Public Safety, Health and Welfare**

**Our Pledge** Protect the health and safety of our community and promote a high quality life.

### **Strategic Directions**

**P 1** Promote and enhance community-based partnerships in crime prevention, fire and emergency preparedness.

**P 2** Reduce risk and increase safety through “community policing” and community-based fire prevention programs.

**P 3** Ensure appropriate service levels for public safety.

**P 4** Explore health and welfare opportunities, including the creation of a small hospital or a niche health-related service cluster.

**P 5** Support health and wellness instruction throughout the community.



## **Short Term Goals and Initiatives**

Due to the recession, staff had taken a very conservative outlook when projecting revenues for fiscal years 2009 through 2012 and made deep cuts in expenditures while trying to accomplish the Council's goals. Under the proposed budget, operating revenues for FY12-13 are projected to increase compared to the past three years primarily due to optimistic economic forecasts in sales tax revenues. The State income tax is shared among cities and towns based on population and based on corporate and personal income tax from two years prior. The State has projected that this category of revenues will exceed the prior year by 17% which is reflected in the local revenues. Revenues from construction related permits continue to remain flat during FY12-13; residential permits have declined 90% since FY06-07.

By addressing our problems early, and by observing prudent fiscal practices, the Town has minimized our financial exposure going forward. Nevertheless, the General Fund budget process has been challenging for the staff and Budget Committee to accommodate the decrease in available resources. In order to balance the budget, not only for the upcoming fiscal year but for the foreseeable future, the Budget Committee and staff worked together with a plan that maintains as much of the service level as possible with minimized impact on citizens.

The principal issues facing the Town Council in developing the FY12-13 budget are:

- Maintenance of Town's aging infrastructure
- Sustainable revenue source
- Reliance on State Shared revenues as a major revenue
- Human resource capital to maintain current level of service
- Local business failures

Steps that the Town is taking to deal with the fiscal issues are:

- Proposal for citizen survey for desired level of service for the community
- Conduct a post mortem on failed road bond issue
- Take advantage of economic recovery for maintenance of Town infrastructure (excluding roads)
- Support Phase I of Downtown Vision Master Plan (planting trees in downtown and Fountain Park) being provided by donations and volunteers
- Support local private water company initiative for franchise agreement
- Updated retail trade analysis to define gaps

## **Priorities and Issues for FY12-13**

To frame the many decisions that have laid the foundation for projections contained in the FY12-13 budget, it is necessary to reflect briefly on the past fiscal year. For Fountain Hills, 2011 began with no expectation of an economic recovery but rather a further decline in revenues: however, the local economy is showing signs of a sustained recovery. The local retail sales tax receipts are remaining flat over the prior year but restaurant/bar sales tax receipts are at a record high level.

In developing the proposed budget, Town staff follows 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. This analysis is made more effective with the introduction in FY08-09 of new computer software to implement program budgeting. 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.

During the slowdown, we used the opportunity to restructure the organization for more efficiency, evaluate core services and better connect with our neighborhoods and citizens by concentrating on our core missions as defined by the Mayor and Town Council. The chart below is a historical look at past years' General Fund revenues; even though the forecast is cautiously optimistic, the Town remains a long way from returning to revenues of five years ago.

### Change in priorities

The challenges of prior years were related to the national economy; however, the economy appears to be experiencing a modest recovery. The loss of population created an unanticipated decrease in operating revenue in FY11-12 that will not be recovered without an increase in population with the next census.

New priorities for FY12-13 developed by the Town Council during their annual retreat are:

- A focus on public and stakeholder feedback as part of the decision making process
- Creating a comprehensive economic development strategy for forward economic growth and awareness
- Developing a balanced, equitable, sustainable, local financing structure to support the Town's core government services at desired service levels
- Promote retention, expansion and relocation of quality businesses
- Lower reliance on State Shared revenues by developing a locally controlled, reliable funding source for infrastructure maintenance
- Communicate the role of local government and clearly define the trade-offs between service levels and amenities and the associated costs so residents can make informed choices
- Discover, recognize and utilize the talents of our citizens and use these assets to address community needs



- Provide an interconnected, multi-use trail and bicycle system that promotes active living, physical activity, education and appreciate of our parks and natural resources
- Maintain a current condition assessment of all roadways and sidewalks and prioritize and implement maintenance efforts to minimize costly reconstruction
- Support community events and activities that create opportunities to build community and friendship
- Foster an environment of accessible, responsive governance
- Evaluate customer satisfaction with Town services on a regular basis and implement appropriate service improvements

The five-year capital improvement program totals \$60.2 million, a 11.5% decrease from last year's program which reflects the completion of a major road project with funding through the American Recovery and Reinvestment Act. This program represents an investment in public facilities and infrastructure over the next five years.

### **Economic Factors**

There are indications that local retail activity has leveled off and has seen a slight increase for the last half of the current fiscal year. Other local activity such as restaurants and telecommunications have seen significant and sustained increases which provide signs of optimism. However, construction activity continues to decline and is not anticipated to recover until FY14-15 when recently annexed land begins to be developed.

The Town's 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 long and short-term forecasts show that the Town's operating costs over the next five years can be sustained given the same level of service. However, beyond five years will depend on the development of the Town's last undeveloped land. 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 FY11-12, the Town amended the existing financial policy on the classification of fund balance in the annual financial reports; the Resolution will create five new classifications of governmental fund balances as required by the Governmental Accounting Standards Board (GASB) Statement No. 54. GASB has found that the usefulness and value of fund balance information that was provided is significantly reduced by misunderstandings regarding the message that it conveys, and the inconsistent treatment and financial reporting practices of governments. In or

---

der to improve how fund balance information is reported and enhance its decision-usefulness, GASB issued Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions.

The overall principal and goal of GASB Statement No. 54 is to report governmental fund balances based on a hierarchy that shows, from the highest to the lowest, the level or form of constraints on fund balance, and accordingly, the extent to which governments are bound to honor them:

- Nonspendable – The initial distinction that is made in reporting fund balance information is identifying amounts that are considered non-spendable, such as fund balance associated with inventories or fixed assets. In Fountain Hills this classification would apply to our fuel inventory, fixed assets, and pre-paid items.
- Restricted – The restricted fund balance category includes amounts that can be spent only for the specific purposes stipulated by constitution, external reporting providers, or through enabling legislation. In Fountain Hills this classification would apply to Highway Users Revenue Fund (HURF), Development Fees, the Grant/Special Revenue Fund, and the Debt Service Fund.
- Committed – The committed fund balance classification includes amounts that can be used only for the specific purposes determined by a formal action of the government’s highest level of decision-making authority. In Fountain Hills this classification would apply to the Rainy Day Fund, Excise/Downtown Fund, current Designated and Reserved Fund Balance, and any General Fund surplus.
- Assigned – Amounts in the assigned fund balance classification are intended to be used by the government for specific purposes but do not meet the criteria to be classified as restricted or committed. In Fountain Hills this classification would apply to the current Designated, Unreserved Fund Balance.
- Unassigned – The unassigned fund balance is the residual classification for the government’s General Fund and includes all spendable amounts not contained in the other classifications. In other funds, the unassigned classification should be used only to report a deficit balance resulting from overspending for specific purposes for which amounts had been restricted, committed, or assigned. In Fountain Hills this classification would be any residual balance of monies not contained in any of the other classifications.

The requirements in GASB Statement No. 54 are intended to improve financial reporting by providing fund balance categories and classifications that will be more easily understood. Elimination of the reserved component of fund balance in favor of a restricted classification will enhance the consistency between information reported in the government-wide statements and information in the governmental fund financial statements and avoid confusion about the relationship between reserved fund balance and restricted net assets.

The fund balance classification approach now requires governments to classify amounts consistently, regardless of the fund type or column in which they are presented. As a result, an amount cannot be classified as restricted in one fund but



unrestricted in another. The fund balance disclosure will give users information necessary to understand the processes under which constraints are imposed upon the use of resources and how those constraints may be modified or eliminated. The clarifications of the governmental fund type definitions will reduce uncertainty about which resources can or should be reported in the respective fund types.

### **Award Program**

For the past ten 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 lay person with a broad view of the contents included in the FY12-13 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.

### **A Debt of Gratitude**

I would like to offer my special thanks to the Fountain Hills Mayor, Town Council members, the numerous Commission Members and Town Volunteers 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 700 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 diligence 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,**



Ken Buchanan  
Town Manager

# Community Profile



## 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, 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). When built, it was the world's tallest fountain and held that record for over a decade.

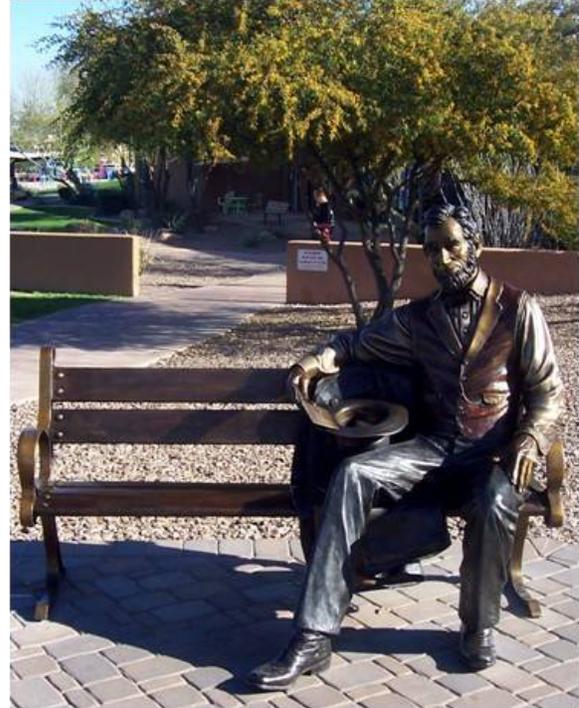


Fountain Hills is home to over 100 pieces of publicly displayed artwork throughout its downtown and at public buildings. Art is a significant part of the Town's heritage. The eight fountains along the Avenue of the Fountains were the beginning of the public art collection.

Bronze sculptures and fountains with Community Profile 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 twenty years Fountain Hills has grown from 10,190 residents to a town of 22,489 in 2010. 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. 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, with 334 acres being 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 Business Week magazine. In its February, 2009 online edition, Fountain Hills was named the "Best Affordable Suburb" in all of Arizona. The magazine 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.

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 1.4 dwelling units per acre for single



family homes and 6.9 units per acre for multi-family housing.

At the end of the year there were 1,050 vacant single family lots and 62 vacant multi-family lots.



### Demographics

2010		2000		Percent Change 2000-2010		2010	
Population	Housing Units	Population	Housing Units	Population	Housing Units	Occupied	Vacant
22,489	13,167	20,235	10,491	11.1%	25.5%	10,339	2,828

Population 2010	Population Age 0-17 Years	Population Age 18 Years & Over	Percent of Population	
			Population Age 0-17 Years	Population Age 18 Years & Over
22,489	3,230	19,259	14.4%	85.6%

Population Trends	
Year	Fountain Hills Population
1980	2,772*
1985	5,200**
1990	10,030*
1995	13,745**
2000	20,235*
2005	24,492*
2010	22,489*
2020	31,145***
Estimated Buildout ~2030	34,324****

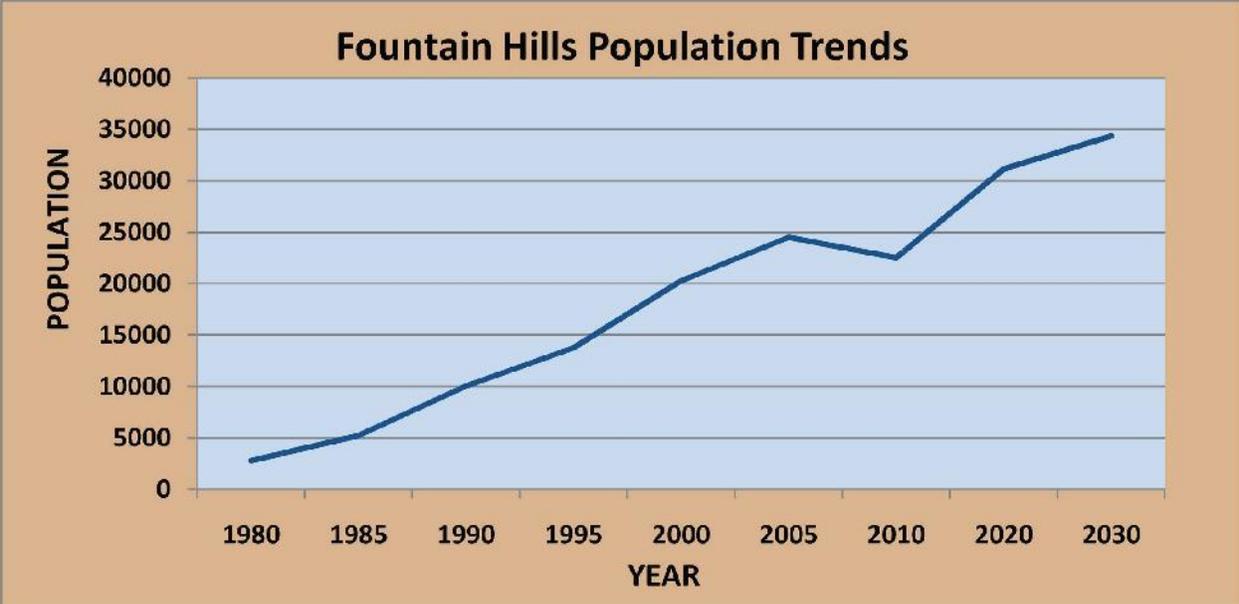
\* US CENSUS

\*\* MAG

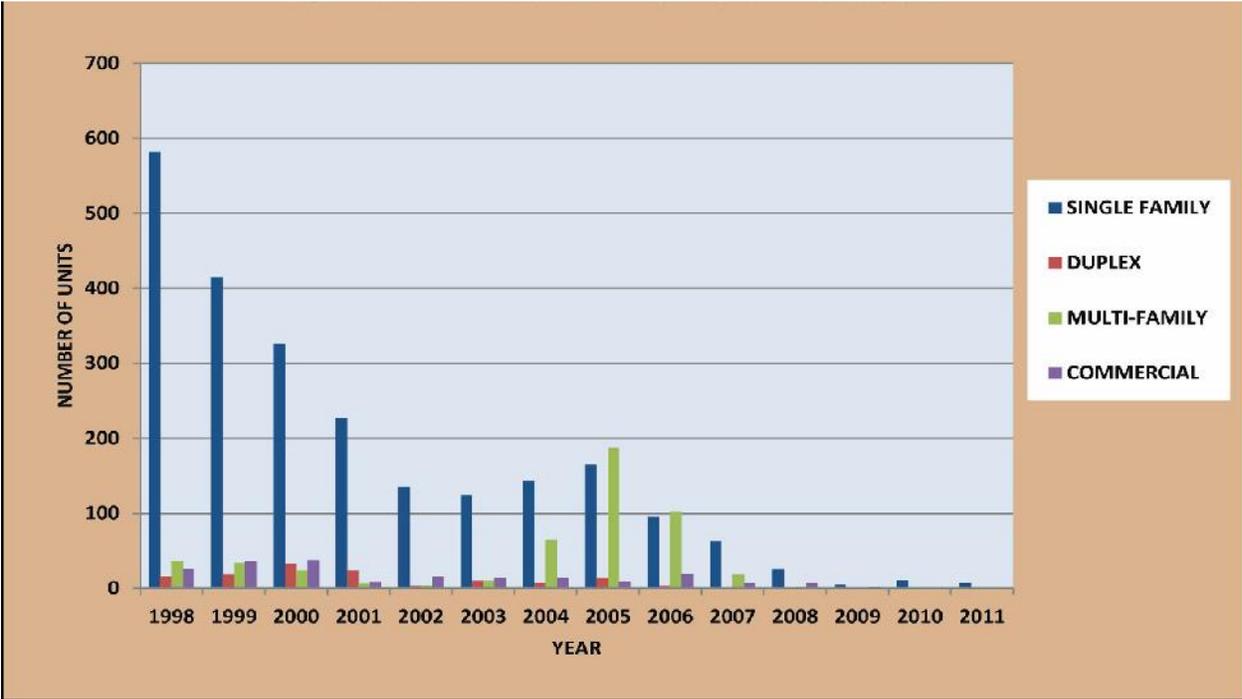
\*\*\* CLARITAS INC

\*\*\*\* DEVELOPMENT SERVICES DEPARTMENT





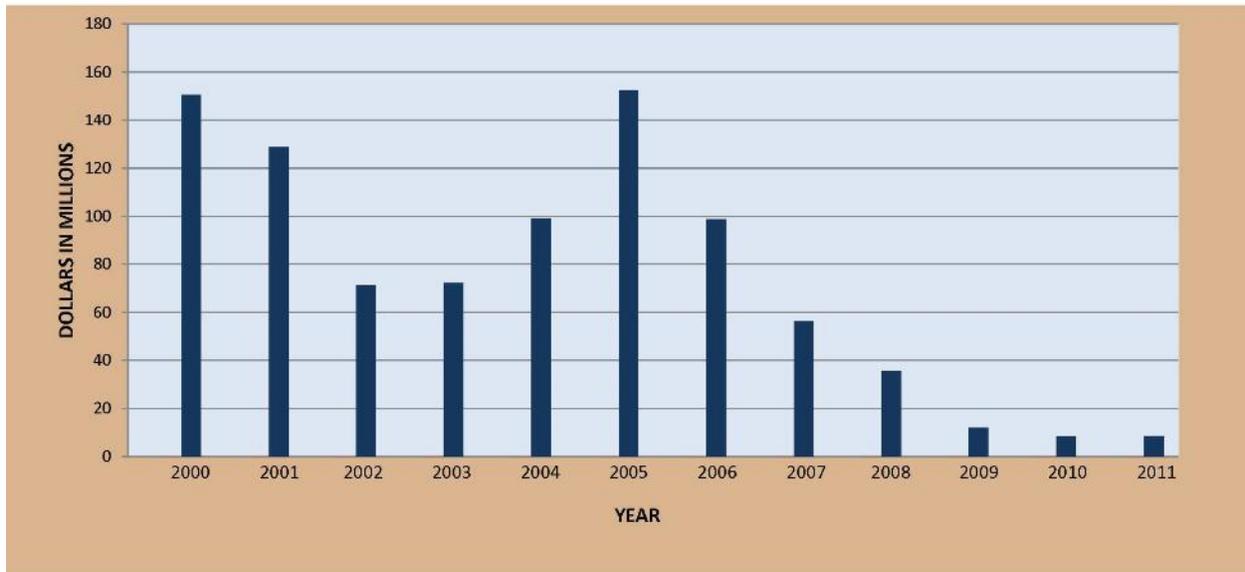
# TOWN-WIDE BUILDING PERMITS ISSUED



YEAR	Single Family	Duplex		Multi-Family		Total Dwelling Units	Commercial
		Bldg.	Total Units	Bldg.	Total Units		
1998	582	16	32	36	170	784	26
1999	415	18	36	34	229	680	36
2000	326	33	66	23	97	489	37
2001	227	23	46	6	28	301	8
2002	135	3	6	4	33	174	16
2003	124	10	20	10	28	172	14
2004	143	7	14	64	154	311	14
2005	165	13	26	187	287	478	9
2006	95	3	6	102	137	238	19
2007	63	0	0	9	18	81	7
2008	25	1	2	2	2	29	7
2009	5	1	2	0	0	7	2
2010	11	0	0	0	0	11	0
2011	7	0	0	0	0	7	0
<b>14 Year Total</b>	<b>2323</b>	<b>128</b>	<b>256</b>	<b>477</b>	<b>1183</b>	<b>3762</b>	<b>195</b>
<b>14 Year Average</b>	<b>165.9</b>	<b>9.1</b>	<b>18.3</b>	<b>34.1</b>	<b>84.5</b>	<b>268.7</b>	<b>13.9</b>



## TOWN-WIDE BUILDING PERMITS ISSUED VALUATION IN DOLLARS



## COMMERCIAL BUILDING PERMITS ISSUED AND VALUATION

Year	Permits Issued	Valuation (\$ in Millions)
2000	45	25,869
2001	36	15,625
2002	30	16,698
2003	20	9,554
2004	55	23,021
2005	35	27,782
2006	44	15,792
2007	58	5,966
2008	62	10,701
2009	21	1,279
2010	18	719
2011	12	1,412

\*2000-2011 Valuation includes commercial building permits as well as tenant improvements.



## Fountain Hills Schools

The Fountain Hills Unified School District has earned a reputation for excellent academic programs, noteworthy student achievement, and high levels of parent and community involvement. Over the past several years the district has earned respect throughout the state as a small, friendly, and high achieving system with well-trained and motivated staff (<http://www.fhUSD.org>).

### Public Schools

- |  |                         |
|--|-------------------------|
| 1. Fountain Hills High School                            | 16100 E. Palisades Blvd |
| 2. Fountain Hills Middle School                          | 6100 E. Palisades Blvd  |
| 3. <i>Four Peaks Elementary School</i> - <b>(CLOSED)</b> | 17300 E. Calaveras Ave  |
| 4. McDowell Mountain Elementary School                   | 14825 N. Fayette Drive  |

### Address

### Preschools

- |                                    |                              |
|------------------------------------|------------------------------|
| 5. Creative Child Care Preschool   | 17150 E. Amhurst Drive       |
| 6. Here We Grow Learning Center    | 16901 E. Palisades Blvd      |
| 7. Maxwell Preschool Academy       | 15249 N. Fountain Hills Blvd |
| 8. Promiseland Christian Preschool | 15202 N. Fountain Hills Blvd |

### Address

### Charter School

- |                                  |                         |
|----------------------------------|-------------------------|
| 9. Fountain Hills Charter School | 16811 E. El Pueblo Blvd |
|----------------------------------|-------------------------|

### Address



Fountain Hills High School



Fountain Hills Middle School



McDowell Mountain School

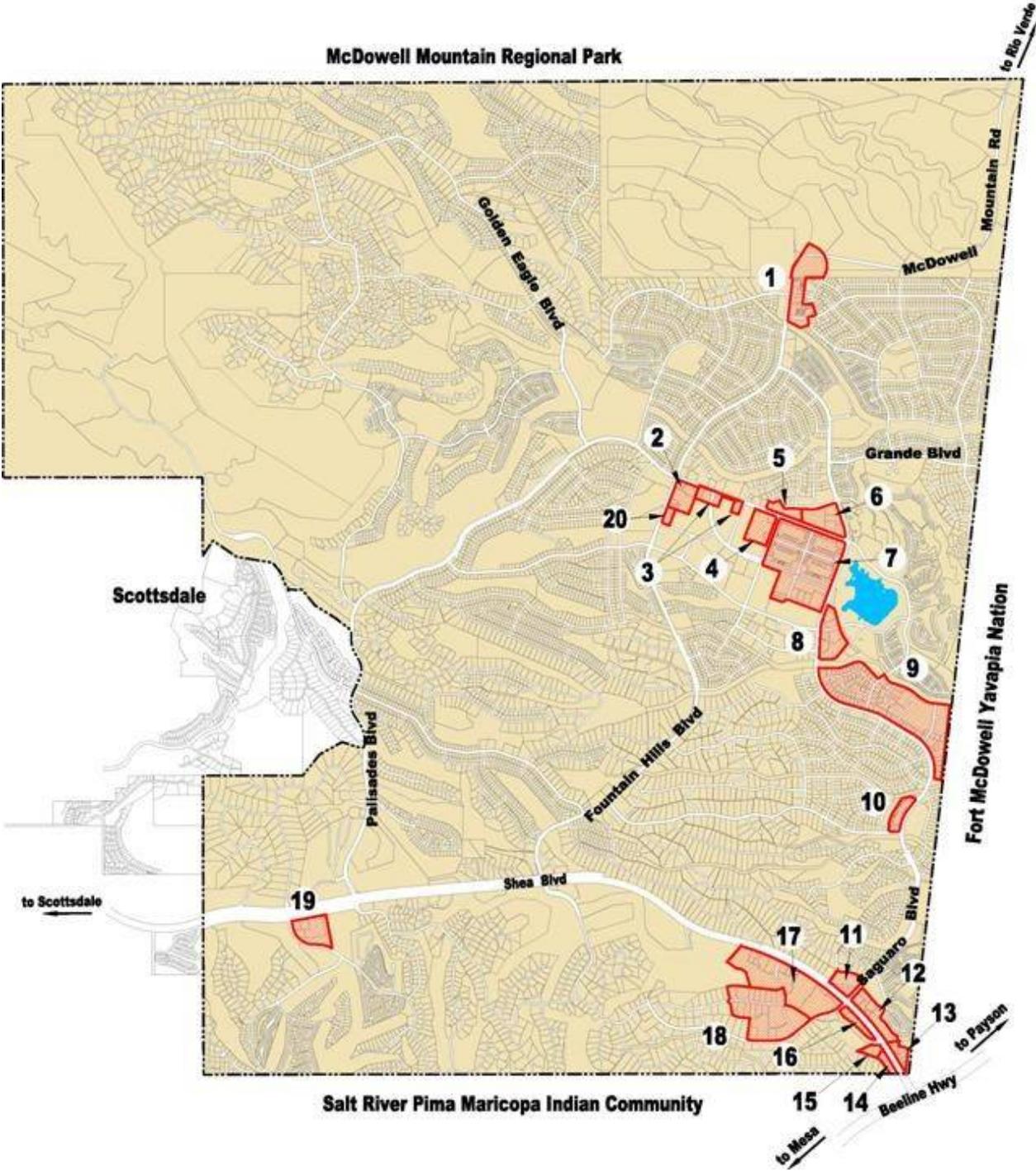


**SHOPPING CENTERS**

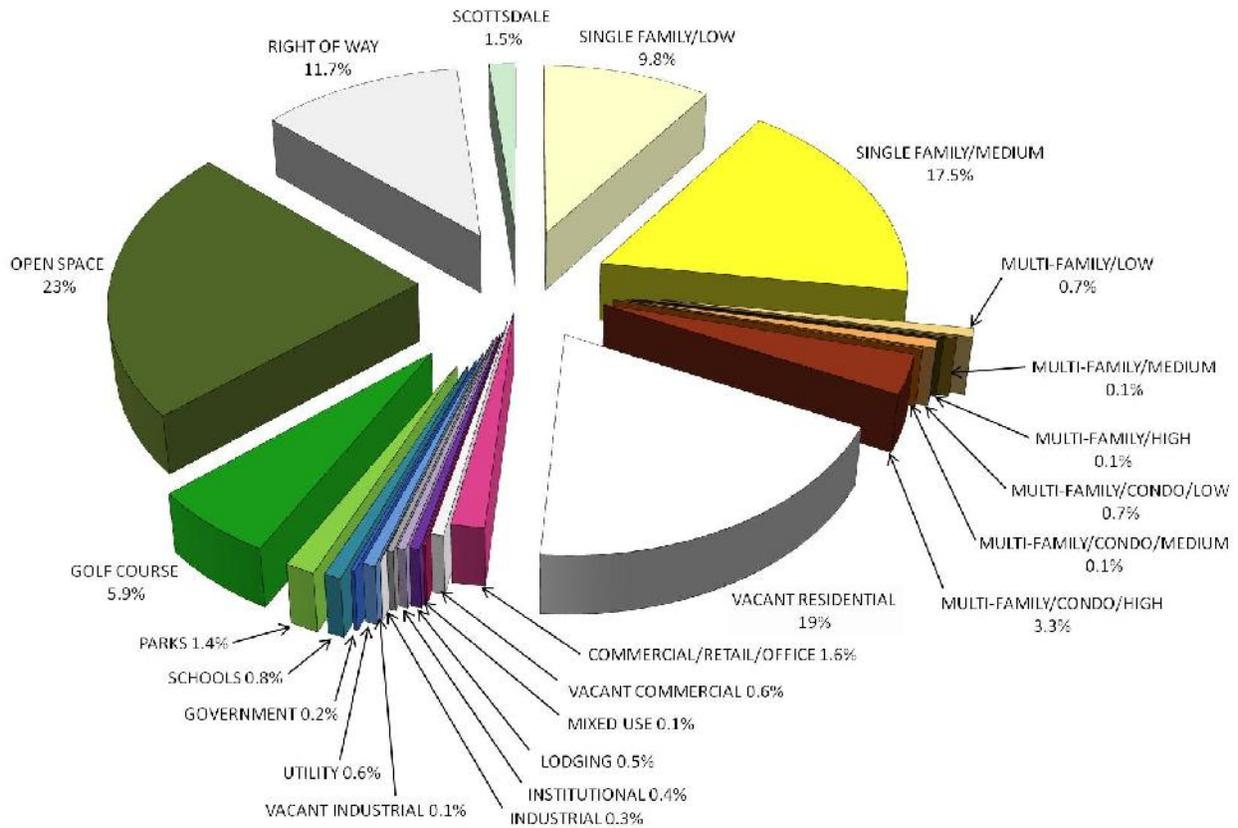
1. **Northside Business District** (36,900 sf) Along the east side of Fountain Hills Blvd in the north part of town.
2. **Palisades Plaza** (91,445 sf) Located at Fountain Hills and Palisades Blvds (Anchored by Safeway)
3. **Town Center I** (44,010 sf) Includes all businesses bordered by Palisades Blvd, Fountain Hills Blvd, Avenida Vida Buena, and Avenue of the Fountains
4. **Fountain Hills Plaza** (140,421 sf) Located at Palisades Blvd and La Montana Drive (Anchored by Bashas)
5. **La Montana & Palisades Plaza** (42,585 sf) Located at the northeast corner of La Montana and Palisades Blvd
6. **Red Mountain Plaza** (132,192 sf) Corner of Palisades Blvd and Saguaro Blvd
7. **Downtown** (673,267 sf) Includes all businesses bordered by Saguaro Blvd, Palisades Blvd, La Montana Dr, and Avenue of the Fountains
8. **Plaza Fountainside** (87,656 sf) On the southwest side of Fountain Park
9. **Enterprise Colony District** (523,193 sf) Along Saguaro Blvd, Colony Drive, and Enterprise Drive between Rand and Colony Drives
10. **Plat 202** (53,299 sf) Located along Saguaro Blvd between Kingstree Blvd and Malta Dr
11. **Circle K Center** (11,400 sf) Located at the northeast corner of Saguaro and Shea Blvds
12. **Red Rock Business Center** (52,282 sf) Located at the southeast corner of Saguaro and Shea Blvds
13. **Crossroads Center** (19,452 sf) NW of the Beeline Highway on Shea Blvd
14. **Kem Plaza** (9496 sf) Located between N. Firebrick Dr., E. Shea Blvd
15. **Firebrick Plaza** (18,768 sf) Located between N. Firebrick Dr and E. Shea Blvd
16. **Plat 704** (41,855 sf) Located at the southeast corner of Saguaro and Shea Blvds
17. **Four Peaks Plaza** (306,307 sf) Located on Shea Blvd just west of Saguaro Blvd (Anchored by Target)
18. **Industrial Park** Located on the northwest side of Technology Dr and Saguaro Blvd
19. **Eagle Mountain Village Plaza** (82,712 sf) On Shea Blvd at the southwest edge of Fountain Hills (Anchored by Fry's)
20. **Fountain View Plaza** (12,544 sf) Located along N. Fountain Hills Blvd between Palisades and Avenida Vida Buena



SHOPPING CENTER LOCATION MAP



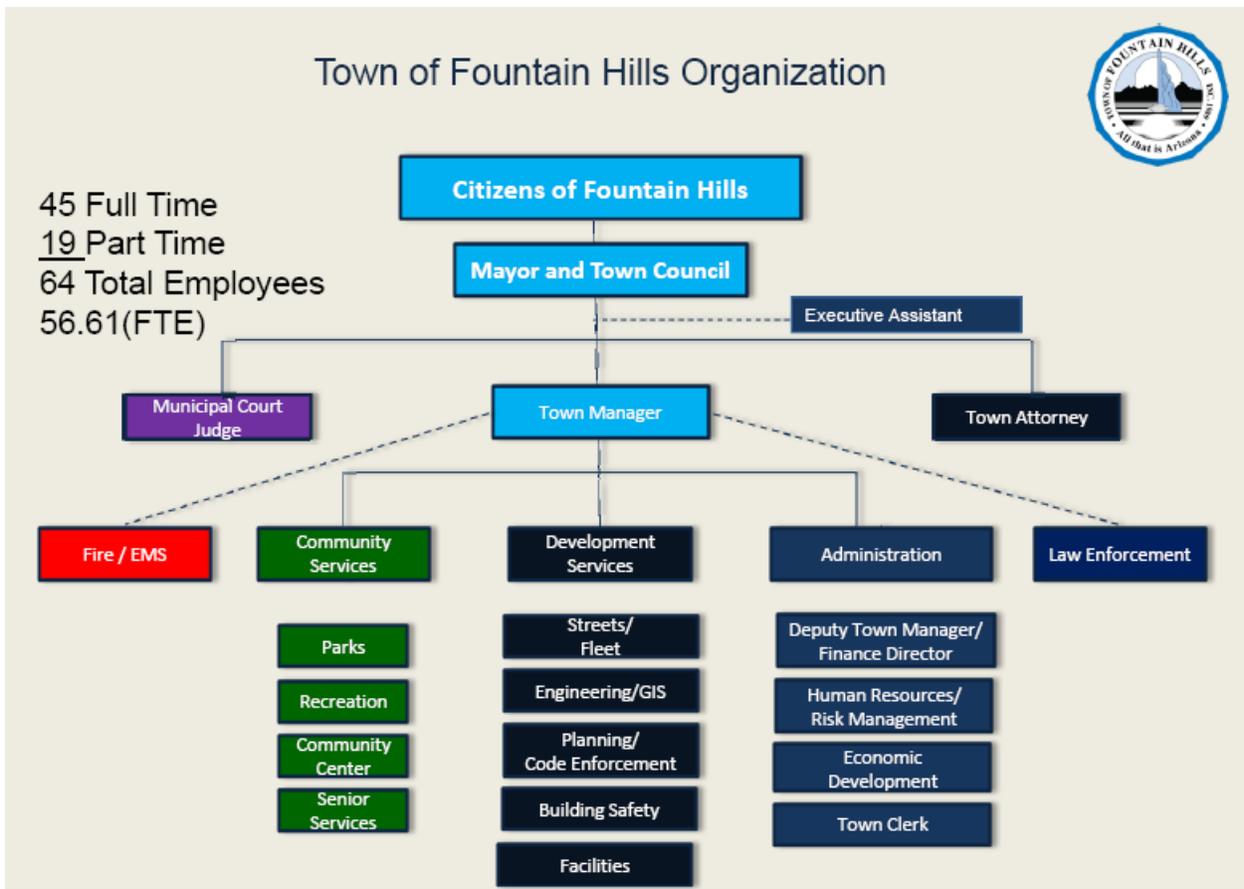
### TOWN-WIDE LAND USE



Land Use	Residential Units	Developed Acres	Undeveloped Developable Acres	Undeveloped Undevelopable Acres	Total Acres
Residential					
Single Family – L	960	1,285.2	1,511.3		
Single Family – M	7,266	2,276.7	919.9		
Multi-Family – L	458	86.3			
Multi-Family – M	80	7.5			
Multi-Family – H	227	12.2			
Multi-Family/Condo – L	554	88.1			
Multi-Family/Condo – M	159	14.4			
Multi-Family/Condo – H	3,027	431.0			
Commercial/Retail		211.5	80.8		292.3
Mixed Use	259	17.2			17.2
Lodging		18.7	44.2		62.9
Institutional		45.8			45.8
Industrial		34.3	2.0		36.3
Utility		81.8			81.8
Government/Town Owned		29.1			29.1
Schools		110.5			110.5
Parks		127.0	51.2		178.2
Golf Course		771.3			771.3
Open Space				2,988.6	2,988.6
Scottsdale Owned Land				199.9	199.9
Right of Way/Streets		1,521.2			1,521.2
<b>Total</b>	<b>12,990</b>	<b>7,169.8</b>	<b>2,647.4</b>	<b>3,188.5</b>	<b>13,005.7</b>

# Town Council







**Linda M. Kavanagh** moved to Fountain Hills in 1993 with her husband of 36 years, John, and their two children, Jonathan and Nicholas.

Mayor Kavanagh is a published author, A+ certified computer repair technician, graphic designer and unpaid Director of Constituent Services for her husband, State Representative John Kavanagh. Prior to her marriage, she helped run a book import company and managed a salon in New York City. She also earned a BA in English and Education from Queens College of the City of New York.

Mayor Kavanagh was inducted into the Lower Verde River Valley Hall of Fame in 2009, as a tribute to her many years of active involvement with the town's civic, cultural, service, religious and business communities.

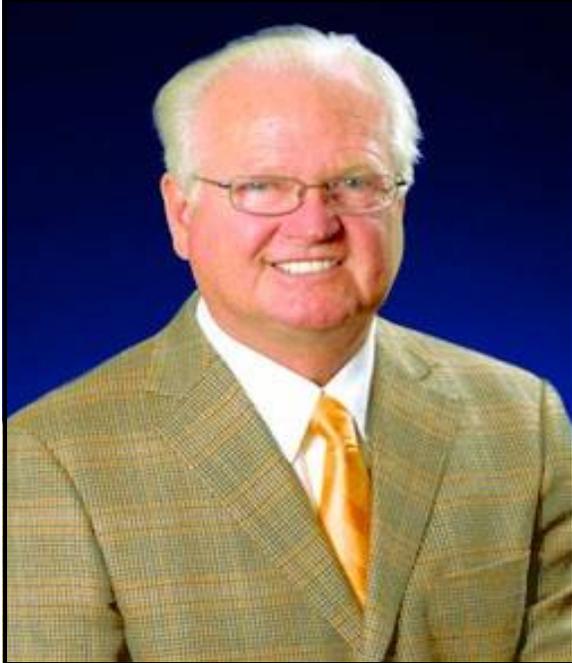
Mayor Kavanagh was made a Special Deputy with the Maricopa County

Sheriffs' Department, was named Business Advocate of the Year by the Chamber of Commerce and also served as its Board of Directors Chair. She was also named Parks & Recreation Outstanding Volunteer of the Year, Community Center Volunteer of the Year and received the River of Time Hero Award.

Mayor Kavanagh is a member of many civic organizations including the American Legion Auxiliary, Cultural & Civic Association, ADOG, FH Republican Club, Falcon Boosters, Sister Cities Foundation, Arizona Latino Republican Association, Library Association, Friend of the Chamber (past chair), McDowell Park Association and Chamber Ambassadors (past chair). She served on the Public Art Committee and created the Fountain Hills Docent-Guided Art Walk. She is also active with the Visitor's Bureau and Business Vitality Committee.

Mayor Kavanagh has helped raise money for many local organizations including the Maricopa County Sheriff's Posse, Falcon Athletics, Team Rychard, and the L. Alan Cruikshank River of Time Museum.





munity 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.

Councilmember **Dennis Brown** and his wife, Judy, moved to Fountain Hills in 1996. In 1999, they opened their construction company, Echelon Company, building both commercial and residential products in Fountain Hills.

Councilmember Brown was the 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 Com-





A resident of Fountain Hills since 1983, Councilmember **Ginny Dickey** has been very involved in the community and was inducted into the Hall of Fame in 2010. She served on the Fountain Hills Unified School District Board from 1994 to 2002, twice as President, and was elected to the Town Council during the 2006 March Election and to her second term in the 2010 Primary.

A Charter Member of the Fountain Hills Cultural Council Board for seven years, Vice Mayor Dickey also served nine years on the Community Theater Board, earning their Founders Award in 2009. She is a member of Metropolitan Business and Professional Women (2007 Woman of the Year), the American Association of University Women, the League of Conservation Voters and the Sierra Club. She participated in all of the Fountain Hills Town Hall planning sessions, starting in 1984.

Retired, Councilmember Dickey was Assistant Director of Legislative Af-

fairs for the Arizona Department of Environmental Quality and previously employed at the Arizona State Senate and the US Attorney's Office.

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 Tufts University.

Councilmember Dickey's family includes husband Jim, sons, Mike, Brian and Frank Chin, daughter-in-law Jessie and grandchildren Amelia, Colin and Jack. 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 Tufts University.

Councilmember Dickey's family includes husband Jim, sons, Mike, Brian and Frank Chin, daughter-in-law Jessie and grandchildren Amelia, Colin and Jack.





Councilmember **Tait D. Elkie** has lived in Arizona for over 25 years, and moved to Fountain Hills in 2006. His volunteer activities include serving as Judge Advocate and Color Guard member for the Veterans of Foreign Wars (Post #7507), member of the American Legion (Post #58), President of Sunset Kiwanis, Mentor for the Fountain Hills Teen Court, Treasurer for the Fountain Hills Republican Club, and as a Director for the Fountain Hills Community Foundation. Councilmember Elkie is also a supporter of the Golden Eagle Foundation, Fountain Hills High School (Falcon Fiesta), and the Fountain Hills Community Theater.

Councilmember Elkie earned his Bachelor of Science in Justice Studies at Arizona State University, and his Juris Doctor at California Western School of Law in 2002. Councilmember Elkie has been a licensed and practicing attorney in Arizona since 2002. In 2008 Councilmember Elkie opened his own practice in Fountain Hills, and became an active member

of the Fountain Hills Chamber of Commerce. Prior to becoming an attorney, Councilmember Elkie served in the United States Marine Corps for four years, attained the rank of Sergeant, and was honorably discharged in 1993. While in the Marines, Councilmember Elkie served during the first Gulf War in 1991, and also participated in Operation Restore Hope in Somalia in 1993.

Councilmember Elkie and his wife Michele have been married since 2008, and are very happy to call Fountain Hills their home.



Councilmember **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 Senior Services 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.





Originally from Massachusetts, Vice Mayor **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 as-

sociation'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.





**Cecil A. Yates** was born in New York City, but grew up in Bay Village, Ohio (a suburb of Cleveland). He graduated from Bay High School in 1985 and went on to earn two degrees; one in Marketing and the other in Management from the University of Cincinnati in 1990. He and his family moved to Fountain Hills in 2005.

Councilmember Yates has served on the Planning and Zoning committee for five years and two years as its' Vice Chairman. He has chaired the General Plan update committee, the economic and development committee with BVAC, co-chaired the sign committee, and was treasurer of Sunridge Canyon HOA. In his spare time, Councilmember Yates coaches soccer and is active on his church council.

Councilmember Yates is an award winning Commercial Real Estate Developer. He is presently the Director

of Commercial Property for Tiempo, Inc. and operates over 400,000 square feet of office and retail space throughout Arizona. He has owned and operated several restaurants including Panini's Bar & Grill (as seen on "Man vs. Food") and Zeppes Pizzeria.

Councilmember Yates and his wife, Nancy Yates, have been married since 1995 and are the proud parents of two children, Sophia, 13, and Mason, 10 (not to mention their black lab, Wizard, German Shepherd, Gracie, their cat, Simba, and whatever other crawling creatures their kids adopt!)



## Elected Officials' Terms of Office

### Mayor:

#### **Linda M. Kavanagh**

Term of Office: Mayor: June 2012 - May 2014

### Councilmembers:

#### **Dennis Brown**

Term of Office: Partial term: May 2009 – May 2012  
Second term: June 2012 – May 2016

#### **Ginny Dickey**

Term of Office: Partial term: April 2006 – May 2006  
First term: June 2006 – May 2010  
Second term: June 2010 – May 2014

#### **Tait D. Elkie**

Term of Office: First term: June 2010 – May 2014

#### **Cassie Hansen**

Term of Office: First term: June 2008 – May 2012  
Second term: June 2012 – May 2016

#### **Henry Leger**

Term of Office: First term: June 2006 – May 2010  
Second term: June 2010 – May 2014

#### **Cecil A. Yates**

Term of Office: First term: June 2012 – May 2016



# Financial Overview & Policies



**FUND STRUCTURE**



**RELATIONSHIP OF FUNDS TO DEPARTMENTS**

<u>Department/Fund</u>	<u>General Fund</u>	<u>Debt Service Funds</u>	<u>Capital Improvement Funds</u>	<u>Non-Major Funds</u>
Mayor & Town Council	X			
Municipal Court	X			X
Administration	X	X	X	X
Community Services	X		X	X
Development Services	X	X	X	X
Law Enforcement	X		X	
Fire & Emergency Medical	X		X	

The preceding page depicts the budgetary funds of the town. The table above represents the Departments of the town and the funds that are used by those departments.



## Fund Structure

The accounts of the Town are organized on the basis of funds, 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 and accounts for the resources and uses of various Fountain Hills departments. It exists to account for the financing of services traditionally associated with local government. These services include police and fire protection, development services (public works/planning), community services (parks and recreation/community center), general administration, and any other activity for which a special fund has not been created. Governmental accounting requires the General Fund be used for all financial resources except those required to be accounted for in another fund and have designations of non-spendable, restricted, committed, assigned or unassigned.

«**The Public Art Fund (Fund 410)** is funded by developer in-lieu contributions. These funds may only be used for the purchase of art and for the installation of this art throughout the community. Maintenance of the art is provided through the General Fund.

«**Internal Service Funds (Fund 800-810)** are used to account for the Town's business-type activities. These funds are considered self-supporting in that the services rendered are financed through user charges or are on a cost reimbursement basis.

Internal Service Funds include:

**General Internal Service Fund (Fund 800)**  
**Vehicle & Equipment Replacement Fund (Fund 810)**

**Special Revenue Funds** are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes, designated as committed or restricted. The Town maintains the following Special Revenue Funds:

«**The Highway Users 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 deposited in the Arizona Highway Users 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 and is a restricted fund.

«**The Excise Tax/Downtown Fund (Fund 300)** is a committed fund which may only be used for Economic Development, and the repayment of Civic Center and Mountain Preserve Bonds. Revenue for this fund comes from .4% of local sales tax collections that have been dedicated for this purpose. The fund balance saved in this fund will be no less than the annual debt service payment and prior year available funds for Downtown Development.

«**The Special Revenue/Grants Fund (Fund 400)** is restricted by the terms of the individual grants or program funds received. An example of this would be ARRA Funds. These funds are to be used only for the specific program or programs for which the funds have been awarded and in accordance with all the grant conditions.

«**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 Court collection program. Revenues are derived from court fees and bond forfeitures.

**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 State-shared revenues. Revenues are received in amounts sufficient to pay the annual debt service payment; therefore, the fund balance will be no less than the annual debt service payment due on July 1 of the new fiscal year and no more than 2% greater than the annual delinquency factor based on the past five years delinquency rates, categorized as restricted.

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)**

**Capital Improvement Funds** are used for the acquisition and or construction of major capital items including facilities, heavy equipment, technology, open space, park improvements and major road improvements.

«**The Capital Projects Fund (Fund 600)** revenues are restricted revenues derived from excess General Fund revenues and 50% of the construction related local sales tax. The Capital Projects Fund is the primary source of capital improvements funding for the Town.

**The Development Fee Funds (Funds 710-760)** 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 and designated as Restricted. The Town is required to develop an Infrastructure Improvement Plan



(IIP) 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 Program (CIP).

Development Fee funds include:

**Law Enforcement (Fund 710)**  
**Fire & Emergency (Fund 720)**  
**Streets (Fund 730)**  
**Parks/Recreation (Fund 740)**  
**Library/Museum (Fund 760)**

### **Budgetary and Accounting Basis**

The budget is prepared on a budgetary basis of accounting for all fund types. 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. This basis 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 budgetary basis, but are accrued and reported on a GAAP basis. For example, increases or decreases in compensated absences are not reported for budgetary purposes, but are presented as revenues or expenditures on a GAAP basis.

Depreciation is not budgeted as an expense 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 expenditures in the General Fund on a budgetary basis, 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.

### **Operating and Capital Budget Relationship**

Included within the annual budget is a Capital Improvement Program presented on a budgetary basis. Capital Project budget funding sources are matched with budgeted expenditures. Governmental accounting procedures do not 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 budgetary basis which is a cash flow model.

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 project would not 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.



## Town of Fountain Hills Financial Policies

### Introduction

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.

### Overall Goals

The overall financial goals underlying these principles are:

- 1) 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 for financial reporting and budgeting as set forth by the Government Finance Officers' Association, the Governmental Accounting Standards Board (GASB) and other professional organizations.
- 2) 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.
- 3) 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.
- 4) To deliver quality services in an affordable, efficient and cost-effective basis providing full value for each tax dollar.

### Fund Balance

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. The purpose of this policy is to establish a key element of the financial stability of the Town by setting guidelines for fund balance. It is es-

essential that the Town maintain adequate levels of fund balance to mitigate financial risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures and similar circumstances. The fund balance also provides cash flow liquidity for the Town's general operations. 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 unpredicted 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 slowdown in the economy or legislative changes to the revenue sharing formula.

Fund balance is one of the most widely used elements of state and local government financial statements by (1) municipal bond analysts through credit reviews and ratings, (2) taxpayer associations, (3) research organizations and oversight bodies, (4) state, county and local legislators and officials, (5) financial statement users and (6) reporters.

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

1. Undergoing credit reviews performed by municipal bond analysts.
2. Preserving or improving the Aa3 bond rating.
3. Maintaining a positive trend to historical fund balances.
4. Maintaining a rating equal to or better than surrounding communities.
5. Maintaining ratios consistent with desired outcomes of ten key ratios of financial condition (Government Finance Review, Dec. 1993).

The Governmental Accounting Standards Board (GASB) has found that the usefulness and value of fund balance information provided is significantly reduced by misunderstandings regarding the message that it conveys, and the inconsistent treatment and financial reporting practices of governments. GASB recently issued a pronouncement, GASB Statement 54 (GASB 54), that applies to all financial reports of all state and local governmental entities; GASB 54 intended to improve financial reporting by providing fund balance categories and classifications that will be more easily understood.

**Definitions:**

Fund Equity – a fund's equity is generally the difference between its assets and its liabilities



Fund Balance – an accounting distinction is made between portions of fund equity that are spendable and nonspendable. These portions are broken into five categories:

- **Nonspendable fund balance**—Includes amounts either not in spendable form or legally or contractually required to be maintained intact, such as the principal balance of an endowment or permanent fund. This would include inventory, prepaids, and non-current receivables such as long-term loan and notes receivable and property held for resale (unless the proceeds are restricted, committed or assigned).
- **Restricted fund balance**—Reflects the same definition as restricted net assets on the government-wide Statement of Net Assets; constraints placed on the use of amounts are either (1) externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments or (2) imposed by law through constitutional provisions or enabling legislation.
- **Committed fund balance**—Includes amounts that are committed for specific purposes by formal action of the Town Council. Amounts classified as “committed” are not subject to legal enforceability like restricted fund balance; however, those committed amounts cannot be used for any other purpose unless the Town Council removes or changes the limitation by taking the same form of action it employed to previously impose the limitation. The action to commit fund balances must occur prior to year end; however, actual amounts can be determined in the subsequent period.
- **Assigned fund balance**—Amounts that are intended by the Town to be used for specific purposes, but are neither restricted nor committed, should be reported as assigned fund balance. Intent should be expressed by the Town Council itself or a subordinate high-level body or official possessing the authority to assign amounts to be used for specific purposes in accordance with policy established by the Town Council. This assignment would include any activity reported in a fund other than the General Fund that is not otherwise restricted more narrowly by the above definitions. The Town is not allowed to assign balances that result in a residual deficit.
- **Unassigned fund balance**—Includes any remaining amounts after applying the above definitions (amounts not classified as nonspendable, restricted, committed or assigned). Planned spending in the subsequent year’s budget would be included in the unassigned Fund Balance category. The General Fund is the only fund that will report a positive unassigned balance.

### **General Fund**

The Town’s fund balance may consist of up to five (5) components, as described above. In order to satisfy the objective of maintaining a bond rating equal to or better than surrounding peer communities, a combined General Fund operating fund balance of at least 30% of revenues is recommended.

---

Committed Fund Balance (previously Reserved Fund Balance): The Town will maintain a committed 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.

1. Rainy Day Fund to be Maintained. As a component of the Committed fund balance, the Town will maintain a Rainy Day Fund, separate and apart from the Unassigned General Fund, which shall be designated for use in the event of an unanticipated expenditure or loss of revenue. The Rainy Day Fund balance at the end of any fiscal year will be equal to no less than 30 days of 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.

2. Guidelines for Rainy Day Fund. 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, Town staff and Town Council:

A. Deposit Rules.

1. The initial Rainy Day Fund deposit shall be made by transferring the total amount of the "undesignated unreserved fund balance" from the General Fund to the Rainy Day Fund.
2. At the end of each fiscal year, the Town Council shall transfer 5% of any surplus revenues (before transfers to the Capital Projects Fund) to the Rainy Day Fund. Deposits shall be made as set forth herein until the Rainy Day Fund balance is equal to 10% of the average of the General Fund revenues for the immediately preceding five years.

B. Use Rules. Rainy Day Funds may only be expended for any one of the following purposes or under the following circumstances:

1. To replace the loss of more than 25% of the Town's local share of State Shared Revenues received pursuant to ARIZ. REV. STAT. § 43-206.
2. For any event that threatens the health, safety or welfare of the Town's citizens.
3. For any event that threatens the fiscal stability of the Town.
4. To address any matter declared as an emergency by the Governor or the Mayor.



C. Withdrawal Rules. All withdrawals from the Rainy Day Fund shall be subject to the following rules:

1. Any appropriation shall require the approval by at least 2/3 of the entire Town Council.
2. The maximum amount of Rainy Day withdrawals in any fiscal year shall not exceed one-half of the total balance in the fund.

D. Replenishment Rules. Any amounts withdrawn from the Rainy Day Fund shall be replenished as follows (and such repayment shall be in addition to the annual deposits set forth above):

1. All amounts shall be repaid in not more than five years, in equal annual installments of not less than 1% of the previous fiscal year's General Fund balance.
2. Repayments shall be appropriated as part of the annual budget adoption.

Assigned Fund Balance (previously Designated, Unreserved Fund Balance). The Town will maintain an assigned fund balance in the General Fund of a minimum 10% of the average actual General Fund revenues for the preceding five fiscal years. These designated unreserved fund balances will be assigned for (1) "pay-as-you-go" capital replacement expenditures, (2) equipment replacement, (3) capital projects, (4) prepaying existing Town debt or (5) 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 of funds for a large capital expenditure. To the extent these balances are expended, additional funds necessary to restore this additional 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 assigned General Fund balance can only be authorized for expenditure by upon recommendation of the Town Manager and vote of the Town Council.

Unassigned Fund Balance. Funds in excess of the balances described in the paragraphs above will be Unassigned General Fund balance, unless otherwise assigned in accordance with GASB 54. By Resolution, the Town Council has allocated General Fund surplus funds to be (1) transferred to the Rainy Day Fund, (2) used to supplement "pay as you go" capital outlay expenditures Capital Projects Fund or (3) used to prepay existing Town debt. These funds may not be used to establish or support costs that are recurring in nature. 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 unassigned General Fund balance. Such projection will include an analysis of trends in fund balance levels on a historical and future projection basis.

---

The Deputy Town Manager/Finance Director is authorized to assign available fund balance for specific purposes in accordance with GASB 54. It is the policy of the Town, that expenditures for which more than one category of fund balance could be used, that the order of use is: Nonspendable Fund Balance, Restricted Fund Balance, Committed Fund Balance, Assigned Fund Balance, and Unassigned Fund Balance. These guidelines will be reviewed by the Town Manager every three years following adoption (or sooner at the direction of the Town Council).

#### Special Revenue Funds

1. HURF. The Highway User Revenue Fund ("HURF"), is required to be used solely for street and highway purposes. The fund depends upon State Shared revenues for over 90% of annual revenues. The restricted Fund Balance will be based on the minimum requirement as specified in the schedule for projects funded with special revenue or grant funds. The schedule will be reviewed on an annual basis to determine the required revenue bond amount to be set aside as unassigned Fund Balance.

2. Excise Tax. The Excise Tax (0.3% of local sales tax) Fund is a committed fund dedicated to economic development and land preservation. The Fund Balance saved in this fund will be no less than the annual debt service payment for land preservation and prior year available funds for Downtown Development.

#### Debt Service Funds

The Debt Service Fund is established for the payment of principal and interest on bonded indebtedness and as such is a restricted fund. Revenues are derived from a property tax levy, pledged excise taxes, municipal property lease payments and shared revenues. Revenues are received in amounts sufficient to pay the annual debt service payment; therefore, the restricted Fund Balance will be no less than the annual debt service payment due on July 1 of the new fiscal year and no more than the annual debt service payment due on July 1 plus an amount equal to 2% greater than the annual delinquency factor based on the prior five years delinquency rates.

#### Capital Project Funds

A capital improvement fund has been established as a committed fund to allow the Town to accumulate monies for (1) purchase of land or buildings, (2) improvements to Town-owned properties, (3) grant matches associated with capital improvements, (4) public safety projects and equipment purchases, (5) economic development projects and (6) such other capital projects as determined by the Town Council. The capital improvement fund will be funded by: (A) sales of real and personal property belonging to the Town, (B) general fund transfer of any excess revenues collected over budgeted and unexpended appropriations not needed to meet fund balance requirements or re-appropriation, and (C) interest earnings on the balance of the fund invested per the Town's investment policy. Accounted for separately, but considered part of the Capital Project Fund, are accumulated development fees collected pursuant to ARIZ. REV. STAT. § 9-463.05 that are assessed on new construction for the purpose of funding growth. These funds are re-



stricted to growth-related capital expenditures as designated in the Town’s adopted Infrastructure Improvements Plan. The Fund Balance will be established each fiscal year during the budget process depending on planned expenditures but cannot exceed accumulated revenues. The Town shall first be entitled to recoup the cost of any capital improvements, infrastructure, marketing or sales-related costs associated with the disposition of property before crediting the capital improvement fund (for funds other than development fees). The Town Council may approve the uses of the capital improvement fund as a part of its annual budget or by motion and affirmative vote at a time the expenditures are approved.

## **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 analyses of the Town’s budget. It is increasingly important to monitor the performance of the programs competing to receive funding.

1. The Town Manager shall submit to the Town Council a proposed annual budget, which shall be submitted to the Town Council and the public for review in accordance with ARIZ. REV. STAT. § 42-17001, *et seq.* 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, and the Town Manager shall execute the Town Council policies as set forth in the finally adopted budget.
2. The Town Manager or authorized designee 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:
  - A. Revenue estimates by major category, by major fund.
  - B. Expenditure estimates by department levels and major expenditure category, by major fund.
  - C. Estimated fund balance by major fund.
  - D. Debt service by issue detailing principal and interest amounts by fund.
  - E. Proposed personnel staffing levels.
  - F. A detailed schedule of capital projects, including a capital improvement program.
  - G. Any additional information, data, or analysis requested of management by the Town Council.
3. 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.

4. Ongoing operating costs should be supported by ongoing, stable revenue sources. This policy 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.
5. 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.
6. 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.
7. The Town Manager shall provide, annually, a budget preparation schedule outlining 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.
8. Performance measurement indicators will be integrated into the budget process as appropriate.
9. 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.
10. 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.
11. 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 Town Manager or authorized designee. In addition, the quarterly report shall include revenue and expenditure projections through the end of the fiscal year.
12. 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 Rainy Day Fund, 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**

The Town Manager shall ensure compliance with the legally adopted budget. In addition, purchases and expenditures must comply with all applicable legal requirements.

1. 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.
2. 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.
3. Expenditures will be controlled through appropriate internal controls and procedures in processing invoices for payment.
4. 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 (ARIZ. REV. STAT. § 41-1279.07) to the State Auditor General each year.
5. 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.

1. 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.
2. The Town will strive for a diversified and stable revenue base to shelter it from economic changes or short-term fluctuations and in any one revenue source by doing the following:
  - A. Establishing new charges and fees as needed and as permitted by law at reasonable levels.

---

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

C. Aggressively collecting all revenues, late penalties, outstanding taxes owed and related interest as authorized by law.

3. The Town Manager or authorized designee will monitor all taxes to ensure 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.

4. The Town Manager or authorized designee 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:

A. Present and future funding requirements.

B. Cost of administering the funds.

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

5. 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 Fountain Hills Unified 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.

6. 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 FEE 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.



1. The Town may establish user fees and charges for certain services provided to users receiving a specific benefit.
2. 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.
3. 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 Town's overall debt management policy 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, public safety, transportation, streets and recreational facility improvements. There is a limit of 6% of secondary assessed valuation for any other general-purpose project.

### **1. General.**

A. The Town will (1) use current revenues to pay for short-term capital projects, repair and maintenance items and (2) reserve long-term debt for capital improvements with useful lives of ten years or more. The Town will not use long-term debt to fund current governmental operations and will manage its cash flow 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 "inter-generational 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.

B. 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 Assigned Fund Balance.

## 2. Capital Improvement Plan.

A. As part of the budget process each year, the Town Manager or authorized designee 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.

B. 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 ten years shall not be eligible for inclusion in bond issues.

C. Lease purchase financing shall 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 authorized designee shall be responsible for ensuring that pay-as-you-go expenditures do not cause the State-imposed expenditure limitation to be exceeded in any fiscal year.

D. 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.

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

F. 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.



G. Six steps in preparation of Capital Improvement Program:

- (1) Establish Capital Improvement policies.
  - (a) Time period the CIP will cover.
  - (b) Facilities/equipment that will be included in the CIP.
  - (c) How acquisition of multiple items (e.g. computers) will be treated.
  - (d) Identification of projects that are expected to be undertaken, but fall outside the time horizon of the plan.
- (2) Adopt standards to rank project requests.
  - (a) Projects that address a public health or safety concern are given top priority.
  - (b) Projects mandated by a court of competent jurisdiction or a government with authority over the Town are equal with public health or safety.
  - (c) Major maintenance (preservation of assets).
  - (d) Replacement of obsolete equipment (improving efficiency).
  - (e) Expansion to meet demand caused by growth.
  - (f) Coordination of projects to achieve cost savings.
  - (g) Availability of cash to finance improvements from current revenues.
  - (h) Acquisition of open space.
- (3) Perform and maintain a capital inventory and identify useful life.
- (4) Identify projects.
  - (a) Status review of previously approved projects.
  - (b) Identification of new projects.
  - (c) Assess capital project alternatives.
  - (d) Complete project request forms.
- (5) Assess funding sources.
  - (a) Available grants.
  - (b) Development fees shall be utilized to fund capital projects before pay-as-you-go and bond issuance financing.
  - (c) Developer contributions.
  - (d) Public/Private partnerships.
  - (e) Issuance of securities.
  - (f) Capital leases.
- (6) Approve the CIP and Budget.
  - (a) Legislative review.
  - (b) Public hearing.
  - (c) Adoption of the CIP and capital budget.

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 except in extraordinary circumstances. The Town 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.

### 3. Financing Alternatives.

A. Financing alternatives include, but are not limited to:

- (1) Grants.
- (2) Developer contributions.
- (3) General Obligation (GO) Bonds – requires voter approval, supported by an ad valorem (property) tax.
- (4) Revenue Bonds – repaid with dedicated revenue stream (HURF, revenue generated by project).
- (5) Municipal Property Corporation (MPC) Bonds – repaid with a dedicated revenue source.
- (6) CFD or Special District Bonds – supported by an ad valorem property tax.
- (7) Capital leases – repaid within operating budget.
- (8) Commercial paper (CP) or Bond Anticipation Notes (BAN) with terms less than two years.

B. 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.

C. In accordance with requirements of the State of Arizona Constitution, total bonded indebtedness shall not exceed 20% of the Town's total secondary assessed valuation of taxable property in the Town for water, sewer, artificial lighting, parks, open space, public safety, transportation,



streets and recreational facility improvements and 6% of the total secondary assessed valuation of taxable property in the Town for all general purposes.

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

E. 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 15 years; at no time will the debt exceed 25 years.

F. 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.

G. 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.

H. 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:

- (1) Percent of debt outstanding as a percent of the legal debt limit.
- (2) Measures of the tax and revenue base.
- (3) Evaluation of trends relating to expenditures and fund balance.
- (4) Debt service as a percentage of assessed valuation.
- (5) Measures of debt burden on the community.
- (6) Tax-exempt market factors affecting interest costs.
- (7) Debt ratios.

I. 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).

J. The Town's privilege/excise 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.

---

#### 4. Issuance of Obligations

A. 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.

B. 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.

C. 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.

D. 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 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.

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

F. The Town will report, on an annual basis, all financial information and/or notices of material events to the rating agencies and Electronic Municipal Market Access (EMMA). The annual report will include, but not be limited to, the Town's annual Comprehensive Annual Financial Report (CAFR).

G. Any institution or individual investing monies as an agent for the Town shall do so in a manner consistent and in compliance with the Town's adopted Investment Policy.

H. The Town Manager or authorized designee 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.

I. The Town acknowledges the responsibilities of the underwriting community and pledges to make all reasonable efforts to assist underwriters in their efforts to comply with SEC Rule 15c2-12 and MSRB Rule G-36.



# Budget Highlights

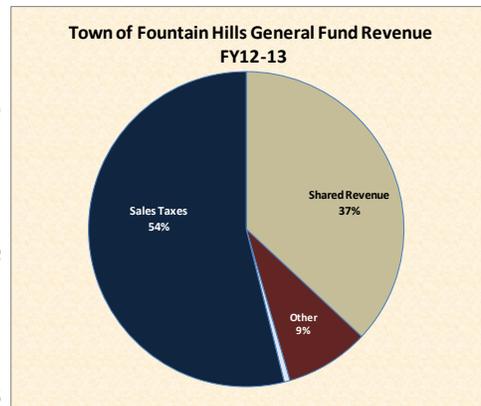


## **Budget Introduction**

In FY09-10, the Town introduced program budgeting. Program budgeting is a method of budgeting expenditures to meet programmatic objectives rather than budgeting on a line-item basis. In program budgeting, specific performance objectives or outcomes are defined and the costs to produce those outcomes are enumerated in the budget. With each year's budget, we have moved closer to producing a true Program Budget. In FY12-13, the budget document includes Department level, Division level and Program level budgets. We believe program budgeting will provide the citizens with a much better picture of the true cost of providing Town services.

The proposed budget is based on revenue projections that are conservative and based on the expectation that the local and national economy will continue at its existing pace and that we will not see any significant drop in revenues in the next fiscal year.

As the chart on the right shows, 91% of the Town's General Fund resources are derived from local sales tax and State Shared revenues.



It should be noted that these sources of revenue are very sensitive to the fluctuations 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.

## **General Fund Budget Overview**

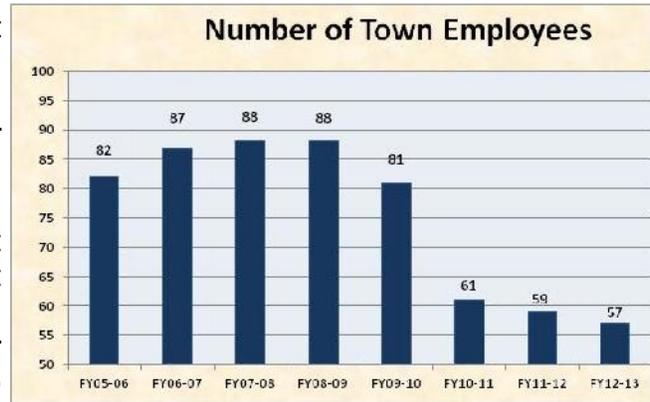
The General Fund supports core services and is the largest fund with the greatest potential for revenue fluctuations. Revenues from taxes, State Shared revenues, license and permit fees, and charges for services provide the major resources to fund programs and services delivered by the Town.

In FY08-09, the Town received \$14,828,010 in General Fund revenues. By FY11-12, budgeted General Fund revenues had decreased by 14% to \$12,645,479. FY12-13 revenues are anticipated to increase 7.9% to \$13,654,389 reflecting an overall increase in the economy. Following is a brief summary of what is included in the proposed General Fund Budget for FY12-13:

**Salaries and Benefits** - After the staff reductions made during FY09-10, there remains a total of 57 full time equivalent employees (FTE) proposed for FY12-13,

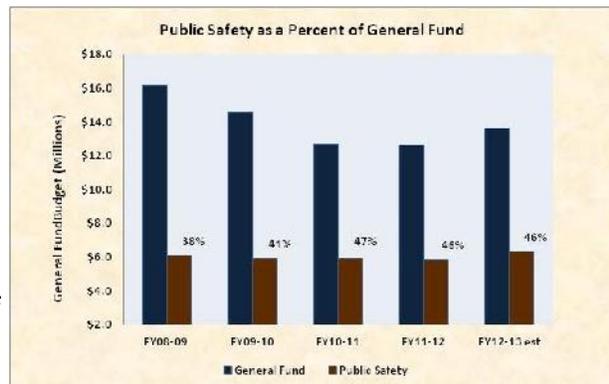


compared to 115 FTE in FY02-03, and 81 FTE in FY09-10. Most Town employees' salaries and benefits are funded through the General Fund (except Streets and Excise Tax/Downtown Development staff who are funded with restricted revenues). Salaries normally include overtime, sick leave, vacation and a set aside for merit increases. A 2.5% cost of living adjustment was awarded by the Council to the staff for FY12-13. Employee benefits include health insurance, employer taxes, disability, workers compensation insurance, and employer match retirement contributions. Because local governments are primarily a service industry, salaries and benefits comprise a major portion of expenditures. For Fountain Hills, salaries & benefits represent 27% of the proposed General Fund budget in FY12-13. The chart to the right shows that the number of Town employees is at the lowest level in over ten years while the level of service to the citizens has remained constant.



**Contractual Services** - 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 (\$3,050,078), currently under contract with Rural Metro Corporation; and
2. Police protection (\$2,762,382), currently provided through the Maricopa County Sheriff's Office.



These contracts alone represent 46% of the General Fund budget in FY12-13.

**Repairs and Maintenance** - Repairs and maintenance includes annual landscape maintenance contracts, equipment and vehicle repairs, and facilities maintenance (janitorial, building maintenance, etc.). Maintenance of the Town's 122 acres of parks, Town medians, dams, and washes are provided by independent contractors. These contracts are solicited through a bid process to obtain the most competitive price for the Town. With the projected increases in revenue, the Town is placing a priority on infrastructure maintenance that has been deferred due to the recession (increase of \$350,000 over the prior year). This increase does not include road maintenance. In FY12-13, Repairs and Maintenance represents 6% of the total budget.

**Supplies and Services** - Supplies and services include operational costs such as utilities, insurance, office supplies, etc. for Town Hall and other Town-owned buildings and accounts for 9% of the operating budget. The Town owns the Library, the

Museum, the Community Center, two fire stations, a vehicle maintenance facility, the Kiwanis building, and the Community Theater building. Other items in this category are gas and oil, postage, travel, and communications.

**Capital Outlays** - Capital outlays 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. The Town began, with the FY10-11 budget, the inclusion of equipment replacement within an expanded Vehicle Replacement Program.

**HURF/Streets Fund Overview**



The HURF/Streets fund is a fund restricted to streets and transportation related purposes. Due to recent legislative action and declining gasoline revenues in the State, the available resources in HURF have declined since 2009, but are anticipated to increase from \$1.2M to \$1.3M in FY12-13. Road maintenance has not been adequately funded for several years which has resulted in serious degradation of the Town’s 350 miles of arterial and collector streets. The FY12-13 program of work will focus on resolving the long-term fiscal needs for road maintenance.

The HURF/Streets fund provides funding for the following Town programs:

- Streets Department—Administration
- Adopt-A-Street
- Legal
- Open Space
- Pavement Management
- Street Signage
- Street Sweeping
- Traffic Signals
- Vehicle Maintenance



**Special Revenue Fund Overview**

All special revenues (grants, etc) are received in the Special Revenue Fund. Operating expenses are also recorded in the Special Revenue Fund unless the projects supported are in the Capital Improvement Program or the funds are in support of ongoing Town services. In these cases, funds are transferred from the Special Revenue Fund to either the Capital Projects Fund or the General Fund.

Due to a potential for a \$63,000 grant, the Town will investigate a pilot transit program that will extend the valley transit program from Scottsdale to Fountain Hills to bring visitors and workers into Town.



The Town is budgeting \$5.8M in grant funds, \$1.2M in Excise Tax/Downtown funds, \$4.2M from Capital Projects Fund and \$300,000 in other funding to support various capital projects in FY12-13.

### **Debt Service Funds Overview**

Total debt service revenues for FY12-13 are budgeted at \$2.2 million including secondary property taxes for voter approved bonds, transfers from the General Fund for the Community Center and excise taxes to pay for Municipal Property Corporation (MPC) debt (mountain bonds). The following is a summary of the debt payments for FY12-13:

•General Obligation Bonds (property taxes)	\$1.0 million
•Municipal Property Corporation (excise taxes)	\$1.1 million
•Eagle Mountain Facilities District (property taxes)	\$0.4 million

### **Development Fees Fund Overview**

With limited funds from development anticipated, there are no capital projects budgeted to be funded from Development Fees in the next fiscal year. However, new legislation requires that the Town update the Infrastructure Improvement Plan (IIP) and conduct a revised development fee study prior to August 1, 2014. Therefore, funds have been included in the budget for the study.

### **Capital Projects Fund Overview**

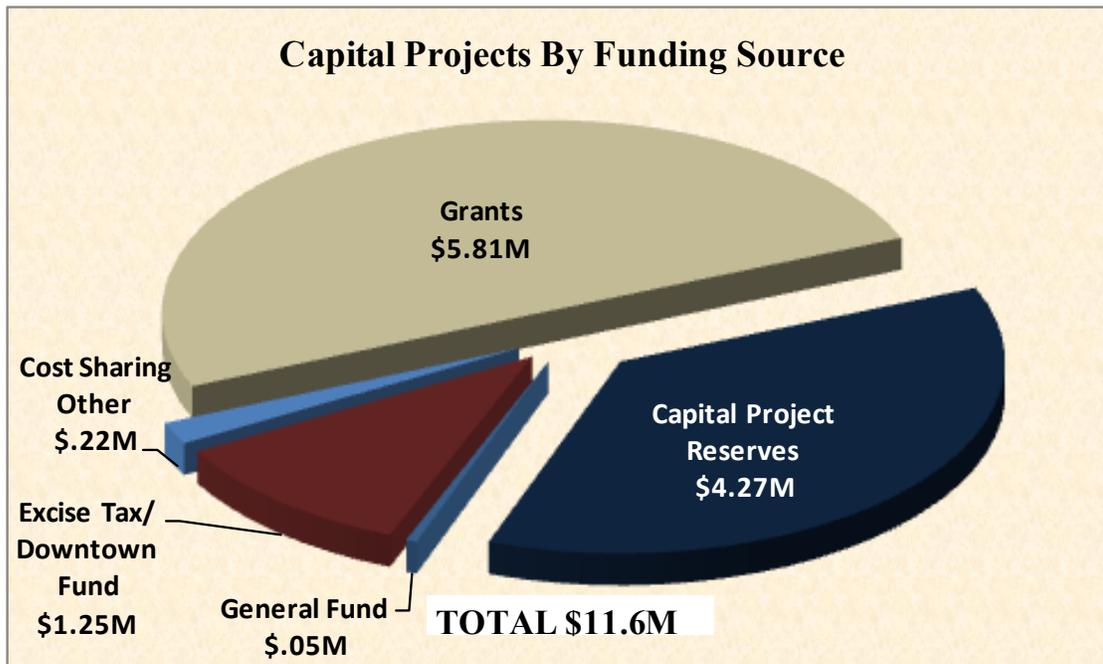
As mentioned earlier, ARRA and grant funds have given the Town the opportunity to move forward on \$3,844,826 in major capital projects that might otherwise have been delayed due to the economy.

The Capital Improvement Projects programmed for FY12-13 include:

Downtown Improvements	\$2,142,000
Street/Sidewalk Projects	5,451,000
Drainage	65,000
Traffic Signal Projects	453,000
Parks & Recreation	350,000
General Government Projects	60,000
Library/Event Circle	48,000
Fire & Emergency Med Projects	2,960,000
Contingency	<u>58,281</u>
TOTAL CIP	\$11,587,281

The annual impact on the operating budget as a result of budgeted capital improvement projects is estimated at \$18,500 in additional operating expenses in FY12-13. At the same time, we anticipate a savings of \$7,462 derived from energy audits and the photovoltaic installations. No ongoing personnel related costs are anticipated from the completion of these projects.





Project Category	FY12-13 Budget	Capital Projects Fund	Excise Tax/Downtown Fund	General Fund	Non-Town Funds
Downtown Improvements	\$ 2,142,000	\$ 796,000	\$ 1,246,000	\$ -	\$ 100,000
Street/Sidewalk Improvements	5,451,000	2,003,000	-	-	3,448,000
Traffic Signals	453,000	453,000	-	-	-
Park Improvements	350,000	350,000	-	-	-
General Government Projects	60,000	-	-	25,000	35,000
Fire & EMS Projects	2,960,000	495,000	-	28,000	2,437,000
Drainage	65,000	65,000	-	-	-
Library/Event Circle	48,000	48,000	-	-	-
Contingency	58,281	58,281	-	-	-
<b>TOTAL</b>	<b>\$ 11,587,281</b>	<b>\$ 4,268,281</b>	<b>\$ 1,246,000</b>	<b>\$ 53,000</b>	<b>\$ 6,020,000</b>

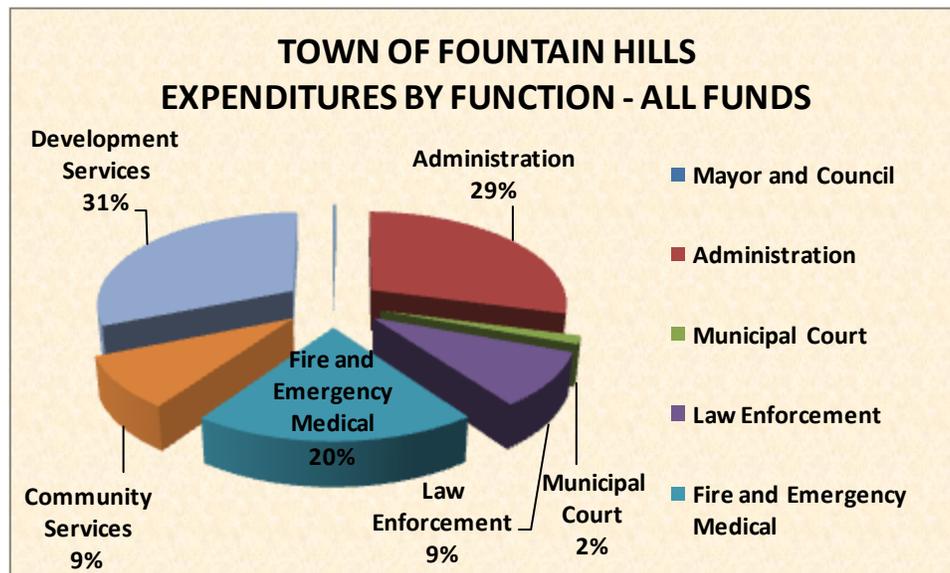
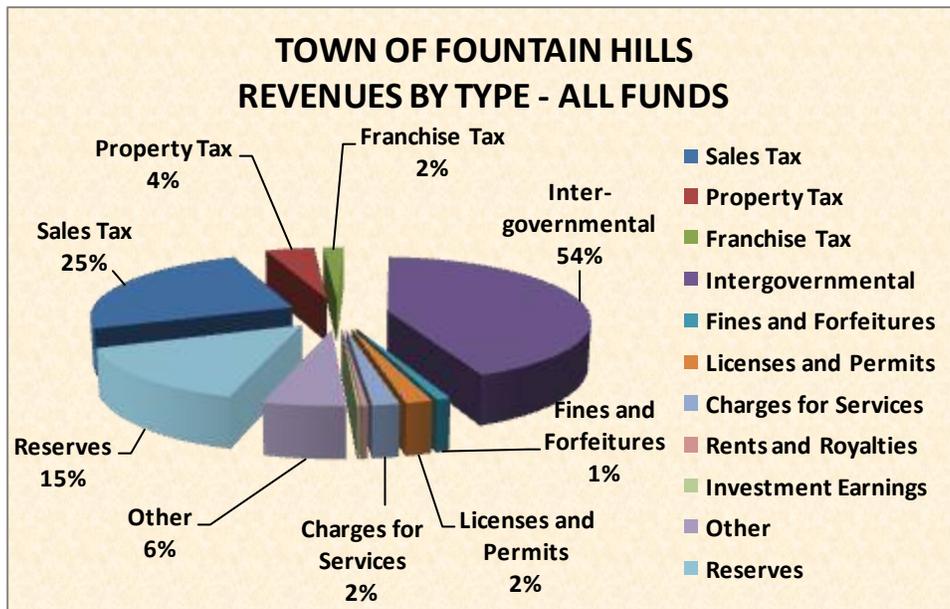


## FY12-13 Summary of Proposed Budget Revenues and Expenditures - All Funds

	General Fund	Debt Service Funds	Capital Projects Funds	Non-Major Funds	Total
<b>Revenues:</b>					
Sales Tax	\$ 6,765,120	\$ 591,120	\$ 120,000	\$ 295,560	\$ 7,771,800
Property Tax	-	1,426,215	-	-	1,426,215
Franchise Tax	603,000	-	-	-	603,000
Intergovernmental	5,015,416	-	5,758,000	2,765,640	13,539,056
Fines and Forfeitures	289,800	-	-	14,250	304,050
Licenses and Permits	438,779	-	130,632	-	569,411
Charges for Services	524,382	-	-	50,240	574,622
Rents and Royalties	135,456	-	-	-	135,456
Investment Earnings	60,000	2,300	100	1,500	63,900
Other	32,436	193,500	1,480,870	44,800	1,751,606
Reserves	-	-	4,669,919	-	4,669,919
<b>Total Revenues</b>	<b>\$ 13,864,389</b>	<b>\$ 2,213,135</b>	<b>\$ 12,159,521</b>	<b>\$ 3,171,990</b>	<b>\$ 31,409,035</b>
<b>Expenditures:</b>					
Current:					
General Government					
Mayor and Council	\$ 82,811	\$ -	\$ -	\$ -	\$ 82,811
Administration	2,585,022	2,097,927	2,661,281	1,723,968	9,068,198
Municipal Court	402,933	-	-	47,250	450,183
Total General Government	3,070,766	2,097,927	2,661,281	1,771,218	9,601,192
Public Safety					
Law Enforcement	2,946,102	-	5,000	-	2,951,102
Fire and Emergency Medical	3,255,335	-	2,965,000	-	6,220,335
Total Public Service	6,201,437	-	2,970,000	-	9,171,437
Community Services	2,443,838	-	418,000	-	2,861,838
Development Services	2,042,578	421,110	5,989,000	1,321,880	9,774,568
<b>Total Expenditures</b>	<b>\$ 13,758,619</b>	<b>\$ 2,519,037</b>	<b>\$ 12,038,281</b>	<b>\$ 3,093,098</b>	<b>\$ 31,409,035</b>

Note: See page 42 for a listing of the funds included in each column.

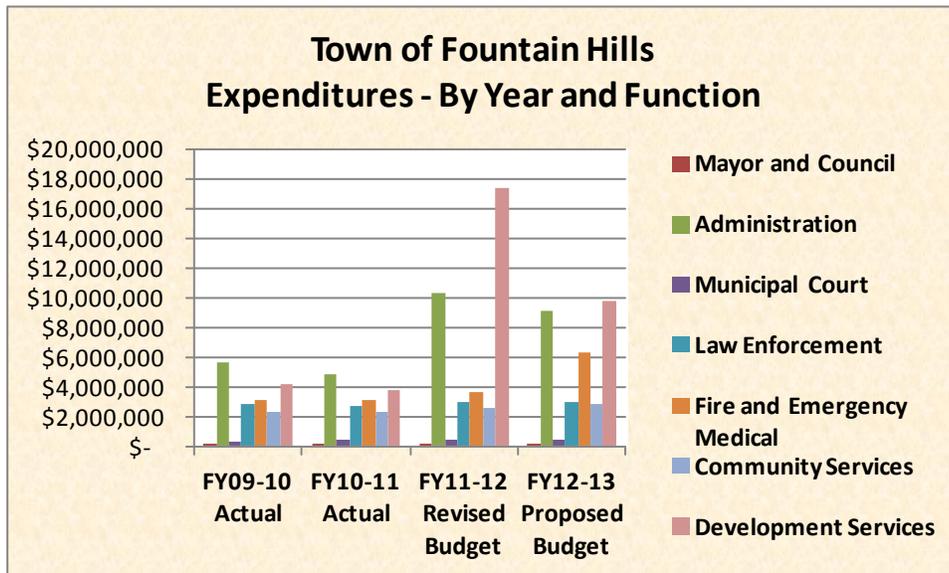
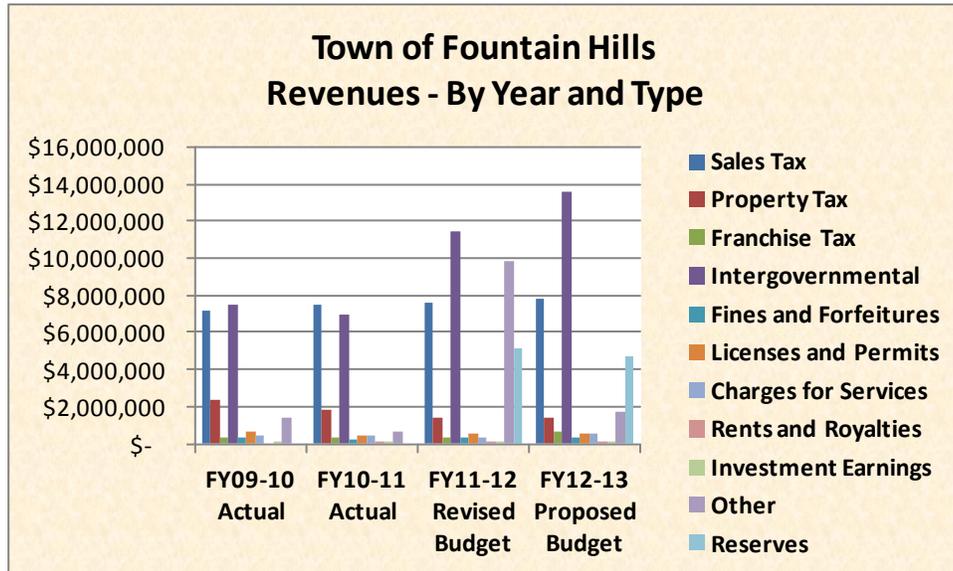




## Summary of Revenues and Expenditures - All Funds

	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Actual	Revised Budget	Proposed Budget
<b>Revenues:</b>				
Taxes:				
Sales Tax	\$ 7,198,555	\$ 7,527,581	\$ 7,619,604	\$ 7,771,800
Property Tax	2,345,404	1,853,813	1,443,315	1,426,215
Franchise Tax	309,052	322,659	303,000	603,000
Intergovernmental	7,524,285	7,002,687	11,466,202	13,539,056
Fines and Forfeitures	288,334	236,221	274,680	304,050
Licenses and Permits	611,563	428,439	503,092	569,411
Charges for Services	391,977	389,274	351,850	574,622
Rents and Royalties	-	102,103	145,464	135,456
Investment Earnings	21,345	26,277	61,332	63,900
Other	1,423,245	679,012	9,812,484	1,751,606
Reserves	-	-	5,113,475	4,669,919
Total Revenues	<u>\$ 20,113,760</u>	<u>\$ 18,568,066</u>	<u>\$ 37,094,498</u>	<u>\$ 31,409,035</u>
<b>Expenditures:</b>				
Current:				
General Government				
Mayor and Council	\$ 67,819	\$ 66,759	\$ 75,745	\$ 82,811
Administration	5,642,892	4,808,865	10,233,652	9,068,198
Municipal Court	272,667	421,931	466,094	450,183
Total General Government	<u>5,983,378</u>	<u>5,297,555</u>	<u>10,775,491</u>	<u>9,601,192</u>
Public Safety				
Law Enforcement	2,811,810	2,712,283	2,904,522	2,951,102
Fire and Emergency Medical	3,041,792	3,119,863	3,548,212	6,220,335
Total Public Service	<u>5,853,602</u>	<u>5,832,146</u>	<u>6,452,734</u>	<u>9,171,437</u>
Community Services	2,315,212	2,215,619	2,482,548	2,861,838
Development Services	4,170,172	3,705,011	17,383,725	9,774,568
Total Expenditures	<u>\$ 18,322,364</u>	<u>\$ 17,050,331</u>	<u>\$ 37,094,498</u>	<u>\$ 31,409,035</u>





## FY12-13 Projected Changes in Fund Balances

	General Fund	Debt Service Funds	Capital Projects Funds	Non-Major Funds	Total
<b>Revenues:</b>					
Sales Tax	\$ 6,765,120	\$ 591,120	\$ 120,000	\$ 295,560	\$ 7,771,800
Property Tax	-	1,426,215	-	-	1,426,215
Franchise Tax	603,000	-	-	-	603,000
Intergovernmental	5,015,416	-	5,758,000	2,765,640	13,539,056
Fines and Forfeitures	289,800	-	-	14,250	304,050
Licenses and Permits	438,779	-	130,632	-	569,411
Charges for Services	524,382	-	-	50,240	574,622
Rents and Royalties	135,456	-	-	-	135,456
Investment Earnings	60,000	2,300	100	1,500	63,900
Other	32,436	193,500	1,480,870	44,800	1,751,606
Reserves	-	-	4,669,919	-	4,669,919
<b>Total Revenues</b>	<b>\$ 13,864,389</b>	<b>\$ 2,213,135</b>	<b>\$ 12,159,521</b>	<b>\$ 3,171,990</b>	<b>\$ 31,409,035</b>
<b>Expenditures:</b>					
Current:					
General Government					
Mayor and Council	\$ 82,811	\$ -	\$ -	\$ -	\$ 82,811
Administration	2,585,022	2,097,927	2,661,281	1,723,968	9,068,198
Municipal Court	402,933	-	-	47,250	450,183
Total General Government	3,070,766	2,097,927	2,661,281	1,771,218	9,601,192
Public Safety					
Law Enforcement	2,946,102	-	5,000	-	2,951,102
Fire and Emergency Medical	3,255,335	-	2,965,000	-	6,220,335
Total Public Service	6,201,437	-	2,970,000	-	9,171,437
Community Services	2,443,838	-	418,000	-	2,861,838
Development Services	2,042,578	421,110	5,989,000	1,321,880	9,774,568
<b>Total Expenditures</b>	<b>\$ 13,758,619</b>	<b>\$ 2,519,037</b>	<b>\$ 12,038,281</b>	<b>\$ 3,093,098</b>	<b>\$ 31,409,035</b>
Net Change in Fund Balance	105,770	(305,902)	121,240	78,892	-
<b>Fund Balance</b>					
Beginning of Year - estimated	8,121,348	68,069	12,113,534	2,758,006	23,060,957
End of Year	\$ 8,227,118	\$ (237,833)	\$ 12,234,774	\$ 2,836,898	\$ 23,060,957
Fund Balance					
Percentage Change	1.30%	(449.40%)	1.00%	2.86%	0.00%

Note: See page 42 for a listing of the funds included in each column.

The decrease of fund balance in the Debt Service Funds (449.4%) is related to Municipal Property Corporation (MPC) bonds that are repaid through the Town's local sales tax. When the economy was booming, the sales tax revenues allocated for the debt service payment exceeded the annual requirement for debt payment creating a surplus in the fund. As the economy pulled back, the sales tax revenues are less than the annual debt payment but there are sufficient reserves to satisfy



**FY12-13 PROPOSED BUDGET  
SUMMARY OF EXPENDITURES  
GENERAL FUND**

<b>Fund/Department</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Revised Budget</b>	<b>FY12-13 Proposed Budget</b>
MAYOR & COUNCIL	\$67,819	\$66,759	\$75,745	\$82,811
ADMINISTRATION	2,262,062	1,966,429	2,254,733	2,585,022
MUNICIPAL COURT	263,874	409,488	432,844	402,933
DEVELOPMENT SERVICES	1,845,557	1,465,899	1,600,490	2,042,578
COMMUNITY SERVICES	2,295,108	2,193,398	2,186,655	2,233,838
FIRE & EMERGENCY MED	3,041,707	3,060,292	3,156,212	3,255,335
LAW ENFORCEMENT	2,811,426	2,712,284	2,899,522	2,946,102
<b>TOTAL GENERAL FUND</b>	<b>\$12,587,553</b>	<b>\$11,874,548</b>	<b>\$12,606,201</b>	<b>\$13,548,619</b>

**FY12-13 PROPOSED BUDGET  
SUMMARY OF EXPENDITURES  
SPECIAL REVENUE FUNDS**

<b>Fund/Department</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Revised Budget</b>	<b>FY12-13 Proposed Budget</b>
DEVELOPMENT SERVICES	\$1,174,557	\$1,123,229	\$1,278,299	\$1,321,880
<b>HIGHWAY USERS FUND</b>	<b>\$1,174,557</b>	<b>\$1,123,229</b>	<b>\$1,278,299</b>	<b>\$1,321,880</b>
ADMINISTRATION	118,580	131,631	211,364	183,968
<b>EXCISE TAX FUND</b>	<b>\$118,580</b>	<b>\$131,631</b>	<b>\$211,364</b>	<b>\$183,968</b>
ADMINISTRATION	224,688	158,015	1,438,435	1,540,000
<b>SPECIAL REVENUE FUND</b>	<b>\$224,688</b>	<b>\$158,015</b>	<b>\$1,438,435</b>	<b>\$1,540,000</b>
COMMUNITY SERVICES	18,825	14,175	13,825	210,000
<b>PUBLIC ART FUND</b>	<b>\$18,825</b>	<b>\$14,175</b>	<b>\$13,825</b>	<b>\$210,000</b>
MUNICIPAL COURT	8,793	12,443	33,250	47,250
<b>COURT ENHANCEMENT FUND</b>	<b>\$8,793</b>	<b>\$12,443</b>	<b>\$33,250</b>	<b>\$47,250</b>
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$1,545,443</b>	<b>\$1,439,493</b>	<b>\$2,975,172</b>	<b>\$3,303,098</b>



**FY12-13 PROPOSED BUDGET  
SUMMARY OF EXPENDITURES  
DEBT SERVICE FUNDS**

Fund/Department	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
DEVELOPMENT SERVICES	\$136,413	\$(388)	\$-	\$-
<b>REVENUE BOND DEBT SERV</b>	<b>\$136,413</b>	<b>\$(388)</b>	<b>\$-</b>	<b>\$-</b>
ADMINISTRATION	1,368,138	1,029,852	1,019,413	1,002,913
<b>GEN OBLIG BD DEBT SERV</b>	<b>\$1,368,138</b>	<b>\$1,029,852</b>	<b>\$1,019,413</b>	<b>\$1,002,913</b>
DEVELOPMENT SERVICES	388,760	410,710	421,610	421,110
<b>EAGLE MTN CFD DEBT SERV</b>	<b>\$388,760</b>	<b>\$410,710</b>	<b>\$421,610</b>	<b>\$421,110</b>
ADMINISTRATION	1,409,538	1,418,767	4,011,948	1,076,700
<b>MUNIC PROP CORP DEBT SERV</b>	<b>\$1,409,538</b>	<b>\$1,418,767</b>	<b>\$4,011,948</b>	<b>\$1,076,700</b>
ADMINISTRATION	3,850	-	3,315	18,315
<b>COTTONWOODS MAINT DIST</b>	<b>\$3,850</b>	<b>\$-</b>	<b>\$3,315</b>	<b>\$18,315</b>
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>\$3,306,698</b>	<b>\$2,858,941</b>	<b>\$5,456,286</b>	<b>\$2,519,038</b>



**FY12-13 PROPOSED BUDGET  
SUMMARY OF EXPENDITURES  
CAPITAL FUNDS**

<b>Fund/Department</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Revised Budget</b>	<b>FY12-13 Proposed Budget</b>
ADMINISTRATION	\$255,269	\$29,367	\$1,189,445	\$2,260,281
DEVELOPMENT SERVICES	494,289	705,560	14,063,326	5,969,000
COMMUNITY SERVICES	-	8,047	262,068	398,000
FIRE & EMERGENCY MED	-	59,571	387,000	2,960,000
<b>CAPITAL PROJECTS FUND</b>	<b>\$749,558</b>	<b>\$802,546</b>	<b>\$15,901,839</b>	<b>\$11,587,281</b>
LAW ENFORCEMENT	384	-	5,000	5,000
<b>LAW ENFORCEMENT DEV FEE</b>	<b>\$384</b>	<b>\$-</b>	<b>\$5,000</b>	<b>\$5,000</b>
FIRE & EMERGENCY MED	85	-	5,000	5,000
<b>FIRE/EMERGENCY DEV FEE</b>	<b>\$85</b>	<b>\$-</b>	<b>\$5,000</b>	<b>\$5,000</b>
DEVELOPMENT SERVICES	130,597	-	20,000	20,000
<b>STREETS DEV FEE</b>	<b>\$130,597</b>	<b>\$-</b>	<b>\$20,000</b>	<b>\$20,000</b>
COMMUNITY SERVICES	1,151	-	15,000	15,000
<b>PARK/REC DEV FEE</b>	<b>\$1,151</b>	<b>\$-</b>	<b>\$15,000</b>	<b>\$15,000</b>
<b>OPEN SPACE DEV FEE</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
COMMUNITY SERVICES	128	-	5,000	5,000
<b>LIBRARY/MUSEUM DEV FEE</b>	<b>\$128</b>	<b>\$-</b>	<b>\$5,000</b>	<b>\$5,000</b>
ADMINISTRATION	767	-	5,000	-
<b>GENERAL GOVT DEV FEE</b>	<b>\$767</b>	<b>\$-</b>	<b>\$5,000</b>	<b>\$-</b>
ADMINISTRATION	-	74,803	100,000	401,000
<b>VEHICLE/EQUIP REPL FUND</b>	<b>\$-</b>	<b>\$74,803</b>	<b>\$100,000</b>	<b>\$401,000</b>
<b>TOTAL CAPITAL FUNDS</b>	<b>\$882,670</b>	<b>\$877,349</b>	<b>\$16,056,839</b>	<b>\$12,038,281</b>
<b>TOTAL OF FUNDS</b>	<b>\$18,322,364</b>	<b>\$17,050,331</b>	<b>\$37,094,498</b>	<b>\$31,409,035</b>

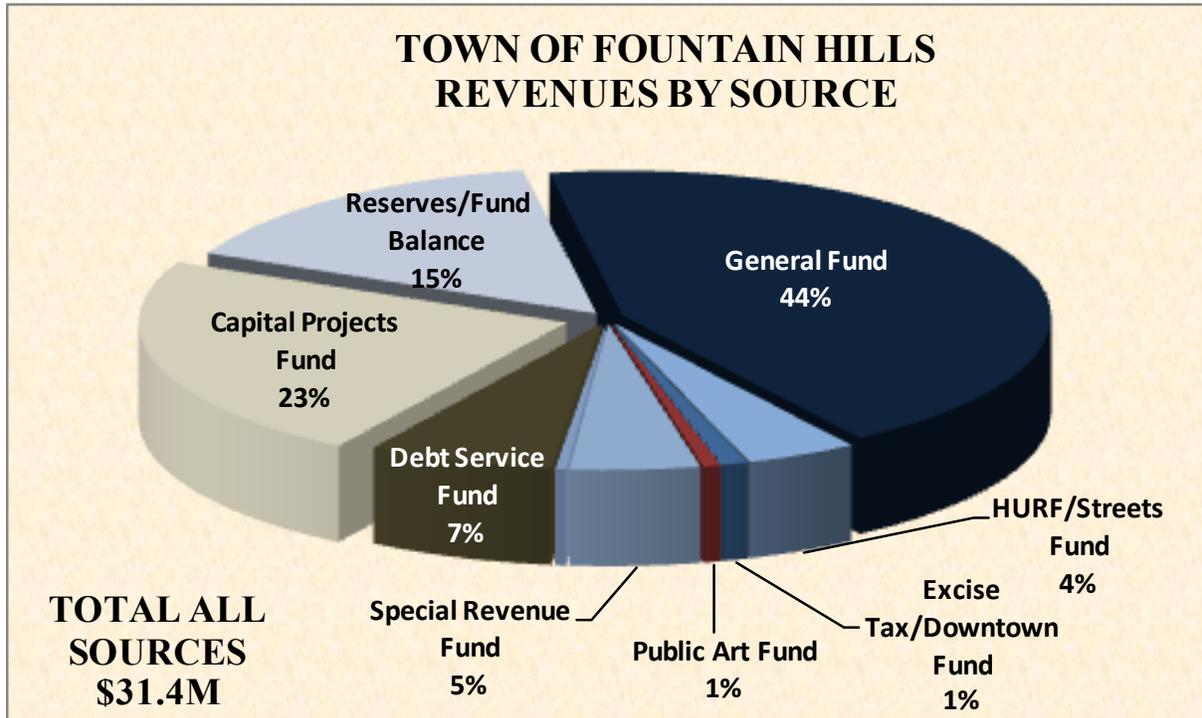


# Revenue Summary



## Revenue

This section provides a broad overview of the revenues included in the FY12-13 budget. Information is presented for General, Special Revenue, Debt Service and Capital Project funds.



Total revenues for all funds are estimated at \$31,409,035. The General Fund portion represents approximately 44% of the total. HURF/Streets funds represent 4% while the Excise Tax/Downtown and Public Art funds each represent 1% of the total. Special Revenue funds represent another 5% of the budget. Debt Service represents 7%, Capital Projects represent 23% and Reserves/Fund Balance represents the remaining 15% of the total revenues.

**FY12-13 PROPOSED BUDGET  
SUMMARY - REVENUES  
GENERAL FUND**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALES TAX-LOCAL	\$6,044,684	\$6,387,106	\$6,611,688	\$6,715,080
LIQUOR LICENSE FEES	-	50	-	1,500
BUSINESS LICENSE	99,475	102,795	113,544	114,679
ANIMAL LICENSE	49,182	48,842	46,896	47,365
BUILDING PERMIT	178,944	66,158	199,296	84,650
SIGN PERMITS	400	1,405	250	3,350
PLANNING & ZONING FEES	4,705	24,917	10,000	10,000
LANDSCAPE PERMITS	4,200	1,260	1,040	1,260
ENCROACHMENT PERMITS	17,002	28,385	25,000	35,000
VARIANCES	3,740	6,925	5,000	4,000
SUBDIVISION FEES	16,500	9,600	12,000	21,000
SPECIAL EVENT PERMIT	1,700	1,300	500	1,825
ENGINEERING FEES	2,080	1,430	2,500	2,500
PLAN REVIEW	-	76,583	-	94,650
INSPECTION FEES	-	12,006	-	17,000
FRANCHISE FEES	309,052	322,659	303,000	603,000
CELL TOWER LEASE	-	102,103	145,464	135,456
SALES TAX-STATE	1,797,356	1,860,421	1,701,480	1,880,400
INCOME TAX-STATE	3,162,174	2,383,874	1,898,160	2,259,840
VEHICLE LICENSE TAX	821,321	799,551	758,400	758,400
FIRE INSURANCE PREM TAX	127,647	122,008	124,230	116,776
PROGRAM FEES	185,692	187,724	216,341	204,414
RENTAL FEES	92,602	118,999	79,584	76,454
TAXABLE SALES	12,364	10,801	15,000	15,000
NON-TAXABLE RENTAL	13,902	6,093	7,980	10,180
NON-TAXABLE FEES	2,005	2,400	2,520	2,200
SPONSORSHIPS	17,304	8,720	12,000	12,400
DONATIONS	255	3,399	700	-
REIMBURSEMENTS/REFUNDS	27,538	16,152	-	-
AUCTION/RECYCLE PROCEEDS	814	524	-	1,150
RESTITUTION/INS PROCEEDS	1,399	40	-	-
MISCELLANEOUS REVENUE	31,095	20,122	9,996	18,886
COURT FINES/FEES	259,571	214,999	260,160	289,800
ABATEMENTS	33	-	-	-
JCEF REVENUE	-	-	-	-
INTEREST INCOME	7,459	11,608	60,000	60,000
TRANSFER IN	-	-	26,842	-
<b>TOTAL GENERAL FUND</b>	<b>\$13,292,194</b>	<b>\$12,960,959</b>	<b>\$12,649,571</b>	<b>\$13,598,215</b>



**FY12-13 PROPOSED BUDGET  
SUMMARY - REVENUES  
SPECIAL REVENUE FUNDS**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
HIGHWAY USERS TAX	1,391,100	1,396,075	1,132,332	1,265,640
LOCAL TRAN ASSIST (LTAF)	-	-	-	-
IN-LIEU FEES	84,979	63,016	25,200	50,000
ADOPT-A-STREET FEE	240	240	-	240
REIMBURSEMENTS/REFUNDS	3,850	-	-	-
RESTITUTION/INS PROCEEDS	-	828	-	-
MISCELLANEOUS REVENUE	12,186	5,428	4,800	4,800
INTEREST INCOME	170	247	120	1,200
<b>TOTAL HIGHWAY USERS FUND</b>	<b>\$1,492,525</b>	<b>\$1,465,834</b>	<b>\$1,162,452</b>	<b>\$1,321,880</b>
SALES TAX-LOCAL	-	-	-	-
SALES-EXCISE TAX	285,497	293,415	272,136	295,560
MISCELLANEOUS REVENUE	-	-	-	-
INTEREST INCOME	745	1,177	-	-
<b>TOTAL EXCISE TAX FUND</b>	<b>\$286,242</b>	<b>\$294,592</b>	<b>\$272,136</b>	<b>\$295,560</b>
GRANTS	4,616	-	1,438,435	1,500,000
LOCAL TRAN ASSIST (LTAF)	-	-	-	-
LTAF II	36,074	20,962	-	-
PROP 202/GAMING REV	183,998	152,332	-	-
DONATIONS	-	4,000	-	-
TRANSFER IN	-	15,513	-	40,000
<b>TOTAL SPECIAL REVENUE FUND</b>	<b>\$224,688</b>	<b>\$192,807</b>	<b>\$1,438,435</b>	<b>\$1,540,000</b>
DEVELOPMENT FEES	-	-	-	-
IN-LIEU FEES	194	-	-	210,000
DONATIONS	-	-	-	-
TRANSFER IN	12,325	14,175	10,000	-
<b>TOTAL PUBLIC ART FUND</b>	<b>\$12,519</b>	<b>\$14,175</b>	<b>\$10,000</b>	<b>\$210,000</b>
CCEF REVENUE	20,761	18,461	14,520	14,250
JCEF REVENUE	7,967	2,761	-	-
INTEREST INCOME	432	463	300	300
<b>TOTAL COURT ENHANCEMENT FUND</b>	<b>\$29,161</b>	<b>\$21,684</b>	<b>\$14,820</b>	<b>\$14,550</b>
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$2,045,135</b>	<b>\$1,989,092</b>	<b>\$2,897,843</b>	<b>\$3,381,990</b>



**FY12-13 PROPOSED BUDGET  
SUMMARY - REVENUES  
DEVELOPMENT FEES**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
DEVELOPMENT FEES	\$8,646	\$5,190	\$8,352	\$15,760
INTEREST INCOME	177	207	24	100
<b>TOTAL LAW ENFORCEMENT DEV FEE</b>	<b>\$8,823</b>	<b>\$5,397</b>	<b>\$8,376</b>	<b>\$15,860</b>
DEVELOPMENT FEES	1,978	1,180	1,878	3,540
INTEREST INCOME	34	40	-	-
<b>TOTAL FIRE/EMERGENCY DEV FEE</b>	<b>\$2,012</b>	<b>\$1,220</b>	<b>\$1,878</b>	<b>\$3,540</b>
DEVELOPMENT FEES	181,487	14,153	49,344	94,802
INTEREST INCOME	77	4	-	-
<b>TOTAL STREETS DEV FEE</b>	<b>\$181,564</b>	<b>\$14,157</b>	<b>\$49,344</b>	<b>\$94,802</b>
DEVELOPMENT FEES	22,076	14,203	8,874	14,790
INTEREST INCOME	(65)	-	-	-
TRANSFER IN	-	-	-	-
<b>TOTAL PARK/REC DEV FEE</b>	<b>\$22,011</b>	<b>\$14,203</b>	<b>\$8,874</b>	<b>\$14,790</b>
DEVELOPMENT FEES	3,253	1,936	1,044	1,740
INTEREST INCOME	35	41	-	-
<b>TOTAL LIBRARY/MUSEUM DEV FEE</b>	<b>\$3,288</b>	<b>\$1,977</b>	<b>\$1,044</b>	<b>\$1,740</b>
DEVELOPMENT FEES	16,194	10,121	17,574	-
INTEREST INCOME	472	551	198	-
<b>TOTAL GENERAL GOVT DEV FEE</b>	<b>\$16,666</b>	<b>\$10,672</b>	<b>\$17,772</b>	<b>\$0</b>
<b>TOTAL DEVELOPMENT FEES</b>	<b>\$234,365</b>	<b>\$47,626</b>	<b>\$87,288</b>	<b>\$130,732</b>



**FY12-13 PROPOSED BUDGET  
SUMMARY - REVENUES  
DEBT SERVICE AND CAPITAL PROJECTS**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
INTEREST INCOME	\$2	\$-	\$-	\$-
TRANSFER IN	136,413	-	-	-
<b>TOTAL REVENUE BOND DEBT SERV</b>	<b>\$136,415</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
PROPERTY TAX-CY	1,485,589	970,276	1,020,000	1,000,800
INTEREST INCOME	(9)	79	102	1,200
<b>TOTAL GEN OBLIG BD DEBT SERV</b>	<b>\$1,485,579</b>	<b>\$970,355</b>	<b>\$1,020,102</b>	<b>\$1,002,000</b>
PROPERTY TAX-CY	410,607	394,346	420,000	422,100
INTEREST INCOME	-	27	84	600
<b>TOTAL EAGLE MTN CFD DEBT SERV</b>	<b>\$410,607</b>	<b>\$394,372</b>	<b>\$420,084</b>	<b>\$422,700</b>
SALES-EXCISE TAX	856,492	880,244	631,200	591,120
INTEREST INCOME	1,997	1,474	504	500
TRANSFER IN	387,000	387,000	193,500	193,500
<b>TOTAL MUNIC PROP CORP DEBT SERV</b>	<b>\$1,245,490</b>	<b>\$1,268,718</b>	<b>\$825,204</b>	<b>\$785,120</b>
PROPERTY TAX-CY	3,323	3,293	3,315	3,315
TAXABLE SALES	-	-	-	-
INTEREST INCOME	-	2	-	-
<b>TOTAL COTTONWOODS MAINT DIST</b>	<b>\$3,323</b>	<b>\$3,295</b>	<b>\$3,315</b>	<b>\$3,315</b>
SALES TAX-LOCAL	457,767	283,567	104,580	120,000
GRANTS	-	267,464	4,413,165	5,758,000
MISCELLANEOUS REVENUE	-	-	-	15,000
INTEREST INCOME	9,819	10,357	-	-
TRANSFER IN	523,321	-	9,554,646	1,299,000
<b>TOTAL CAPITAL PROJECTS FUND</b>	<b>\$990,907</b>	<b>\$561,389</b>	<b>\$14,072,391</b>	<b>\$7,192,000</b>
AUCTION/RECYCLE PROCEEDS	33,327	13,188	-	-
INTERNAL SERVICE CHARGES	-	5,142	5,225	5,730
VEHICLE REPL CHARGES	-	155,414	-	161,140
TRANSFER IN	236,418	29,367	-	-
<b>TOTAL VEHICLE/EQUIP REPL FUND</b>	<b>\$269,745</b>	<b>\$203,111</b>	<b>\$5,225</b>	<b>\$166,870</b>
<b>TOTAL DEBT SERVICE AND CAPITAL PROJECTS</b>	<b>\$4,542,066</b>	<b>\$3,401,242</b>	<b>\$16,346,321</b>	<b>\$9,572,005</b>
<b>GRAND TOTAL ALL FUNDS</b>	<b>20,113,760</b>	<b>\$18,568,067</b>	<b>\$31,981,023</b>	<b>\$26,739,116</b>



## FY12-13 Revenues by Type

	General Fund	Debt Service Funds	Capital Projects Funds	Non-Major Funds	Total	% of Total
<b>Revenues:</b>						
Sales Tax	\$ 6,765,120	\$ 591,120	\$ 120,000	\$ 295,560	\$ 7,771,800	25%
Property Tax	-	1,426,215	-	-	1,426,215	5%
Franchise Tax	603,000	-	-	-	603,000	2%
Intergovernmental	5,015,416	-	5,758,000	2,765,640	13,539,056	43%
Fines and Forfeitures	289,800	-	-	14,250	304,050	1%
Licenses and Permits	438,779	-	130,632	-	569,411	2%
Charges for Services	524,382	-	-	50,240	574,622	2%
Rents and Royalties	135,456	-	-	-	135,456	0%
Investment Earnings	60,000	2,300	100	1,500	63,900	0%
Other	32,436	193,500	1,480,870	44,800	1,751,606	6%
Reserves	-	-	4,669,919	-	4,669,919	15%
<b>Total Revenues</b>	<b>\$13,864,389</b>	<b>\$ 2,213,135</b>	<b>\$ 12,159,521</b>	<b>\$ 3,171,990</b>	<b>\$ 31,409,035</b>	<b>100%</b>

Note: See page 42 for a listing of the funds included in each column.

See the following pages for a discussion of the major revenue types, restrictions on use, and major influences for each type.

The use of reserves is intended to be used for funding capital projects.



Revenue Summary  
State Shared Sales Tax Revenue

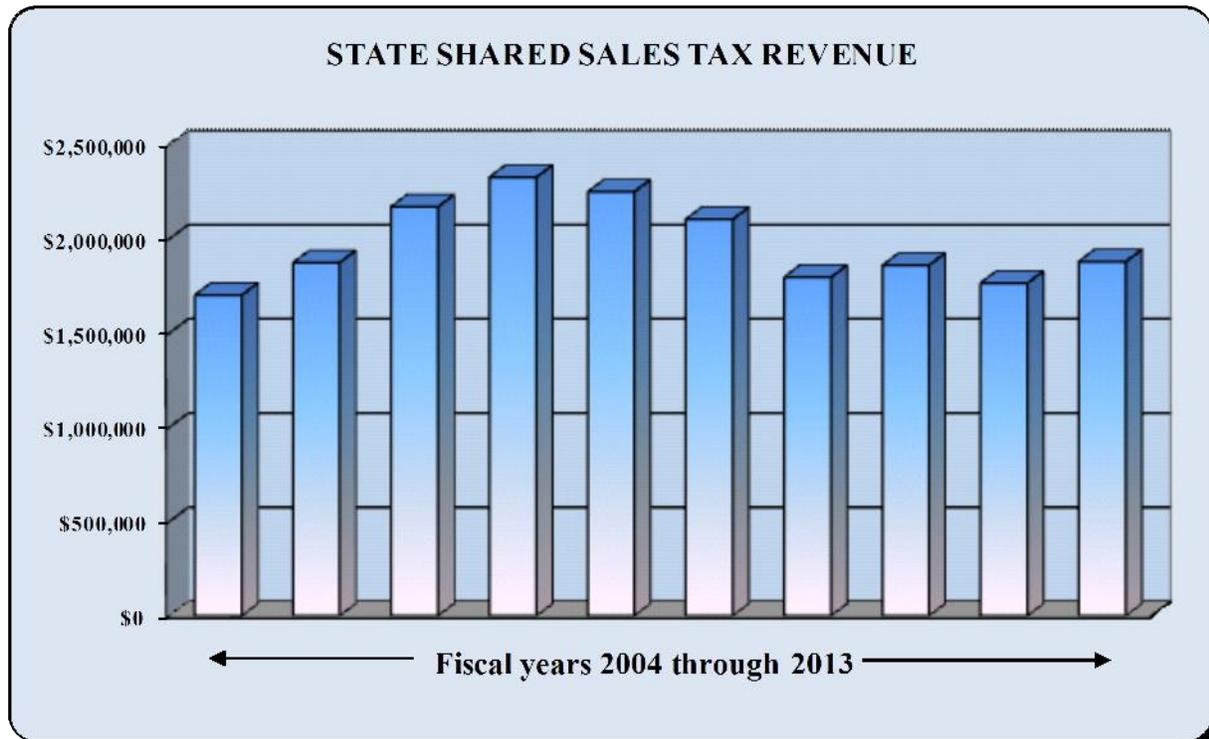
Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purposes.	2003-04	\$1,702,374	7.6%
	2004-05	\$1,874,577	10.1%
	2005-06	\$2,170,940	15.8%
	2006-07	\$2,327,899	7.2% <sup>1</sup>
	2007-08	\$2,250,912	-3.3%
	2008-09	\$2,104,480	-6.5%
	2009-10	\$1,797,356	-14.6%
	2010-11	\$1,860,421	3.5%
	2011-12 (est.)	\$1,765,548	-5.1% <sup>1</sup>
	2012-13 (est.)	\$1,880,500	6.5%

<sup>1</sup> Change due to census population

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 .4% of the state total). The FY 2012-2013 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

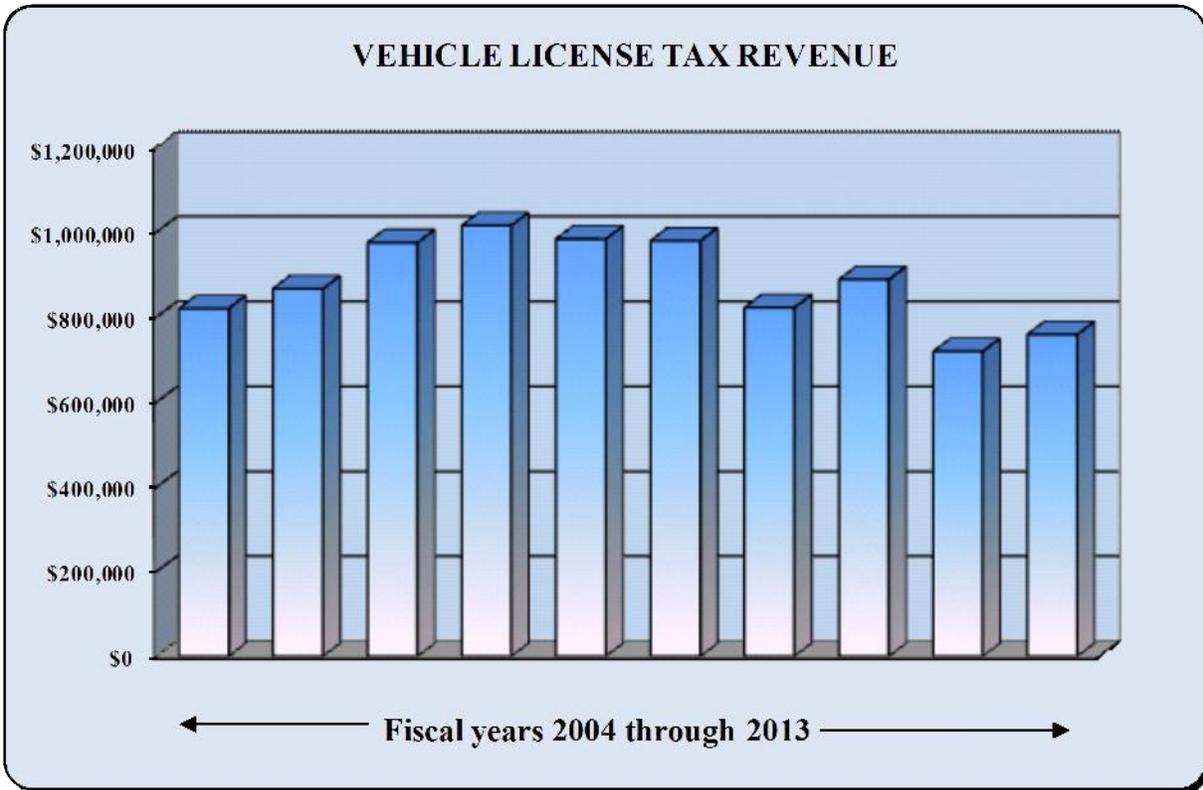


Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purposes.	2003-04	\$819,497	2.8%
	2004-05	\$865,823	5.7%
	2005-06	\$974,452	12.5%
	2006-07	\$1,014,853	4.1%
	2007-08	\$982,943	-3.1%
	2008-09	\$978,600	-0.4%
	2009-10	\$821,321	-16.1%
	2010-11	\$887,427	8.0%
	2011-12 (est.)	\$718,475	-19.0%
	2012-13 (est.)	\$758,394	5.6%

**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.

Major Influences: Automobile sales, Population, and State Policy



Revenue Summary  
State Shared Sales Tax Revenue

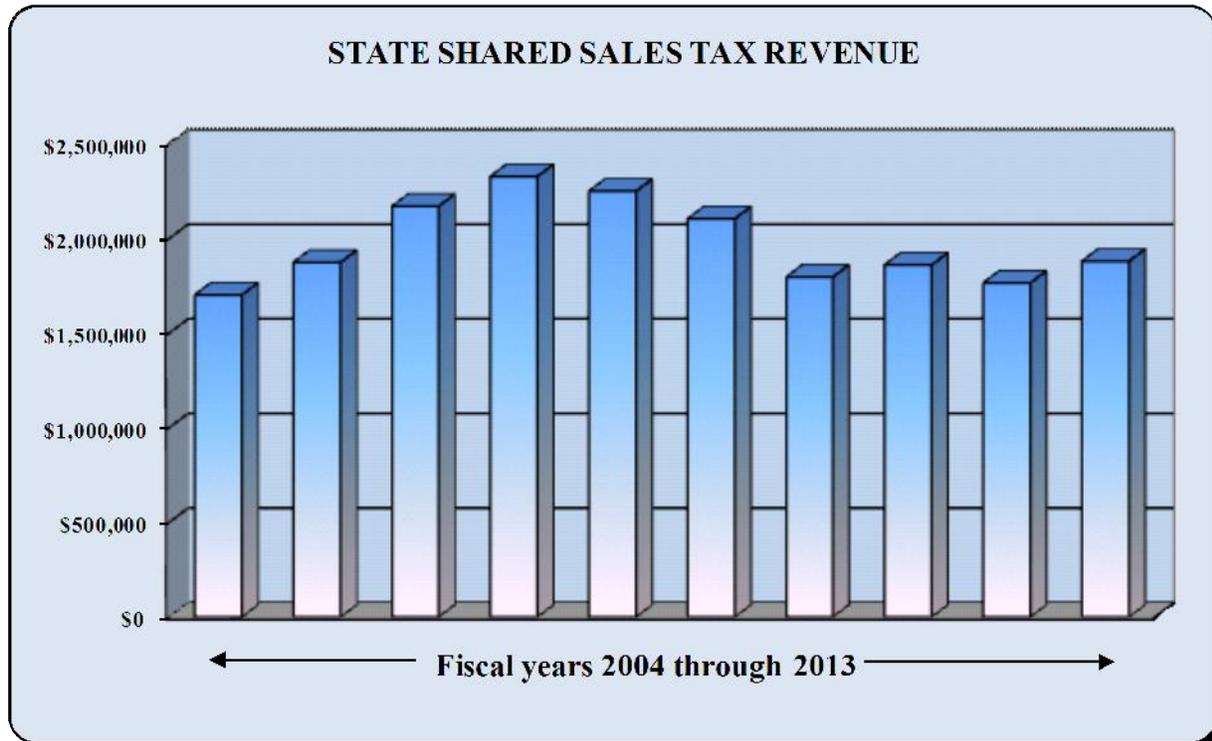
Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purposes.	2003-04	\$1,702,374	7.6%
	2004-05	\$1,874,577	10.1%
	2005-06	\$2,170,940	15.8%
	2006-07	\$2,327,899	7.2% <sup>1</sup>
	2007-08	\$2,250,912	-3.3%
	2008-09	\$2,104,480	-6.5%
	2009-10	\$1,797,356	-14.6%
	2010-11	\$1,860,421	3.5%
	2011-12 (est.)	\$1,765,548	-5.1% <sup>1</sup>
	2012-13 (est.)	\$1,880,500	6.5%

<sup>1</sup> Change due to census population

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 .4% of the state total). The FY 12-13 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



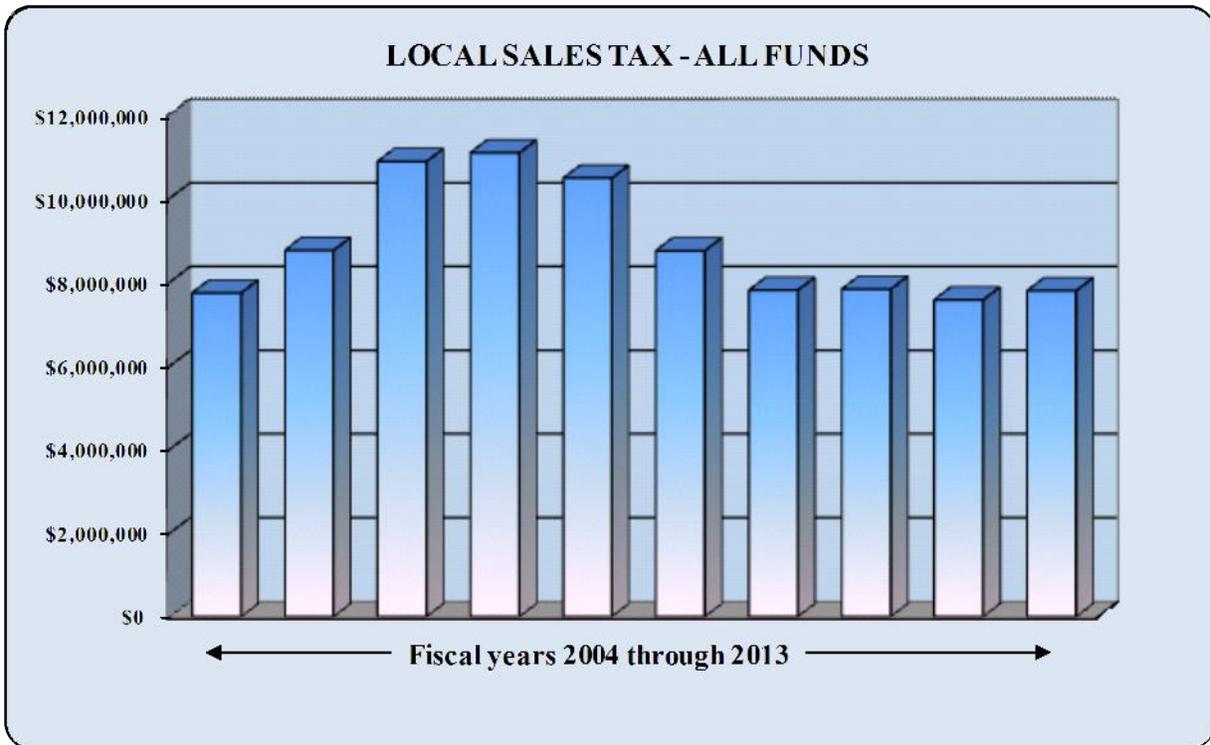
Restrictions	Fiscal Year	Amount	Percent Change
Revenues from the 2.6% local sales tax are allocated to the Capital Projects Fund, Municipal Property Corporation, Excise Tax/Downtown Fund and the General Fund. General Fund proceeds are not restricted but must be expended for public purpose.	2003-04	\$7,733,643	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	\$8,740,324	-16.5%
	2009-10	\$7,796,029	-10.8%
	2010-11	\$7,824,390	0.4%
	2011-12 (est.)	\$7,569,457	-3.3%
	2012-13 (est.)	\$7,785,744	2.9%

**Assumptions**

The local sales tax rate in Fountain Hills is 2.6% - total receipts for FY12-13 are estimated to be \$7,785,744. The construction related sales tax is derived from one-time activities and has been 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:

<u>Dedications:</u>	
Excise Tax/Downtown Fund	\$ 295,560
Municipal Property Corp.	591,120
Capital Projects Fund	120,000
General Fund	<u>6,765,120</u>
 Total Projections	 \$7,785,744

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

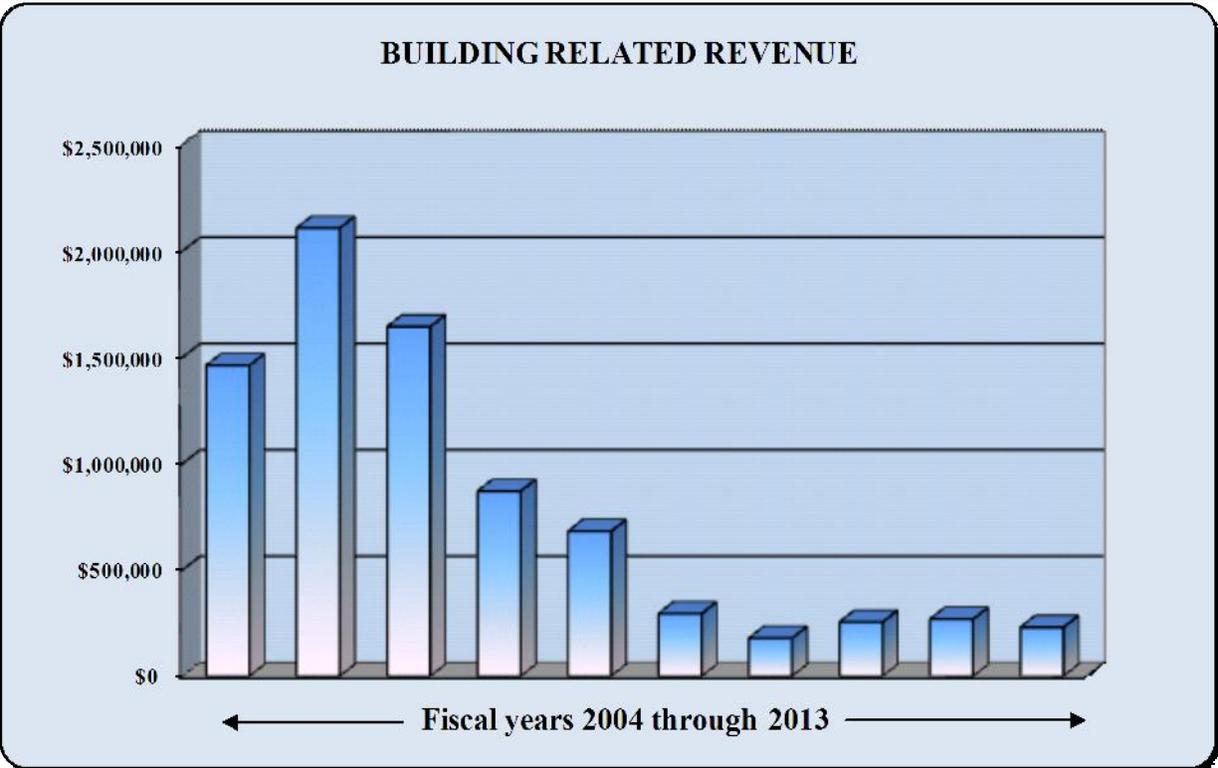


Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purpose.	2003-04	\$1,461,030	20.4%
	2004-05	\$2,107,617	44.3%
	2005-06	\$1,643,454	-22.0%
	2006-07	\$870,386	-47.0%
	2007-08	\$681,445	-21.7%
	2008-09	\$294,356	-56.8%
	2009-10	\$178,945	-39.2%
	2010-11	\$254,375	42.2%
	2011-12 (est.)	\$267,816	5.3%
	2012-13 (est.)	\$229,760	-14.2%

**Assumptions**

Revenues from this source include the fees collected from building permits, rezoning, improvement plans, encroachment and subdivision plans. The increase in FY04-05 is due to the a large number of multi-family units that were constructed that year. The estimates for FY12-13 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 6 single family, 4 multi-family units, and 2 commercial projects.

Major Influences: Population, Economy, Development, Public Policy

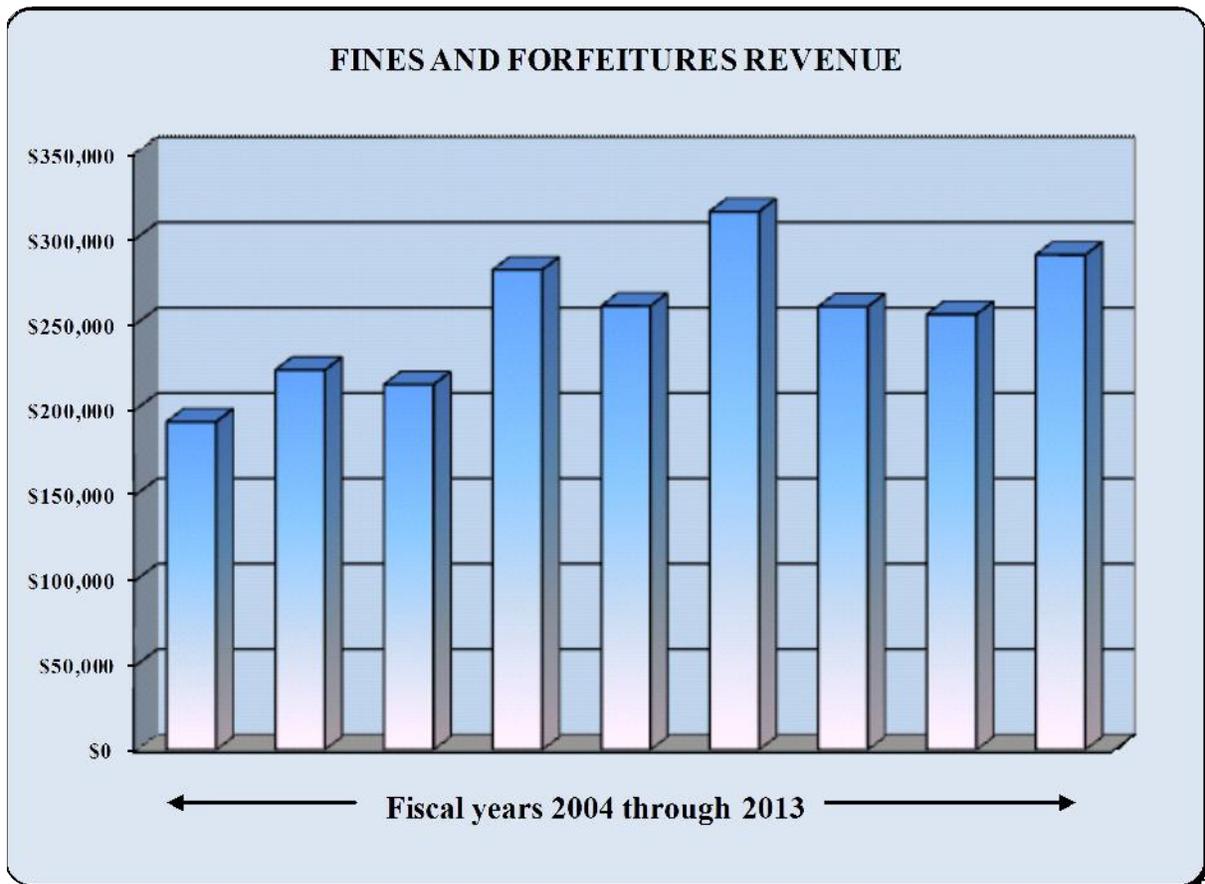


Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purpose.	2003-04	\$192,158	-1.5%
	2004-05	\$222,451	15.8%
	2005-06	\$214,008	-3.8%
	2006-07	\$281,173	31.4%
	2007-08	\$260,044	-7.5%
	2008-09	\$315,274	21.2%
	2009-10	\$259,571	-17.7%
	2010-11	\$255,078	-1.7%
	2011-12 (est.)	\$289,900	13.7%
	2012-13 (est.)	\$289,900	0.0%

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 FY 2005-06 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



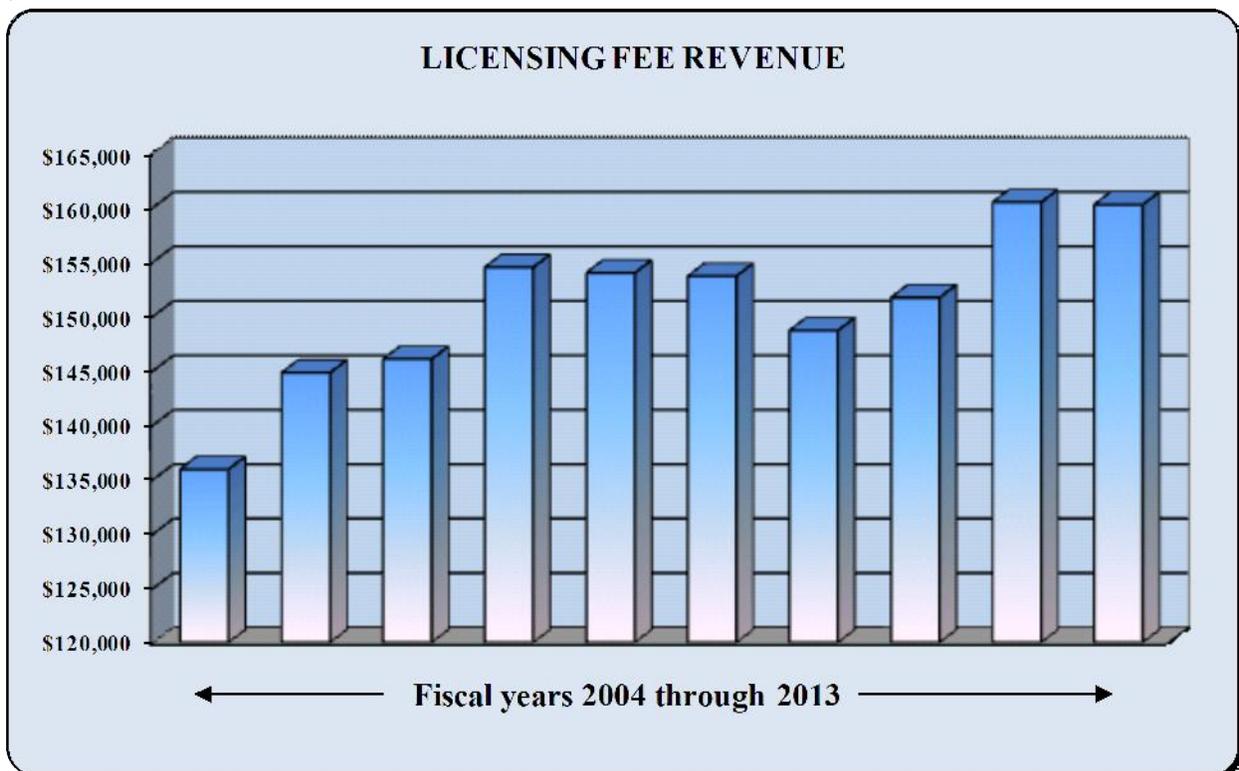
Revenue Summary  
Licensing Fee Revenue

Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purpose.	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	\$153,663	-0.2%
	2009-10	\$148,657	-3.3%
	2010-11	\$151,687	2.0%
	2011-12 (est.)	\$160,440	5.8%
	2012-13 (est.)	\$160,225	-0.1%

Assumptions

License fees are derived from a license tax on professions, occupations, businesses (\$114,679) and animals (\$47,365) within the Town. The license fee is used primarily as a means of regulating businesses and animal control within the community. The estimate for FY12-13 is based on 2,277 active business licenses and 3,248 animal licenses.

Major Influences: Economy, Enforcement

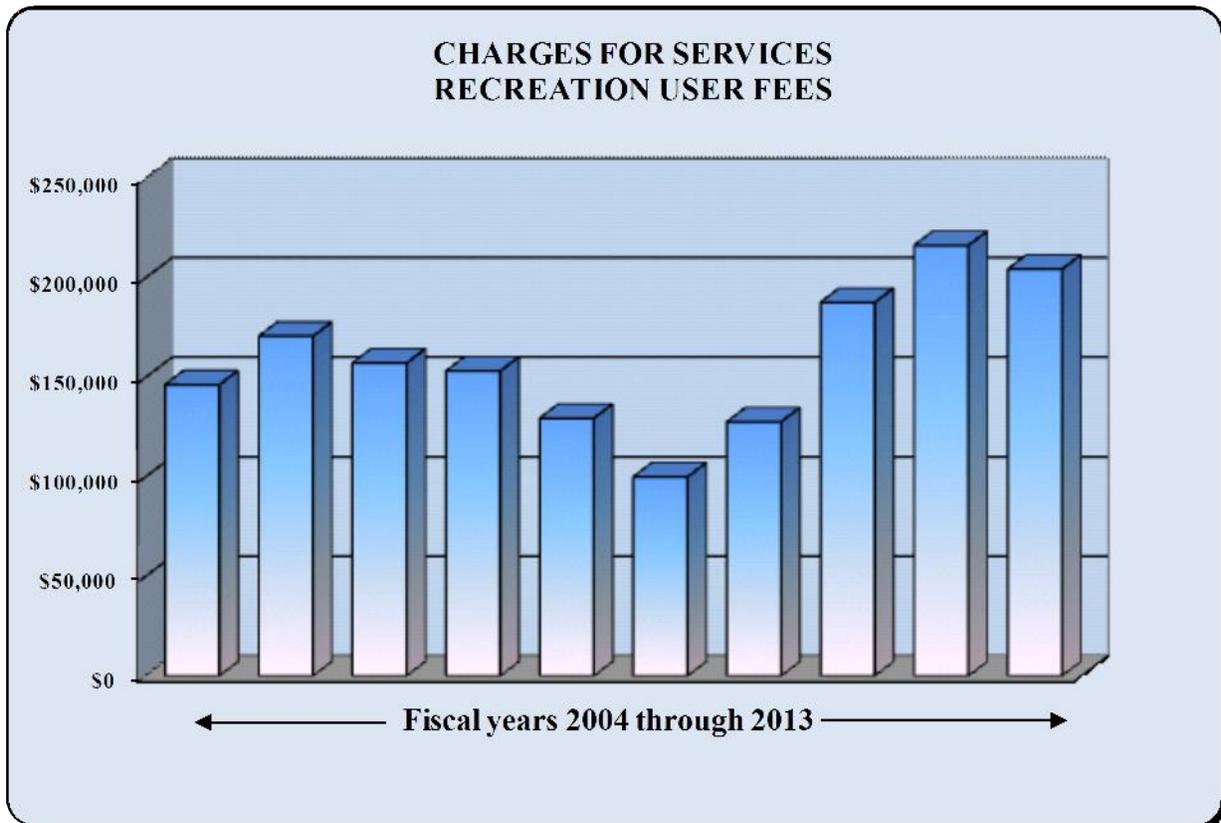


Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purpose.	2003-04	\$146,334	-0.3%
	2004-05	\$170,709	16.7%
	2005-06	\$157,193	-7.9%
	2006-07	\$153,219	-2.5%
	2007-08	\$129,482	-15.5%
	2008-09	\$100,000	-22.8%
	2009-10	\$127,687	27.7%
	2010-11	\$187,724	47.0%
	2011-12 (est.)	\$216,341	15.2%
	2012-13 (est.)	\$204,414	-5.5%

**Assumptions**

Charges for services are collected from users of Town facilities (parks) and recreation programs for youths to seniors. Senior Services offers programs for senior citizens including home delivered meals, fitness programs, special interest classes and trips, as well as social events. The decrease for FY12-13 reflects a general decline in the number of participants in recreation programs.

Major Influences: Population, Internal Policy on Rates

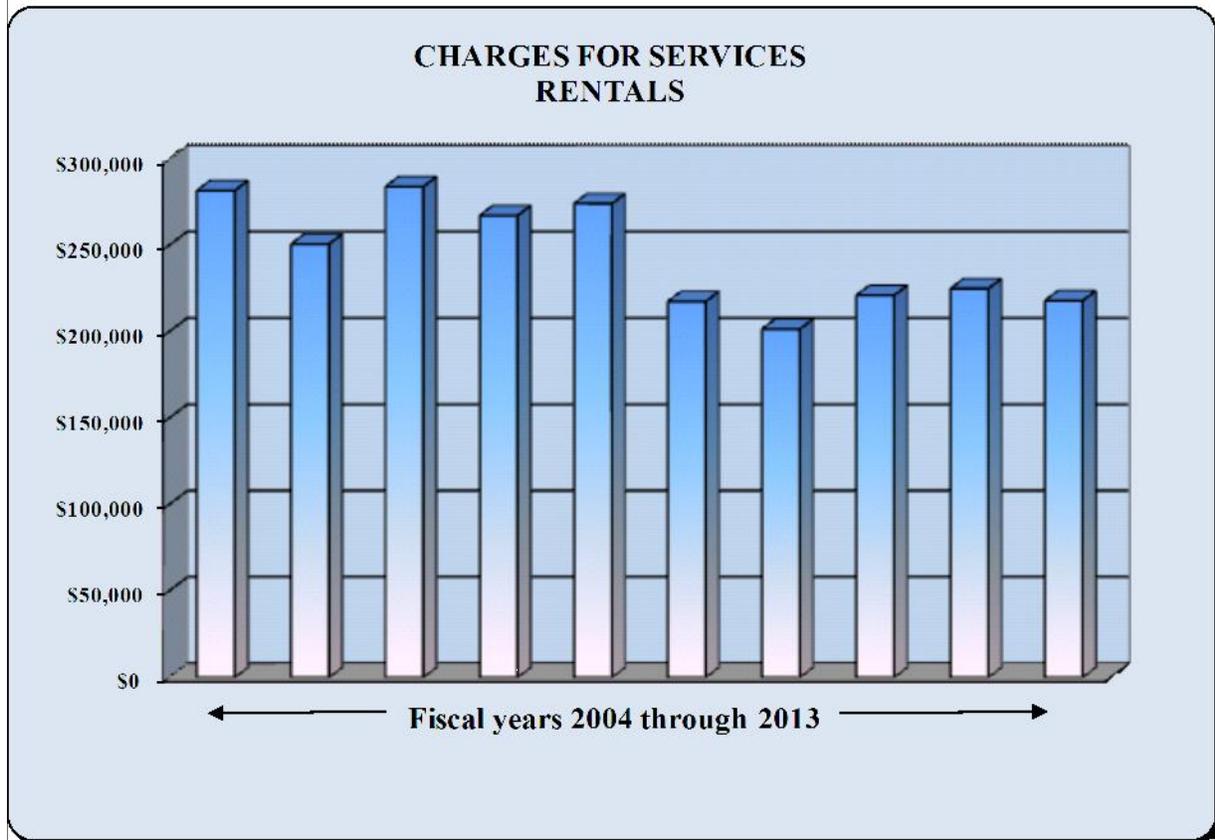


Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purpose.	2003-04	\$281,795	44.7%
	2004-05	\$250,837	-11.0%
	2005-06	\$284,075	13.3%
	2006-07	\$267,350	-5.9%
	2007-08	\$274,244	2.6%
	2008-09	\$217,539	-20.7%
	2009-10	\$201,618	-7.3%
	2010-11	\$221,103	9.7%
	2011-12 (est.)	\$225,048	1.8%
	2012-13 (est.)	\$218,044	-3.1%

**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

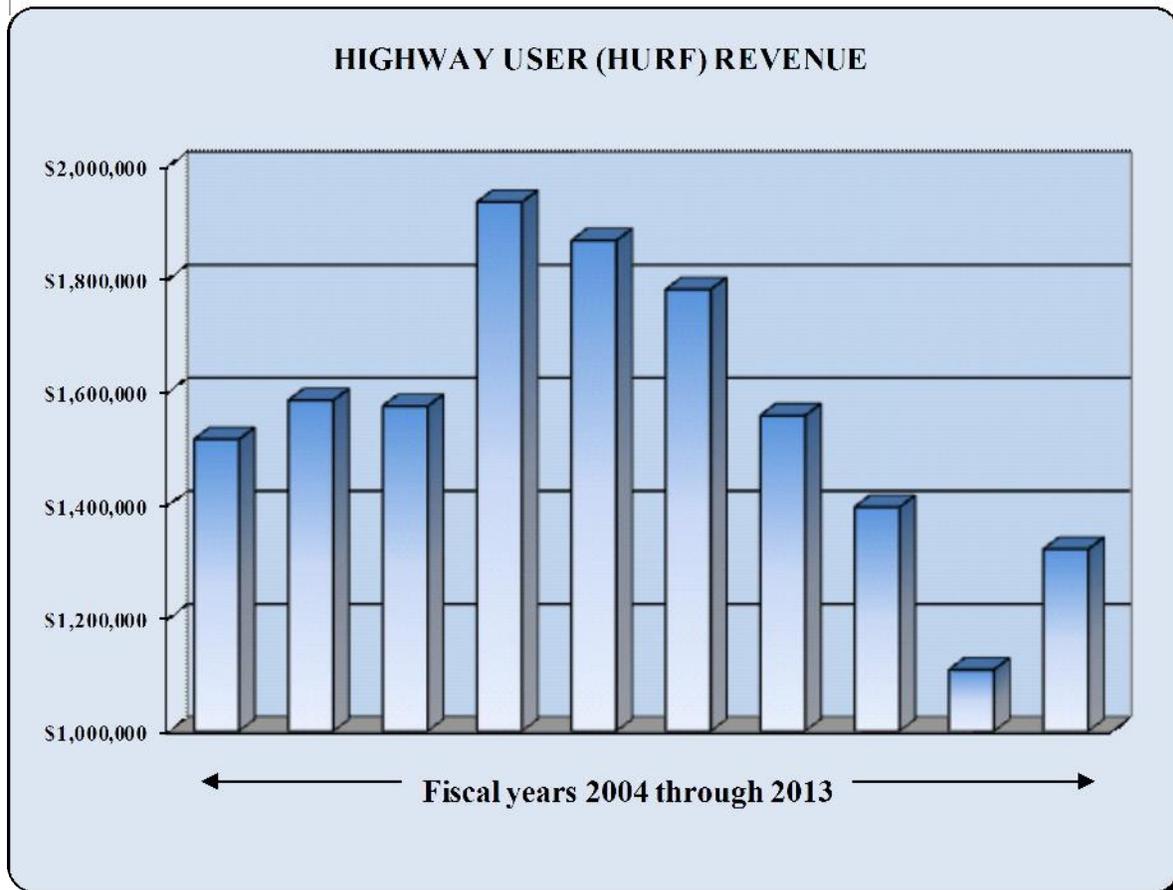


Restrictions	Fiscal Year	Amount	Percent Change
There is a State constitutional restriction on the use of these funds which requires that these funds be used solely for street and highway purposes. Payment of principal and interest on highway and street bonds are an approved use.	2003-04	\$1,515,787	6.2%
	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	\$1,780,982	-4.6%
	2009-10	\$1,557,852	-12.5%
	2010-11	\$1,396,075	-10.4%
	2011-12 (est.)	\$1,108,470	-20.6%
	2012-13 (est.)	\$1,321,640	19.2%

**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 FY2013 is based on the information provided by the League of Arizona Cities and Towns and declined due to adjusted revenue sharing by the State legislature.

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



# Expenditure Summary



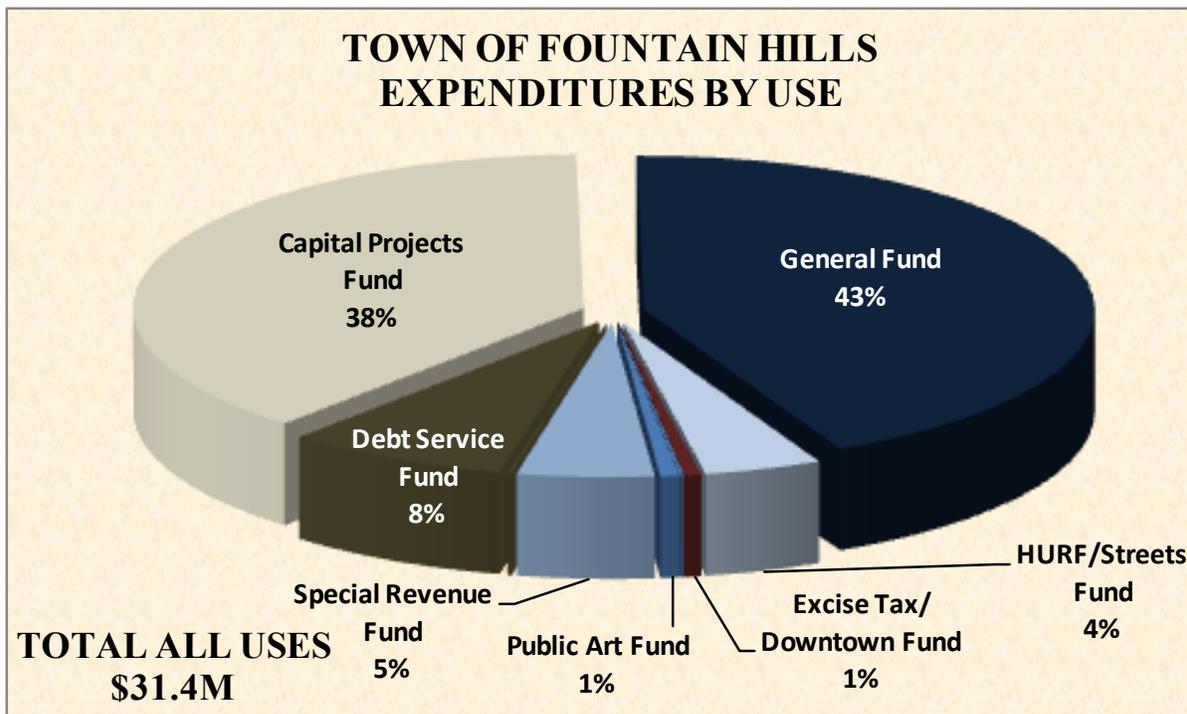
**Expenditures**

This section provides a broad overview of the expenditures included in the FY12-13 budget. Information is presented for General, Special Revenue, Debt Service and Capital Project funds.

**All Funds Expenditure Summary**

Total expenditures for all funds are \$31,409,035 including transfers. The General Fund represents 43% of the total. Highway User Revenue Fund (Streets Fund) represents 4% of the total Town budget. The Excise Tax/Downtown and Public Art funds each represent 1% of the total. Other Special Revenue funds represent 5% of the budget, with Debt Service representing 8% and Capital Projects representing 38%.

With the introduction of program budgeting, all expenditures are categorized by line item or program. A summary of all programs and proposed costs are shown on the next pages.



**FY12-13 PROPOSED BUDGET EXPENDITURES BY FUND AND PROGRAM**

**GENERAL FUND**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
ACCOUNTING	\$62,773	\$37,236	\$54,356	\$51,799
ADMINISTRATION	4,963,262	1,871,078	1,627,282	2,044,282
AMENITIES	166,952	192,397	218,178	235,229
ANIMAL CONTROL	39,398	38,630	66,398	65,324
ART ACQUISITION/MAINT	-	-	-	9,807
ATTORNEY SERVICES	185,678	184,716	186,512	197,400
AUDIT SERVICES	78,759	74,438	70,141	65,232
BOARDS & COMMISSIONS	38,541	33,221	52,775	58,272
BUDGET	49,135	47,759	39,318	41,389
BUILDING INSPECTION	95,949	229,818	270,080	243,767
BUILDING MAINTENANCE	520,296	613,828	602,214	945,220
CAPITAL IMPROVEMENT PROG	121,151	89,174	85,688	87,581
CIVIL CASES	-	41,761	47,235	44,266
CODE COMPLIANCE	134,820	116,371	125,852	102,586
COMMUNITY EVENTS	99,412	88,500	106,404	108,492
CRIMINAL CASES	-	86,209	92,765	87,746
CURRENT PLANNING	162,869	120,985	99,206	100,833
CUSTOMER SERVICE	12,350	22,073	30,770	31,425
ELECTIONS	58,060	20,619	173,985	88,595
EMERGENCY MEDICAL	-	19,905	1,361,311	1,378,543
ENGINEERING	119,995	88,385	143,676	172,345
ENVIRONMENTAL SERVICE	78,132	51,275	44,720	77,190
EVENT PLANNING	70,685	52,845	49,261	54,991
FIELD PREP/MAINT	138,506	149,035	184,980	193,406
FIRE PROJECTS	48,978	2,762,479	1,503,245	1,551,476
FOUNTAIN	187,742	175,010	200,724	201,300
HOME DELIVERED MEALS	87,939	91,564	117,157	117,481
INCARCERATION/TRANSPORT	81,154	78,309	96,000	96,000
JUVENILE	67,936	20,381	20,173	18,659
LANDSCAPE MAINTENANCE	187,280	170,505	233,331	218,888
LEGISLATION	36,678	40,573	42,909	45,017
LICENSING	31,510	24,931	37,849	35,475
LONG RANGE PLANNING	69,308	35,588	28,104	27,330
MAPPING & GRAPHICS	105,242	81,147	79,995	101,563
OPEN SPACE	2,428	40,245	34,057	40,677
OPERATIONAL SUPPORT	198,685	(99,418)	15,360	-
PATROL	2,690,809	2,582,036	2,729,379	2,762,382
PAYROLL	16,028	14,917	14,795	15,111
PERMITTING	283,238	169,227	109,430	111,057
PUBLIC DEFENDER	8,250	2,750	9,960	9,960
PROSECUTOR	110,000	110,000	110,000	110,000
PURCHASING	18,610	34,392	16,716	17,142
RECORDS MANAGEMENT	19,427	20,350	15,061	16,488
RECRUITMENT	11,802	3,553	27,896	8,417
RISK MANAGEMENT	249,127	268,573	270,968	255,912
SENIOR MEMBERSHIPS	16,414	68,055	58,404	85,356
SENIOR PROGRAMS	11,471	513	2	-



---

**FY12-13 PROPOSED BUDGET EXPENDITURES BY FUND AND PROGRAM**
**GENERAL FUND**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SOCIAL/COMMUNITY SERVICES	\$452,577	\$429,952	\$372,435	\$397,415
SUPPORT	53,085	173,288	169,901	251,568
SPECIAL EVENTS	-	13,666	26,897	27,728
SPECIAL INTEREST PROGRAMS	54,741	38,414	35,198	34,884
SPORTS ACTIVITIES	86,053	66,279	65,317	67,610
STORMWATER MANAGEMENT	92,208	48,181	208,991	215,669
STRATEGIC PLANNING	18,587	18,908	18,939	21,257
TRAINING & DEVELOPMENT	5,451	693	1,964	5,000
TREASURY	-	27,124	30,325	46,693
VIDEO SERVICES	3,930	9,130	45,348	19,771
VOLUNTEERS	30,299	34,697	56,994	57,111
WEB SITE	-	8,314	33,003	33,372
YOUTH & TEEN PROGRAMS	53,841	39,963	36,269	39,130
<b>TOTAL GENERAL FUND</b>	<b>\$12,587,553</b>	<b>\$11,874,548</b>	<b>\$12,606,201</b>	<b>\$13,548,619</b>

**HIGHWAY USERS FUND**

ADMINISTRATION	\$389,028	\$133,110	\$200,017	\$190,991
ADOPT A STREET	324	19,262	3,297	3,193
LEGAL SERVICES	20,260	22,591	21,408	21,600
OPEN SPACE	99,922	310,621	299,644	302,698
PAVEMENT MANAGEMENT	128,492	70,081	149,041	339,266
STREET SIGNS	77,349	89,952	74,821	86,472
STREET SWEEPING	147,180	141,605	150,188	126,805
TRAFFIC MGMT	1,089	93,494	96,355	-
TRAFFIC SIGNALS	166,099	153,697	200,694	170,336
VEHICLE MAINTENANCE	144,813	88,817	82,834	80,519
<b>TOTAL HIGHWAY USERS FUND</b>	<b>\$1,174,557</b>	<b>\$1,123,229</b>	<b>\$1,278,299</b>	<b>\$1,321,880</b>

**EXCISE TAX FUND**

ADMINISTRATION	\$118,580	\$131,631	\$211,364	\$183,968
<b>TOTAL EXCISE TAX FUND</b>	<b>\$118,580</b>	<b>\$131,631</b>	<b>\$211,364</b>	<b>\$183,968</b>



**FY12-13 PROPOSED BUDGET EXPENDITURES BY FUND AND PROGRAM**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
<b>SPECIAL REVENUE FUNDS</b>				
GRANTS ADMIN	\$224,688	\$158,015	\$1,438,435	\$1,540,000
<b>TOTAL SPECIAL REVENUE FUND</b>	<b>\$224,688</b>	<b>\$158,015</b>	<b>\$1,438,435</b>	<b>\$1,540,000</b>
ART ACQUISITION/MAINT	18,825	14,175	13,825	210,000
<b>TOTAL PUBLIC ART FUND</b>	<b>\$18,825</b>	<b>\$14,175</b>	<b>\$13,825</b>	<b>\$210,000</b>
EQUIPMENT REPLACEMENT	8,793	12,443	33,250	47,250
<b>TOTAL COURT ENHANCEMENT FUND</b>	<b>\$8,793</b>	<b>\$12,443</b>	<b>\$33,250</b>	<b>\$47,250</b>
<b>GRAND TOTAL SPECIAL REV FUNDS</b>	<b>\$252,306</b>	<b>\$184,632</b>	<b>\$1,485,510</b>	<b>\$1,797,250</b>
<b>DEBT SERVICE FUNDS</b>				
REVENUE BOND DEBT SERV	\$136,413	\$(388)	\$-	\$-
GEN OBLIG BD DEBT SERV	1,368,138	1,029,852	1,019,413	1,002,913
EAGLE MTN CFD DEBT SERV	388,760	410,710	421,610	421,110
MUNIC PROP CORP DEBT SERV	1,409,538	1,418,767	4,011,948	1,076,700
COTTONWOODS MAINT DIST	3,850	-	3,315	18,315
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>\$3,306,698</b>	<b>\$2,858,941</b>	<b>\$5,456,286</b>	<b>\$2,519,038</b>
<b>CAPITAL PROJECTS FUND</b>				
ADMINISTRATION	\$-	\$29,367	\$136,945	\$58,281
DOWNTOWN DEVELOPMENT	-	-	755,000	2,142,000
FIRE PROJECTS	-	59,571	387,000	2,960,000
GENERAL GOV'T PROJECTS	255,269	-	297,500	60,000
LIBRARY/MUSEUM PROJ	-	8,047	111,893	48,000
OPEN SPACE	-	-	-	50,000
PARK DEVELOPMENT	-	-	150,175	300,000
PAVEMENT MANAGEMENT	492,291	558,861	13,788,326	5,451,000
STORMWATER MANAGEMENT	-	-	75,000	65,000
TRAFFIC SIGNALS	1,998	146,699	200,000	453,000
<b>TOTAL CAPITAL PROJECTS FUND</b>	<b>\$749,558</b>	<b>\$802,546</b>	<b>\$15,901,839</b>	<b>\$11,587,281</b>



---

**FY12-13 PROPOSED BUDGET EXPENDITURES BY FUND AND PROGRAM**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
<b>DEVELOPMENT FEES</b>				
LAW ENFORCEMENT DEV FEE	\$384	\$-	\$5,000	\$5,000
FIRE/EMERGENCY DEV FEE	85	-	5,000	5,000
STREETS DEV FEE	130,597	-	20,000	20,000
PARK/REC DEV FEE	1,151	-	15,000	15,000
OPEN SPACE DEV FEE	-	-	-	-
LIBRARY/MUSEUM DEV FEE	128	-	5,000	5,000
GENERAL GOVT DEV FEE	767	-	5,000	-
<b>TOTAL DEVELOPMENT FEES</b>	<b>\$133,112</b>	<b>\$-</b>	<b>\$55,000</b>	<b>\$50,000</b>
<b>VEHICLE/EQUIP REPL FUND</b>				
ADMINISTRATION	\$-	\$30,151	\$100,000	\$401,000
EQUIPMENT REPLACEMENT	-	44,652	-	-
<b>TOTAL VEHICLE/EQUIP REPL FUND</b>	<b>\$-</b>	<b>\$74,803</b>	<b>\$100,000</b>	<b>\$401,000</b>
<b>GRAND TOTAL OF ALL FUNDS</b>	<b>\$18,322,364</b>	<b>\$17,050,331</b>	<b>\$37,094,498</b>	<b>\$31,409,035</b>



**FY12-13 Operating Expenditures by Division**

Department	Division	Proposed Budget
<i>General Fund Operations</i>		
<b>Mayor &amp; Council</b>	Mayor & Council	<b>\$ 82,811</b>
<b>Municipal Court</b>	Municipal Court	<b>402,933</b>
<b>Administration</b>	Town Manager	940,491
	Town Clerk	179,526
	Human Resources/Risk Manangement	415,624
	Finance	324,318
	Information Technology	317,799
	Legal Services	317,360
	Economic Development	89,904
	<b>Total Administration</b>	<b>2,585,022</b>
<b>Development Services</b>	Engineering	577,546
	Facilities	850,578
	Planning	205,353
	Code Compliance	102,586
	Mapping & Graphics	101,563
	Building Safety	204,952
	<b>Total Development Services</b>	<b>2,042,578</b>
<b>Community Services</b>	Recreation	473,494
	Community Center	421,050
	Senior Activity Center	267,811
	Parks-Fountain Park	416,409
	Parks-Golden Eagle Park	371,467
	Parks-Desert Vista Park	105,010
	Parks-Four Peaks Park	128,113
	Parks-Open Space/Trails	50,484
	<b>Total Community Services</b>	<b>2,233,838</b>
<b>Law Enforcement</b>	Law Enforcement	<b>2,946,102</b>
<b>Fire &amp; Emergency Medical</b>	Fire & Emergency Medical	<b>3,255,335</b>
<b>Total General Fund Operations</b>		<b>\$ 13,548,619</b>
<i>Special Revenue Fund Operations</i>		
<b>Development Services</b>	HURF/Streets	<b>1,321,880</b>
<b>Administration</b>	Excise Tax/Downtown Fund	<b>183,968</b>
<b>Total Special Revenue Fund Operations</b>		<b>\$ 1,505,848</b>
<b>All Fund Operations</b>		<b>\$ 15,054,467</b>

## 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 FY12-13 expenditure limitation for the Town of Fountain Hills is \$25,503,864 which is \$722,293 more than the prior year. The limit applies to FY12-13 expenditures of the Town (all funds) but allows for certain exemptions and deductions. For example, debt service payments, HURF, bond proceeds, ARRA funds, 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.

### EXPENDITURE LIMITATION ANALYSIS (Estimate)

Total Expenditures	\$ 31,552,772
Exclusions from Revenues:	
Debt Service Payments	2,504,038
Dividends,Interest,Gains	60,000
Grants	7,547,000
Highway User Revenues excess 1979-80	1,363,800
Prior Years Carryforward	2,694,279
Total Exclusions	<u>14,169,117</u>
Expenditures subject to limitation	17,383,655
Expenditure Limitation (estimated)	<u>25,503,864</u>
Under/(Over) Limitation	<u>\$ 8,120,209</u>



# Budget Process & Schedule

---

## 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 Division with the individual Departments and the Town Manager. Meetings with each department, the Town Manager and the Finance Division are held during the month of March. After these meetings are completed, a proposed town-wide 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) and the Government Finance Officers Association (GFOA). 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 are as follows:

1. A government should have broad goals that provide overall direction for the government and serve as a basis for decision making.
2. A government should have specific policies, plans, programs and management strategies to define how it will achieve its long-term goals.
3. A financial plan and budget that moves toward town achievement of goals, within the constraints of available resources, should be prepared and adopted.
4. Program and financial performance should be continually evaluated, and adjustments made, to encourage progress toward achieving goals.

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.

The Town of Fountain Hills has broad goals that provide overall direction for the government and serves 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 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 Division 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 Improvement Program 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 be-



tween 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, 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. (unrestricted).
- Special Revenue Funds – revenues derived from specific taxes or other earmarked revenue sources, usually required by statute or ordinance to finance particular activities. Highway Users Revenue Fund (HURF) and grants are examples of special revenue funds (restricted by statute).
- Excise Tax/Downtown 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 which is typically held around the beginning of the calendar year. 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 hearing 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 FY12-13

September	Begin Executive Budget & CIP Committee meetings
September 14, 2011	Open House (5 pm – 7 pm)
October 3, 2011	5 yr Revenue Forecast due
October 12, 2011	Open House (5 pm – 7 pm)
November 9, 2011	Open House (5 pm – 7 pm)
November 17, 2011	Council Retreat-Priorities for FY12-13 Council receives preliminary CIP Budget Strategic Plan Review
December 14, 2011	Open House (5 pm – 7 pm)
December 21, 2011	Staff Kick-off for FY12-13 Budget (8 am – 10:30 am) Budget templates distributed
January 4, 2012	Publish fee and tax levy notice
January 17, 2012	Budgets due to Finance
January 26, 2012	Council Retreat
February 8, 2012	Open House (5 pm – 7 pm)
February 16, 2012	Department/division templates due to Finance
February 21, 2012	Work Study-Fee schedule
March 20, 2012	Council Meeting-Approve fee schedule & CIP Budget
March 30, 2012	Council receives proposed budget Proposed budget posted online
Month of April	Public Outreach
April 30, 2012	Council Work Study-Budget Open House
May 1, 2012	Council Work Study-Budget Open House
May 2, 2012	Council Work Study-Budget Open House if necessary
May 3, 2012	Adoption of Tentative Budget Maximum
May 9 & 16, 2012	Publish Tentative Budget in newspaper
May 17, 2012	Council Meeting-Adoption of Final Budget
June 21, 2012	Council Meeting-Adoption of Tax Levy



# OPERATING BUDGETS

**MAYOR & TOWN COUNCIL**

**MUNICIPAL COURT**

**ADMINISTRATION**

**DEVELOPMENT SERVICES**

**COMMUNITY SERVICES**

**LAW ENFORCEMENT**

**FIRE & EMERGENCY MEDICAL**

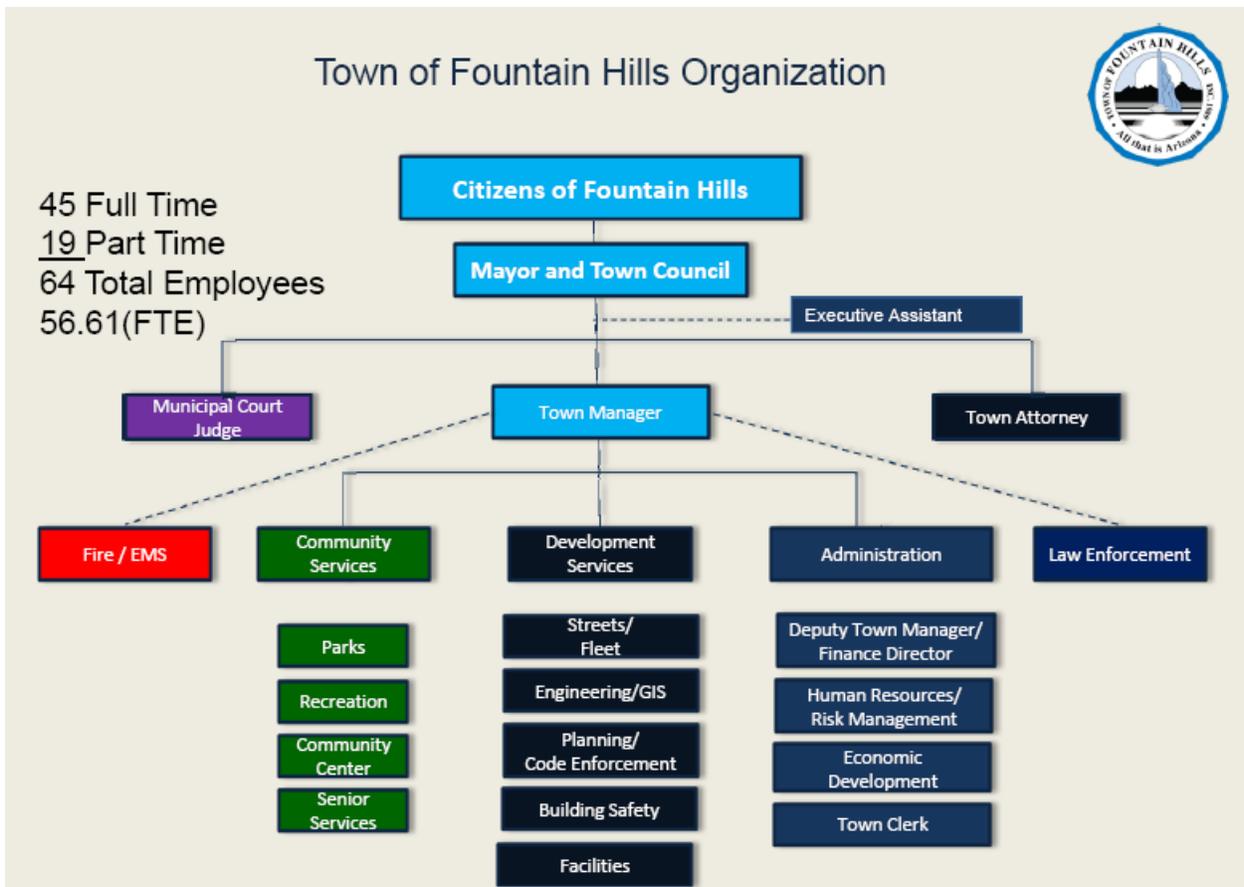




The Fountain on St. Patrick's Day

The Fountain on Veteran's Day





**Department Directors**

Town Manager	Ken Buchanan
Deputy Town Manager/ Finance Director	Julie A. Ghetti
Presiding Judge	Mitchell S. Eisenberg
Community Services Director	Mark Mayer
Development Services Director	Paul Mood
Fire Chief	Scott LaGreca, Rural Metro Corporation
District Commander	Captain Joe Rodriguez, Maricopa County Sheriff's Office
Town Prosecutor	Iacovino & Kayler
Town Attorney	Andrew McGuire, Gust Rosenfeld, P.L.C.



# Mayor & Town Council



**MAYOR & TOWN COUNCIL**

**Mission Statement**

The Mayor & Town Council are charged with serving the best interests of the community by providing for its safety and well-being; respecting its special, 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.



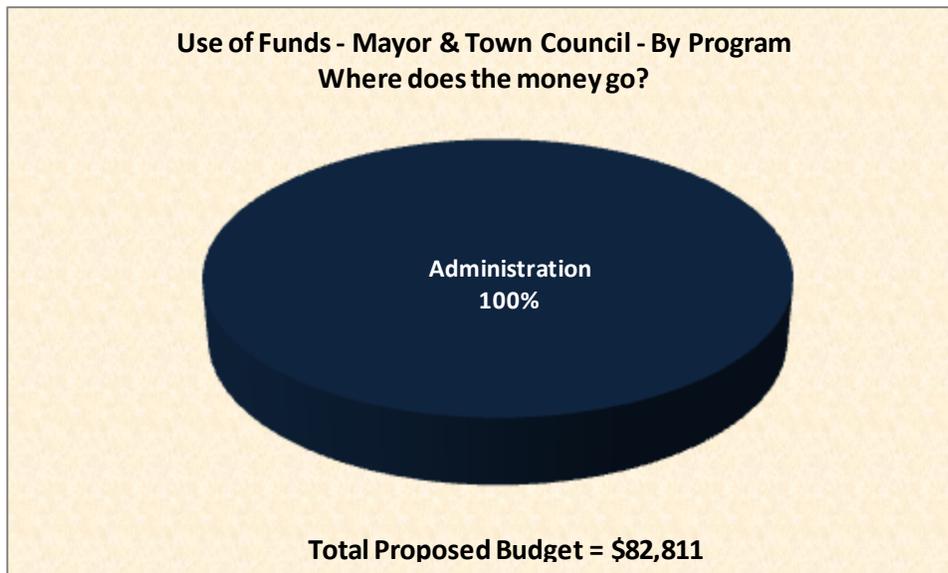
FRONT ROW: Councilmember Cassie Hansen, Mayor Linda M. Kavanagh, Councilmember Ginny Dickey  
BACK ROW: Councilmember Tait D. Elkie, Councilmember Cecil A. Yates, Vice Mayor Henry Leger, Councilmember Dennis Brown



## Department Overview

The Town Council is comprised of the Mayor and six Councilmembers, all of whom are elected at large to serve the citizens of the Town of Fountain Hills. The term of office for the Mayor is two years, and Councilmembers serve overlapping terms of four years. 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, who is responsible for the day-to-day administration of the Town. The Council also appoints the Municipal Court Judge, Town Attorney, and Town Prosecutor.

Program	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Administration	\$ 67,819	\$ 66,759	\$ 75,745	\$ 82,811
<b>Total</b>	<b>\$ 67,819</b>	<b>\$ 66,759</b>	<b>\$ 75,745</b>	<b>\$ 82,811</b>



Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 52,384	\$ 53,015	\$ 52,518	\$ 59,704
Employment Taxes	3,750	3,986	3,983	5,575
Benefits	3,570	3,841	4,152	5,511
Dues and Memberships	360	360	-	360
Education and Training	5,331	2,558	11,950	8,510
Maintenance and Repair	34	115	-	-
Contractual Services	1,000	450	630	2,250
Supplies	1,390	1,918	1,950	350
Internal Service	-	516	562	551
<b>Total</b>	<b>\$ 67,819</b>	<b>\$ 66,759</b>	<b>\$ 75,745</b>	<b>\$ 82,811</b>

**Variance Explanations:**

*Wages, Employment Taxes and Benefits:*

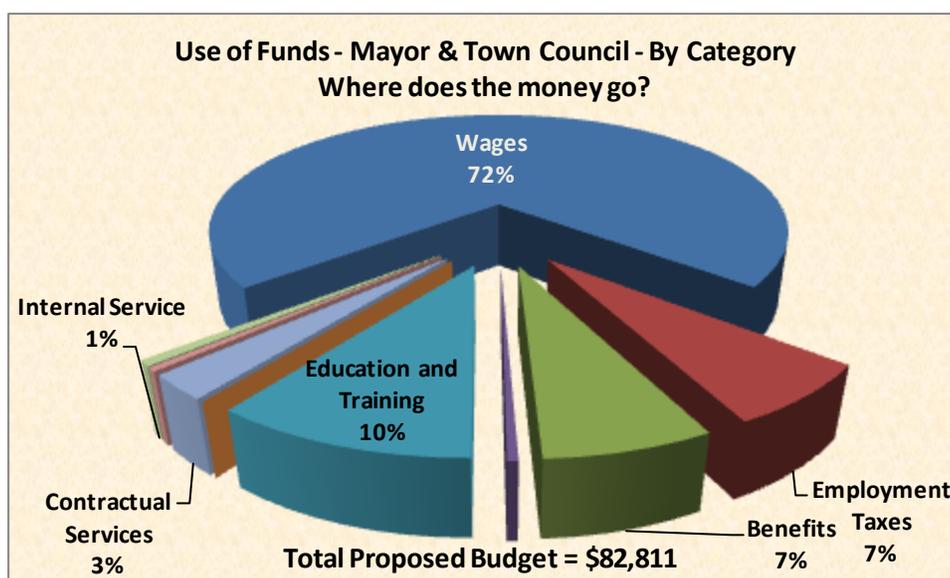
Staff hours were reallocated with a .10 FTE increase in this department.

*Education and Training:*

Although budgeted, several Councilmembers elected not to attend the FY11-12 Arizona League of Cities and Towns (League) Conference. The FY12-13 League Conference will be held locally; lodging and some travel expenses were eliminated and seven staff attendees were added, for a net decrease of \$3,740 over the previous year's League Conference expenses.

*Contractual Services:*

Programs to benefit Sister Cities were included in this category in the amount of \$1,500.



## **COUNCIL GOALS FOR FY12-13**

From the Values listed in the Strategic Plan 2010, Council identified the following Strategic Directions as Goals for FY12-13.

### **Civility**

- C 2** Support community events and activities that create opportunities to build community.
- C 3** Genuinely solicit and consider public and stakeholder feedback as part of the decision-making process.

### **Maintain and Improve Community Infrastructure**

- I 2** Lower the reliance on State revenues by developing a locally controlled, reliable funding source for infrastructure maintenance.
- I 3** Maintain a current condition assessment of all roadways and sidewalks and prioritize and implement maintenance efforts to minimize costly reconstruction.

### **Economic Vitality**

- EV 1** Develop a comprehensive economic development strategy for the Town's future and work with our partners to forward economic growth and awareness.
- EV 2** Develop and maintain a balanced, equitable, sustainable and local financing structure to support the Town's core government services at desired service levels.
- EV 4** Promote retention, expansion and relocation of quality businesses.

### **Civic Responsibility**

- CR 1** Foster an environment of accessible, responsive governance.
- CR 2** Discover, recognize and utilize the talents of our citizens and use these assets to address community needs.
- CR 3** Foster a culture of public service and volunteerism.
- CR 6** Evaluate customer satisfaction with Town services on a regular basis and implement appropriate service improvements.

- CR 7** Communicate the role of local government and clearly define the trade-offs between service levels and amenities and the associated costs so residents can make informed choices.

**Recreational Opportunities and Amenities**

- R 2** Provide an interconnected, multi-use trail and bicycle system that promotes active living, physical activity, education and appreciation of our parks and natural resources.



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES  
MAYOR & COUNCIL**

**GENERAL FUND**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$52,384	\$53,015	\$16,518	\$23,704
SALARIES-PART TIME	-	-	36,000	36,000
FICA	2,232	2,232	2,754	2,232
MEDICARE	750	759	240	866
WORKERS COMPENSATION	558	579	651	707
UNEMPLOYMENT INSURANCE	210	416	338	1,770
GROUP HEALTH INSURANCE	1,531	1,742	1,928	2,569
GROUP DENTAL INSURANCE	106	96	94	154
GROUP VISION INSURANCE	16	16	16	24
DISABILITY INSURANCE	70	70	247	88
RETIREMENT	1,799	1,868	1,817	2,608
LIFE INSURANCE	49	49	50	68
DUES, SUBSCRIPT & PUBLICAT	360	360	-	360
TRAINING/CONT ED	191	-	-	-
MEETINGS & CONFERENCES	5,140	2,557	11,950	8,510
BUILDING MAIN/REPAIR	18	-	-	-
SIGN REPAIR & REPLACEMENT	17	115	-	-
PROFESSIONAL FEES	-	450	-	-
PRINTING EXPENSE	-	-	630	750
COMMUNITY CONTRACTS/EVENTS	1,000	-	-	1,500
OFFICE SUPPLIES	638	188	1,950	350
FOOD & BEVERAGE SUPPLIES	706	1,647	-	-
MISCELLANEOUS EXPENSE	46	84	-	-
ISF-COPIER CHARGES	-	40	48	50
ISF-MAIL SERVICE CHARGES	-	29	38	25
ISF-TELECOM CHARGES	-	447	476	476
<b>TOTAL MAYOR &amp; COUNCIL</b>	<b>\$67,819</b>	<b>\$66,759</b>	<b>\$75,745</b>	<b>\$82,811</b>



# Municipal Court



**MUNICIPAL COURT**

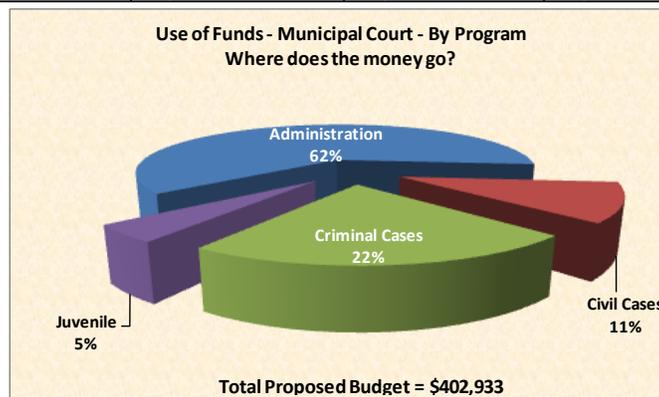
**Mission Statement**

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.

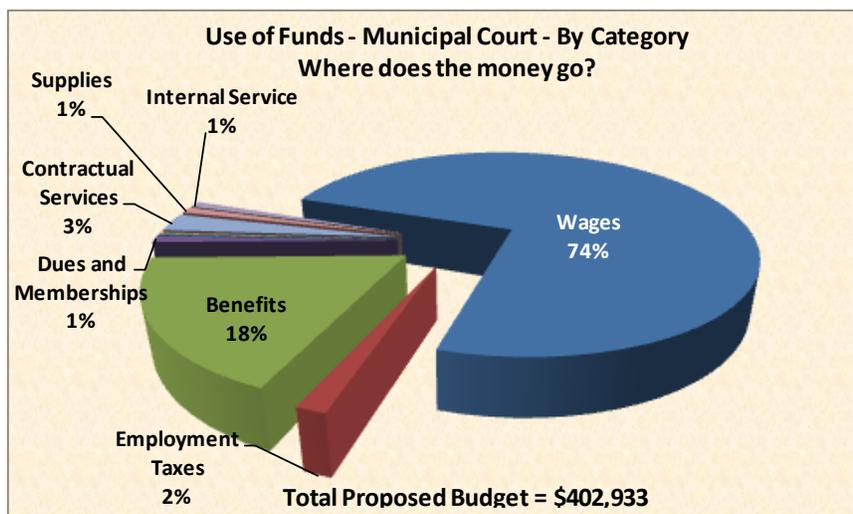
**Department Overview**

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 exclusive supervisory authority over all court personnel. The Court has jurisdiction over civil traffic, criminal traffic and criminal misdemeanor offenses and violations of our Town Code and ordinances. The Court also has authority over specified juvenile offenses. In addition, the Presiding 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 procedure, victims' rights, record keeping, ADA, minimum accounting standards and judicial ethics.

Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Administration	\$ 195,938	\$ 261,138	\$ 272,671	\$ 252,262
Civil Cases	-	41,761	47,235	44,266
Collections	142,894	-	-	-
Criminal Cases	-	86,208	92,765	87,746
Juvenile	67,936	20,381	20,173	18,659
<b>Total</b>	<b>\$ 406,768</b>	<b>\$ 409,488</b>	<b>\$ 432,844</b>	<b>\$ 402,933</b>



Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 309,451	\$ 296,564	\$ 310,064	\$ 299,119
Employment Taxes	5,244	5,218	5,379	6,129
Benefits	75,634	82,574	93,797	74,169
Dues & Memberships	3,482	4,242	3,750	4,025
Education and Training	33	250	800	800
Maintenance and Repair	696	476	800	800
Contractual Services	9,643	13,890	11,235	10,680
Supplies	2,190	2,270	3,500	3,600
Equipment	397	77	-	-
Internal Service	-	3,927	3,519	3,611
<b>Total</b>	<b>\$ 406,768</b>	<b>\$ 409,488</b>	<b>\$ 432,844</b>	<b>\$ 402,933</b>



**FY11-12 Department Accomplishments**

Initiative	Strategic Value
Complied with recognized Supreme Court/AOC guidelines for timely case processing, management and finances.	Civic Responsibility
Continued the Fountain Hills Community Teen Court which includes students from Fountain Hills and the surrounding communities through a partnership with Fountain Hills High School and Juvenile Court of Maricopa County.	Civic Responsibility
Continued the review, updating and implementation of policies, procedures and measures to enhance sentence enforcement and court security.	Civic Responsibility

**FY12-13 Objectives**

Initiative	Strategic Value	Estimated Cost/ Funding Source
Provide all court and judicial services as mandated by the Constitution, statutes and ordinances as fairly, effectively and efficiently as possible.	Civic Responsibility	General Fund
Effectively and efficiently monitor and enforce timely compliance with Court ordered sentencing and diversion programs while holding defendants accountable for their actions and obligations.	Civic Responsibility	General Fund
Provide access to the Court for juvenile offenders including a diversion program for first time, minor violation offenders and provide an opportunity for area teens to participate in the juvenile justice process.	Civility	General Fund
Provide timely and appropriate legal access to those individuals seeking the aid of the Court in the form of orders of protection and injunctions against harassment.	Civility	General Fund

	FY09-10 Actual	FY10-11 Actual	FY11-12 Estimate	FY12-13 Target
Cases Filed	3,520	2,584	2,492	2,565
Cases Terminated	3,782	2,858	2,804	2,750
Hearings/Trials Held	1,089	738	762	765



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES  
MUNICIPAL COURT**

**GENERAL FUND**

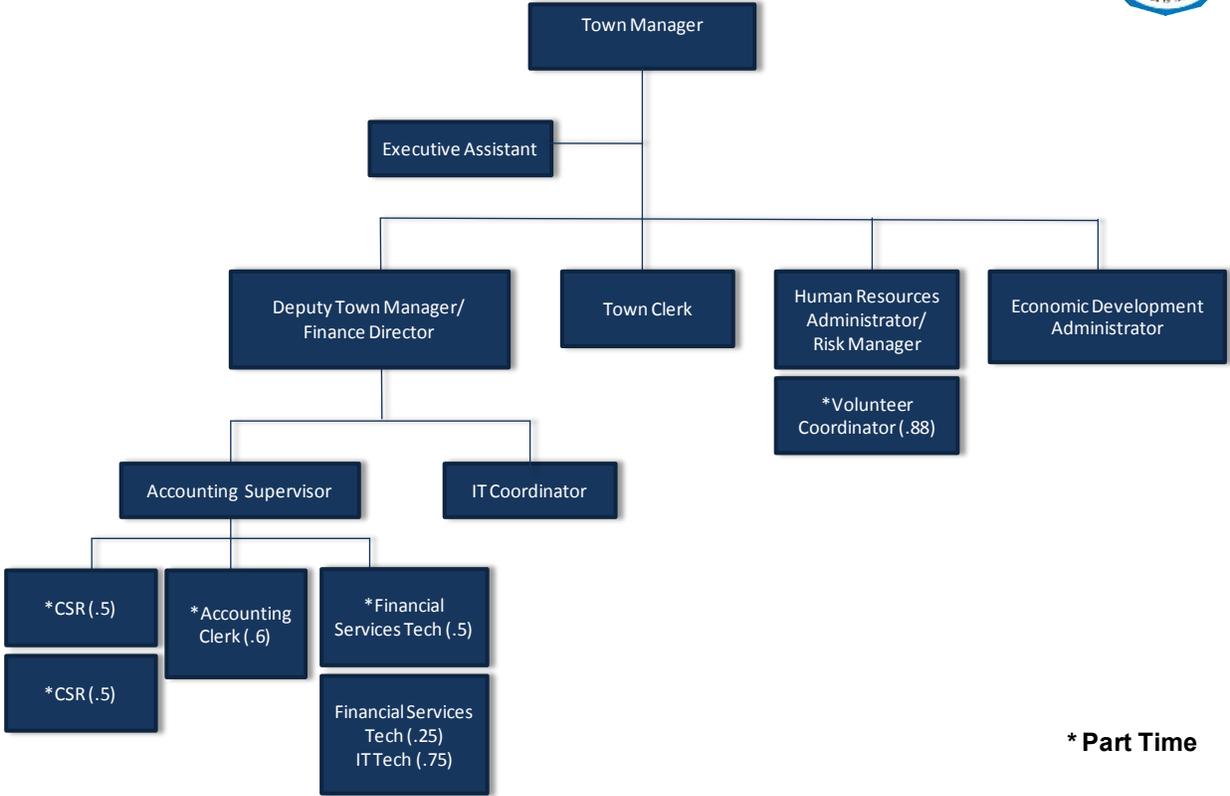
Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$309,414	\$296,548	\$310,064	\$299,119
OVERTIME	37	16	-	-
MEDICARE	4,391	4,147	4,495	4,340
WORKERS COMPENSATION	664	468	569	582
UNEMPLOYMENT INSURANCE	189	603	315	1,207
GROUP HEALTH INSURANCE	36,219	44,891	53,989	36,698
GROUP DENTAL INSURANCE	2,908	2,703	2,825	2,309
GROUP VISION INSURANCE	340	380	466	291
DISABILITY INSURANCE	1,309	1,235	1,461	1,106
RETIREMENT	34,040	32,622	34,107	32,905
LIFE INSURANCE	818	742	949	860
DUES, SUBSCRIPT & PUBLICAT	3,482	4,243	3,750	4,025
TRAINING/CONT ED	-	100	300	300
MEETINGS & CONFERENCES	33	150	500	500
OFFICE EQUIP MAINT/ REPAIR	696	446	800	800
SIGN REPAIR & REPLACEMENT	-	30	-	-
AUDITING EXPENSE	-	2,500	-	-
PROFESSIONAL FEES	49	61	135	130
LEGAL FEES	1,975	2,780	2,000	2,000
PRINTING EXPENSE	490	1,967	2,000	2,000
INTERGOVT AGREEMENTS	4,500	4,500	4,600	4,600
BANK/MERC ACCT FEES	2,629	2,082	2,500	1,950
OFFICE SUPPLIES	1,901	1,940	3,300	3,300
CLEANING/JANITORIAL SUPPLIES	13	-	-	-
FOOD & BEVERAGE SUPPLIES	275	330	200	300
SMALL TOOLS	397	-	-	-
PERIPHERALS	-	77	-	-
ISF-COPIER CHARGES	-	54	32	32
ISF-MAIL SERVICE CHARGES	-	1,052	1,059	1,200
ISF-VEHICLE REPLACEMENT CHARGE	-	-	50	-
ISF-MOTOR POOL CHARGES	-	172	-	-
ISF-TELECOM CHARGES	-	2,649	2,378	2,379
<b>TOTAL MUNICIPAL COURT</b>	<b>\$406,768</b>	<b>\$409,488</b>	<b>\$432,844</b>	<b>\$402,933</b>



# Administration



# ADMINISTRATION DEPARTMENT



\* Part Time



**ADMINISTRATION**

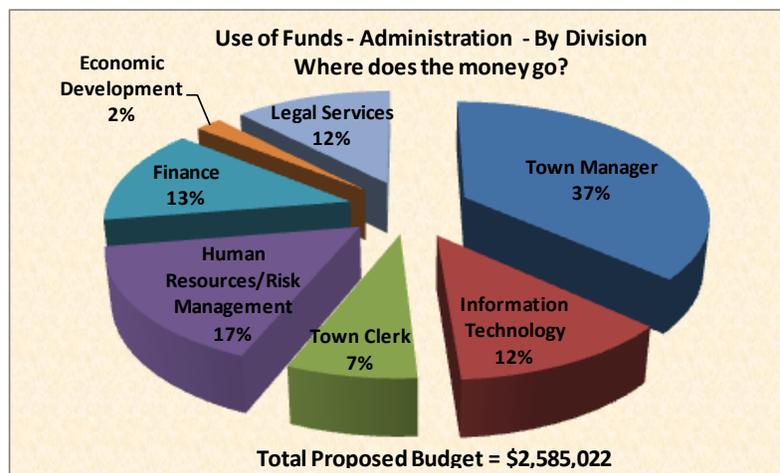
**Mission Statement**

The Administration Department is dedicated to serving the citizens of Fountain Hills by providing administrative direction and support to the Town’s 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 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.

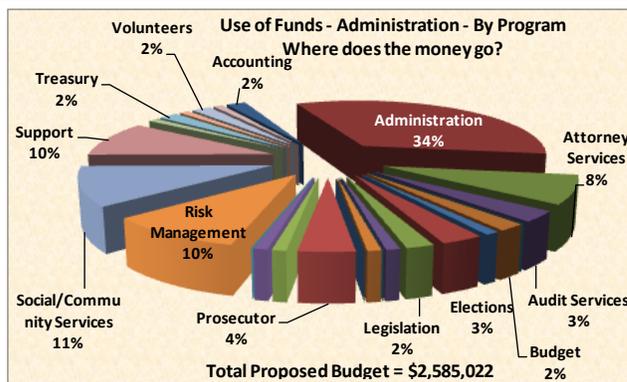
**Department Overview**

The Administration Department is made up of six (6) Divisions: Town Manager, Town Clerk, Human Resources/Risk Management, Finance, Information Technology, and Economic Development. The Town Manager provides direct supervision over the Town Clerk, Human Resources/Risk Management, and Economic Development. The Town Manager also administers the budget for Legal Services. The Deputy Town Manager is responsible for Finance and Information Technology.

Division	Expenditures by Division			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Town Manager	\$ 924,314	\$ 570,016	\$ 574,479	\$ 940,491
Information Technology	165,621	211,515	260,897	317,799
Town Clerk	143,721	115,357	259,281	179,526
Human Resources/Risk Management	444,659	401,597	446,069	415,624
Finance	296,711	307,303	314,958	324,318
Economic Development	88,166	64,660	92,577	89,904
Public Information	179,315	-	-	-
Legal Services	303,928	295,981	306,472	317,360
<b>Total</b>	<b>\$ 2,546,435</b>	<b>\$ 1,966,429</b>	<b>\$ 2,254,733</b>	<b>\$ 2,585,022</b>



Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Accounting	\$ 62,773	\$ 37,237	\$ 54,356	\$ 51,799
Administration	603,418	519,435	490,136	869,239
Attorney Services	185,678	184,716	186,512	197,400
Audit Services	78,759	74,438	70,141	65,232
Boards & Commissions	-	4,552	261	260
Broadcast/Channel 11	17,546	-	-	-
Budget	49,135	47,759	39,318	41,389
Constituent Communication	30,643	-	-	-
Customer Service	12,350	22,073	30,770	31,425
Elections	58,060	20,620	173,985	88,595
Legislation	36,678	42,044	42,909	45,017
Intergovernmental Relationships	27,614	-	-	-
Legislation	36,678	-	-	-
Licensing	31,510	24,931	37,849	35,475
Com Ctr Marketing	49,103	-	-	-
Media Relations	12,947	-	-	-
Operational Support	198,685	(99,418)	15,360	-
Payroll	16,028	14,917	14,795	15,111
Public Defender	8,250	2,750	9,960	9,960
Prosecutor	110,000	110,000	110,000	110,000
Purchasing	18,610	34,392	16,716	17,142
Records Management	19,427	20,350	15,061	16,488
Recruitment	11,802	3,553	27,896	8,417
Risk Management	249,127	268,573	270,968	255,912
Social/Community Services	436,808	362,839	291,266	291,389
Support	53,085	173,288	169,901	251,568
Special Events	10,053	-	-	-
Strategic Planning	18,587	18,908	18,939	21,257
Training & Development	10,872	693	1,964	5,000
Telecommunications	3,891	-	-	-
Transportation	70,502	-	-	-
Treasury	-	27,124	30,325	46,693
Video Services	3,930	9,130	45,348	19,771
Volunteers	30,299	34,697	56,994	57,111
Web Site	19,265	8,314	33,003	33,372
<b>Total</b>	<b>\$ 2,546,435</b>	<b>\$ 1,966,429</b>	<b>\$ 2,254,733</b>	<b>\$ 2,585,022</b>



Note: Programs that account for 1% of the total are not shown on the chart.

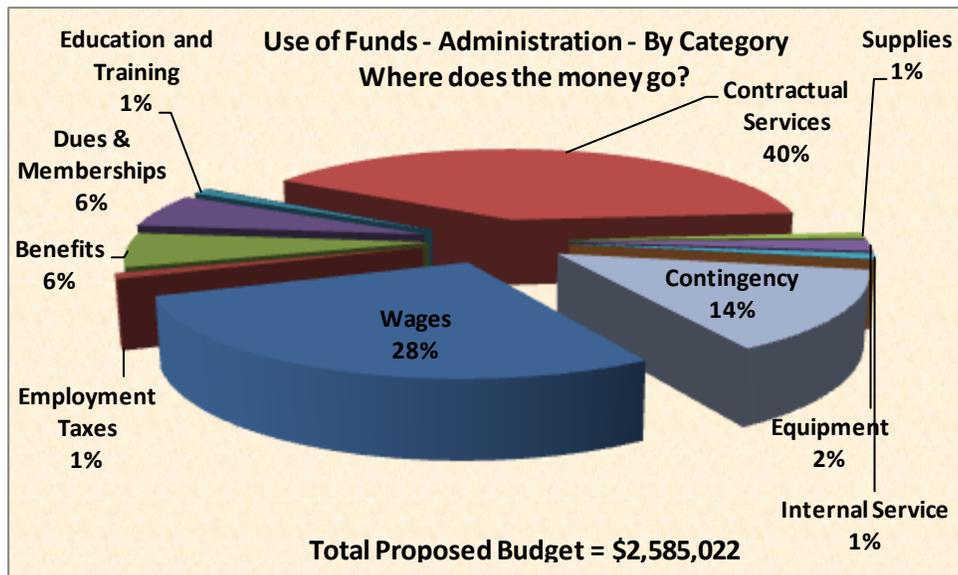


Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 955,041	\$ 609,576	\$ 694,390	\$ 720,125
Employment Taxes	19,617	16,845	17,647	19,613
Benefits	168,378	147,064	163,481	148,714
Dues & Memberships	51,603	124,268	137,698	163,127
Education and Training	13,255	13,107	18,606	23,381
Maintenance and Repair	45,566	1,053	7,805	10,120
Utilities	51,526	4,591	6,496	1,656
Contractual Services	1,176,286	985,152	1,127,078	1,046,196
Supplies	27,747	19,717	30,084	30,661
Equipment	6,930	9,904	27,092	54,450
Internal Service	-	19,639	22,856	16,979
Transfers	30,487	15,513	-	-
Contingency	-	-	1,500	350,000
<b>Total</b>	<b>\$ 2,546,435</b>	<b>\$ 1,966,429</b>	<b>\$ 2,254,733</b>	<b>\$ 2,585,022</b>

**Variance Explanations:**

*Contingency:*

There is an increase in this line in the event that revenues are not received as projected.



**FY11-12 Department Accomplishments**

Initiative	Strategic Value
Coordinated with the national "Make a Difference Day", recruited over 200 volunteers	Civility
Conducted an Arizona Centennial event including the construction of an "event circle" to recognize the event	Civility
Held the second annual "Citizen's Academy" with 25 participants	Civility
Held five evening "Citizen Open Houses" for residents to meet Town staff and ask questions and get information	Civility
Expanded the Town website by adding "RAIDS On Line" for residents to view neighborhood crime	Civility
Expanded the Town phone capability by adding recorded voice messages sent out to residents	Civility
Recruited a volunteer to assist with financial reporting, policy creation, and annual audit	Civic Responsibility
Created a community calendar on Town website for community events	Civic Responsibility

**FY12-13 Objectives**

Initiative	Strategic Value	Estimated Cost/ Funding Source
Create a budget committee including two members of the public	Civility	N/A
Conduct a statistically valid citizen survey	Civility	\$30,000
Staff attend 12 meetings per year with community organizations	Civility	N/A
Enhance Town website to promote citizen feedback	Civility	N/A
Utilize telephone technology to inform citizens of upcoming events	Civility	N/A
Outreach to community citizens regarding budget proposals	Economic Vitality	N/A
Support Chaparral City Water franchise election	Economic Vitality	N/A
Work with legislators on creation of a Public Safety District	Economic Vitality	N/A
Consider a public safety fee on all property owners to pay for costs of police/fire	Economic Vitality	N/A
Continue Citizen's Academy	Civic Responsibility	N/A
Create a reader friendly budget report	Civic Responsibility	N/A
Prepare a Request for Qualifications for volunteers with a specific skill set	Civic Responsibility	N/A
Continue coordinating with national "Make a Difference Day"	Civic Responsibility	N/A
Upgrade citizen portal on Town website	Civic Responsibility	\$10,000
Appoint a formal Ombudsman	Civic Responsibility	N/A
Develop customer service performance measures utilizing ICMA standards	Civic Responsibility	N/A
Solicit citizen feedback through mailer	Civic Responsibility	N/A



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES**

**ADMINISTRATION**

**GENERAL FUND**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$836,579	\$546,888	\$616,522	\$640,675
SALARIES-PART TIME	74,083	62,688	77,868	79,450
OVERTIME	187	-	-	-
SEVERANCE	44,193	-	-	-
FICA	4,680	4,042	5,957	4,928
MEDICARE	12,023	9,992	9,228	10,357
WORKERS COMPENSATION	2,405	1,406	1,664	1,779
UNEMPLOYMENT INSURANCE	508	1,404	798	2,549
GROUP HEALTH INSURANCE	75,649	66,812	78,339	69,400
GROUP DENTAL INSURANCE	5,733	4,279	4,256	4,616
GROUP VISION INSURANCE	791	668	607	658
DISABILITY INSURANCE	3,067	2,643	3,047	2,369
RETIREMENT	80,944	70,828	75,301	69,829
LIFE INSURANCE	2,193	1,834	1,931	1,842
LICENSES/FILING FEES	4,330	84,635	85,572	112,263
DUES, SUBSCRIPT & PUBLICAT	47,273	39,619	52,126	50,864
TRAINING/CONT ED	3,021	3,609	2,723	9,883
MEETINGS & CONFERENCES	10,234	9,497	15,883	13,498
EQUIPMENT MAINT/REPAIR	44,480	71	7,000	10,000
VEHICLE MAINT/REPAIR	778	-	500	-
OFFICE EQUIP MAINT/ REPAIR	211	803	-	-
SIGN REPAIR & REPLACEMENT	97	179	305	120
TELECOMMUNICATIONS	50,732	3,570	4,837	1,656
GAS & OIL	794	1,021	1,659	-
AUDITING EXPENSE	59,229	58,554	56,000	51,375
PROFESSIONAL FEES	32,716	27,985	67,614	68,026
LEGAL FEES	301,350	294,454	305,460	324,860
MANAGEMENT FEES	-	-	-	18,500
INSURANCE EXPENSE	216,246	228,675	231,700	215,840
RENTALS & LEASES	2,139	-	-	-
PRINTING EXPENSE	1,124	1,659	24,086	13,906
ADVERTISING/SIGNAGE	5,924	5,078	17,620	16,960
INTERGOVT AGREEMENTS	70,500	-	112,368	41,559
CONTRACTUAL SERVICES	455,544	-	-	-
CONSTITUENT COMMUNICATION	19,736	-	15,360	-
BANK/MERC ACCT FEES	10,903	10,757	11,180	9,480
COMMUNITY CONTRACTS/EVENTS	874	358,003	182,490	182,490
TOURISM	-	-	103,200	103,200
OFFICE SUPPLIES	6,288	6,649	6,045	4,855
CLEANING/JANITORIAL SUPPLIES	7	-	-	35
OPERATING SUPPLIES	862	2,151	7,820	6,970
FOOD & BEVERAGE SUPPLIES	3,711	4,888	7,823	7,543
PROGRAM MATERIALS	8,416	5,703	6,196	7,429
POSTAGE & DELIVERY	8,351	327	2,200	3,829
MISCELLANEOUS EXPENSE	112	-	-	-
SMALL TOOLS	782	66	-	-
SOFTWARE	1,721	3,891	250	-
HARDWARE	3,245	4,146	26,842	54,450
PERIPHERALS	1,182	1,900	-	-
EQUIPMENT	-	(99)	-	-
ISF-COPIER CHARGES	-	4,234	2,448	4,055
ISF-MAIL SERVICE CHARGES	-	3,913	9,117	4,432
ISF-VEHICLE REPLACEMENT CHARGE	-	2,984	2,985	-



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES**

**GENERAL FUND**

**ADMINISTRATION**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
ISF-MOTOR POOL CHARGES	\$ -	\$1,158	\$845	\$500
ISF-TELECOM CHARGES	-	7,350	7,462	7,991
TRANSFER OUT	30,487	15,513	-	-
CONTINGENCY	-	-	1,500	350,000
<b>TOTAL ADMINISTRATION</b>	<b>\$2,546,435</b>	<b>\$1,966,429</b>	<b>\$2,254,733</b>	<b>\$2,585,022</b>



**Town Manager Division**

**Service Delivery Plan**

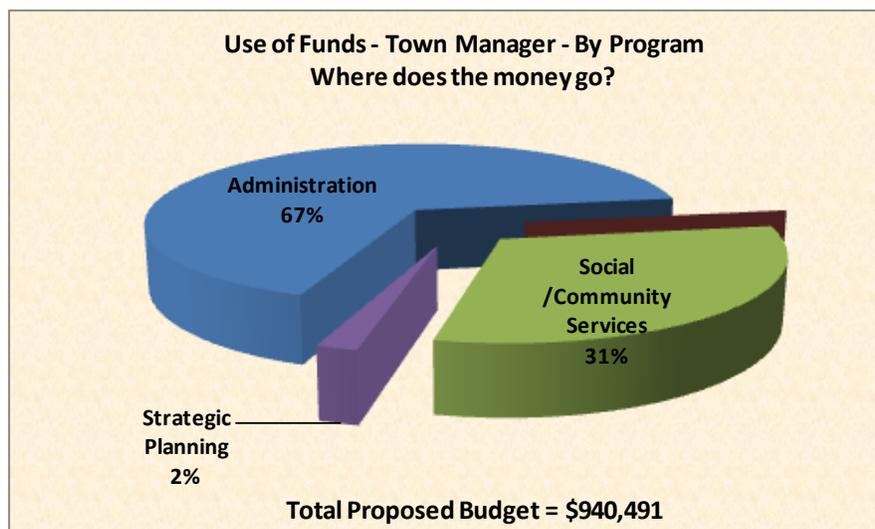
Provide leadership to ensure a high quality of life for the citizens of Fountain Hills by utilizing Town resources to the greatest extent possible and offering superior service. Work in conjunction with the Strategic Planning Advisory Commission (SPAC) for successful implementation of the Strategic Plan. In partnership with community organizations, provide youth services, promote youth arts, provide social services, and promote tourism in the Town of Fountain Hills.

Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Administration	\$ 270,234	\$ 287,687	\$ 248,914	\$ 627,845
Operational Support	198,685	(99,418)	15,360	-
Social/Community Services	436,808	362,839	291,266	291,389
Strategic Planning	18,587	18,908	18,939	21,257
<b>Total</b>	<b>\$ 924,314</b>	<b>\$570,016</b>	<b>\$ 574,479</b>	<b>\$ 940,491</b>

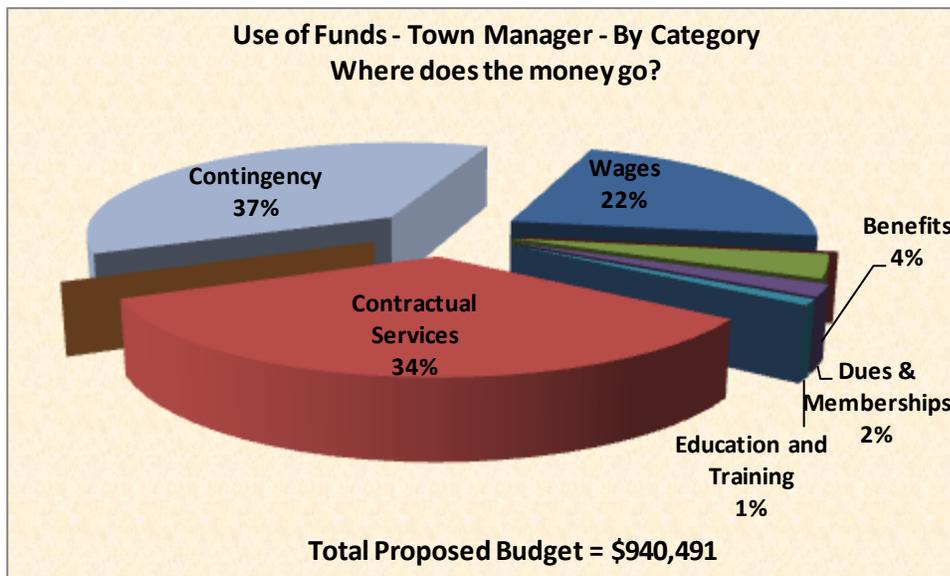
**Variance Explanations:**

*Administration:*

The Administration program includes professional fees in the amount of \$30,000 for a statistically valid citizen survey, an additional \$2,831 for Arizona League of Cities & Towns dues, a contingency amount of \$350,000 and a car allowance totaling \$6,000.



Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 315,116	\$ 129,099	\$ 184,104	\$ 202,334
Employment Taxes	3,669	3,928	3,560	3,780
Benefits	45,857	47,098	48,843	41,534
Dues & Memberships	19,380	18,518	22,057	19,965
Education and Training	3,632	3,349	5,670	4,761
Maintenance and Repair	18,309	982	500	-
Utilities	48,900	2,142	1,950	-
Contractual Services	442,932	357,190	301,050	315,690
Supplies	11,223	3,401	1,000	1,000
Equipment	-	96	-	-
Transfers	15,295	4,213	4,245	1,427
Contingency	-	-	1,500	350,000
<b>Total</b>	<b>\$ 924,314</b>	<b>\$ 570,016</b>	<b>\$ 574,479</b>	<b>\$ 940,491</b>



## Activities/Results

### Performance Measures

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Town-wide Full-Time Equivalents	81	61	59	57
Town-wide Full-Time Equivalents per 1,000 residents	3.3	2.5	2.7	2.5

### Productivity

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Personnel Costs per Full-Time Equivalent	\$62,916	\$68,128	\$66,608	\$58,890
Program Operating Budget (All Funds)	\$10.3M	\$11.8M	\$12.1M	\$15.0M
Program Operating Budget expense per resident	\$422	\$481	\$538	\$667



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES**

**GENERAL FUND**

**TOWN MANAGER**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$315,117	\$129,099	\$184,104	\$202,334
MEDICARE	2,991	3,223	2,960	2,849
WORKERS COMPENSATION	598	462	478	488
UNEMPLOYMENT INSURANCE	79	244	122	443
GROUP HEALTH INSURANCE	18,977	18,850	23,487	17,468
GROUP DENTAL INSURANCE	1,450	1,314	1,206	1,007
GROUP VISION INSURANCE	210	213	128	149
DISABILITY INSURANCE	857	934	952	738
RETIREMENT	23,718	25,126	22,452	21,598
LIFE INSURANCE	646	661	618	574
DUES, SUBSCRIPT & PUBLICAT	19,380	18,518	22,057	19,965
TRAINING/CONT ED	558	-	-	-
MEETINGS & CONFERENCES	3,074	3,349	5,670	4,761
EQUIPMENT MAINT/REPAIR	17,515	-	-	-
VEHICLE MAINT/REPAIR	778	-	500	-
OFFICE EQUIP MAINT/ REPAIR	-	803	-	-
SIGN REPAIR & REPLACEMENT	17	179	-	-
TELECOMMUNICATIONS	48,106	1,122	750	-
GAS & OIL	794	1,021	1,200	-
PROFESSIONAL FEES	1,267	-	-	30,000
RENTALS & LEASES	2,139	-	-	-
PRINTING EXPENSE	250	-	-	-
CONTRACTUAL SERVICES	427,500	-	-	-
CONSTITUENT COMMUNICATION	-	-	15,360	-
BANK/MERC ACCT FEES	10,903	50	-	-
COMMUNITY CONTRACTS/EVENTS	874	357,140	182,490	182,490
TOURISM	-	-	103,200	103,200
OFFICE SUPPLIES	2,785	3,106	1,000	1,000
CLEANING/JANITORIAL SUPPLIES	7	-	-	-
OPERATING SUPPLIES	111	52	-	-
FOOD & BEVERAGE SUPPLIES	265	244	-	-
PROGRAM MATERIALS	113	-	-	-
POSTAGE & DELIVERY	7,942	-	-	-
PERIPHERALS	-	96	-	-
ISF-COPIER CHARGES	-	275	269	400
ISF-MAIL SERVICE CHARGES	-	34	40	75
ISF-VEHICLE REPLACEMENT CHARGE	-	2,984	2,985	-
ISF-MOTOR POOL CHARGES	-	26	-	-
ISF-TELECOM CHARGES	-	895	951	952
TRANSFER OUT	15,295	-	-	-
CONTINGENCY	-	-	1,500	350,000
<b>TOTAL TOWN MANAGER</b>	<b>\$924,314</b>	<b>\$570,016</b>	<b>\$574,479</b>	<b>\$940,491</b>



**Town Clerk Division**

**Service Delivery Plan**

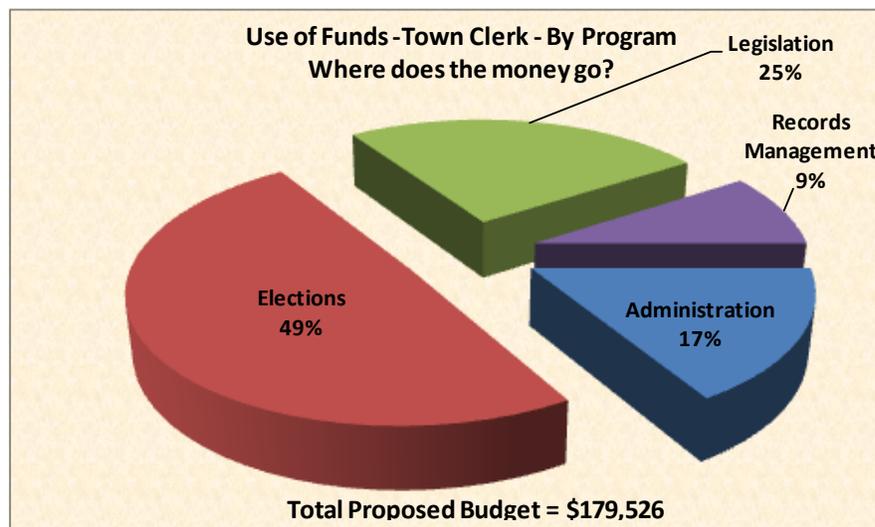
Serve as the Town’s election official and custodian of records; conduct municipal elections and all related activities in the most efficient and effective manner in full compliance with all applicable State statutes and Town Code provisions. Maintain documents necessary for the effective administration and operation of municipal government and preserve the Town’s permanent records.

Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Administration	\$ 29,556	\$ 30,859	\$ 27,325	\$ 29,425
Elections	58,060	20,619	174,795	88,596
Legislation	36,678	42,044	42,099	45,017
Records Management	19,427	20,350	15,061	16,488
<b>Total</b>	<b>\$ 143,721</b>	<b>\$ 113,872</b>	<b>\$ 259,280</b>	<b>\$ 179,526</b>

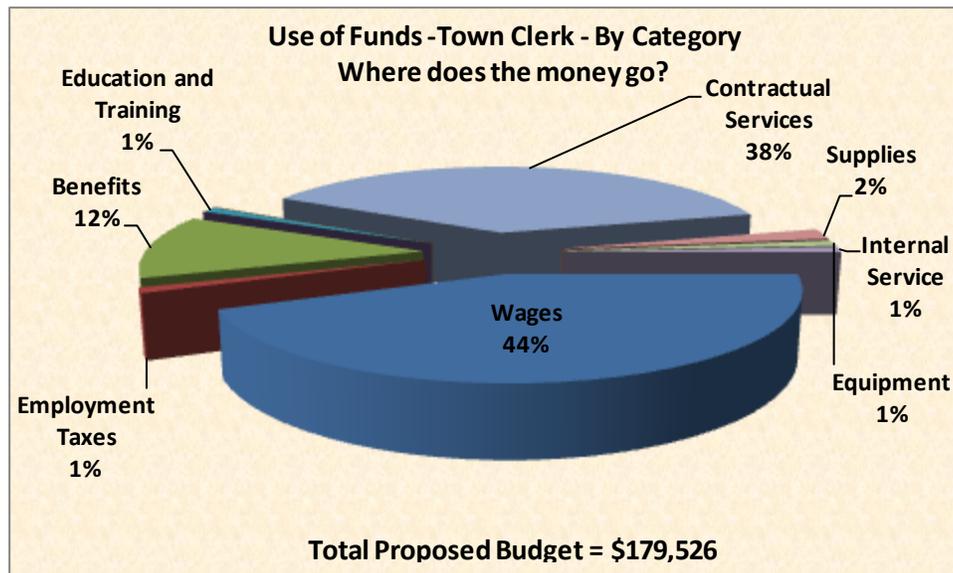
**Variance Explanations:**

*Elections:*

The cost for one election is proposed in the FY12-13 budget for the purpose of a franchise election. Although this type of election is paid for by the utility companies, the Town will coordinate the elections services provided by Maricopa County Elections with the utility companies and publication of elections notices to ensure statutory compliance. The cost of these services (publication and County election services) will be reimbursed to the Town by the utility companies; however, the Town must budget for the cost of the election for authorization to expend funds. Voter registration numbers were increased to take into account the probability of additional cost due to the anticipated increase in voter participation due to the November 2012 Presidential Election.



Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 76,579	\$ 79,525	\$ 77,350	\$ 79,280
Employment Taxes	1,271	1,329	1,364	1,593
Benefits	18,940	20,758	21,699	21,364
Dues & Memberships	275	300	582	495
Education and Training	525	390	641	2,103
Maintenance and Repair	81	-	305	120
Contractual Services	46,017	10,516	148,932	68,032
Supplies	33	467	2,273	4,154
Equipment	-	-	-	1,000
Internal Service	-	1,054	6,134	1,385
<b>Total</b>	<b>\$ 143,721</b>	<b>\$ 113,872</b>	<b>\$ 259,280</b>	<b>\$ 179,526</b>



## Activities/Results

### Performance Measures

		<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Registered Voters:	Primary	16,075		16,043	N/A
	General	15,511	16,419	16,000	
Voter Turnout %	Primary	28%		39%	N/A
	General	50%	41%	40%	

### Quality

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Percent of contracts processed within 5 business days after approval	100%	100%	100%	100%
Percent of agenda meeting notices posted in compliance with State Law and Town Policy	100%	100%	100%	100%

### Productivity

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Town Council Agenda/Meeting notices posted	46/21	54/23	40/20	40/20
Ordinances processed	8	5	15	10
Resolutions processed	44	50	41	40
Contract and Agreements processed	17	36	15	15
Requests for Public Information processed	114	118	120	125



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES**

**GENERAL FUND**

**TOWN CLERK**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$76,579	\$79,525	\$77,351	\$79,280
MEDICARE	1,022	1,056	1,120	1,151
WORKERS COMPENSATION	211	159	181	198
UNEMPLOYMENT INSURANCE	38	113	63	244
GROUP HEALTH INSURANCE	9,200	10,779	11,954	11,378
GROUP DENTAL INSURANCE	655	570	549	644
GROUP VISION INSURANCE	90	90	93	94
DISABILITY INSURANCE	341	341	360	294
RETIREMENT	8,424	8,748	8,509	8,724
LIFE INSURANCE	229	230	234	230
LICENSES/FILING FEES	-	27	7	70
DUES, SUBSCRIPT & PUBLICAT	275	273	575	425
TRAINING/CONT ED	525	80	541	618
MEETINGS & CONFERENCES	-	310	100	1,485
SIGN REPAIR & REPLACEMENT	81	-	305	120
PROFESSIONAL FEES	14,250	7,854	9,454	10,948
PRINTING EXPENSE	-	-	18,000	9,075
ADVERTISING/SIGNAGE	3,722	2,195	8,300	6,450
INTERGOVT AGREEMENTS	-	-	113,178	41,559
CONTRACTUAL SERVICES	28,045	-	-	-
OFFICE SUPPLIES	33	403	168	470
POSTAGE & DELIVERY	-	64	2,105	3,684
HARDWARE	-	-	-	1,000
ISF-COPIER CHARGES	-	540	507	815
ISF-MAIL SERVICE CHARGES	-	51	5,151	94
ISF-MOTOR POOL CHARGES	-	16	-	-
ISF-TELECOM CHARGES	-	447	476	476
<b>TOTAL TOWN CLERK</b>	<b>\$143,721</b>	<b>\$113,872</b>	<b>\$259,280</b>	<b>\$179,526</b>



**Human Resources/Risk Management Division**

**Service Delivery Plan**

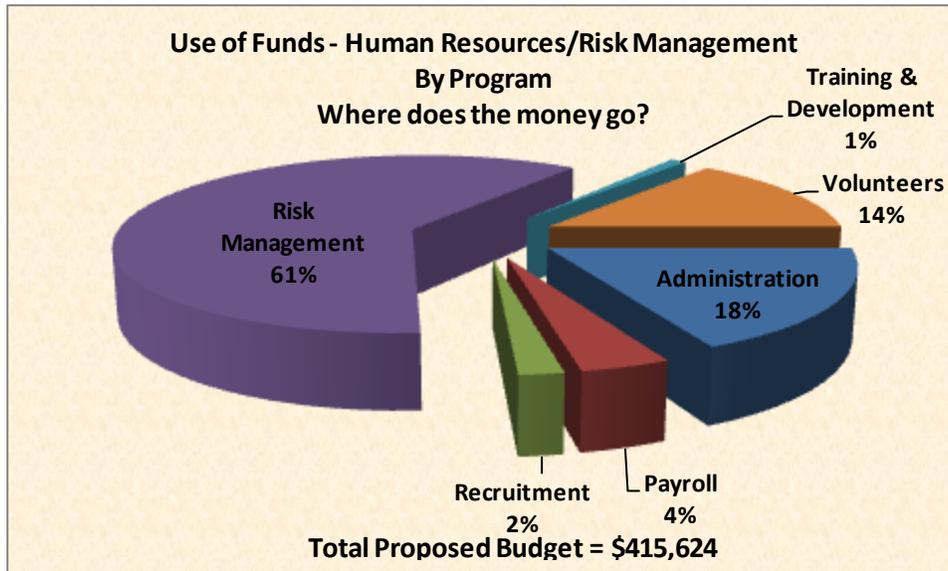
Lead the organization in the acquisition, maintenance, development, supervision and measurement of the human assets and the results of their work (quality, productivity and service).

Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Administration	\$ 61,450	\$ 79,164	\$ 73,952	\$ 74,073
Payroll	16,028	14,917	14,795	15,111
Recruitment	11,802	3,553	27,396	8,417
Risk Management	249,127	268,573	270,968	255,912
Training & Development	5,451	693	1,964	5,000
Transportation	70,502	-	-	-
Volunteers	30,299	34,697	56,994	57,111
<b>Total</b>	<b>\$ 444,659</b>	<b>\$ 401,597</b>	<b>\$ 446,069</b>	<b>\$ 415,624</b>

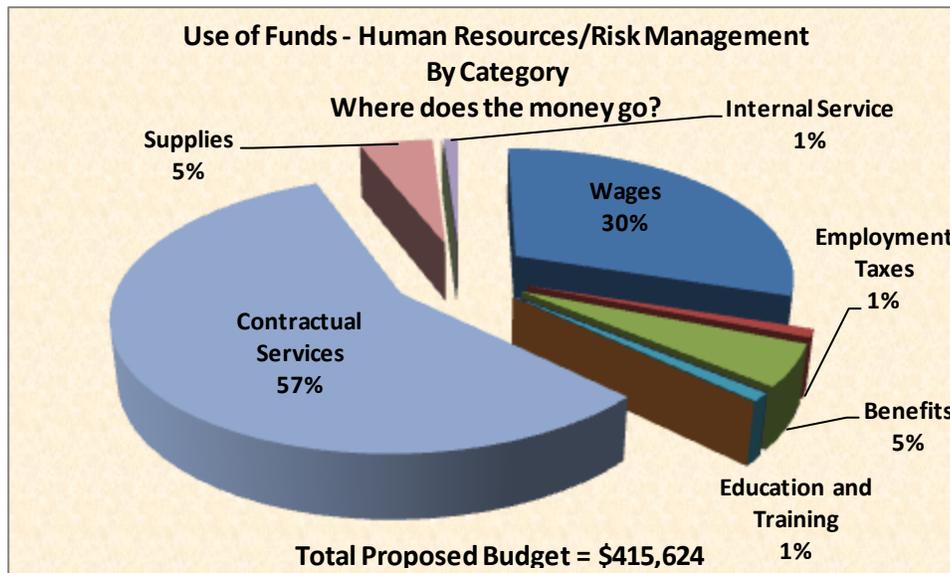
**Variance Explanations:**

*Recruitment:*

Recruitment is back to normal after the Town Manager search.



Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 111,729	\$ 108,100	\$ 120,289	\$ 123,296
Employment Taxes	3,320	3,130	3,958	4,403
Benefits	17,190	17,460	18,858	18,731
Dues & Memberships	1,644	1,690	1,787	1,795
Education and Training	60	693	2,064	5,500
Utilities	-	-	1,460	-
Contractual Services	298,702	241,084	276,130	240,168
Supplies	12,014	11,507	19,711	19,517
Equipment	-	66	-	-
Internal Service	-	2,354	1,812	2,214
Transfers	-	15,513	-	-
<b>Total</b>	<b>\$ 444,659</b>	<b>\$ 401,597</b>	<b>\$ 446,069</b>	<b>\$ 415,624</b>



## Activities/Results

### Performance Measures

	FY09-10 Actual	FY10-11 Actual	FY11-12 Estimate	FY12-13 Target
Increase the percentage of employee performance reviews completed on schedule	N/A	88%	90%	94%
Increase the number of applications received per recruitment for non-exempt positions	N/A	12	45	20
Increase the number of applications received per recruitment for exempt positions	N/A	20	43	20

### Quality

	FY09-10 Actual	FY10-11 Actual	FY11-12 Estimate	FY12-13 Target
Decrease the number of days lost to injury per workers' compensation claim	0	1	2	1
Maintain the turnover rate of full-time employees at an acceptable rate	3.4%	5.76%	8%	6%

### Productivity

	FY09-10 Actual	FY10-11 Actual	FY11-12 Estimate	FY12-13 Target
Number of full-time employees departed from Town service	15	4	5	3
Number of exit interviews conducted	0	2	3	3
Ensure supervisors receive performance evaluation documentation four weeks in advance	100%	100%	100%	100%
Quarterly track and analyze performance evaluation trends, including number of performance evaluations that were late, type of increases each employee received, etc.	N/A	N/A	100%	100%
Number of exempt recruitments conducted	0	3	1	1
Number of full-time non-exempt recruitments conducted	1	0	1	1
Average number of days to fill a vacant recruitment	N/A	N/A	35	42
Number of workers' compensation claims due to injury	3	3	1	1



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES**

**GENERAL FUND**

**HUMAN RESOURCES/RISK MANAGEMENT**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$91,359	\$88,871	\$91,006	\$93,277
SALARIES-PART TIME	20,186	19,229	29,283	30,019
OVERTIME	183	-	-	-
FICA	1,339	1,192	2,240	1,862
MEDICARE	1,584	1,536	1,320	1,779
WORKERS COMPENSATION	332	218	280	306
UNEMPLOYMENT INSURANCE	64	184	118	456
GROUP HEALTH INSURANCE	6,121	6,620	7,713	7,340
GROUP DENTAL INSURANCE	422	364	376	440
GROUP VISION INSURANCE	64	61	66	69
DISABILITY INSURANCE	399	380	424	347
RETIREMENT	9,911	9,778	10,002	10,265
LIFE INSURANCE	270	258	277	270
DUES, SUBSCRIPT & PUBLICAT	1,644	1,690	1,787	1,795
TRAINING/CONT ED	-	693	1,964	5,300
MEETINGS & CONFERENCES	60	-	100	200
TELECOMMUNICATIONS	-	-	1,460	-
PROFESSIONAL FEES	11,355	10,834	42,750	12,208
LEGAL FEES	-	-	500	10,500
INSURANCE EXPENSE	216,246	228,675	231,700	215,840
PRINTING EXPENSE	125	115	-	-
ADVERTISING/SIGNAGE	477	596	1,180	1,620
COMMUNITY CONTRACTS/EVENTS	-	863	-	-
OFFICE SUPPLIES	664	716	812	1,290
CLEANING/JANITORIAL SUPPLIES	-	-	-	35
OPERATING SUPPLIES	138	1,130	4,930	3,270
FOOD & BEVERAGE SUPPLIES	3,353	3,891	7,773	7,493
PROGRAM MATERIALS	7,435	5,573	6,196	7,429
POSTAGE & DELIVERY	232	196	-	-
MISCELLANEOUS EXPENSE	100	-	-	-
SMALL TOOLS	92	66	-	-
ISF-COPIER CHARGES	-	495	307	555
ISF-MAIL SERVICE CHARGES	-	388	470	653
ISF-MOTOR POOL CHARGES	-	128	80	50
ISF-TELECOM CHARGES	-	1,342	956	956
TRANSFER OUT	-	15,513	-	-
<b>TOTAL HUMAN RESOURCES/RISK MANAGEMENT</b>	<b>\$444,659</b>	<b>\$401,597</b>	<b>\$446,069</b>	<b>\$415,624</b>



**Finance Division**

**Service Delivery Plan**

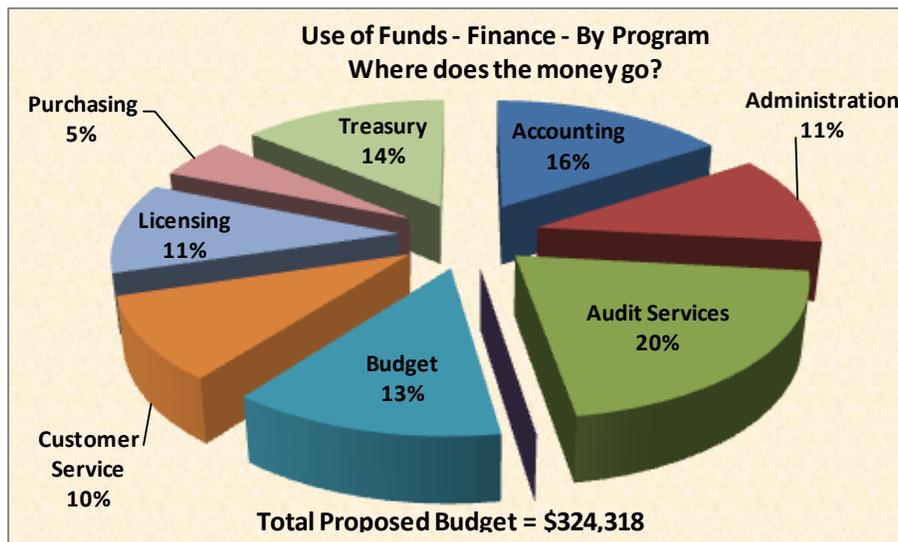
Provide efficient and cost effective financial oversight of both the short and long-term components of the Town’s functions. Provide safe, secure and effective cash, banking, merchant service, tax service and debt service administration for the Town.

Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Accounting	\$ 62,773	\$ 37,236	\$ 54,356	\$ 51,799
Administration	33,521	34,798	35,223	34,903
Audit Services	78,759	74,438	70,141	65,232
Boards & Commissions	-	4,552	261	260
Budget	49,135	47,759	39,317	41,389
Customer Service	12,350	22,073	30,770	31,425
Licensing	31,510	24,931	37,849	35,475
Purchasing	18,610	34,392	16,716	17,142
Special Events	10,053	-	-	-
Treasury	-	27,124	30,325	46,693
<b>Total</b>	<b>\$ 296,711</b>	<b>\$ 307,303</b>	<b>\$ 314,958</b>	<b>\$ 324,318</b>

**Variance Explanations:**

*Treasury:*

The increase is due to management and custody fees for the investment portfolio.

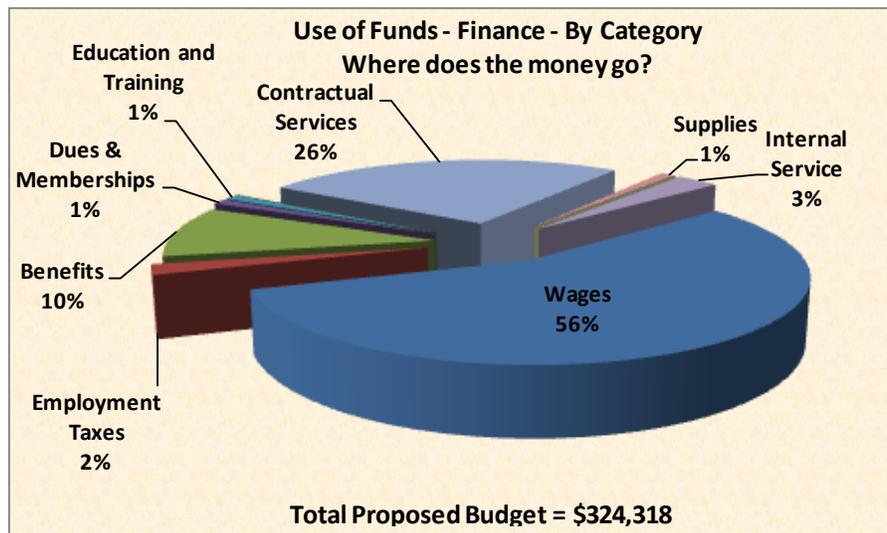


Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 186,548	\$ 178,700	\$ 183,734	\$ 183,088
Employment Taxes	6,735	6,398	6,455	7,041
Benefits	33,622	32,528	37,753	31,612
Dues & Memberships	1,858	1,898	2,618	2,948
Education and Training	1,850	1,814	2,348	2,662
Utilities	539	705	780	780
Contractual Services	61,587	73,221	70,050	83,490
Supplies	3,582	3,058	3,310	3,570
Equipment	390	(99)	-	400
Internal Service	-	9,080	7,910	8,727
<b>Total</b>	<b>\$ 296,711</b>	<b>\$ 307,303</b>	<b>\$ 314,958</b>	<b>\$ 324,318</b>

**Variance Explanations:**

*Contractual Services:*

The increase is due to management and custody fees for the investment portfolio.



## Activities/Results

### Performance Measures

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Consecutive years for GFOA annual Certificate of Achievement for Excellence in Financial Reporting award	15	16	17	18
Consecutive years for GFOA annual Distinguished Budget Presentation award	8	9	10	11

### Quality

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Actual revenue versus forecast	92%	103%	104%	100%
Unqualified audit opinion	Yes	Yes	Yes	Yes

### Productivity

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Accounts payable checks issued	1,540	1,534	1,600	1,500
Purchase orders processed	1,343	1,060	1,200	1,200
Local tax revenues from audits	\$31,175	\$19,940	\$67,000	\$30,000
Business licenses processed	2,214	2,255	2,273	2,275



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES**

**GENERAL FUND**

**FINANCE**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$132,648	\$135,241	\$135,149	\$133,657
SALARIES-PART TIME	53,896	43,459	48,585	49,431
OVERTIME	3	-	-	-
FICA	3,341	2,850	3,717	3,066
MEDICARE	2,677	2,562	1,959	2,659
WORKERS COMPENSATION	641	338	426	456
UNEMPLOYMENT INSURANCE	176	648	353	860
GROUP HEALTH INSURANCE	16,439	15,799	15,426	14,680
GROUP DENTAL INSURANCE	1,293	1,078	969	1,172
GROUP VISION INSURANCE	163	165	160	170
DISABILITY INSURANCE	545	514	630	499
RETIREMENT	14,780	14,615	20,158	14,705
LIFE INSURANCE	402	357	410	386
LICENSES/FILING FEES	1,093	1,063	735	1,273
DUES, SUBSCRIPT & PUBLICAT	765	835	1,883	1,675
TRAINING/CONT ED	742	115	90	90
MEETINGS & CONFERENCES	1,109	1,699	2,258	2,572
TELECOMMUNICATIONS	539	705	780	780
AUDITING EXPENSE	59,229	58,554	56,000	51,375
PROFESSIONAL FEES	73	541	100	120
MANAGEMENT FEES	-	-	-	18,500
PRINTING EXPENSE	749	1,508	2,050	2,295
ADVERTISING/SIGNAGE	1,536	1,911	720	1,720
BANK/MERC ACCT FEES	-	10,707	11,180	9,480
OFFICE SUPPLIES	2,066	2,103	3,215	1,545
OPERATING SUPPLIES	491	685	-	1,930
FOOD & BEVERAGE SUPPLIES	-	91	50	50
PROGRAM MATERIALS	868	130	-	-
POSTAGE & DELIVERY	145	49	45	45
MISCELLANEOUS EXPENSE	12	-	-	-
SMALL TOOLS	390	-	-	-
HARDWARE	-	-	-	400
EQUIPMENT	-	(99)	-	-
ISF-COPIER CHARGES	-	2,389	839	1,681
ISF-MAIL SERVICE CHARGES	-	3,367	3,419	3,390
ISF-TELECOM CHARGES	-	3,324	3,652	3,656
<b>TOTAL FINANCE</b>	<b>\$296,711</b>	<b>\$307,303</b>	<b>\$314,958</b>	<b>\$324,318</b>



**Information Technology Division**

**Service Delivery Plan**

The Information Technology Division is dedicated to providing professional support in a timely and responsive manner while focusing on high availability and reliable technology. The division also endeavors to implement alternative technologies to reduce operating and maintenance costs.

Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Administration	\$ 99,294	\$ 20,783	\$ 12,645	\$ 13,088
Support	53,085	173,288	169,901	251,568
Telecommunications	3,891	-	-	-
Training & Development	5,421	-	-	-
Video Services	3,930	9,130	45,348	19,771
Web Site	-	8,314	33,003	33,372
<b>Total</b>	<b>\$ 165,621</b>	<b>\$ 211,515</b>	<b>\$ 260,897</b>	<b>\$ 317,799</b>

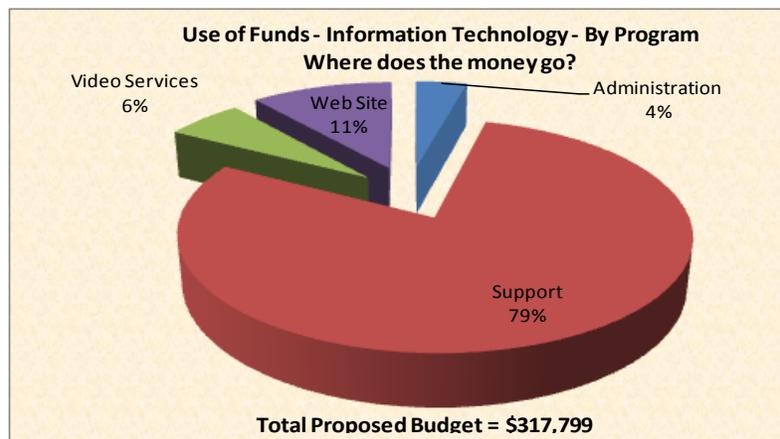
**Variance Explanations:**

*Support:*

This fiscal year will start our computer and server replacement program again at a cost of \$25,900 (ITNET). The FY12-13 budget also includes \$20,000 to upgrade the security camera system at the Community Center, which will also include cameras at Town Hall (ITNET). \$7,150 has also been added to ITNET to purchase Apple iPads for the Mayor, Town Council and Department Directors.

*Video Services:*

The decrease in Video Services was due to the purchase of equipment for Channel 11 in FY11-12.

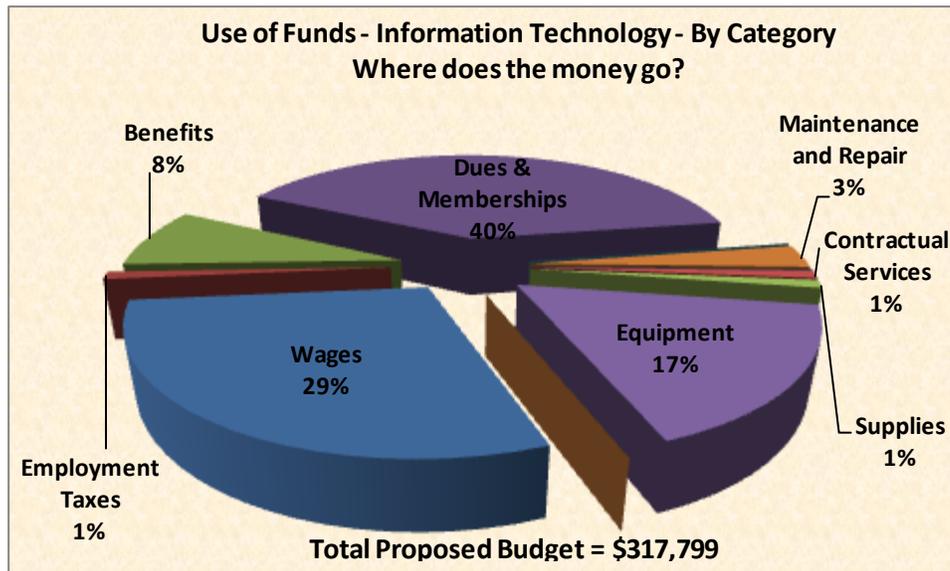


Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 80,546	\$ 82,752	\$ 91,035	\$ 93,305
Employment Taxes	1,428	1,519	1,641	2,015
Benefits	19,342	20,971	25,286	24,903
Dues & Memberships	14,074	92,725	101,830	128,770
Education and Training	684	75	-	-
Maintenance and Repair	27,176	71	7,000	10,000
Utilities	782	1,419	1,320	516
Contractual Services	-	1,250	2,000	2,000
Supplies	248	418	3,190	2,120
Equipment	6,148	9,841	27,092	53,050
Transfers	15,291	-	-	-
Internal Service	-	474	503	1,120
<b>Total</b>	<b>\$ 165,621</b>	<b>\$ 211,515</b>	<b>\$ 260,897</b>	<b>\$ 317,799</b>

**Variance Explanations:**

*Equipment:*

FY12-13 includes \$53,050 in Equipment for computer and server replacement at a cost of \$33,050 and \$20,000 to upgrade the security camera system at the Community Center. \$7,150 has also been added to Equipment for the purchase of 13 Apple iPad tablets.



## Activities/Results

### Performance Measures

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Percentage of emergency related helpdesk tickets resolved within two business hours	98%	90%	99%	99%
Percentage of high priority helpdesk tickets resolved within four hours	90%	97%	98%	99%
Percentage of helpdesk tickets resolved within twelve hours	95%	95%	96%	97%

### Quality

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Total number of ticket opened	1,612	1,171	1,200	1,000
Total number of tickets closed without resolution	N/A	0	0	0
Total number of tickets resolved within established timeframe	1531	1,112	1,188	990
Number of issues resolved during initial contact	1,000	1,053	958	950

### Productivity

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Employee cost involved for support	\$29,445	\$42,997	\$32,858	\$33,681



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES  
INFORMATION TECHNOLOGY**

**GENERAL FUND**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$73,604	\$82,752	\$91,035	\$93,305
MEDICARE	1,054	1,183	1,320	1,356
WORKERS COMPENSATION	199	166	211	234
UNEMPLOYMENT INSURANCE	52	170	110	425
GROUP HEALTH INSURANCE	8,418	10,452	13,497	12,845
GROUP DENTAL INSURANCE	737	726	881	1,032
GROUP VISION INSURANCE	104	113	114	143
DISABILITY INSURANCE	310	340	504	347
RETIREMENT	7,906	9,103	10,013	10,266
LIFE INSURANCE	213	237	277	270
LICENSES/FILING FEES	3,222	83,545	84,830	110,920
DUES, SUBSCRIPT & PUBLICAT	10,852	9,180	17,000	17,850
TRAINING/CONT ED	169	10	-	-
MEETINGS & CONFERENCES	36	65	-	-
EQUIPMENT MAINT/REPAIR	26,965	71	7,000	10,000
OFFICE EQUIP MAINT/ REPAIR	211	-	-	-
TELECOMMUNICATIONS	782	1,419	1,320	516
PROFESSIONAL FEES	-	1,250	2,000	2,000
OFFICE SUPPLIES	87	135	250	250
OPERATING SUPPLIES	122	284	2,890	1,770
FOOD & BEVERAGE SUPPLIES	25	-	-	-
POSTAGE & DELIVERY	14	-	50	100
SOFTWARE	1,721	3,891	250	-
HARDWARE	3,245	4,146	26,842	53,050
PERIPHERALS	1,069	1,804	-	-
ISF-COPIER CHARGES	-	21	21	100
ISF-MAIL SERVICE CHARGES	-	5	6	20
ISF-TELECOM CHARGES	-	447	476	1,000
TRANSFER OUT	15,192	-	-	-
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>\$165,621</b>	<b>\$211,515</b>	<b>\$260,897</b>	<b>\$317,799</b>

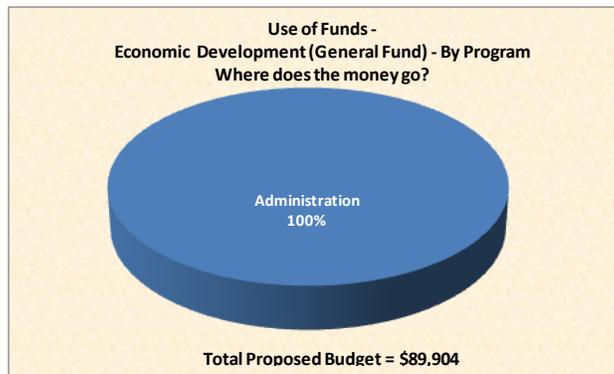


**Economic Development Division –  
(General Fund)**

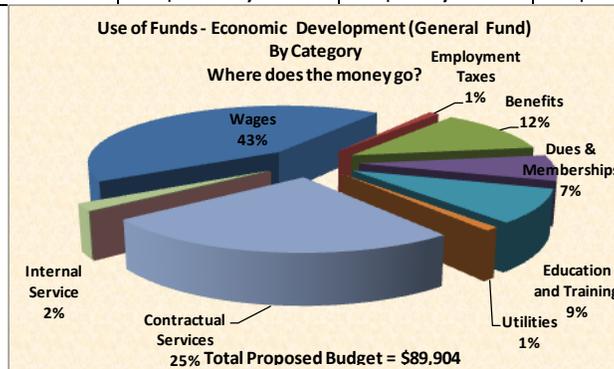
**Service Delivery Plan**

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

Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Administration	\$ 88,166	\$ 64,660	\$ 92,577	\$ 89,904
<b>Total</b>	<b>\$ 88,166</b>	<b>\$ 64,660</b>	<b>\$ 92,577</b>	<b>\$ 89,904</b>



Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 56,244	\$ 31,401	\$ 37,877	\$ 38,822
Employment Taxes	983	540	669	781
Benefits	14,156	8,248	11,042	10,570
Dues & Memberships	10,797	6,121	7,324	6,154
Education and Training	4,343	6,786	7,883	8,355
Utilities	269	325	986	360
Contractual Services	1,200	7,917	23,956	22,456
Supplies	174	866	600	300
Internal Service	-	2,456	2,240	2,106
<b>Total</b>	<b>\$ 88,166</b>	<b>\$ 64,660</b>	<b>\$ 92,577</b>	<b>\$ 89,904</b>



## Activities/Results

### Performance Measures

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Complete the economic development strategy document	N/A	N/A	100%	N/A
Host prospect visits	N/A	2	3	1
Assist in the location of targeted office user	N/A	N/A	0	1
Assist in the location of retailer	N/A	N/A	3	1

### Quality

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Council adoption of the economic development strategy document	N/A	N/A	100%	N/A
Track and follow-up on all proposals submitted to Greater Phoenix Economic Council (GPEC) and Arizona Commerce Authority (ACA)	100%	100%	100%	100%
Response to "office users" targeted business outreach	N/A	N/A	2%	2%
Response to retail outreach	N/A	N/A	2%	2%

### Productivity

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Oversee, draft and develop a comprehensive economic development strategy utilizing the Council's adopted Strategic Plan, Economic Vitality area as the foundation for the document	N/A	N/A	.5	N/A
Develop and submit prospect proposals to the Greater Phoenix Economic Council (GPEC) and Arizona Commerce Authority (ACA) from leads which fit the targeted business sectors and which are able to be accommodated in Fountain Hills	3	7	1	3
Develop and implement strategy to attract "office user" businesses in targeted business sectors	N/A	N/A	1	1
Outreach to "office user" targets in identified geographical markets	N/A	N/A	6 contacts	20 contacts
Develop and implement strategy to attract retailers to shopping center property	2	3	3	1
Outreach to retailers, leasing agents and developers in conjunction with local shopping center property owners and leasing agents	45 contacts	72 contacts	48 contacts	20 contacts
Hold an informational exchange forum with property owners and leasing agents of office and / or retail space	N/A	2	1	1



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES  
ECONOMIC DEVELOPMENT**

**GENERAL FUND**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$52,897	\$31,401	\$37,877	\$38,822
SEVERANCE	3,347	-	-	-
MEDICARE	790	432	549	563
WORKERS COMPENSATION	155	63	88	97
UNEMPLOYMENT INSURANCE	38	45	32	121
GROUP HEALTH INSURANCE	7,365	4,312	6,262	5,689
GROUP DENTAL INSURANCE	521	228	275	321
GROUP VISION INSURANCE	62	26	46	33
DISABILITY INSURANCE	227	134	177	144
RETIREMENT	5,821	3,459	4,167	4,271
LIFE INSURANCE	161	90	115	112
DUES, SUBSCRIPT & PUBLICAT	10,797	6,121	7,324	6,154
TRAINING/CONT ED	130	2,711	128	3,875
MEETINGS & CONFERENCES	4,213	4,075	7,755	4,480
TELECOMMUNICATIONS	269	325	527	360
GAS & OIL	-	-	459	-
PROFESSIONAL FEES	1,200	7,506	12,500	12,750
PRINTING EXPENSE	-	36	4,036	2,536
ADVERTISING/SIGNAGE	-	376	7,420	7,170
OFFICE SUPPLIES	157	186	600	300
FOOD & BEVERAGE SUPPLIES	-	662	-	-
POSTAGE & DELIVERY	18	18	-	-
ISF-COPIER CHARGES	-	513	505	505
ISF-MAIL SERVICE CHARGES	-	60	19	200
ISF-MOTOR POOL CHARGES	-	989	765	450
ISF-TELECOM CHARGES	-	895	951	951
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>\$88,166</b>	<b>\$64,660</b>	<b>\$92,577</b>	<b>\$89,904</b>



**Legal Services Division**

**Service Delivery Plan**

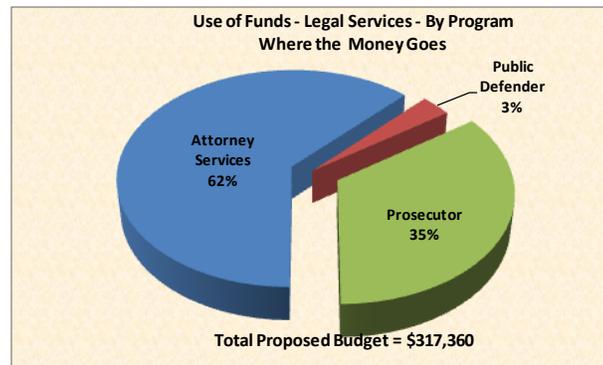
The Town Attorney and Town Prosecutor are appointed by the Town Council to serve as general counsel for the Town in addition to responsibility for the efficient disposition of criminal cases prosecuted in the Municipal Court.

Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Attorney Services	\$ 194,845	\$ 184,716	\$ 186,512	\$ 197,400
Public Defender	8,250	2,750	9,960	9,960
Prosecutor	100,833	110,000	110,000	110,000
<b>Total</b>	<b>\$ 303,928</b>	<b>\$ 297,466</b>	<b>\$ 306,472</b>	<b>\$ 317,360</b>

**Variance Explanations:**

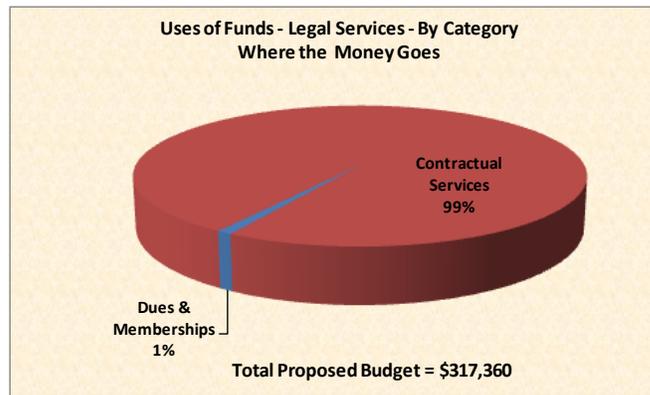
*Attorney Services:*

The increase is due to anticipation of more hours of service required.



Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Dues & Memberships	\$ 2,577	\$ 3,003	\$ 1,500	\$ 3,000
Contractual Services	301,350	294,454	304,960	314,360
Internal Service	-	9	12	-
<b>Total</b>	<b>\$ 303,928</b>	<b>\$ 297,466</b>	<b>\$ 306,472</b>	<b>\$ 317,360</b>





## Activities/Results

### Productivity

	FY09-10 Actual	FY10-11 Actual	FY11-12 Estimate	FY12-13 Target
Number of Resolutions prepared	41	50	35	30
Number of Ordinances prepared	8	5	15	9
Number of Contracts prepared	17	20	40	35
Number of Requests for Proposals	2	2	2	2
Number of IGAs prepared	N/A	4	5	3
Number of Town Code Amendments prepared	N/A	3	7	5

### FY12-13 PROPOSED BUDGET SUMMARY - EXPENDITURES

#### GENERAL FUND

#### LEGAL SERVICES

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
DUES, SUBSCRIPT & PUBLICAT	\$2,578	\$3,003	\$1,500	\$3,000
LEGAL FEES	301,350	294,454	304,960	314,360
ISF-MAIL SERVICE CHARGES	-	9	12	-
<b>TOTAL LEGAL SERVICES</b>	<b>\$303,928</b>	<b>\$297,466</b>	<b>\$306,472</b>	<b>\$317,360</b>

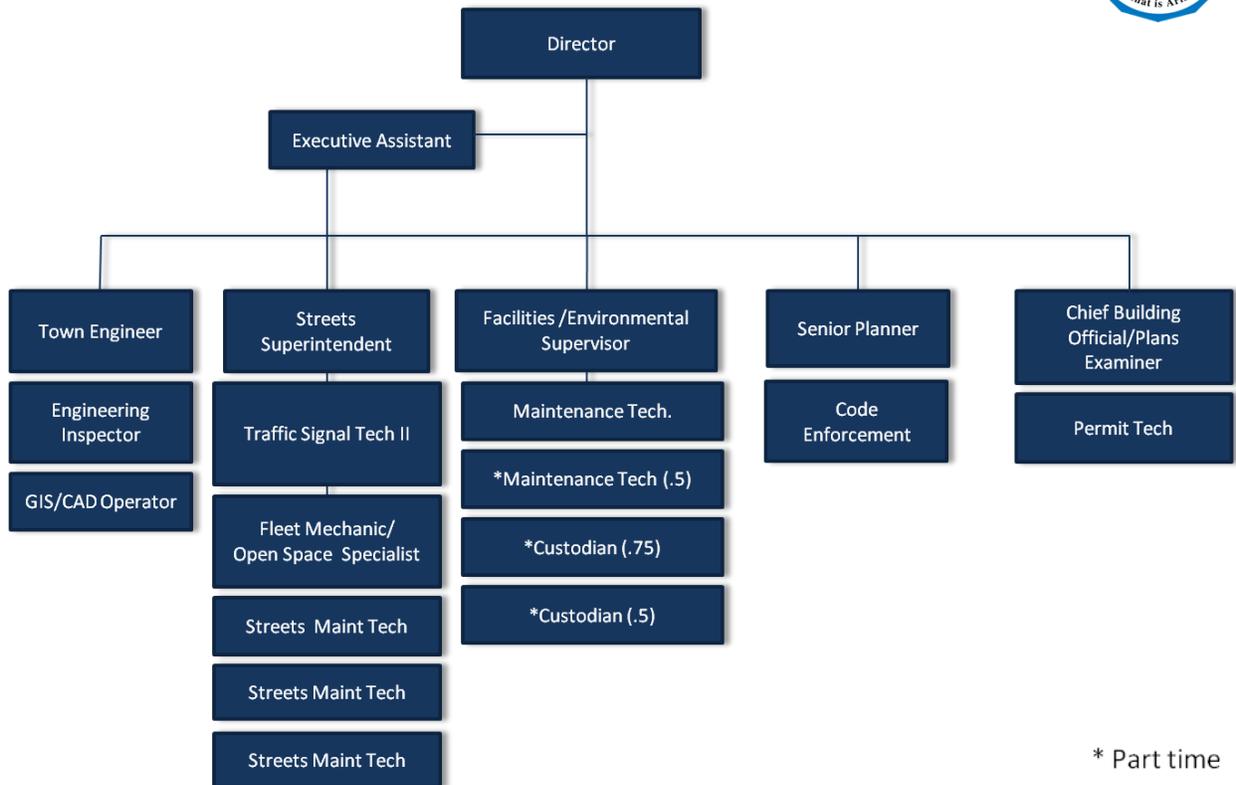


# Development Services





# DEVELOPMENT SERVICES DEPARTMENT



**DEVELOPMENT SERVICES**

**Mission Statement**

The Development Services Department is dedicated to enhancing the quality of life in Fountain Hills by ensuring the construction of quality infrastructure; maintenance of roadways and traffic control devices; maintenance of Town-owned washes, dams, medians and open space; maintenance of public facilities; plan review, construction permitting, and building inspections; environmental compliance, enforcement of Town codes, improved environmental quality as well as the use of innovative and proven land planning techniques. The Department strives to provide quality customer service in a professional and timely manner.

**Department Overview**

The Development Services Department is made up of seven (7) Divisions: Building Safety, Code Compliance, Engineering, Facilities, Mapping & Graphics and Planning in the General Fund. The Streets Division is funded through the Highway Users Revenue Fund (HURF). The Development Services Director provides direct supervision over Division heads and the executive management assistant.

Division	Expenditures by Division			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Engineering	\$ 748,815	\$ 278,115	\$ 501,191	\$ 577,546
Facilities	483,931	523,683	492,377	850,578
Planning	310,309	207,848	172,029	205,353
Building Safety	378,360	258,734	234,687	204,952
Code Compliance	134,820	116,372	125,851	102,586
Mapping & Graphics	105,242	81,147	74,355	101,563
<b>Total</b>	<b>\$ 2,161,477</b>	<b>\$ 1,465,899</b>	<b>\$ 1,600,490</b>	<b>\$ 2,042,578</b>

**Variance Explanations:**

*Engineering:*

The increase is due to increased wash maintenance as well as increased expenditures for plan reviews and inspections.

*Facilities:*

Maintenance items that had been pushed back for several years are included this year causing the large increase in the Facilities budget.

*Planning:*

The \$45,000 for the Household Hazardous Waste event is included here.



**Variance Explanations (cont):**

*Building Safety:*

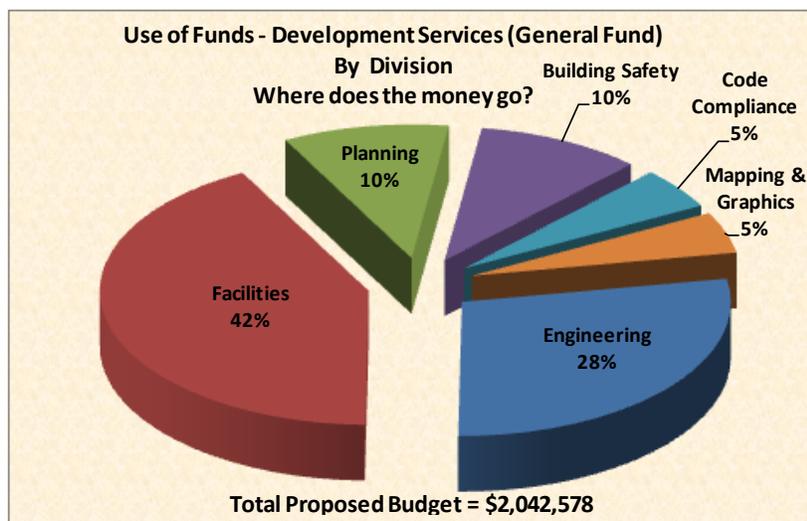
There is an increase in contractual services for inspections as well as a reduction in salary/benefits due to the reallocation of personnel.

*Code Compliance:*

This division has an increase in abatements and a reduction in salary/benefits.

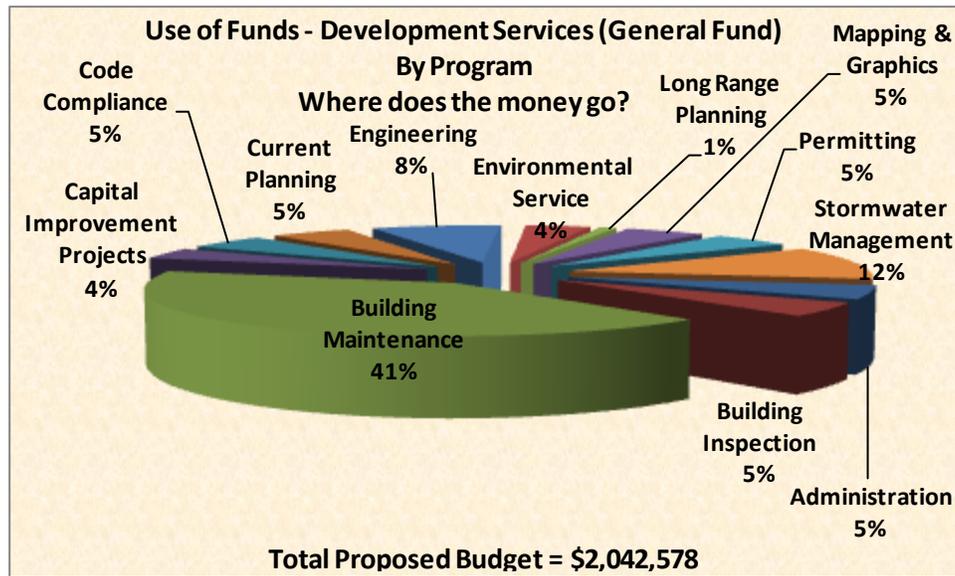
*Mapping & Graphics:*

A new plotter is needed causing an increase in the budget.



Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed
Administration	\$ 141,768	\$ 59,514	\$ 63,052	\$ 110,283
Building Inspection	95,122	89,508	125,256	93,895
Building Maintenance	479,894	516,544	486,520	842,246
Capital Improvement Projects	121,151	89,174	85,688	87,581
Code Compliance	134,820	116,371	125,852	102,586
Current Planning	162,869	120,985	99,206	100,833
Engineering	119,995	88,385	149,316	172,345
Environmental Service	78,132	51,275	44,720	77,190
Long Range Planning	69,308	35,588	28,104	27,330
Mapping & Graphics	105,242	81,147	74,355	101,563
Permitting	283,238	169,227	109,430	111,057
Stormwater Management	92,209	48,181	208,991	215,669
Traffic Management	119,988	-	-	-
<b>Total</b>	<b>\$ 2,161,477</b>	<b>\$ 1,465,899</b>	<b>\$ 1,600,490</b>	<b>\$ 2,042,578</b>





Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 1,361,987	\$ 819,343	\$ 770,369	\$ 708,864
Employment Taxes	46,407	28,416	24,805	29,115
Benefits	288,184	190,343	198,940	164,769
Dues & Memberships	8,212	7,992	18,181	19,178
Education and Training	6,469	1,263	11,195	12,405
Maintenance and Repair	102,943	139,402	234,808	583,998
Utilities	274,165	194,999	223,498	231,360
Contractual Services	7,626	15,986	50,773	146,915
Supplies	27,631	24,456	36,576	38,190
Equipment	8,389	14,083	4,915	41,285
Damages/Vandalism	89	260	-	250
Internal Service	-	28,606	25,680	25,499
Transfers	24,326	750	750	40,750
Capital	5,050	-	-	-
<b>Total</b>	<b>\$ 2,161,477</b>	<b>\$ 1,465,899</b>	<b>\$ 1,600,490</b>	<b>\$ 2,042,578</b>



**Variance Explanations:**

*Wages and Benefits:*

Decrease due to elimination of vacant position in Building Safety.

*Maintenance and Repair:*

Maintenance to Town-owned facilities has been postponed due to the recession; this budget begins to restore the equipment and property for long-term preservation.

*Contractual Services:*

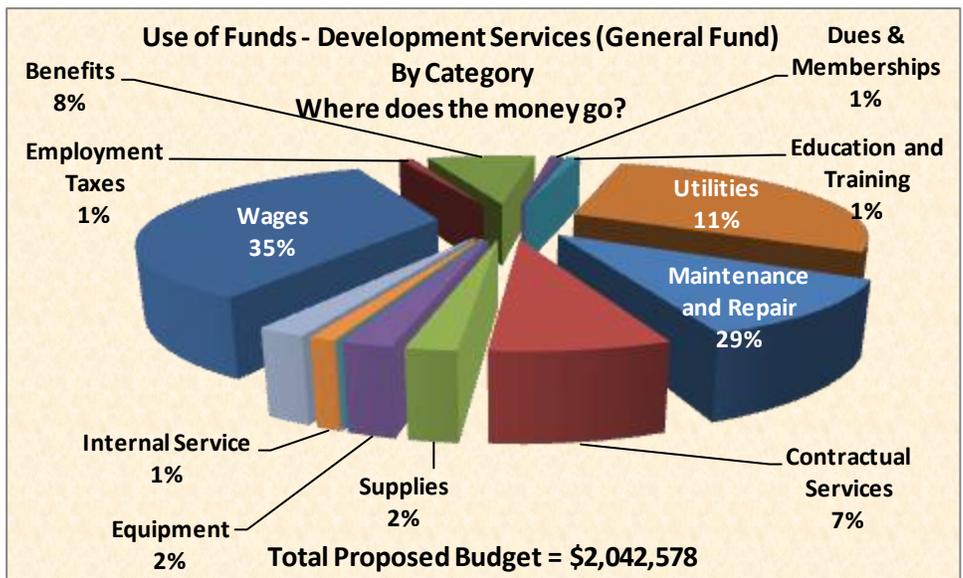
Increase due to restoring maintenance of Town washes for reducing risk of brush fires.

*Equipment:*

Increase due to new plotter needed in Mapping & Graphics.

*Transfer:*

Transfer to grant fund as matching funds for pilot transit program.



**FY11-12 Department Accomplishments**

<b>Initiative</b>	<b>Strategic Value</b>
Completed Town-owned wash and ADWR jurisdictional dam maintenance	Maintain and Improve Community Infrastructure
Completed the 2011 edition of the "Land Use Analysis and Statistical Report"	Economic Vitality
Completed Medical Marijuana ordinance	Public Safety, Health and Welfare
Completed implementation of single trash hauler ordinance	Maintain and Improve Community Infrastructure
Organized paper shredding and electronics recycling events	Environmental Stewardship
Completed construction of the Shea Boulevard Gap	Maintain and Improve Community Infrastructure
Completed Zone 5 Pavement Management Program	Maintain and Improve Community Infrastructure

**FY12-13 Objectives**

<b>Initiative</b>	<b>Strategic Value</b>	<b>Estimated Cost/ Funding Source</b>
Foster a culture of public service and volunteerism	Civic Responsibility	\$0
Explore and implement new technologies and opportunities that will minimize noise, air, and light pollution and reduce energy consumption	Environmental Stewardship	\$0



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES  
DEVELOPMENT SERVICES**

**GENERAL FUND**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$1,191,585	\$761,294	\$732,701	\$649,752
SALARIES-PART TIME	76,338	55,939	37,668	59,112
OVERTIME	756	2,110	-	-
SEVERANCE	92,813	-	-	-
FICA	4,620	3,474	2,881	3,668
MEDICARE	18,572	11,785	10,662	10,283
WORKERS COMPENSATION	22,240	11,427	10,280	12,267
UNEMPLOYMENT INSURANCE	795	1,730	982	2,897
GROUP HEALTH INSURANCE	136,723	93,917	105,844	82,538
GROUP DENTAL INSURANCE	11,221	6,299	6,088	5,515
GROUP VISION INSURANCE	1,596	1,006	987	959
DISABILITY INSURANCE	4,884	3,035	3,270	2,405
RETIREMENT	130,945	83,949	80,582	71,481
LIFE INSURANCE	2,815	2,138	2,169	1,871
LICENSES/FILING FEES	2,935	3,006	9,800	12,700
DUES, SUBSCRIPT & PUBLICAT	5,277	4,987	8,381	6,478
TRAINING/CONT ED	5,193	747	-	1,535
MEETINGS & CONFERENCES	1,276	516	11,195	10,870
BUILDING MAIN/REPAIR	18,454	22,105	2,023	124,396
HVAC REPAIR	26,614	64,834	45,782	81,377
PLUMBING REPAIR	4,123	8,280	8,765	29,410
ELECTRICAL REPAIR/MAINT	2,180	4,383	2,360	13,025
FIRE PROTECTION SYSTEMS	4,248	8,951	9,195	8,980
GROUPS MAINT/REPAIR	9,559	94	1,195	1,110
IRRIGATION REPAIR	129	-	-	-
BACKFLOW TESTING & MAINTENANCE	2,703	385	465	1,185
WASH MAINTENANCE	-	-	130,200	150,000
DAM INSPECTION AND MAINT	952	-	20,400	20,400
EQUIPMENT MAINT/REPAIR	6,282	4,961	8,093	17,782
VEHICLE MAINT/REPAIR	2,345	1,797	1,912	2,512
OFFICE EQUIP MAINT/ REPAIR	-	717	2,363	1,521
OTHER MAINT/REPAIR	18,542	7,896	5,675	12,605
ART MAINT/REPAIR/INSTALL	95	-	-	-
PARKING LOT REPAIR	5	1,278	-	35,450
SIDEWALK/PATHWAY REPAIR	15	1,319	-	1,785
SIGN REPAIR & REPLACEMENT	1,921	737	-	2,275
PAINTING	621	6,118	45	68,110
LIGHTING REPAIR	4,154	5,547	4,835	12,075
ELECTRICITY EXPENSE	178,628	158,116	170,555	183,155
REFUSE/RECYCLING	19,000	2,640	6,150	6,350
TELECOMMUNICATIONS	4,651	4,004	4,743	3,800
WATER/SEWER	63,574	26,675	29,900	31,605
GAS & OIL	8,312	3,563	4,150	6,450
PROFESSIONAL FEES	4,647	10,862	10,748	10,005
ENGINEERING FEES	-	3,500	14,360	20,000
RENTALS & LEASES	-	43	-	2,050
PRINTING EXPENSE	1,185	1,156	3,225	2,360
ADVERTISING/SIGNAGE	278	401	2,500	2,500
CONTRACTUAL SERVICES	1,516	-	15,000	65,000
BANK/MERC ACCT FEES	-	25	-	-
COMMUNITY CONTRACTS/EVENTS	-	-	-	45,000
OFFICE SUPPLIES	6,321	6,334	9,151	9,676
CLEANING/JANITORIAL SUPPLIES	13,046	12,759	19,860	22,880



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES  
DEVELOPMENT SERVICES**

**GENERAL FUND**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SAFETY SUPPLIES	\$864	\$868	\$770	\$925
OPERATING SUPPLIES	722	-	-	-
FOOD & BEVERAGE SUPPLIES	2,237	2,062	1,830	1,800
PROGRAM MATERIALS	281	751	820	850
UNIFORMS	1,013	1,328	1,569	1,883
POSTAGE & DELIVERY	63	353	176	176
SMALL TOOLS	7,253	4,037	1,915	2,315
SOFTWARE	-	-	1,200	600
HARDWARE	-	122	5,640	-
PERIPHERALS	33	1,069	-	-
FURNITURE/APPLIANCES	967	6,045	3,000	5,500
EQUIPMENT	-	2,810	-	32,870
DAMAGES/VANDALISM	89	260	-	250
ISF-COPIER CHARGES	-	2,972	2,421	1,295
ISF-MAIL SERVICE CHARGES	-	358	313	380
ISF-VEHICLE REPLACEMENT CHARGE	-	10,942	8,349	8,014
ISF-MOTOR POOL CHARGES	-	3,753	3,870	5,078
ISF-TELECOM CHARGES	-	10,581	10,727	10,732
TRANSFER OUT	24,326	750	750	40,750
<b>TOTAL DEVELOPMENT SERVICES</b>	<b>\$2,161,477</b>	<b>\$1,465,899</b>	<b>\$1,600,490</b>	<b>\$2,042,578</b>



**Building Safety Division**

**Service Delivery Plan**

The Building Safety Division is dedicated to processing applications for permits to construct homes, commercial buildings, fences, swimming pools and other structures in a manner that is responsive and customer friendly. The Division coordinates the review of plans for the structures it permits and conducts construction inspections.

Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Building Inspections	\$ 95,122	\$ 89,509	\$ 125,257	\$ 93,895
Permitting	283,238	169,226	109,430	111,057
<b>Total</b>	<b>\$ 378,360</b>	<b>\$ 258,735</b>	<b>\$ 234,687</b>	<b>\$ 204,952</b>

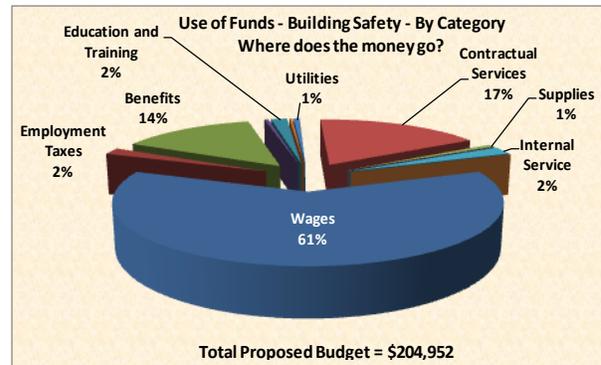
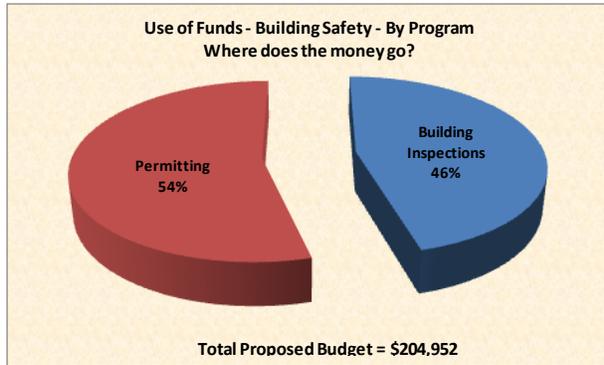
***Variance Explanations:***

*Building Inspections:*

There is an increase in contractual services for inspections as well as a reduction in salary/benefits due to the reallocation of personnel.

Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 291,056	\$ 194,111	\$ 149,100	\$ 125,163
Employment Taxes	7,983	5,673	4,000	3,821
Benefits	65,512	51,330	51,100	28,565
Dues & Memberships	-	391	920	890
Education and Training	3,586	648	5,590	3,420
Maintenance and Repair	504	11	619	619
Utilities	2,280	1,598	1,816	1,360
Contractual Services	20	-	15,200	35,200
Supplies	147	565	1,350	1,350
Equipment	51	91	150	150
Internal Service	-	4,317	4,842	4,414
Transfers	7,221	-	-	-
<b>Total</b>	<b>\$ 378,360</b>	<b>\$ 258,735</b>	<b>\$ 234,687</b>	<b>\$ 204,952</b>





## Activities/Results

### Performance Measures

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Percentage of all residential building plan reviews completed within established turnaround times	N/A	100%	97%	97%
Percentage of all commercial building plan reviews completed within established turnaround times	N/A	100%	97%	97%

### Quality

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Number of building plan reviews conducted (multiple reviews possible)	N/A	329	375	420
Number of residential plan reviews conducted (multiple reviews possible)	N/A	92	100	125
Number of commercial plan reviews conducted (multiple reviews possible)	N/A	237	250	250
Number of building inspection FTE's	N/A	2.5	2	2
Total number of permits	N/A	354	400	425
Total number of inspections (all inspections)	N/A	1,546	1,800	2,000

### Productivity

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Average expenditure per inspection during the reporting period (includes all inspections)	\$49.13	\$57.90	\$69.59	\$46.95
Average cost per permit	\$649.83	\$478.04	\$273.58	\$261.31



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES**

**GENERAL FUND**

**BUILDING SAFETY**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$261,841	\$187,200	\$149,100	\$125,163
SALARIES-PART TIME	10,327	6,910	-	-
SEVERANCE	18,889	-	-	-
FICA	640	428	-	-
MEDICARE	4,036	2,684	2,200	1,816
WORKERS COMPENSATION	3,166	2,192	1,500	1,474
UNEMPLOYMENT INSURANCE	140	368	300	531
GROUP HEALTH INSURANCE	31,870	27,140	31,500	12,643
GROUP DENTAL INSURANCE	2,689	1,874	1,800	1,159
GROUP VISION INSURANCE	388	304	300	171
DISABILITY INSURANCE	1,110	852	700	463
RETIREMENT	28,837	20,583	16,400	13,769
LIFE INSURANCE	617	576	400	360
LICENSES/FILING FEES	-	17	-	-
DUES, SUBSCRIPT & PUBLICAT	-	375	920	890
TRAINING/CONT ED	3,586	648	-	-
MEETINGS & CONFERENCES	-	-	5,590	3,420
EQUIPMENT MAINT/REPAIR	-	-	287	287
VEHICLE MAINT/REPAIR	504	11	332	332
TELECOMMUNICATIONS	881	863	816	360
GAS & OIL	1,399	735	1,000	1,000
PRINTING EXPENSE	20	-	200	200
CONTRACTUAL SERVICES	-	-	15,000	35,000
OFFICE SUPPLIES	147	566	800	800
UNIFORMS	-	-	550	550
SMALL TOOLS	51	91	150	150
ISF-COPIER CHARGES	-	75	62	103
ISF-MAIL SERVICE CHARGES	-	17	10	50
ISF-VEHICLE REPLACEMENT CHARGE	-	2,595	2,595	2,595
ISF-MOTOR POOL CHARGES	-	65	510	-
ISF-TELECOM CHARGES	-	1,566	1,665	1,666
TRANSFER OUT	7,221	-	-	-
<b>TOTAL BUILDING SAFETY</b>	<b>\$378,360</b>	<b>\$258,735</b>	<b>\$234,687</b>	<b>\$204,952</b>



**Code Compliance Division**

**Service Delivery Plan**

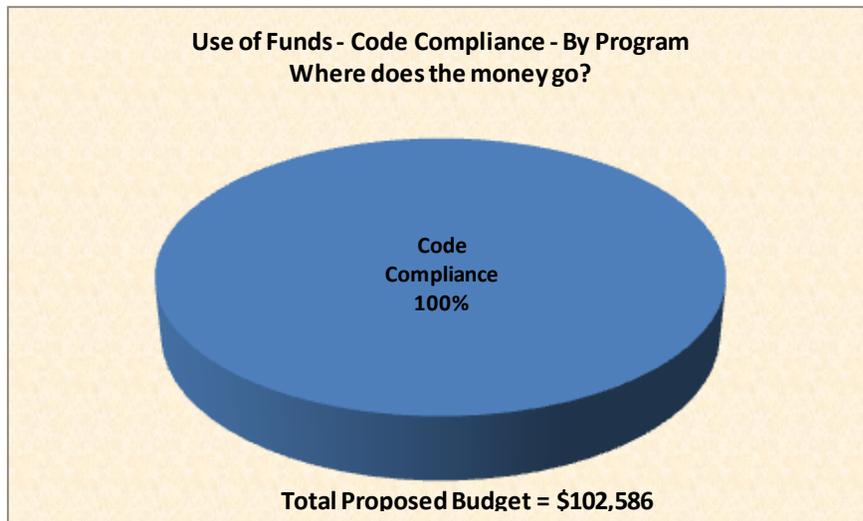
The Code Compliance Division is actively involved in maintaining an excellent quality of life by addressing community issues such as abandoned vehicles, property maintenance, improperly maintained pools, illegal signs, improper parking on private property, dumping or other destruction in Town-owned washes. The Code Compliance Division strives to address problems in a confidential, friendly and understanding way which allows for sufficient time to come into compliance voluntarily.

Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Code Compliance	\$ 134,820	\$ 116,371	\$ 125,852	\$ 102,586
<b>Total</b>	<b>\$ 134,820</b>	<b>\$ 116,371</b>	<b>\$ 125,852</b>	<b>\$ 102,586</b>

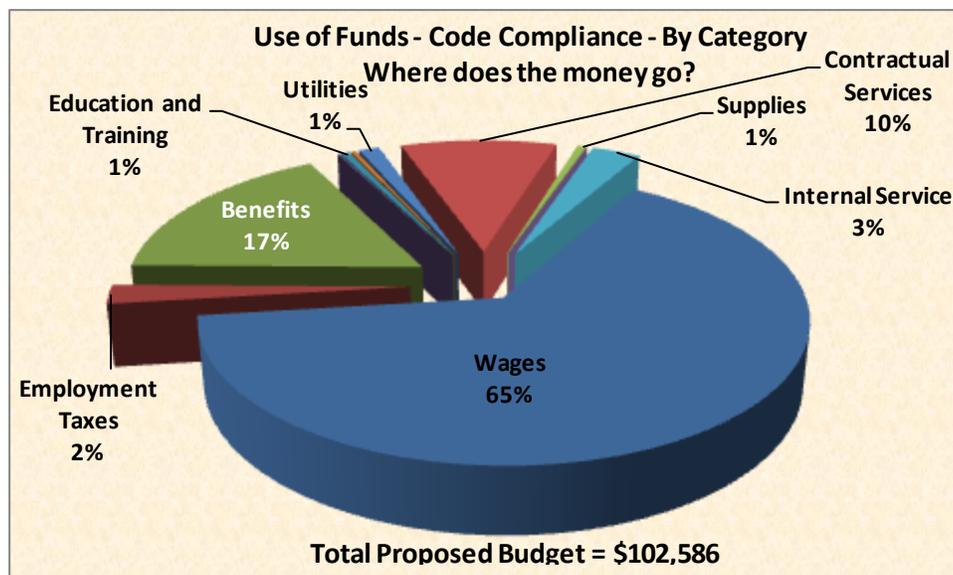
***Variance Explanations:***

*Code Compliance:*

A decrease in the proposed FY12-13 budget is attributed to the reallocation of personnel.



Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 101,924	\$ 84,143	\$ 95,671	\$ 66,397
Employment Taxes	2,788	2,219	1,721	2,227
Benefits	26,593	19,337	21,673	17,546
Dues & Memberships	70	35	135	135
Education and Training	757	25	575	585
Maintenance and Repair	130	671	330	330
Utilities	1,886	946	1,408	1,360
Contractual Services	250	362	265	10,265
Supplies	275	785	580	580
Equipment	147	626	-	-
Internal Service	-	7,222	3,494	3,161
<b>Total</b>	<b>\$ 134,820</b>	<b>\$ 116,371</b>	<b>\$ 125,852</b>	<b>\$ 102,586</b>



## Activities/Results

### Performance Measures

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Percentage of code violations brought into voluntary compliance prior to initiation of administrative or judicial action	99%	99%	99%	99%

### Quality

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Number of Code Enforcement Officers	2.0	1.0	1.0	1.0
Number of code violation cases	1024	843	840	800
Number of code violation cases reviewed in court proceedings (does not include barking dog cases)	1	2	2	1

### Productivity

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Average cost per code violation case	\$131.66	\$138.04	\$149.82	\$128.23



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES  
CODE COMPLIANCE**

**GENERAL FUND**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$99,568	\$84,144	\$95,670	\$66,397
SEVERANCE	2,356	-	-	-
MEDICARE	1,455	1,203	1,387	963
WORKERS COMPENSATION	1,246	840	224	963
UNEMPLOYMENT INSURANCE	87	175	110	301
GROUP HEALTH INSURANCE	13,610	9,059	9,641	9,175
GROUP DENTAL INSURANCE	1,146	497	657	548
GROUP VISION INSURANCE	168	86	115	83
DISABILITY INSURANCE	436	253	446	245
RETIREMENT	10,950	9,254	10,524	7,304
LIFE INSURANCE	283	188	290	191
LICENSES/FILING FEES	-	-	100	100
DUES, SUBSCRIPT & PUBLICAT	70	35	35	35
TRAINING/CONT ED	757	-	-	360
MEETINGS & CONFERENCES	-	25	575	225
VEHICLE MAINT/REPAIR	130	671	330	330
TELECOMMUNICATIONS	599	406	408	360
GAS & OIL	1,287	540	1,000	1,000
PROFESSIONAL FEES	250	-	-	-
PRINTING EXPENSE	-	362	265	265
CONTRACTUAL SERVICES	-	-	-	10,000
OFFICE SUPPLIES	91	194	450	450
PROGRAM MATERIALS	-	150	-	-
UNIFORMS	185	420	130	130
POSTAGE & DELIVERY	-	20	-	-
SMALL TOOLS	146	98	-	-
PERIPHERALS	-	371	-	-
EQUIPMENT	-	157	-	-
ISF-COPIER CHARGES	-	88	58	58
ISF-MAIL SERVICE CHARGES	-	25	32	32
ISF-VEHICLE REPLACEMENT CHARGE	-	5,522	2,929	2,595
ISF-MOTOR POOL CHARGES	-	693	-	-
ISF-TELECOM CHARGES	-	895	476	476
<b>TOTAL CODE COMPLIANCE</b>	<b>\$134,820</b>	<b>\$116,371</b>	<b>\$125,852</b>	<b>\$102,586</b>



**Engineering Division**

**Service Delivery Plan**

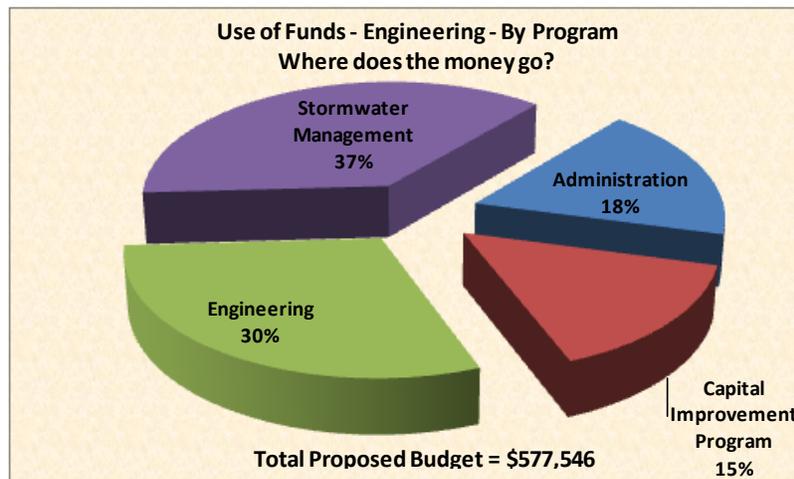
The Engineering Division is responsible for design, contract administration and construction oversight for capital projects. The Division is also responsible for the review of commercial and residential plans, utility plans, encroachment permits as well as the maintenance of Town-owned washes and six ADWR jurisdictional dams.

Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Administration	\$ 137,731	\$ 52,374	\$ 57,196	\$ 101,951
Capital Improvement Program	121,151	89,175	85,688	87,581
Engineering	119,995	88,385	149,316	172,345
Open Space	157,842	-	-	-
Stormwater Management	92,209	48,181	208,991	215,669
Traffic Management	119,888	-	-	-
<b>Total</b>	<b>\$ 748,815</b>	<b>\$ 278,115</b>	<b>\$ 501,191</b>	<b>\$ 577,546</b>

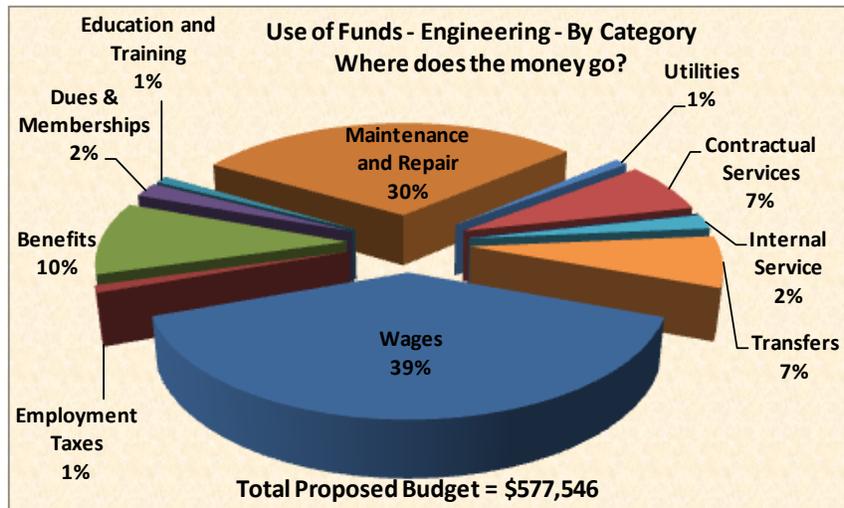
**Variance Explanations:**

*Administration:*

Increase due to the potential for a pilot transit program that will require \$40K in the General Fund as a match.



Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 514,332	\$ 198,409	\$ 229,601	\$ 222,324
Employment Taxes	15,134	6,255	6,948	7,820
Benefits	111,185	51,657	62,509	57,629
Dues & Memberships	2,024	1,863	10,796	13,825
Education and Training	1,145	222	2,250	5,185
Maintenance and Repair	26,778	35	152,112	171,909
Utilities	59,026	2,435	3,970	3,720
Contractual Services	1,560	7,626	20,950	40,950
Supplies	4,365	360	2,152	2,152
Equipment	35	769	450	2,850
Internal Service	-	8,484	9,453	9,182
Transfers	13,232	-	-	40,000
<b>Total</b>	<b>\$ 748,815</b>	<b>\$ 278,115</b>	<b>\$ 501,191</b>	<b>\$ 577,546</b>



## Activities/Results

### Performance Measures

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Percentage of reviews of final plats, site plans and commercial plans completed within established turn-around time	N/A	95%	95%	95%
Percentage of inspections completed within 24-hours of notice	95%	95%	95%	95%

### Quality

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Acres of Town-owned washes maintained	0	35	70	75
Number of right-of-way and encroachment permits issued	338	254	300	300
Number of easements released or acquired	N/A	21	20	20
Number of capital improvement projects (CIP) completed	8	2	2	2
Total number of inspections (includes multiple inspection totals for residential, commercial & CIP projects)	N/A	298	250	275

### Productivity

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Expenditure per inspection (includes multiple inspection totals for residential, commercial & CIP projects)	N/A	\$595.84	\$940.02	\$945.19



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES**

GENERAL FUND	ENGINEERING			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$459,645	\$196,452	\$229,601	\$222,324
OVERTIME	-	1,957	-	-
SEVERANCE	54,687	-	-	-
MEDICARE	6,879	2,934	3,329	3,224
WORKERS COMPENSATION	8,010	3,003	3,417	3,896
UNEMPLOYMENT INSURANCE	246	318	202	700
GROUP HEALTH INSURANCE	53,235	26,687	33,735	29,452
GROUP DENTAL INSURANCE	3,906	1,524	1,664	1,814
GROUP VISION INSURANCE	554	247	242	443
DISABILITY INSURANCE	1,814	788	916	823
RETIREMENT	50,519	21,830	25,257	24,458
LIFE INSURANCE	1,157	582	695	639
LICENSES/FILING FEES	-	295	6,350	11,350
DUES, SUBSCRIPT & PUBLICAT	2,024	1,568	4,446	2,475
TRAINING/CONT ED	481	99	-	175
MEETINGS & CONFERENCES	664	124	2,250	5,010
WASH MAINTENANCE	-	-	130,200	150,000
DAM INSPECTION AND MAINT	952	-	20,400	20,400
EQUIPMENT MAINT/REPAIR	371	-	-	-
VEHICLE MAINT/REPAIR	1,510	35	550	550
OFFICE EQUIP MAINT/ REPAIR	-	-	962	959
TELECOMMUNICATIONS	1,880	1,181	1,870	1,620
GAS & OIL	4,705	1,254	2,100	2,100
PROFESSIONAL FEES	1,400	3,789	-	-
ENGINEERING FEES	-	3,500	20,000	20,000
PRINTING EXPENSE	160	337	950	950
CONTRACTUAL SERVICES	-	-	-	20,000
OFFICE SUPPLIES	1,264	315	1,601	1,601
SAFETY SUPPLIES	-	-	100	100
FOOD & BEVERAGE SUPPLIES	-	32	-	-
UNIFORMS	545	-	275	275
POSTAGE & DELIVERY	22	14	176	176
SMALL TOOLS	35	144	450	450
SOFTWARE	-	-	-	600
HARDWARE	-	122	-	-
PERIPHERALS	-	503	-	-
EQUIPMENT	-	-	-	1,800
ISF-COPIER CHARGES	-	1,218	1,170	72
ISF-MAIL SERVICE CHARGES	-	28	37	45
ISF-VEHICLE REPLACEMENT CHARGE	-	2,825	2,825	2,825
ISF-MOTOR POOL CHARGES	-	1,953	2,805	3,623
ISF-TELECOM CHARGES	-	2,460	2,616	2,618
TRANSFER OUT	13,232	-	-	40,000
<b>TOTAL ENGINEERING</b>	<b>\$748,815</b>	<b>\$278,115</b>	<b>\$501,191</b>	<b>\$577,546</b>



**Facilities Division**

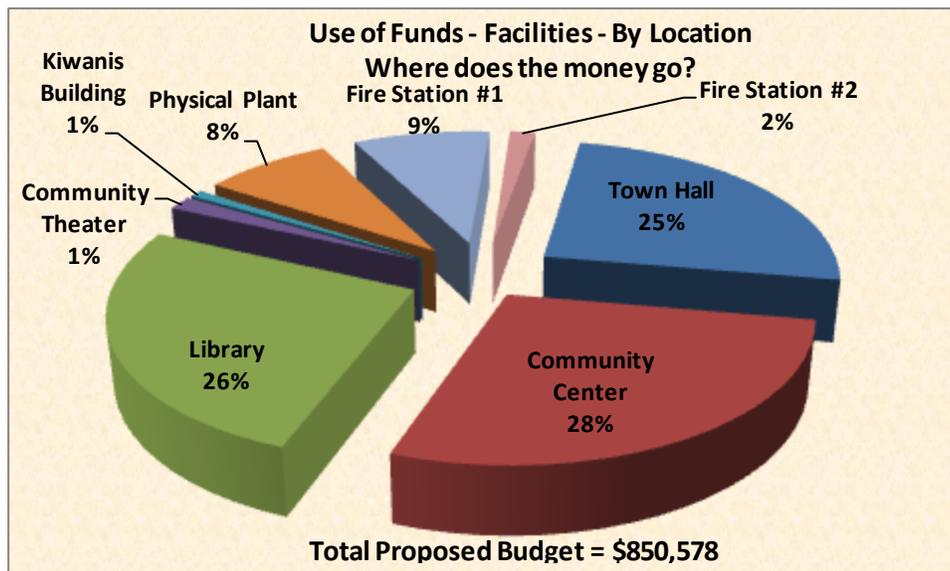
**Service Delivery Plan**

The Facilities Division is dedicated to maintaining a safe and clean environment in Town-owned buildings for citizens and employees to enjoy. The Facilities Division maintains Town Hall, Community Center, Library, Fire Stations No. 1 and No. 2, Kiwanis Building and the Community Theatre.

Location	Expenditures by Location			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Town Hall	\$ 194,593	\$ 176,010	\$ 160,344	\$ 212,252
Community Center	115,079	122,125	123,370	236,196
Library	94,794	96,627	122,783	223,795
Community Theater	3,328	4,205	2,813	13,465
Kiwanis Building	4,409	5,069	4,838	7,115
Physical Plant	2,318	79,931	44,907	69,528
Fire Station #1	30,332	30,374	27,864	74,487
Fire Station #2	5,938	9,342	5,458	13,740
Other	33,140	-	-	-
<b>Total</b>	<b>\$ 483,931</b>	<b>\$ 523,683</b>	<b>\$ 492,377</b>	<b>\$ 850,578</b>

**Variance Explanations:**

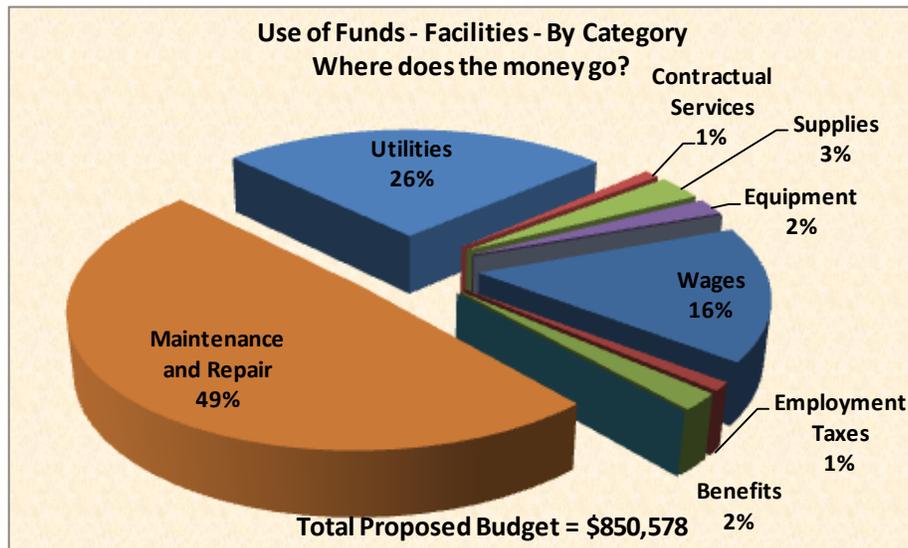
The increase in this division budget is directly the result of deferred maintenance projects being prioritized this year.



Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 144,246	\$ 132,327	\$ 130,572	\$ 134,861
Employment Taxes	12,561	8,992	9,187	11,094
Benefits	17,833	19,057	19,923	20,999
Dues & Memberships	-	236	-	175
Education and Training	216	-	-	-
Maintenance and Repair	75,051	137,958	79,604	409,173
Utilities	197,940	189,732	215,896	224,740
Contractual Services	3,355	2,325	3,578	5,585
Supplies	17,997	17,021	25,494	26,608
Equipment	8,123	12,015	4,215	13,185
Damages/Vandalism	88	260	-	250
Internal Service	-	3,010	3,158	3,158
Transfers	1,471	750	750	750
Other	5,050	-	-	-
<b>Total</b>	<b>\$ 483,931</b>	<b>\$ 523,683</b>	<b>\$ 492,377</b>	<b>\$ 850,578</b>

**Variance Explanations:**

The majority of the increase is for the maintenance projects as shown per facility on the previous page.



## Activities/Results

### Performance Measures

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Percentage of maintenance requests resolved within 24 hours	95%	95%	80%	79%
Percentage of maintenance requests resolved within 48 hours	96%	96%	94%	92%
Percentage of trade related work orders completed in house versus contracts	85%	85%	75%	70%

### Quality

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Square footage of buildings maintained by staff	117,387	117,387	117,387	117,387
Square footage of buildings cleaned by staff	23,500	23,500	23,500	23,500
Number of annual maintenance requests	1,157	1,200	1,470	1,625
Number of custodial staff	1.25	1.25	1.25	1.25
Community Center custodial staff	0.10	.10	.10	.10
Library/Museum custodial staff	0.40	.40	.40	.40
Town Hall custodial staff	0.75	.75	.75	.75

### Productivity

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Civic Center utility costs per square foot (water, sewer, electric - includes parking lot lighting and landscape irrigation)	\$0.47	\$.049	\$0.47	\$0.47



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES**

GENERAL FUND	FACILITIES				
	Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
	SALARIES-FULL TIME	\$90,215	\$93,509	\$92,904	\$75,749
	SALARIES-PART TIME	51,017	38,665	37,668	59,112
	OVERTIME	756	153	-	-
	SEVERANCE	2,258	-	-	-
	FICA	3,019	2,403	2,881	3,668
	MEDICARE	2,003	1,878	1,347	1,957
	WORKERS COMPENSATION	7,387	4,257	4,750	4,672
	UNEMPLOYMENT INSURANCE	152	454	209	797
	GROUP HEALTH INSURANCE	6,159	7,008	8,098	11,377
	GROUP DENTAL INSURANCE	1,078	952	770	682
	GROUP VISION INSURANCE	154	154	136	106
	DISABILITY INSURANCE	347	379	434	281
	RETIREMENT	9,831	10,293	10,204	8,334
	LIFE INSURANCE	264	270	281	219
	DUES, SUBSCRIPT & PUBLICAT	-	236	-	175
	TRAINING/CONT ED	216	-	-	-
	BUILDING MAIN/REPAIR	18,454	22,105	12,023	124,396
	HVAC REPAIR	26,614	64,834	35,782	81,377
	PLUMBING REPAIR	4,123	8,280	8,765	29,410
	ELECTRICAL REPAIR/MAINT	2,180	4,383	2,360	13,025
	FIRE PROTECTION SYSTEMS	4,248	8,951	7,895	8,980
	GROUNDS MAINT/REPAIR	131	94	1,195	1,110
	IRRIGATION REPAIR	5	-	-	-
	BACKFLOW TESTING & MAINTENANCE	259	385	465	1,185
	EQUIPMENT MAINT/REPAIR	5,686	4,578	4,625	15,690
	VEHICLE MAINT/REPAIR	200	1,079	700	1,300
	OFFICE EQUIP MAINT/ REPAIR	-	717	1,239	400
	OTHER MAINT/REPAIR	6,593	7,896	5,675	12,605
	ART MAINT/REPAIR/INSTALL	95	-	-	-
	PARKING LOT REPAIR	5	1,278	-	35,450
	SIDEWALK/PATHWAY REPAIR	15	1,319	-	1,785
	SIGN REPAIR & REPLACEMENT	1,885	394	-	2,275
	PAINTING	403	6,118	45	68,110
	LIGHTING REPAIR	4,154	5,547	4,835	12,075
	ELECTRICITY EXPENSE	168,421	158,116	172,555	183,155
	REFUSE/RECYCLING	5,916	2,640	6,150	6,350
	TELECOMMUNICATIONS	1,027	1,267	1,241	1,280
	WATER/SEWER	21,655	26,675	29,900	31,605
	GAS & OIL	921	1,034	50	2,350
	PROFESSIONAL FEES	2,997	2,093	3,448	3,405
	RENTALS & LEASES	-	43	-	2,050
	PRINTING EXPENSE	41	165	130	130
	CONTRACTUAL SERVICES	316	-	-	-
	BANK/MERC ACCT FEES	-	25	-	-
	OFFICE SUPPLIES	182	191	150	175
	CLEANING/JANITORIAL SUPPLIES	13,046	12,759	22,260	22,880
	SAFETY SUPPLIES	889	868	670	825



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES**

<b>GENERAL FUND</b>		<b>FACILITIES</b>			
Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget	
OPERATING SUPPLIES	\$722	\$ -	\$ -	\$ -	
FOOD & BEVERAGE SUPPLIES	2,191	1,992	1,800	1,800	
PROGRAM MATERIALS	258	-	-	-	
UNIFORMS	703	907	614	928	
POSTAGE & DELIVERY	6	303	-	-	
SMALL TOOLS	7,021	3,282	1,215	1,615	
PERIPHERALS	-	35	-	-	
FURNITURE/APPLIANCES	967	6,045	3,000	5,500	
EQUIPMENT	-	2,653	-	6,070	
DAMAGES/VANDALISM	89	260	-	250	
ISF-COPIER CHARGES	-	23	26	26	
ISF-MAIL SERVICE CHARGES	-	-	15	15	
ISF-TELECOM CHARGES	-	2,976	3,117	3,117	
TRANSFER OUT	1,471	750	750	750	
FURNITURE/EQUIPMENT	5,050	-	-	-	
<b>TOTAL FACILITIES</b>	<b>\$483,931</b>	<b>\$523,683</b>	<b>\$492,377</b>	<b>\$850,578</b>	



**Mapping & Graphics Division**

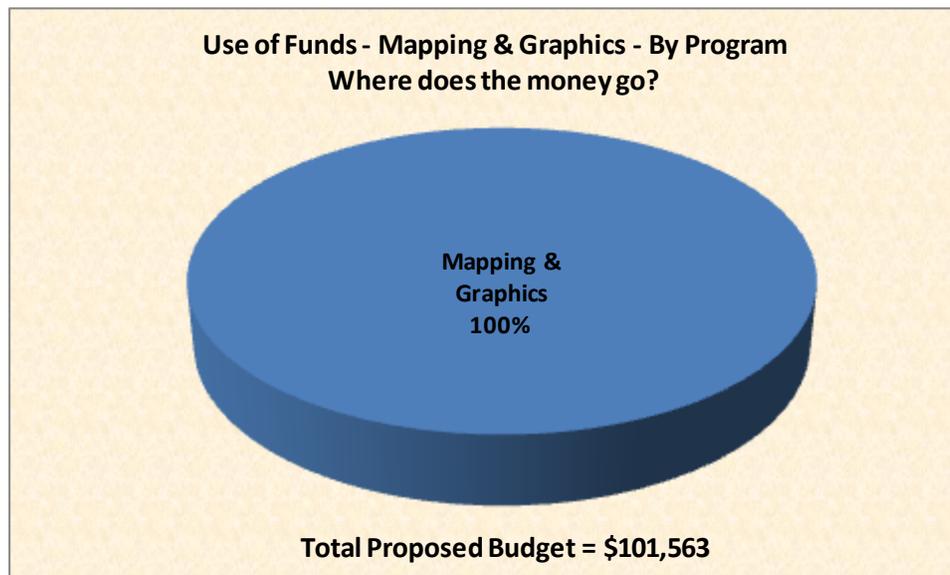
**Service Delivery Plan**

The Mapping and Graphics Division is dedicated to providing excellent customer service in a professional and timely manner. The Division is responsible for providing internal and external customers with maps, graphic information and research.

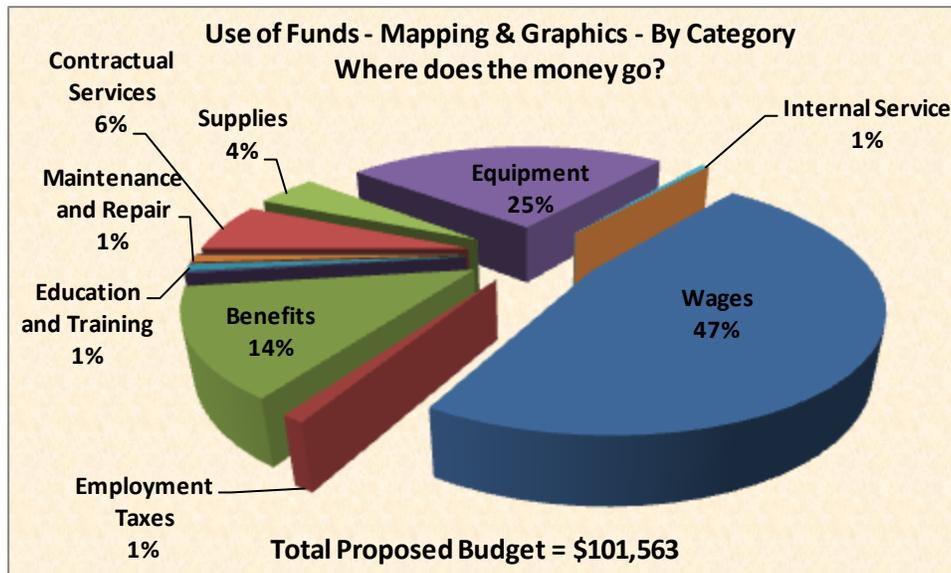
Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Mapping & Graphics	\$ 105,242	\$ 81,147	\$ 74,355	\$ 101,563
<b>Total</b>	<b>\$ 105,242</b>	<b>\$ 81,147</b>	<b>\$ 74,355</b>	<b>\$ 101,563</b>

**Variance Explanations:**

The increase in this budget includes \$25K for a new plotter/printer for the Mapping & Graphics program.



Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 78,369	\$ 54,526	\$ 46,330	\$ 47,847
Employment Taxes	1,348	996	828	1,071
Benefits	21,509	15,813	14,390	13,838
Dues & Memberships	-	-	150	150
Education and Training	290	-	-	1,000
Maintenance and Repair	225	383	1,495	995
Utilities	-	-	-	-
Contractual Services	-	5,051	6,600	6,600
Supplies	3,501	3,836	4,000	4,500
Equipment	-	-	-	25,000
Internal Service	-	542	562	562
<b>Total</b>	<b>\$ 105,242</b>	<b>\$ 81,147</b>	<b>\$ 74,355</b>	<b>\$ 101,563</b>



## Activities/Results

### Performance Measures

	FY09-10 Actual	FY10-11 Actual	FY11-12 Estimate	FY12-13 Target
eFountain Work Order survey satisfaction rating	95%	95%	95%	95%

### Quality

	FY09-10 Actual	FY10-11 Actual	FY11-12 Estimate	FY12-13 Target
Number of internal customer requests processed	35	316	200	200
Number of aerial site plans completed	75	74	75	75
Number of external customer requests processed	75	86	50	50
GIS database maintenance in hours	180	40	100	100

## FY12-13 PROPOSED BUDGET SUMMARY - EXPENDITURES

### GENERAL FUND

### MAPPING & GRAPHICS

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$72,266	\$54,526	\$46,330	\$47,847
SEVERANCE	6,103	-	-	-
MEDICARE	1,097	785	672	694
WORKERS COMPENSATION	217	109	109	196
UNEMPLOYMENT INSURANCE	34	102	47	181
GROUP HEALTH INSURANCE	11,945	8,766	8,387	7,652
GROUP DENTAL INSURANCE	999	587	476	557
GROUP VISION INSURANCE	112	60	71	50
DISABILITY INSURANCE	319	245	218	177
RETIREMENT	7,948	5,996	5,096	5,264
LIFE INSURANCE	186	158	142	138
DUES, SUBSCRIPT & PUBLICAT	-	-	150	150
TRAINING/CONT ED	-	-	-	1,000
MEETINGS & CONFERENCES	290	-	-	-
EQUIPMENT MAINT/REPAIR	225	383	1,495	995
PROFESSIONAL FEES	-	4,980	6,600	6,600
PRINTING EXPENSE	-	71	-	-
OFFICE SUPPLIES	3,501	3,837	4,000	4,500
EQUIPMENT	-	-	-	25,000
ISF-COPIER CHARGES	-	41	35	35
ISF-MOTOR POOL CHARGES	-	54	51	51
ISF-TELECOM CHARGES	-	447	476	476
<b>TOTAL MAPPING &amp; GRAPHICS</b>	<b>\$105,242</b>	<b>\$81,147</b>	<b>\$74,355</b>	<b>\$101,563</b>



**Planning Division**

**Service Delivery Plan**

The Planning Division 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. The Division implements land-use planning related goals, policies and programs as approved by the Town Council. The Division processes applications for zoning interpretations and verifications, 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. The Division also processes amendments to the Town’s regulations, the Zoning Ordinance, Subdivision Ordinance and Town Code.

Environmental Planning provides regulatory compliance oversight to Fountain Hills operations and facilities. These programs include, but are not limited to, Storm Water and Air Quality programs. Environmental Planning is also responsible for coordinating recycling programs, energy efficiency activities to and help promote and implement sustainable activities within the Town. This Division also maintains regulatory compliance permits for the Town.

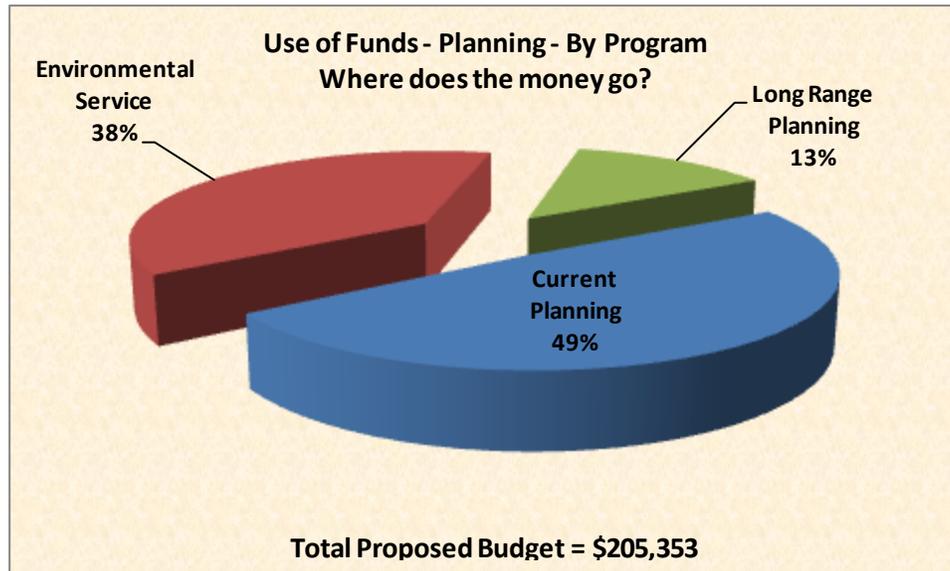
Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Current Planning	\$ 162,869	\$ 120,985	\$ 99,206	\$ 100,833
Environmental Service	78,132	51,275	44,719	77,190
Long Range Planning	69,308	35,588	28,104	27,330
<b>Total</b>	<b>\$ 310,309</b>	<b>\$ 207,848</b>	<b>\$ 172,029</b>	<b>\$ 205,353</b>

***Variance Explanations:***

*Environmental Service:*

This includes \$45,000 to conduct a household hazardous waste event.



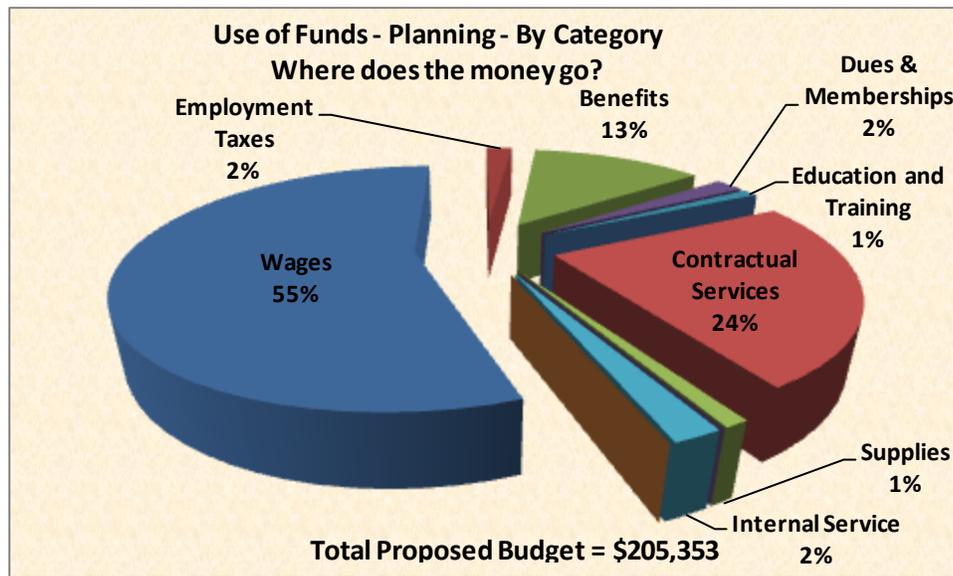


Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 232,060	\$ 155,827	\$ 119,096	\$ 112,272
Employment Taxes	6,593	4,282	2,121	3,082
Benefits	45,551	33,149	29,345	26,192
Dues & Memberships	6,118	5,468	6,180	4,003
Education and Training	476	367	2,780	2,215
Maintenance and Repair	255	343	648	972
Utilities	13,033	288	408	180
Contractual Services	2,441	623	4,180	48,315
Supplies	1,346	1,889	3,000	3,000
Equipment	34	582	100	100
Internal Service	-	5,030	4,171	5,022
Transfers	2,402	-	-	-
<b>Total</b>	<b>\$ 310,309</b>	<b>\$ 207,848</b>	<b>\$ 172,029</b>	<b>\$ 205,353</b>

**Variance Explanations:**

*Contractual Services:*

This is the \$45,000 to conduct a household hazardous waste event.



## Activities/Results

### Performance Measures

	FY09-10 Actual	FY10-11 Actual	FY11-12 Estimate	FY12-13 Target
Percentage of first reviews of plans completed within the established department turnaround time	100%	100%	100%	100%

### Quality

	FY09-10 Actual	FY10-11 Actual	FY11-12 Estimate	FY12-13 Target
Number of temporary use permits completed	10	9	9	9
Number of ordinance/code changes processed	5	4	6	4
Number of zoning cases	7	14	16	20
Number of subdivision cases	18	0	6	8
Number of concept plans reviewed	5	6	5	5
Number of A-frame sign permits	37	50	50	50
Number of paper shredding events held	4	2	2	2
Number of recycling events held	1	2	2	2



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES**

<b>GENERAL FUND</b>		<b>PLANNING</b>			
Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget	
SALARIES-FULL TIME	\$208,051	\$145,463	\$119,096	\$112,272	
SALARIES-PART TIME	15,490	10,365	-	-	
SEVERANCE	8,519	-	-	-	
FICA	960	643	-	-	
MEDICARE	3,282	2,301	1,727	1,629	
WORKERS COMPENSATION	2,213	1,025	280	1,066	
UNEMPLOYMENT INSURANCE	136	313	114	387	
GROUP HEALTH INSURANCE	19,903	15,257	14,483	12,239	
GROUP DENTAL INSURANCE	1,403	864	721	755	
GROUP VISION INSURANCE	221	153	123	106	
DISABILITY INSURANCE	857	519	556	416	
RETIREMENT	22,861	15,994	13,101	12,352	
LIFE INSURANCE	307	363	361	324	
LICENSES/FILING FEES	2,935	2,695	3,350	1,250	
DUES, SUBSCRIPT & PUBLICAT	3,183	2,773	2,830	2,753	
TRAINING/CONT ED	154	-	-	-	
MEETINGS & CONFERENCES	322	367	2,780	2,215	
EQUIPMENT MAINT/REPAIR	-	-	486	810	
OFFICE EQUIP MAINT/ REPAIR	-	-	162	162	
SIGN REPAIR & REPLACEMENT	36	343	-	-	
PAINTING	219	-	-	-	
REFUSE/RECYCLING	12,770	-	-	-	
TELECOMMUNICATIONS	264	288	408	180	
PRINTING EXPENSE	964	222	1,680	815	
ADVERTISING/SIGNAGE	278	401	2,500	2,500	
CONTRACTUAL SERVICES	1,200	-	-	-	
COMMUNITY CONTRACTS/EVENTS	-	-	-	45,000	
OFFICE SUPPLIES	1,242	1,233	2,150	2,150	
FOOD & BEVERAGE SUPPLIES	46	38	30	-	
PROGRAM MATERIALS	23	601	820	850	
POSTAGE & DELIVERY	35	16	-	-	
SMALL TOOLS	-	422	100	100	
PERIPHERALS	33	160	-	-	
ISF-COPIER CHARGES	-	1,528	1,070	1,001	
ISF-MAIL SERVICE CHARGES	-	277	219	238	
ISF-MOTOR POOL CHARGES	-	988	504	1,404	
ISF-TELECOM CHARGES	-	2,237	2,378	2,379	
TRANSFER OUT	2,402	-	-	-	
<b>TOTAL PLANNING</b>	<b>\$310,309</b>	<b>\$207,848</b>	<b>\$172,029</b>	<b>\$205,353</b>	

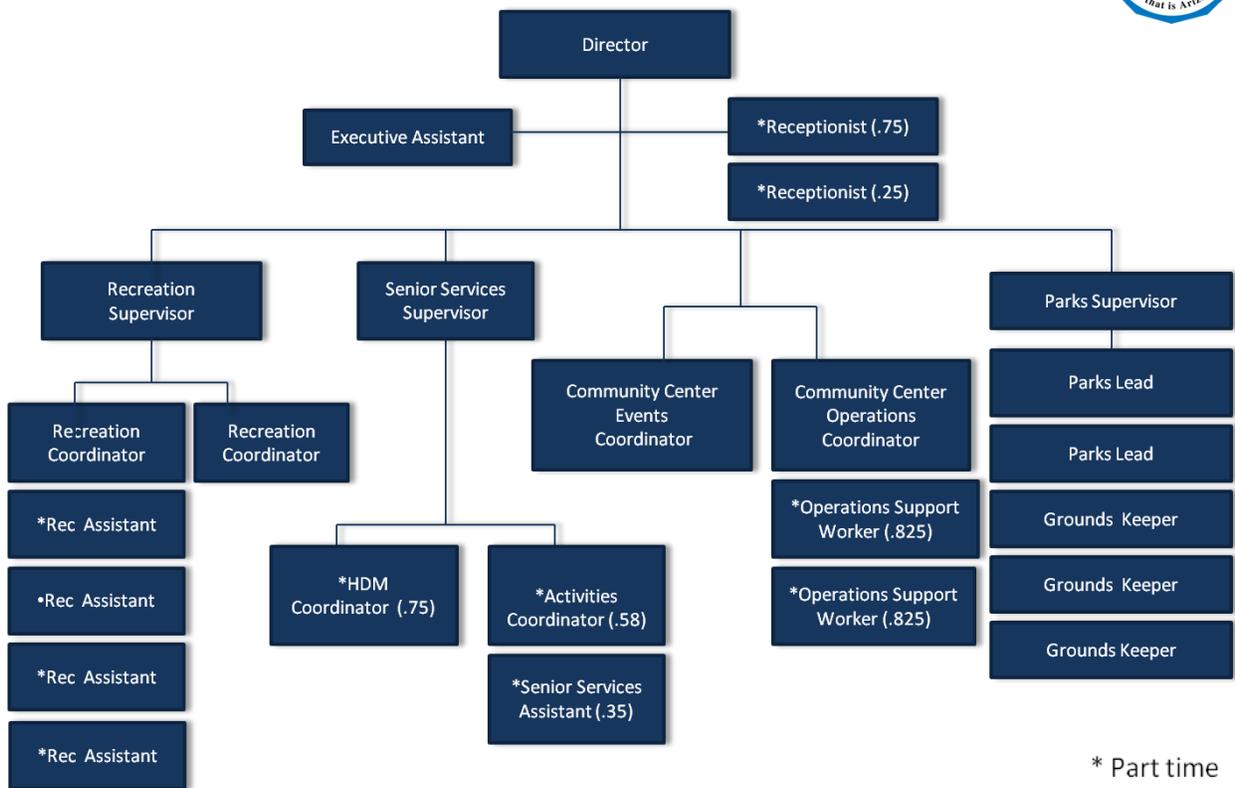


# Community Services





# COMMUNITY SERVICES DEPARTMENT



**COMMUNITY SERVICES**

**Mission Statement**

The mission of the Community Services Department is to provide exceptional customer service to enhance the quality of life by providing and maintaining safe, available, and accessible parks and facilities, recreation programs, events, and services that will meet the intellectual, social, cultural, and leisure needs of all residents.

**Department Overview**

Management and operations of Parks, Recreation, Community Center, Senior Services, McDowell Mountain Preserve, Desert Botanical Garden, a growing public trails system, and public art.

Division	Expenditures by Division			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Recreation	\$ 561,247	\$ 499,158	\$ 471,595	\$ 473,494
Parks	924,713	925,912	1,053,846	1,071,483
Community Center Operations	683,388	570,504	425,185	421,050
Senior Services	234,081	197,824	222,529	267,811
<b>Total</b>	<b>\$ 2,403,429</b>	<b>\$ 2,193,398</b>	<b>\$ 2,173,155</b>	<b>\$ 2,233,838</b>

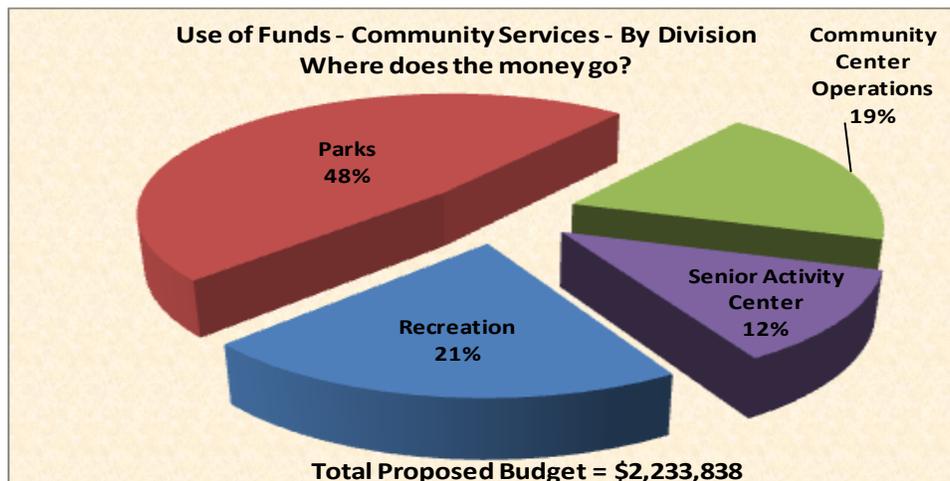
**Variance Explanations:**

*Parks:*

Increase for resurfacing parking lots in parks.

*Senior Services:*

Increase in meal costs for Home Delivered Meals and the implementation of Level 1 Background Checks, including fingerprinting.



Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Administration	\$ 998,741	\$ 813,339	\$ 575,300	\$ 562,347
Amenities	166,952	192,397	218,153	235,229
Art Acquisition	-	-	-	9,807
Boards & Commissions	38,542	28,669	52,514	58,012
Building Maintenance	78,593	97,285	115,694	102,974
Community Events	113,272	88,500	106,404	108,492
Event Planning	70,685	52,845	49,261	54,991
Facility Rental	13,100	-	-	-
Field Prep/Maint	138,506	149,035	184,980	193,406
Fountain	219,283	175,010	200,724	201,300
Home Delivered Meals	87,939	91,564	103,657	117,481
Landscape Maintenance	187,280	170,506	233,356	218,888
Community Center Marketing	19,851	-	-	-
Open Space	2,428	40,245	34,057	40,677
Recreational Trips	29,970	-	-	-
Senior Membership	16,414	68,055	58,403	85,356
Senior Programs	11,471	513	2	-
Social/Community Services	15,769	67,113	76,969	75,526
Special Events	-	13,666	26,897	27,728
Special Interest Programs	54,741	38,414	35,198	34,884
Sports Activities	86,036	66,279	65,317	67,610
Youth & Teen Programs	53,840	39,963	36,269	39,130
<b>Total</b>	<b>\$ 2,403,429</b>	<b>\$ 2,193,398</b>	<b>\$ 2,173,155</b>	<b>\$ 2,233,838</b>

**Variance Explanations:**

*Administration:*

Reallocation of wages to other program areas such as Boards/Commissions and Home Delivered Meals.

*Amenities:*

A total of \$38,500 has been budgeted to resurface parking lots in the parks.

*Art Acquisition:*

Budgeting for part-time staff to assist volunteers to clean the public art pieces.

*Boards and Commissions:*

Additional staff time has been allocated to serve these groups.

*Building Maintenance:*

Facilities under the Development Services Department has assumed more responsibility for maintenance at the Community Center and the cost for that maintenance.

*Event Planning:*

Additional staff time has been allocated for working with external groups on hosting events.



**Variance Explanations (cont.):**

*Field Prep/Maintenance:*

Design work for a pump system on the park side for irrigation. Water/Sewer cost was increased at Four Peaks - current budget shortfall anticipated.

*Home Delivered Meals:*

Reallocation of wages of Senior Services Supervisor and an increase in the costs of meals.

*Landscape Maintenance:*

Reduction to contractor work; more work performed by park staff.

*Open Space:*

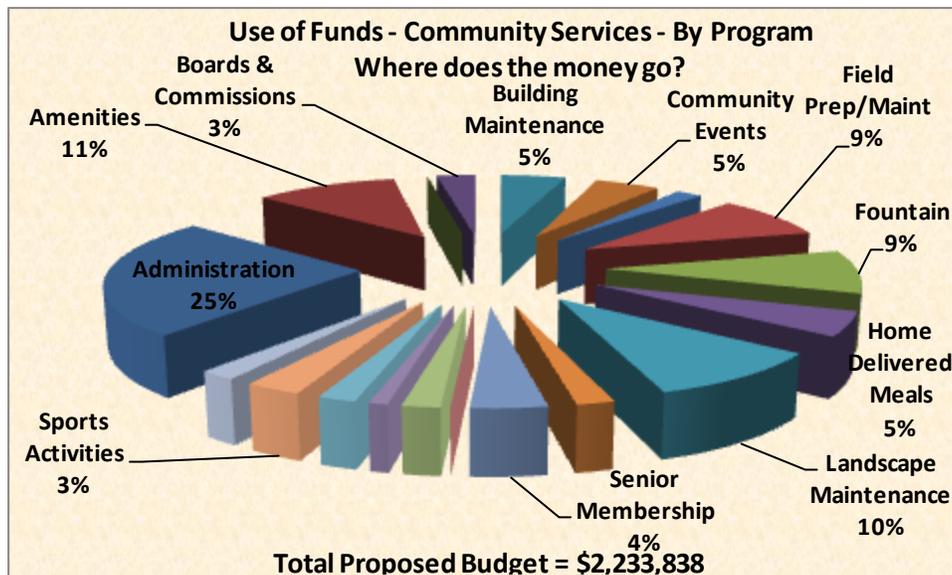
Reallocation of wages to this program area based on demand.

*Senior Membership:*

Increase proposed for membership program offerings.

*Youth & Teen Programs:*

Increase in programs for tots and teens.



Note: Programs that account for 1% of the total are not shown on the chart.

Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 985,677	\$ 863,737	\$ 857,631	\$ 876,770
Employment Taxes	43,272	38,745	41,727	45,225
Benefits	203,066	181,116	188,164	177,694
Dues & Memberships	4,663	5,842	7,443	7,924
Education and Training	4,058	5,805	4,500	5,065
Maintenance and Repair	92,585	82,395	137,029	171,810
Utilities	262,561	265,423	281,389	287,402
Contractual Services	253,766	205,209	258,653	282,320
Supplies	100,280	102,474	156,615	139,105
Equipment	6,310	7,126	6,800	5,090
Damages/Vandalism	2,131	587	2,400	2,400
Internal Service	-	34,514	37,004	40,033
Transfers	414,517	400,425	193,800	193,000
Capital	31,541	-	-	-
<b>Total</b>	<b>\$ 2,403,429</b>	<b>\$ 2,193,398</b>	<b>\$ 2,173,155</b>	<b>\$ 2,233,838</b>

**Variance Explanations:**

*Wages:*

Increase of 2.5% to wages. Increase due to salary allocation from supervisor to director position.

*Employment Taxes:*

Due to wage increase.

*Benefits:*

Reduction in costs for health insurance.

*Maintenance and Repair:*

Resurfacing of parking lots in parks. Rebuild final cla-valve on the fountain.

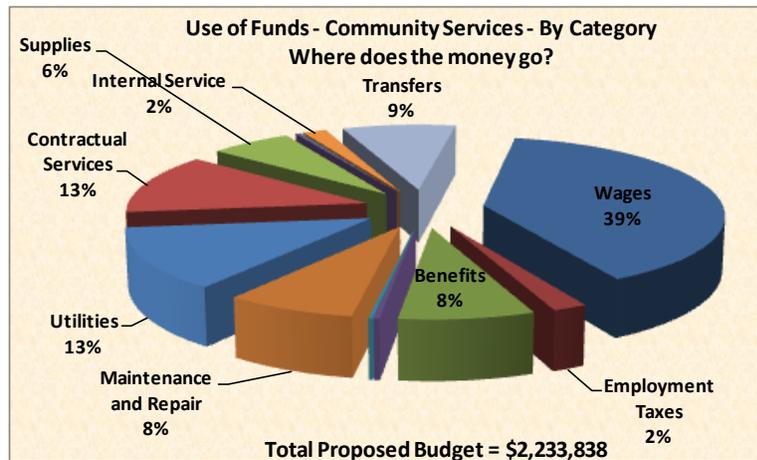
*Contractual Service :*

Barricades/signage for Town special events was previously charged to Streets and now to Community Services.

*Supplies:*

Facilities under Development Services Department has revised the need for janitorial and other supplies at the Community Center.





**FY11-12 Department Accomplishments**

Initiative	Strategic Value
Received second year recognition as Playful City USA	Recreational opportunities and amenities
Expanded youth offerings at Community Center	Recreational opportunities and amenities
Completed additional phases of the "Greening of Downtown" in Fountain Park	Civic Responsibility
Updated special event application	Civility
Provided over 10, 000 meals under the Home Delivered meals program	Public Safety, Health and Welfare
Partnered with various travel companies for trips for seniors	Recreational opportunities and amenities
Developed various Trail Programs	Recreational opportunities and amenities

**FY12-13 Objectives**

Initiative	Strategic Value	Estimated Cost/Funding Source
Complete Level 1 Background Checks for the Home Delivered Meals program	Public Safety, Health and Welfare	\$17,000 Grant/General Fund
Continue to expand toddler/youth (teen) programs	Recreational opportunities and amenities	\$8,000 General Fund
Complete final "Greening of Downtown" phase in Fountain Park	Civic Responsibility	None
Resurface parks' parking lots	Recreational opportunities and amenities	CIP
Implement the Urban Trail Program	Recreational opportunities and amenities	CIP



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES  
COMMUNITY SERVICES**

**GENERAL FUND**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$807,945	\$702,002	\$665,854	\$691,547
SALARIES-PART TIME	159,292	159,355	191,777	185,223
OVERTIME	2,475	2,380	-	-
SEVERANCE	15,966	-	-	-
FICA	12,270	10,512	14,669	11,599
MEDICARE	13,999	12,350	9,652	12,731
WORKERS COMPENSATION	15,723	12,975	15,807	15,775
UNEMPLOYMENT INSURANCE	1,280	2,909	1,599	5,120
GROUP HEALTH INSURANCE	102,085	92,387	102,144	88,083
GROUP DENTAL INSURANCE	8,892	6,369	6,497	7,724
GROUP VISION INSURANCE	1,208	975	978	1,439
DISABILITY INSURANCE	3,351	2,885	3,287	2,560
RETIREMENT	85,190	76,512	73,229	75,889
LIFE INSURANCE	2,342	1,988	2,029	1,999
LICENSES/FILING FEES	2,065	2,727	1,205	2,305
DUES, SUBSCRIPT & PUBLICAT	2,598	3,116	6,238	5,619
TRAINING/CONT ED	1,435	1,625	440	990
MEETINGS & CONFERENCES	2,623	4,180	4,060	4,075
BUILDING MAIN/REPAIR	5,508	664	900	900
HVAC REPAIR	-	2,184	950	1,300
PLUMBING REPAIR	1,479	1,607	3,600	2,710
ELECTRICAL REPAIR/MAINT	1,844	5,170	6,900	5,850
FIRE PROTECTION SYSTEMS	-	294	-	1,600
GROUNDS MAINT/REPAIR	18,492	3,569	14,450	18,100
IRRIGATION REPAIR	10,879	10,711	7,400	14,500
BACKFLOW TESTING & MAINTENANCE	268	1,191	1,000	1,400
EQUIPMENT MAINT/REPAIR	13,254	19,537	30,575	32,675
VEHICLE MAINT/REPAIR	10,708	6,218	12,404	10,485
OFFICE EQUIP MAINT/ REPAIR	2,034	2,004	1,700	1,700
OTHER MAINT/REPAIR	5,270	18,388	15,300	9,500
ART MAINT/REPAIR/INSTALL	31	-	-	6,300
PARKING LOT REPAIR	-	-	-	38,500
STRIPING	1,193	1,774	1,400	3,000
SIDEWALK/PATHWAY REPAIR	1,230	775	400	400
SIGN REPAIR & REPLACEMENT	1,955	1,260	200	2,940
PAINTING	2,404	-	-	-
LIGHTING REPAIR	15,037	7,049	39,850	19,950
ELECTRICITY EXPENSE	200,211	197,861	211,236	211,548
REFUSE/RECYCLING	5,558	5,477	7,780	6,830
TELECOMMUNICATIONS	7,792	8,565	8,682	8,684
WATER/SEWER	36,642	42,251	41,780	47,660
GAS & OIL	12,358	11,267	11,911	12,680
PROFESSIONAL FEES	30,297	20,328	21,640	43,465
INSTRUCTOR FEES	27,305	16,518	20,066	20,066
RENTALS & LEASES	20,449	20,244	19,573	32,373
PRINTING EXPENSE	878	729	2,970	2,970
ADVERTISING/SIGNAGE	1,373	369	2,136	5,136



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES  
COMMUNITY SERVICES**

**GENERAL FUND**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SAFETY SUPPLIES	\$2,044	\$462	\$1,000	\$500
OPERATING SUPPLIES	39,970	47,945	72,605	69,761
FOOD & BEVERAGE SUPPLIES	851	1,926	1,770	4,420
PROGRAM MATERIALS	28,248	26,262	54,012	40,632
UNIFORMS	5,154	5,226	3,775	4,303
POSTAGE & DELIVERY	28	2,642	1,900	-
MISCELLANEOUS EXPENSE	43	29	-	-
SMALL TOOLS	6,310	5,564	6,800	5,090
HARDWARE	-	400	-	-
PERIPHERALS	-	119	-	-
FURNITURE/APPLIANCES	-	688	-	-
EQUIPMENT	-	355	-	-
DAMAGES/VANDALISM	2,131	587	2,400	2,400
ISF-COPIER CHARGES	-	4,030	3,865	6,911
ISF-MAIL SERVICE CHARGES	-	2,993	661	511
ISF-VEHICLE REPLACEMENT CHARGE	-	11,043	13,044	13,136
ISF-MOTOR POOL CHARGES	-	31	-	-
ISF-TELECOM CHARGES	-	16,418	19,434	19,475
TRANSFER OUT	404,467	400,425	193,800	193,000
<b>TOTAL COMMUNITY SERVICES</b>	<b>\$2,295,108</b>	<b>\$2,193,398</b>	<b>\$2,186,655</b>	<b>\$2,233,838</b>



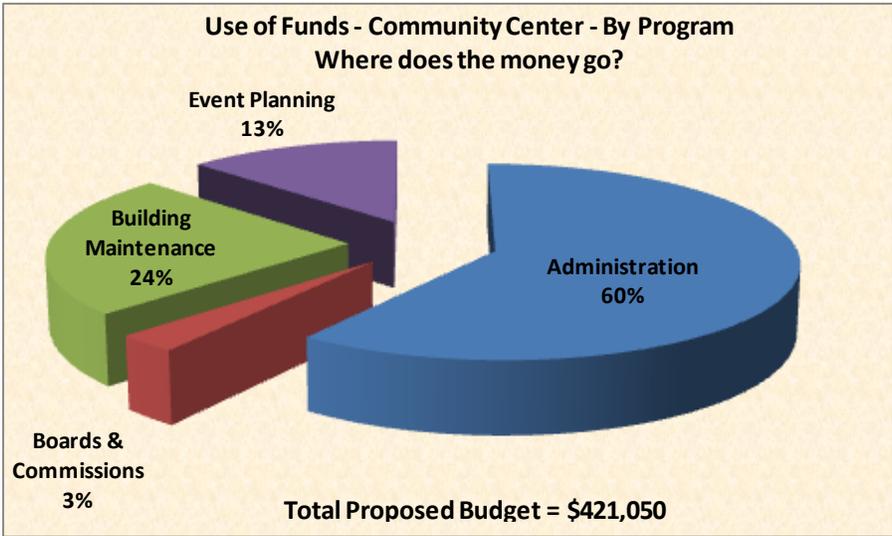


**Community Center Division**

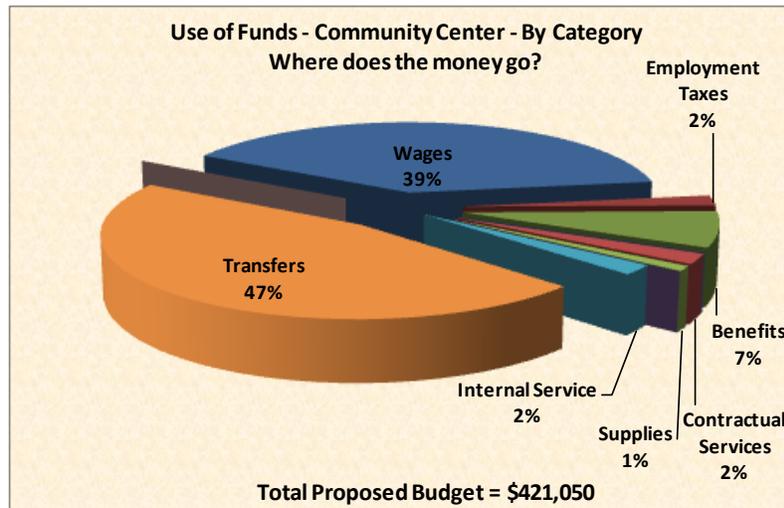
**Service Delivery Plan**

The Community Center strives to enhance the quality of life of Fountain Hills residents by providing and maintaining a safe, available, and accessible facility that will meet the needs of all residents.

Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Administration	\$ 504,581	\$ 420,282	\$ 250,252	\$ 250,892
Boards & Commissions	16,429	92	9,978	12,193
Building Maintenance	78,593	97,285	115,694	102,974
Event Planning	70,685	52,845	49,261	54,991
Facility Rental	13,100	-	-	-
<b>Total</b>	<b>\$ 683,388</b>	<b>\$ 570,504</b>	<b>\$ 425,185</b>	<b>\$ 421,050</b>



Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 228,748	\$ 134,478	\$ 167,498	\$ 162,977
Employment Taxes	8,933	7,041	9,554	8,671
Benefits	49,760	23,698	31,060	30,792
Dues & Memberships	314	383	188	583
Education and Training	-	-	-	-
Maintenance and Repair	2,049	2,015	1,600	1,600
Utilities	1,079	1,198	816	720
Contractual Services	3,652	2,497	6,555	8,660
Supplies	1,795	3,034	4,650	3,950
Equipment	58	2,262	1,550	1,650
Internal Service	-	6,898	8,214	8,447
Transfers	387,000	387,000	193,500	193,000
<b>Total</b>	<b>\$ 683,388</b>	<b>\$ 570,504</b>	<b>\$ 425,185</b>	<b>\$ 421,050</b>



**Activities/Results**

**Performance Measures**

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Attain a high overall satisfaction rating (good or better) with the quality of Town recreation programs on rental evaluations	N/A	N/A	N/A	90%
Achieve a high return rate on rental surveys	N/A	N/A	N/A	60%

**Quality**

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Number of bookings	3,396	3,315	3,400	3,370
Number of patrons served	74,517	68,492	70,000	71,000
Number of hours worked by volunteer staff in support of facility operations	866	875	875	875

**Productivity**

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Net operating costs of facility per capita <sup>1</sup>	\$25.20	\$20.02	\$14.90	\$14.72

<sup>1</sup> Population for FY09-10 - FY12-13 is based on the 2010 US Census.



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES  
COMMUNITY CENTER**

**GENERAL FUND**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$178,385	\$84,194	\$97,531	\$105,908
SALARIES-PART TIME	42,233	50,284	69,967	57,069
OVERTIME	50	-	-	-
SEVERANCE	8,079	-	-	-
FICA	3,959	3,357	5,353	3,539
MEDICARE	3,235	1,931	1,415	2,366
WORKERS COMPENSATION	1,379	1,135	2,320	1,729
UNEMPLOYMENT INSURANCE	359	619	466	1,037
GROUP HEALTH INSURANCE	28,535	13,293	18,567	16,956
GROUP DENTAL INSURANCE	2,156	898	860	1,305
GROUP VISION INSURANCE	299	137	154	180
DISABILITY INSURANCE	680	303	455	393
RETIREMENT	17,611	8,837	10,728	11,651
LIFE INSURANCE	479	230	296	307
LICENSES/FILING FEES	314	345	-	325
DUES, SUBSCRIPT & PUBLICAT	-	38	188	258
EQUIPMENT MAINT/REPAIR	-	4	-	-
OFFICE EQUIP MAINT/ REPAIR	2,034	2,004	1,600	1,600
OTHER MAINT/REPAIR	15	-	-	-
SIGN REPAIR & REPLACEMENT	-	7	-	-
TELECOMMUNICATIONS	1,079	1,198	816	720
PROFESSIONAL FEES	-	-	565	300
PRINTING EXPENSE	-	323	1,760	1,760
ADVERTISING/SIGNAGE	1,023	92	1,650	4,650
BANK/MERC ACCT FEES	2,629	2,082	2,580	1,950
OFFICE SUPPLIES	1,141	1,679	1,500	750
CLEANING/JANITORIAL SUPPLIES	181	-	-	-
OPERATING SUPPLIES	-	33	1,000	1,000
FOOD & BEVERAGE SUPPLIES	460	934	500	550
PROGRAM MATERIALS	13	-	1,000	1,000
UNIFORMS	-	388	650	650
SMALL TOOLS	58	1,508	1,550	1,650
HARDWARE	-	400	-	-
PERIPHERALS	-	80	-	-
FURNITURE/APPLIANCES	-	274	-	-
ISF-COPIER CHARGES	-	89	118	322
ISF-MAIL SERVICE CHARGES	-	21	27	25
ISF-TELECOM CHARGES	-	6,789	8,069	8,100
TRANSFER OUT	387,000	387,000	193,500	193,000
<b>TOTAL COMMUNITY CENTER</b>	<b>\$683,388</b>	<b>\$570,504</b>	<b>\$425,185</b>	<b>\$421,050</b>



**Parks Division**

**Service Delivery Plan**

The Parks Division staff is dedicated to providing safe, clean and green parks that will meet the intellectual, social, cultural, and leisure needs of all park patrons. The Town’s park system has been developed to enhance the quality of life of Fountain Hills residents with hiking trails and park facilities for Youth and Adult Sports Programs; Youth and Teen Programs, Special Events, and Facility Rentals. Each year, our qualified staff works to meet the goals through efficient park maintenance and operations methods.

Location Name	Expenditures by Location			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Fountain Park	\$ 383,621	\$ 352,242	\$ 408,721	\$ 416,409
Golden Eagle Park	319,483	312,571	378,014	371,467
Four Peaks Park	120,274	125,514	126,951	128,113
Desert Vista Park	98,907	95,340	106,103	105,010
Trails	2,428	40,245	34,057	40,677
Other	-	-	-	9,807
<b>Total</b>	<b>\$ 924,713</b>	<b>\$ 925,912</b>	<b>\$ 1,053,846</b>	<b>\$ 1,071,483</b>

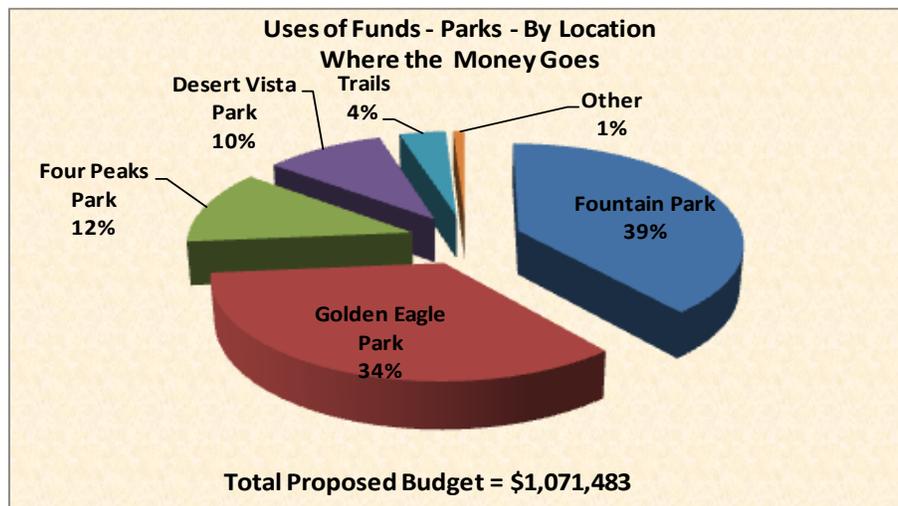
***Variance Explanations:***

*Fountain Park:*

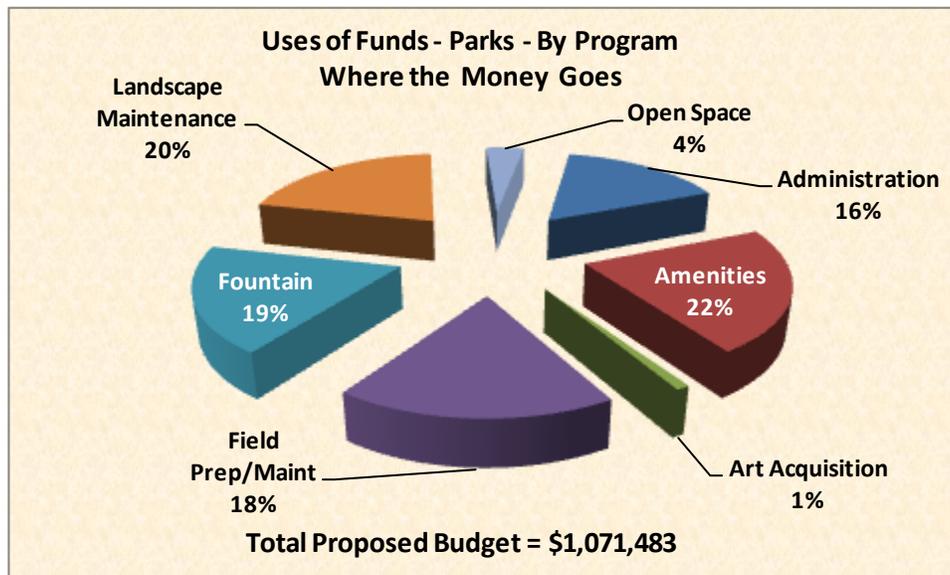
Increase due to the maintenance and operations primarily associated with the Fountain equipment repairs and also some reconfiguration of the turf irrigation heads.

*Trails:*

Increase related to trail maintenance necessary on the Lake Overlook Trail.



Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Administration	\$ 210,265	\$ 198,719	\$ 182,576	\$ 172,176
Amenities	166,952	192,397	218,153	235,229
Art Acquisition	-	-	-	9,807
Field Prep/Maint	138,506	149,035	184,980	193,406
Fountain	219,283	175,010	200,724	201,300
Landscape Maintenance	187,280	170,506	233,356	218,888
Open Space	2,428	40,245	34,057	40,677
<b>Total</b>	<b>\$ 924,713</b>	<b>\$ 925,912</b>	<b>\$ 1,053,846</b>	<b>\$ 1,071,483</b>

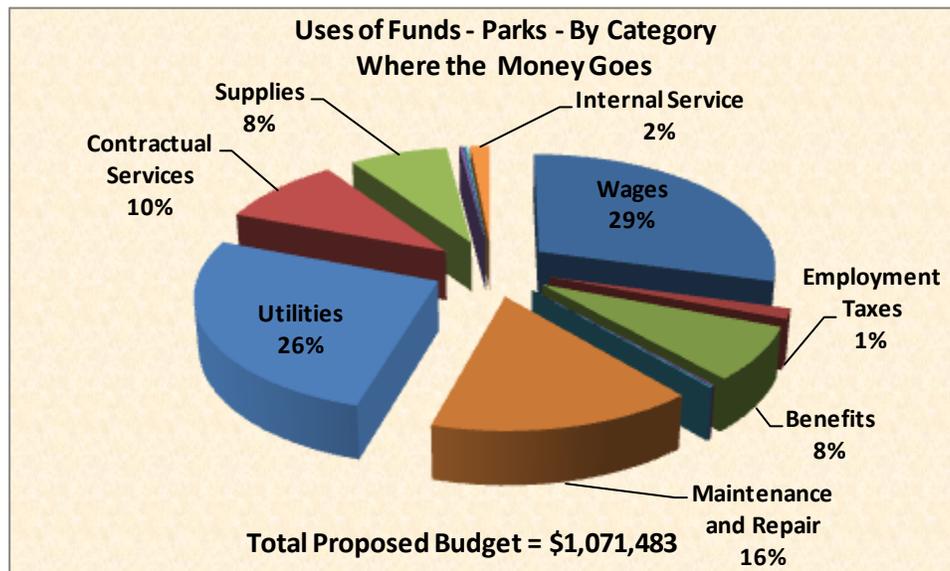


Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 289,357	\$ 328,168	\$ 313,386	\$ 313,762
Employment Taxes	13,525	13,085	13,719	15,426
Benefits	77,433	88,928	91,875	81,935
Dues & Memberships	2,145	2,513	2,200	1,975
Education and Training	956	555	1,190	1,705
Maintenance and Repair	85,478	80,001	135,329	168,260
Utilities	256,813	260,550	276,120	282,042
Contractual Services	88,407	56,583	102,310	103,770
Supplies	56,039	63,537	91,916	80,850
Equipment	5,823	4,136	5,250	3,440
Damages/Vandalism	2,131	587	2,400	2,400
Internal Service	-	14,845	17,851	15,918
Transfers	15,065	12,424	300	-
Capital	31,541	-	-	-
<b>Total</b>	<b>\$ 924,713</b>	<b>\$ 925,912</b>	<b>\$ 1,053,846</b>	<b>\$ 1,071,483</b>

**Variance Explanations:**

The Parks Division has been able to reduce some category cost in dues & membership, supplies and equipment by eliminating the non-essential memberships and consolidating supplies through efficient procurement. As for equipment, staff has purchased most of the high-dollar equipment/hand tools needed over the past three years.

The increase in education and training is due to the cost to have the Golden Eagle Park lead staff person recertify as a Playground Safety Inspector. In maintenance and repairs, there are some additional expenditures related to postponed rebuilding of fountain cla-valve#2, trail maintenance on the Lake Overlook Trail and adjusting irrigation heads at Fountain Park.



## Activities/Results

### Performance Measures

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Maintain a high overall satisfaction rating (good or better) of maintenance/operations	Good	Good	Good	Good
Number of Special Events hosted in parks	N/A	N/A	23	25
Appearance/availability	Good	Good	Good	Good

### Quality

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Restrooms serviced and cleaned	365 days	365 days	365 days	365 days
Ramadas serviced and cleaned	365 days	365 days	365 days	365 days
Trails maintained and ready for use daily	365 days	365 days	365 days	365 days
Trailhead promotions with brochures, maps and Town website	365 days	365 days	365 days	365 days

### Productivity

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Park bookings	861	2,437	2,500	2,600
Park rentals/revenue	217/ \$5,660	313/ \$17,081	350/ \$18,000	370/ \$19,000
Department hosted special events	10	10	10	10
Fountain Hills Hiking Trails visitors	1000+	1000+	1000+	1000+





**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES**

GENERAL FUND	PARKS			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$288,056	\$328,168	\$313,386	\$311,586
SALARIES-PART TIME	-	-	-	2,176
OVERTIME	37	-	-	-
SEVERANCE	1,264	-	-	-
FICA	5	-	-	135
MEDICARE	4,079	4,649	4,543	4,559
WORKERS COMPENSATION	9,150	7,642	8,739	9,034
UNEMPLOYMENT INSURANCE	291	794	437	1,698
GROUP HEALTH INSURANCE	39,977	47,171	51,177	41,087
GROUP DENTAL INSURANCE	3,143	2,861	3,304	3,587
GROUP VISION INSURANCE	491	486	490	915
DISABILITY INSURANCE	1,265	1,397	1,477	1,157
RETIREMENT	31,672	36,085	34,473	34,283
LIFE INSURANCE	885	928	954	906
LICENSES/FILING FEES	1,215	2,105	1,205	1,340
DUES, SUBSCRIPT & PUBLICAT	930	408	995	635
TRAINING/CONT ED	520	285	390	905
MEETINGS & CONFERENCES	436	270	800	800
BUILDING MAIN/REPAIR	5,508	664	900	900
HVAC REPAIR	-	2,184	950	1,300
PLUMBING REPAIR	1,479	1,607	3,600	2,710
ELECTRICAL REPAIR/MAINT	1,844	5,170	6,900	5,850
FIRE PROTECTION SYSTEMS	-	294	-	1,600
GROUNDS MAINT/REPAIR	18,492	3,569	14,450	18,100
IRRIGATION REPAIR	10,879	10,711	7,400	14,500
BACKFLOW TESTING & MAINTENANCE	268	1,191	1,000	1,400
EQUIPMENT MAINT/REPAIR	13,235	19,475	30,575	32,675
VEHICLE MAINT/REPAIR	9,620	6,048	12,404	9,985
OTHER MAINT/REPAIR	2,331	18,388	15,300	9,500
ART MAINT/REPAIR/INSTALL	31	-	-	6,300
PARKING LOT REPAIR	-	-	-	38,500
STRIPING	1,193	1,774	1,400	3,000
SIDEWALK/PATHWAY REPAIR	1,230	775	400	400
SIGN REPAIR & REPLACEMENT	1,928	1,102	200	1,590
PAINTING	2,404	-	-	-
LIGHTING REPAIR	15,037	7,049	39,850	19,950
ELECTRICITY EXPENSE	200,211	197,861	211,236	211,548
REFUSE/RECYCLING	5,558	5,477	7,780	6,830
TELECOMMUNICATIONS	3,905	4,307	4,308	4,224
WATER/SEWER	36,642	42,251	41,780	47,660
GAS & OIL	10,497	10,652	11,016	11,780
PROFESSIONAL FEES	14,704	8,790	13,950	13,700
RENTALS & LEASES	543	434	1,780	5,380
PRINTING EXPENSE	-	105	200	200
ADVERTISING/SIGNAGE	145	-	-	-
CONTRACTUAL SERVICES	73,015	-	-	-
LANDSCAPE CONTRACTS	-	47,254	86,380	84,490



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES**

GENERAL FUND Description	PARKS			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
OFFICE SUPPLIES	\$52	\$132	\$300	\$300
CLEANING/JANITORIAL SUPPLIES	14,207	10,812	11,204	10,139
SAFETY SUPPLIES	2,044	462	1,000	500
OPERATING SUPPLIES	36,677	46,609	66,722	64,343
FOOD & BEVERAGE SUPPLIES	16	9	120	120
PROGRAM MATERIALS	-	2,224	10,250	2,600
UNIFORMS	3,042	3,289	2,320	2,848
SMALL TOOLS	5,823	3,722	5,250	3,440
FURNITURE/APPLIANCES	-	414	-	-
DAMAGES/VANDALISM	2,131	587	2,400	2,400
ISF-COPIER CHARGES	-	683	733	1,633
ISF-MAIL SERVICE CHARGES	-	49	28	28
ISF-VEHICLE REPLACEMENT CHARGE	-	11,043	13,044	10,209
ISF-TELECOM CHARGES	-	3,071	4,046	4,048
TRANSFER OUT	15,065	12,425	300	-
OTHER CAPITAL OUTLAY	31,541	-	-	-
<b>TOTAL PARKS</b>	<b>\$924,713</b>	<b>\$925,912</b>	<b>\$1,053,846</b>	<b>\$1,071,483</b>



**Fountain Hills Park Statistics:**

- 122 Acres of Developed Parks
- 740 Acres of Preserve Park Area
- 4.74 Miles of Trails
- 658 Acres of Town Owned Washes

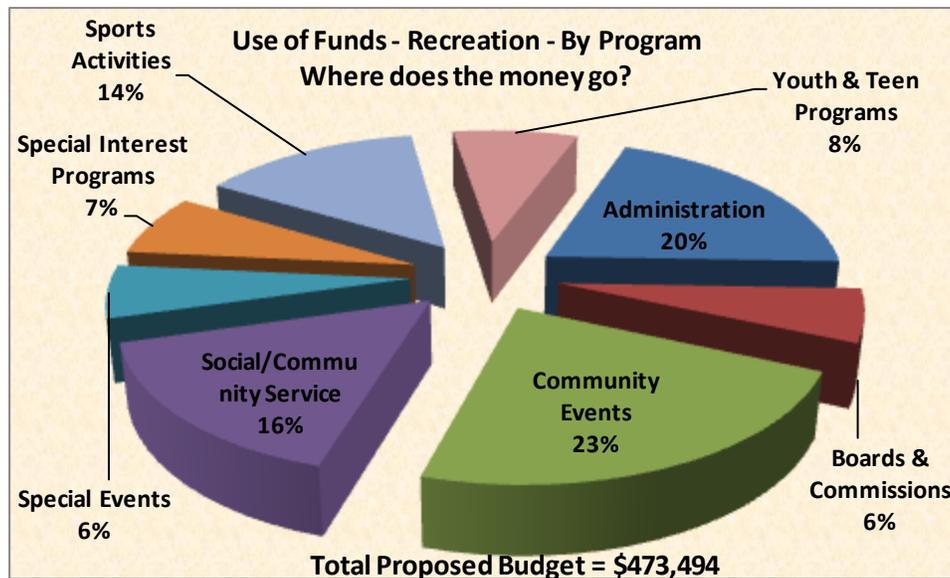


**Recreation Division**

**Service Delivery Plan**

The Recreation Division strives to enhance the quality of life of Fountain Hills residents by providing recreation services that will meet the intellectual, social cultural, and leisure needs of all residents.

Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Administration	\$ 229,319	\$ 156,647	\$ 95,168	\$ 89,633
Boards & Commissions	22,113	28,577	29,372	30,491
Community Events	99,412	88,500	106,404	108,492
Social/Community Service	15,769	67,112	76,969	75,526
Special Events	17	13,666	26,897	27,728
Special Interest Programs	54,741	38,414	35,198	34,884
Sports Activities	86,036	66,279	65,317	67,610
Youth & Teen Programs	53,840	39,963	36,269	39,130
<b>Total</b>	<b>\$ 561,247</b>	<b>\$ 499,158</b>	<b>\$ 471,594</b>	<b>\$ 473,494</b>



Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 336,220	\$ 291,586	\$ 260,288	\$ 256,846
Employment Taxes	14,606	12,875	12,783	13,241
Benefits	62,070	58,703	53,125	52,066
Dues & Memberships	1,938	2,670	5,055	4,826
Education and Training	2,912	5,215	3,180	3,225
Maintenance and Repair	3,029	227	100	1,900
Utilities	3,563	3,214	4,045	3,920
Contractual Services	97,913	79,795	73,280	81,976
Supplies	36,164	32,690	51,367	43,637
Equipment	430	511	-	-
Internal Service	-	10,672	8,371	11,857
Transfers	2,402	1,000	-	-
<b>Total</b>	<b>\$ 561,247</b>	<b>\$ 499,158</b>	<b>\$ 471,594</b>	<b>\$ 473,494</b>

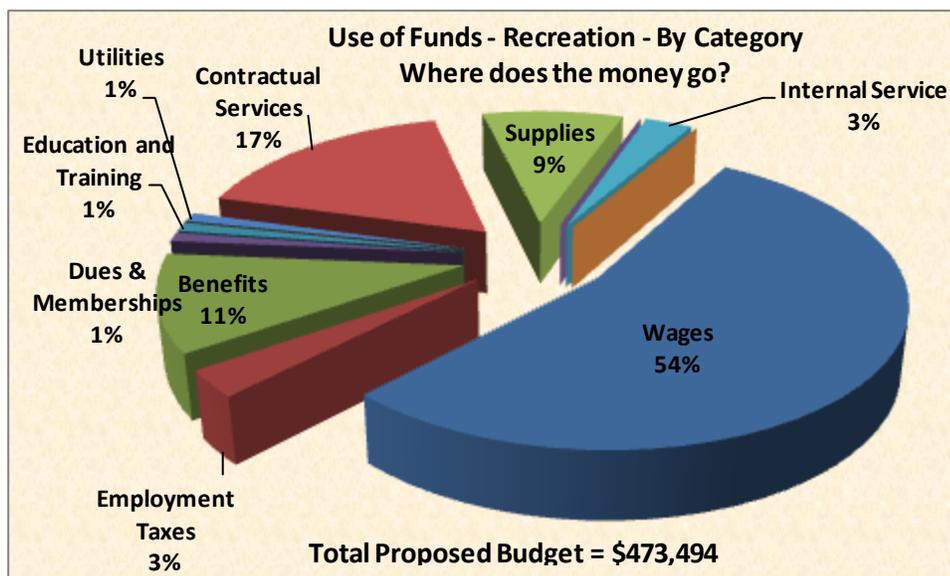
**Variance Explanations:**

*Contractual Services:*

Increased for programs relating to teens as well as co-ed softball. The elimination of the printing of the In The Loop Community Activity Guide resulted in a decrease. Publication will now be online only.

*Program Materials: (included in supplies)*

Program Materials increased related to Council Goal C2 for the Centennial Celebration and Council Goal EL2 for a local talent event.



## Activities/Results

### Performance Measures

	FY09-10 Actual	FY10-11 Actual	FY11-12 Estimate	FY12-13 Target
Attain a high overall satisfaction rating (good or better) with the quality of Town recreation programs on program evaluations	N/A	N/A	N/A	90%
Achieve a high return rate on recreation program surveys	N/A	N/A	N/A	60%

### Quality

	FY09-10 Actual	FY10-11 Actual	FY11-12 Estimate	FY12-13 Target
Number of individual program participants <sup>1</sup>	1,960	1,759	1,596	1,650
Number of team sports program participants	945	1,080	915	1,020
Number of hours worked by volunteer staff in support of recreation activities	3,250	3,350	950	1,000
Number of Youth Sports & School District Facility Bookings	1,512	1,251	1,462	1,400

### Productivity

	FY09-10 Actual	FY10-11 Actual	FY11-12 Estimate	FY12-13 Target
Net operating costs of recreation programs per capita <sup>2</sup>	\$19.90	\$17.65	\$14.67	\$15.78

1 Does not include participation at special events, drop-in teen programs, or BGC partnership

2 Populations are those used for distribution of shared revenues as of July 1, 2006. FY09-10, FY10-11, FY11-12 and FY12-13 are based on the 2010 US Census.





**FY12-13 PROPOSED BUDGET  
 SUMMARY - EXPENDITURES**

<b>GENERAL FUND</b>		<b>RECREATION</b>			
Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget	
SALARIES-FULL TIME	\$270,793	\$233,023	\$192,103	\$196,632	
SALARIES-PART TIME	57,510	56,182	68,186	60,213	
OVERTIME	2,337	2,380	-	-	
SEVERANCE	5,581	-	-	-	
FICA	4,594	3,831	5,216	3,736	
MEDICARE	4,819	4,186	2,783	3,728	
WORKERS COMPENSATION	4,752	3,853	4,393	4,280	
UNEMPLOYMENT INSURANCE	441	1,005	391	1,497	
GROUP HEALTH INSURANCE	29,374	29,779	28,823	27,269	
GROUP DENTAL INSURANCE	2,280	1,653	1,383	1,621	
GROUP VISION INSURANCE	309	270	241	247	
DISABILITY INSURANCE	1,119	963	966	729	
RETIREMENT	28,217	25,374	21,124	21,633	
LIFE INSURANCE	771	664	588	567	
LICENSES/FILING FEES	270	-	-	350	
DUES, SUBSCRIPT & PUBLICAT	1,668	2,670	5,055	4,476	
TRAINING/CONT ED	755	1,305	-	-	
MEETINGS & CONFERENCES	2,157	3,910	3,180	3,225	
EQUIPMENT MAINT/REPAIR	19	57	-	-	
VEHICLE MAINT/REPAIR	60	170	-	500	
OFFICE EQUIP MAINT/ REPAIR	-	-	100	100	
OTHER MAINT/REPAIR	2,924	-	-	-	
SIGN REPAIR & REPLACEMENT	27	-	-	1,300	
TELECOMMUNICATIONS	2,465	2,654	3,150	3,020	
GAS & OIL	1,097	560	895	900	
PROFESSIONAL FEES	15,593	11,538	7,125	12,305	
INSTRUCTOR FEES	27,305	16,518	20,066	20,066	
RENTALS & LEASES	19,906	19,601	17,565	26,765	
PRINTING EXPENSE	878	230	750	750	
ADVERTISING/SIGNAGE	205	185	300	300	
CONTRACTUAL SERVICES	9,170	12,009	24,410	20,230	
CONSTITUENT COMMUNICATION	22,754	18,000	1,000	-	
BANK/MERC ACCT FEES	2,103	1,715	2,064	1,560	
OFFICE SUPPLIES	3,282	3,395	5,500	5,300	
CLEANING/JANITORIAL SUPPLIES	-	19	-	-	
OPERATING SUPPLIES	2,189	429	-	-	
FOOD & BEVERAGE SUPPLIES	334	589	400	500	
PROGRAM MATERIALS	28,176	24,038	42,762	37,032	
UNIFORMS	2,112	1,549	805	805	
POSTAGE & DELIVERY	28	2,642	1,900	-	
MISCELLANEOUS EXPENSE	43	29	-	-	
SMALL TOOLS	430	118	-	-	
PERIPHERALS	-	39	-	-	
EQUIPMENT	-	355	-	-	
ISF-COPIER CHARGES	-	2,948	2,656	3,400	
ISF-MAIL SERVICE CHARGES	-	2,753	423	230	
ISF-VEHICLE REPLACEMENT CHARGE	-	-	-	2,928	
			-	-	

**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES**

**GENERAL FUND**

**RECREATION**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
ISF-MOTOR POOL CHARGES	\$ -	\$31	\$ -	\$ -
ISF-TELECOM CHARGES	-	4,941	5,291	5,300
TRANSFER OUT	2,402	1,000	-	-
<b>TOTAL RECREATION</b>	<b>\$561,247</b>	<b>\$499,158</b>	<b>\$471,594</b>	<b>\$473,494</b>



**Senior Services Division**

**Service Delivery Plan**

Provide meeting space to members for programs and presentations. Coordinate meeting schedule with support groups and offer social services for the community. Deliver a quality noon-time meal to Town residents who require assistance in obtaining nutritional meals.

Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Administration	\$ 54,577	\$ 37,692	\$ 47,303	\$ 49,646
Boards & Commissions	-	-	13,164	15,328
Community Events	13,859	-	-	-
Home Delivered Meals	87,939	91,564	117,157	117,481
Community Center Marketing	19,851	-	-	-
Recreational Trips	29,970	-	-	-
Senior Memberships	16,414	68,055	58,403	85,356
Senior Programs	11,471	513	2	-
<b>Total</b>	<b>\$ 234,081</b>	<b>\$ 197,824</b>	<b>\$ 236,029</b>	<b>\$ 267,811</b>

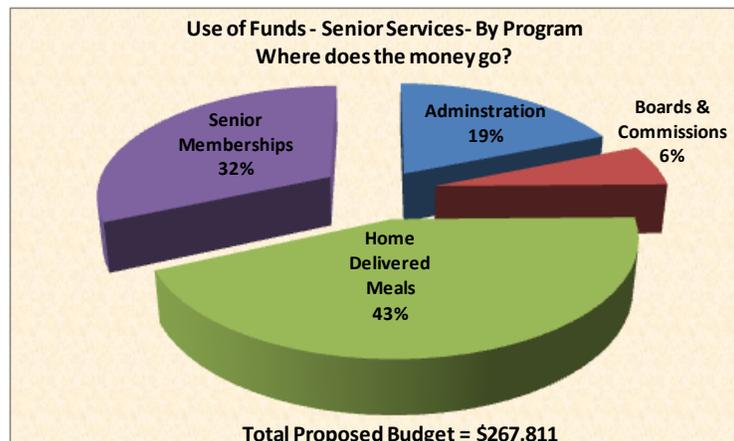
**Variance Explanations:**

*Home Delivered Meals:*

Increase in meal costs for Home Delivered Meals and the implementation of Level 1 Background Checks, including fingerprinting.

*Senior Memberships:*

Reallocation of a portion of Community Services Director’s wages. Also, an additional .15 FTEs for Operations Worker were reallocated from Community Center to Senior Services. Increase proposed for membership program/event offerings.



Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 131,353	\$ 109,506	\$ 116,458	\$ 143,185
Employment Taxes	6,209	5,745	5,671	7,887
Benefits	13,802	9,788	12,104	12,901
Dues & Memberships	266	277	-	540
Education and Training	191	35	130	135
Maintenance and Repair	1,029	152	-	50
Utilities	1,106	461	408	720
Contractual Services	63,794	66,333	90,008	87,914
Supplies	6,281	3,212	8,683	10,668
Equipment	-	216	-	-
Internal Service	-	2,099	2,567	3,811
Transfers	10,050	-	-	-
<b>Total</b>	<b>\$ 234,081</b>	<b>\$ 197,824</b>	<b>\$ 236,029</b>	<b>\$ 267,811</b>

**Variance Explanations:**

*Wages, Employment Taxes, Benefits:*

Reallocation of a portion of Community Services Director’s wages. Also, an additional .15 FTEs for Operations Worker were reallocated from Community Center to the Senior Services.

*Dues & memberships:*

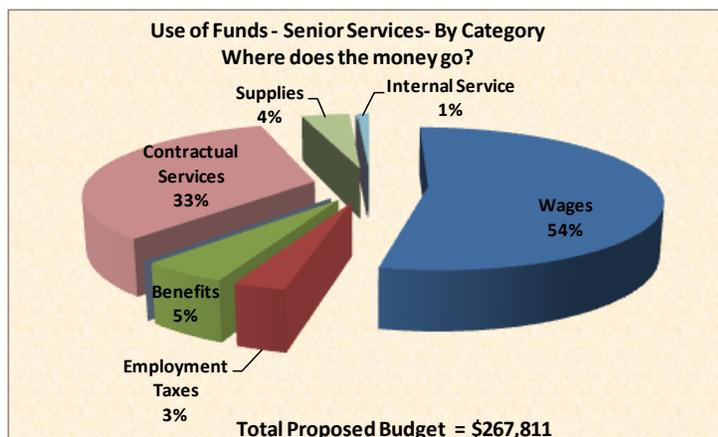
Increase due to reallocation of movie license from Supplies and the increase in online registration fees.

*Contractual Services:*

Increase in meal costs for Home Delivered Meals and the implementation of Level 1 Background Checks, including fingerprinting.

*Internal Service:*

Increase due to addition of Community Center copy fees.



## Activities/Results

### Performance Measures

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Increase the number of members	1,105	1,208	1,208	1,220
Maintain a high overall satisfaction rating (good or better) of meal quality	N/A	N.A	Good	Good

### Quality

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Number of members	1,105	1,208	1,208	1,220
Number of attendees to senior programs and presentations	21,636	22,113	22,200	22,300
Number of days per year meals delivered	365	365	365	365

### Productivity

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Number of senior programs offered	29	31	33	33
Number of special presentations offered	10	30	41	30
Number of attendees at Activities EXPO	450	450	500	525
Number of meals delivered annually	10,169	9,742	8,000	10,000
Number of clients participating in HDM program	90	90	70	90



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES**

**SENIOR SERVICES**

**GENERAL FUND**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$70,711	\$56,617	\$62,834	\$77,420
SALARIES-PART TIME	59,548	52,888	53,624	65,765
OVERTIME	51	-	-	-
SEVERANCE	1,042	-	-	-
FICA	3,711	3,324	4,100	4,189
MEDICARE	1,866	1,584	911	2,078
WORKERS COMPENSATION	442	345	355	732
UNEMPLOYMENT INSURANCE	190	491	305	888
GROUP HEALTH INSURANCE	4,199	2,144	3,577	2,771
GROUP DENTAL INSURANCE	1,312	958	950	1,211
GROUP VISION INSURANCE	108	82	93	97
DISABILITY INSURANCE	287	222	389	281
RETIREMENT	7,690	6,216	6,904	8,322
LIFE INSURANCE	207	166	191	219
LICENSES/FILING FEES	266	277	-	290
DUES, SUBSCRIPT & PUBLICAT	-	-	-	250
TRAINING/CONT ED	160	35	50	85
MEETINGS & CONFERENCES	31	-	80	50
SIGN REPAIR & REPLACEMENT	-	152	-	50
TELECOMMUNICATIONS	343	406	408	720
GAS & OIL	763	56	-	-
PROFESSIONAL FEES	-	-	13,500	17,160
RENTALS & LEASES	-	209	228	228
PRINTING EXPENSE	-	71	260	260
ADVERTISING/SIGNAGE	-	92	186	186
CONTRACTUAL SERVICES	62,743	63,128	72,684	69,300
CONSTITUENT COMMUNICATION	-	2,000	2,100	-
BANK/MERC ACCT FEES	1,051	833	1,050	780
OFFICE SUPPLIES	1,071	1,945	3,050	3,000
OPERATING SUPPLIES	4,831	874	4,883	4,418
FOOD & BEVERAGE SUPPLIES	339	393	750	3,250
PROGRAM MATERIALS	59	-	-	-
SMALL TOOLS	-	216	-	-
ISF-COPIER CHARGES	-	311	358	1,556
ISF-MAIL SERVICE CHARGES	-	170	183	228
ISF-TELECOM CHARGES	-	1,617	2,026	2,027
VEHICLE MAINT/REPAIR	1,029	-	-	-
TRANSFER OUT	10,050	-	-	-
<b>TOTAL SENIOR SERVICES</b>	<b>\$234,081</b>	<b>\$197,824</b>	<b>\$236,029</b>	<b>\$267,811</b>



# Law Enforcement



**LAW ENFORCEMENT**

**Mission Statement**

The Maricopa County Sheriff’s Office (MCSO) proudly provides contractual law enforcement services to the Town of Fountain Hills by enforcing State and local laws; selective Town Ordinances and deterring criminal activity. MCSO will protect life and property, investigate criminal activity and will work in partnership with the Town Council, staff, community leaders, and residents to resolve issues and concerns.

MCSO is dedicated to providing these services to the residents of Fountain Hills and the general public in a respectful, courteous, and professional manner and is supportive of the community based policing principles.

Additionally, all sworn personnel will meet and stay current with established State training as delineated by Arizona Police Officer Standards and Training (AZ POST) and the Maricopa County Sheriff’s Office as a means of reducing liability.

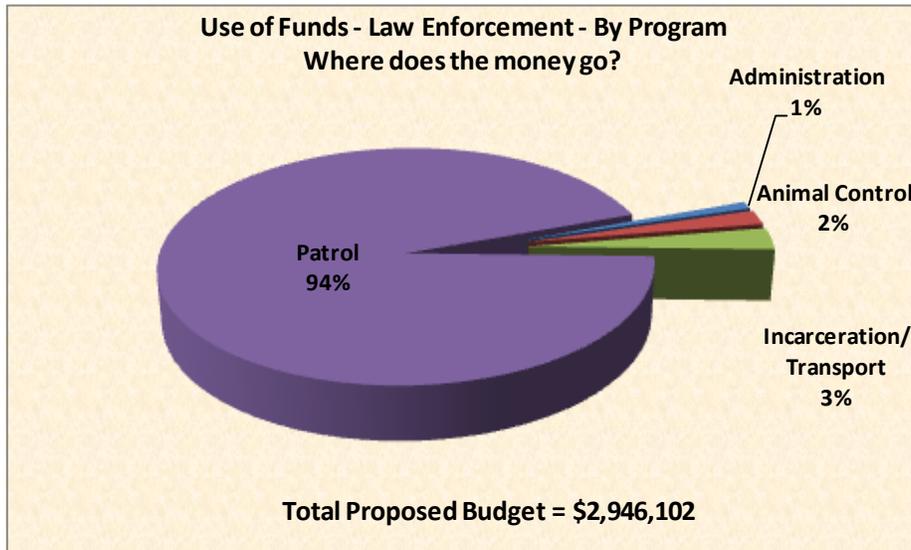
**Department Overview**

The Maricopa County Sheriff’s Office is a fully integrated law enforcement agency committed to being the leader in establishing the standards for providing quality law enforcement, detention and support services to the citizens of Maricopa County and to other criminal justice agencies.

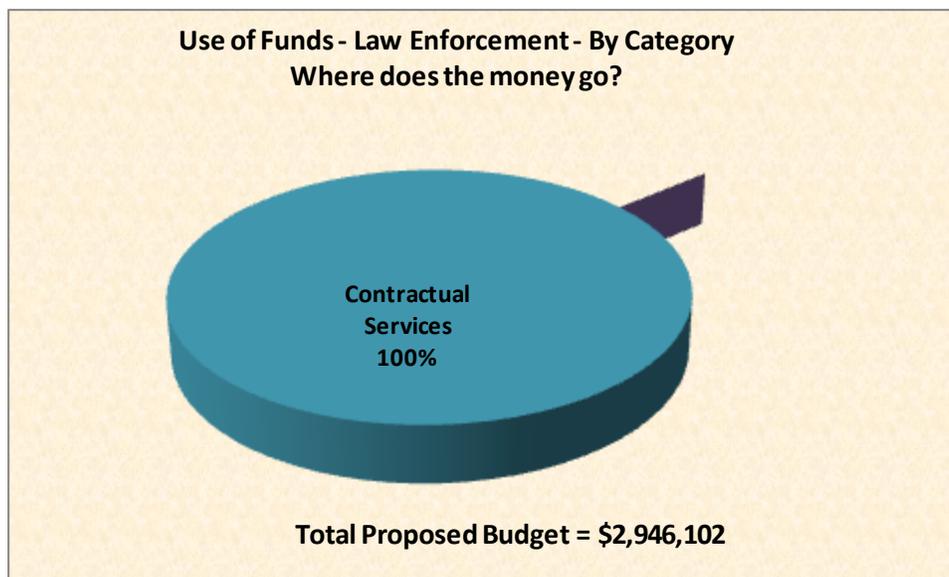
Under the command of Captain Joe Rodriguez, twenty deputies are assigned full-time to the Town of Fountain Hills. Of these, nineteen deputies and three sergeants are assigned to patrol. One deputy is assigned to the Schools and Community Services Department to address quality of life issues, court security and administrative duties. Additionally, there are three detectives and a detective sergeant assigned, one Commander (Captain), one Deputy Commander (Lieutenant), and one administrative assistant.

Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Administration	\$ 65	\$ 13,308	\$ 7,745	\$ 22,396
Animal Control	39,398	38,630	66,398	65,324
Incarceration/Transport	81,154	60,618	96,000	96,000
Patrol	2,690,809	2,599,728	2,729,379	2,762,382
<b>Total</b>	<b>\$ 2,811,426</b>	<b>\$ 2,712,284</b>	<b>\$ 2,899,522</b>	<b>\$ 2,946,102</b>





Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 9,517	\$ 7,172	\$ 15,338	\$ 13,591
Employment Taxes	747	493	962	780
Benefits	-	576	1,143	1,254
Dues & Memberships	-	19	-	-
Contractual Services	2,800,025	2,697,828	2,879,843	2,927,982
Supplies	1,137	585	-	275
Equipment	-	3,300	-	-
Internal Service	-	2,311	2,236	2,220
<b>Total</b>	<b>\$ 2,811,426</b>	<b>\$ 2,712,284</b>	<b>\$ 2,899,522</b>	<b>\$ 2,946,102</b>



**FY11-12 Department Accomplishments**

Initiative	Strategic Value
Participate in Town Citizen Academy	Civic Responsibility
Expand business participation in Crime Free Multi-Housing program to include 25% of local businesses	Public, Safety, Health and Welfare
Expand neighborhood Block Watch program	Public, Safety, Health and Welfare
Partner with Fountain Hills Youth Substance Abuse Prevention Coalition with events for youths	Public, Safety, Health and Welfare



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES**

**GENERAL FUND**

**LAW ENFORCEMENT**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$-	\$1,560	\$4,552	\$6,022
SALARIES-PART TIME	9,513	5,611	10,786	7,569
OVERTIME	3	-	-	-
FICA	590	348	825	470
MEDICARE	138	104	66	198
WORKERS COMPENSATION	-	19	36	34
UNEMPLOYMENT INSURANCE	19	23	35	78
GROUP HEALTH INSURANCE	-	348	386	514
GROUP DENTAL INSURANCE	-	19	19	31
GROUP VISION INSURANCE	-	3	3	5
DISABILITY INSURANCE	-	20	21	23
RETIREMENT	-	172	700	663
LIFE INSURANCE	-	14	14	18
LICENSES/FILING FEES	-	19	-	-
ADVERTISING/SIGNAGE	65	-	-	-
INTERGOVT AGREEMENTS	2,799,960	2,697,828	2,879,843	2,912,982
CONTRACTUAL SERVICES	-	-	-	15,000
OFFICE SUPPLIES	413	-	-	-
OPERATING SUPPLIES	-	-	-	275
PROGRAM MATERIALS	725	636	-	-
POSTAGE & DELIVERY	-	(51)	-	-
EQUIPMENT	-	3,300	-	-
ISF-COPIER CHARGES	-	92	92	100
ISF-MAIL SERVICE CHARGES	-	2,220	2,144	2,120
<b>TOTAL LAW ENFORCEMENT</b>	<b>\$2,811,426</b>	<b>\$2,712,284</b>	<b>\$2,899,522</b>	<b>\$2,946,102</b>



# Fire & Emergency Medical



**FIRE & EMERGENCY MEDICAL**

**Mission Statement**

The mission of the Fire & Emergency Medical Department is to protect the quality of life for 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 of hazardous situations.

**Department Overview**

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 Code and Ordinance’s, 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, car-seat installation, Crisis Activated Response Effort (CARE), and a community bicycle helmet program.

Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
FD Administration	\$ 2,991,903	\$ 137,599	\$ 142,632	\$ 144,944
FD Safety	826	140,309	146,224	149,872
FD EMS	-	19,905	1,361,411	1,378,543
FD Suppression	48,978	2,762,479	1,501,745	1,551,476
FD Care	-	-	4,200	30,500
<b>Total</b>	<b>\$ 3,041,707</b>	<b>\$ 3,060,292</b>	<b>\$ 3,156,212</b>	<b>\$ 3,255,335</b>

**Variance Explanations:**

*All Programs:*

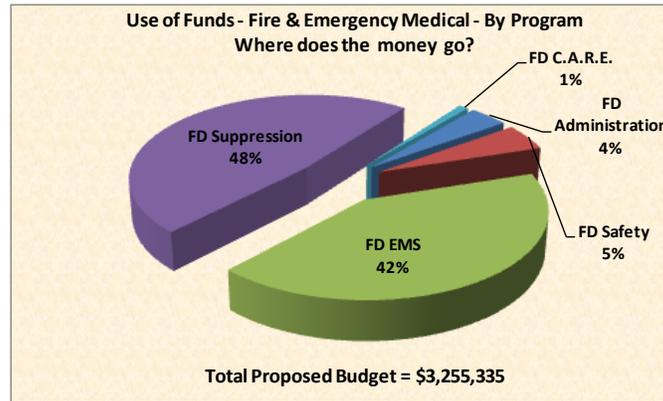
The increase is due to the automatic contract escalator.



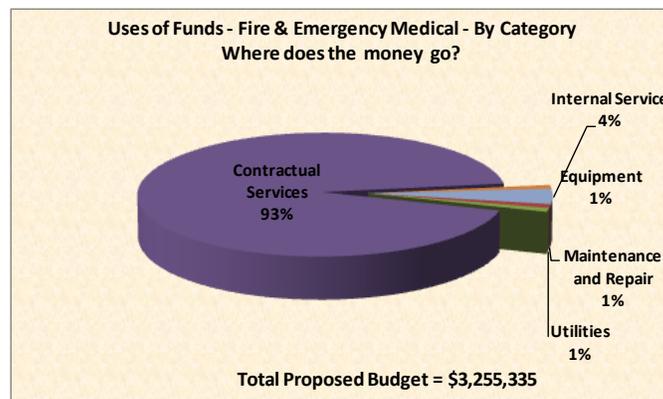
**Variance Explanations (cont):**

*FD Care:*

The increase is due to funding a part-time coordinator for this program.



Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Dues & Memberships	\$ 272	\$ 160	\$ 1,200	\$ 750
Maintenance and Repair	44,196	44,314	47,150	45,250
Utilities	16,931	20,277	21,900	22,000
Contractual Services	2,853,693	2,853,939	2,940,940	3,053,578
Supplies	1,064	2,129	2,100	1,600
Equipment	4,942	24,317	28,500	16,500
Internal Service	-	115,156	114,422	115,657
Transfers	120,609	-	-	-
<b>Total</b>	<b>\$ 3,041,707</b>	<b>\$ 3,060,292</b>	<b>\$ 3,156,212</b>	<b>\$ 3,255,335</b>



**FY11-12 Department Accomplishments**

<b>Initiative</b>	<b>Strategic Value</b>
Continuation of the Bicycle Helmet Program; Youth Safety	Public Safety, Health and Welfare
Submitted FEMA Assistance to Firefighters grant for VHS/700-800 MHz radio equipment to continue to move toward narrow band/auto aid communication system	Public Safety, Health and Welfare
Submitted Regional (Rio Verde, FT. McDowell) Assistance to Firefighters Grant for Burn Training Trailer	Public Safety, Health and Welfare
Received Governors Office of Highway Safety grant (\$21K) for extrication equipment.	Public Safety, Health and Welfare
Continued "Public Safety and Appreciation Day" with the Public Safety Committee.	Public Safety, Health and Welfare

**FY12-13 Objectives**

<b>Initiative</b>	<b>Strategic Value</b>	<b>Estimated Cost/Funding Source</b>
Station 1 Upgrades. Bunkroom addition, demolish trailer, and finish sidewalk	Public Safety, Health and Welfare	Capital Projects Fund
Seek funding for Station 2 relocation	Public Safety, Health and Safety, through improved response times	Grant and/or Capital Projects Funds
Seek funding for EOC (Emergency Operation Center)	Public Safety, Health and Safety	Grants
Submit FEMA Assistance to Firefighters grant to replace/upgrade Self Contained Breathing Apparatus per NFPA Standards.	Public Safety, Health and Safety	Grant with a 10% match (\$108,000 FEMA, \$12,000 Town)



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES  
FIRE & EMERGENCY MEDICAL**

**GENERAL FUND**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
LICENSES/FILING FEES	-	10	-	-
DUES, SUBSCRIPT & PUBLICAT	273	150	1,200	750
EQUIPMENT MAINT/REPAIR	8,266	11,201	12,000	10,000
VEHICLE MAINT/REPAIR	35,903	33,112	35,000	35,000
OFFICE EQUIP MAINT/ REPAIR	27	-	150	150
SIGN REPAIR & REPLACEMENT	-	-	-	100
TELECOMMUNICATIONS	-	83	-	100
GAS & OIL	16,931	20,193	21,900	21,900
PRINTING EXPENSE	-	133	1,000	2,000
ADVERTISING/SIGNAGE	-	120	500	-
INTERGOVT AGREEMENTS	1,329	1,322	1,500	1,500
CONTRACTUAL SERVICES	2,852,364	2,852,364	2,937,940	3,050,078
OFFICE SUPPLIES	651	1,535	1,100	600
PROGRAM MATERIALS	413	483	1,000	1,000
POSTAGE & DELIVERY	-	111	-	-
SMALL TOOLS	3,975	3,460	5,500	6,500
SOFTWARE	712	-	-	-
PERIPHERALS	-	953	-	-
EQUIPMENT	255	19,905	23,000	10,000
ISF-COPIER CHARGES	-	76	93	100
ISF-MAIL SERVICE CHARGES	-	205	258	265
ISF-VEHICLE REPLACEMENT CHARGE	-	113,594	113,595	114,816
ISF-TELECOM CHARGES	-	1,281	476	476
TRANSFER OUT	120,609	-	-	-
<b>TOTAL FIRE &amp; EMERGENCY MEDICAL</b>	<b>\$3,041,707</b>	<b>\$3,060,292</b>	<b>\$3,156,212</b>	<b>\$3,255,335</b>





# Special Revenue Funds



# Development Services Streets Division Highway User Revenue Fund (HURF)



**Streets Division**

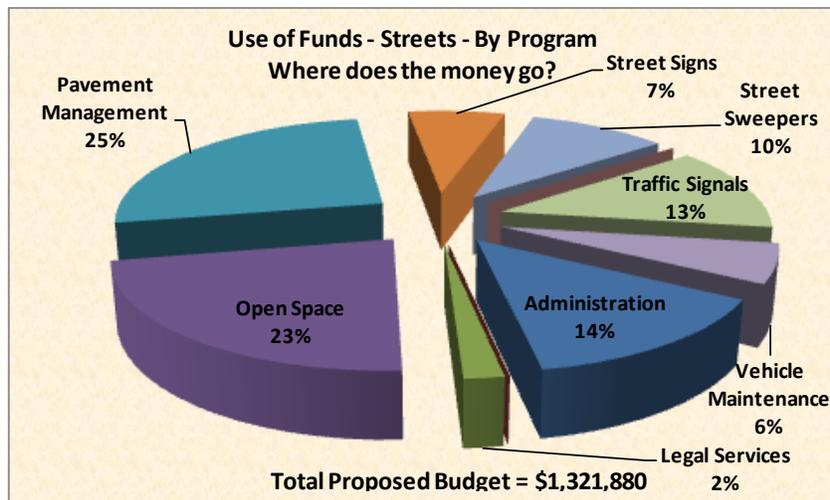
**Service Delivery Plan**

The Streets Division is responsible for the maintenance of traffic signals; regulatory signs; median landscape maintenance; storm debris clean up; street sweeping; street-related emergency responses; vehicle maintenance; contract administration as well as minor asphalt, curb and sidewalk repairs. The Highway User Revenue Fund (HURF) pays for Streets personnel and contract work for street repair.

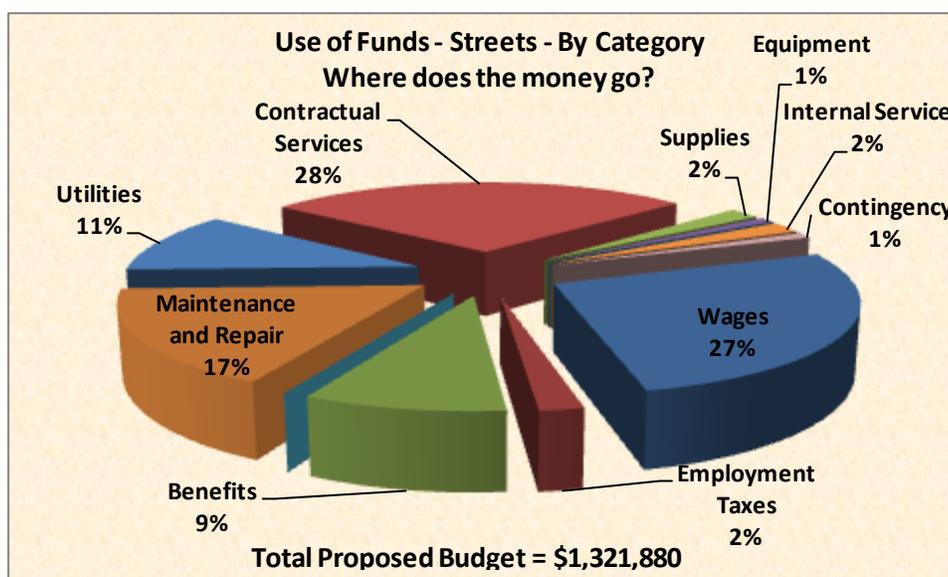
<b>Program Name</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Revised Budget</b>	<b>FY12-13 Proposed Budget</b>
Administration	\$ 389,028	\$ 132,721	\$ 200,017	\$ 190,991
Adopt A Street	324	19,262	3,297	3,193
Legal Services	20,260	22,591	21,408	21,600
Open Space	99,922	310,621	299,644	302,698
Pavement Management	522,282	70,081	149,041	339,266
Street Signs	77,349	89,951	74,821	86,472
Street Sweepers	147,180	141,605	150,188	126,805
Traffic Management	1,089	93,494	96,355	-
Traffic Signals	166,100	153,697	200,694	170,336
Vehicle Maintenance	144,813	88,817	82,834	80,519
<b>Total</b>	<b>\$ 1,568,347</b>	<b>\$ 1,122,840</b>	<b>\$ 1,278,299</b>	<b>\$ 1,321,880</b>

***Variance Explanations:***

The Town’s pavement management program has been severely unfunded. The increase in the FY12-13 budget is an attempt to make repairs to potholes and curbs as they occur.



Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	386,026	\$ 410,816	\$ 349,489	\$ 350,446
Employment Taxes	31,377	30,548	27,881	30,083
Benefits	98,159	119,821	113,206	114,646
Dues & Memberships	4,403	3,905	5,110	5,040
Education and Training	2,775	1,475	2,500	1,300
Maintenance and Repair	91,293	147,801	198,624	230,350
Utilities	87,703	130,186	172,612	151,180
Contractual Services	208,877	227,771	353,596	364,133
Supplies	31,276	15,477	15,045	22,236
Equipment	35,217	10,069	4,800	8,300
Damages/Vandalism	42	1,517	-	-
Internal Service	-	23,454	35,436	32,233
Transfers	591,199	-	-	-
Contingency	-	-	-	11,933
<b>Total</b>	<b>\$ 1,568,347</b>	<b>\$ 1,122,840</b>	<b>\$ 1,278,299</b>	<b>\$ 1,321,880</b>



## Activities/Results

### Performance Measures

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Percentage of residential sweeping completed within specified cycle	100%	100%	100%	100%
Percentage of arterial sweeping completed within specified cycle	100%	100%	100%	100%
Percentage of fleet preventive maintenance completed on time	100%	100%	100%	100%

### Quality

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Total lane miles on sweeping schedule	336	336	336	336
Total lane miles swept annually	3,456	3456	3456	3456
Total residential lane miles	264	264	264	264
Total residential lane miles swept annually	1,584	1584	1584	1584
Total arterial lane miles	72	72	72	72
Total arterial lane miles swept annually	1,872	1872	1872	1872
Number of vehicles in fleet	57	44	41	39
Acreage of medians maintained	56	58	59	59
Number of Adopt-a-Street participants	59	60	64	64

### Productivity

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Expenditure for street sweeping	\$206,676	\$196,069	\$150,188	\$148,181
Expenditure per lane mile of streets swept	\$59.80	\$56.73	\$43.46	\$42.88

FY11-12 and FY12-13 street sweeping expenditures does not include \$54,465 for vehicle replacement costs.



**FY12-13 PROPOSED BUDGET  
 SUMMARY - EXPENDITURES**

**HIGHWAY USER REVENUE FUND**

**STREETS**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$338,173	\$373,137	\$349,489	\$350,447
SALARIES-PART TIME	29,050	22,749	-	-
OVERTIME	6,973	6,128	-	-
ON CALL PAY	5,983	8,802	-	-
SEVERANCE	5,846	-	-	-
FICA	2,488	1,410	-	-
MEDICARE	5,288	5,948	4,917	5,088
WORKERS COMPENSATION	23,242	22,209	22,457	23,365
UNEMPLOYMENT INSURANCE	360	981	507	1,630
GROUP HEALTH INSURANCE	54,658	68,089	68,109	68,297
GROUP DENTAL INSURANCE	4,020	3,996	3,486	4,367
GROUP VISION INSURANCE	551	604	511	1,220
DISABILITY INSURANCE	1,388	1,686	1,632	1,052
RETIREMENT	36,546	44,335	38,441	38,553
LIFE INSURANCE	996	1,112	1,027	1,156
LICENSES/FILING FEES	2,000	-	1,340	1,340
DUES, SUBSCRIPT & PUBLICAT	2,403	3,905	3,770	3,700
TRAINING/CONT ED	2,775	1,475	2,100	1,300
MEETINGS & CONFERENCES	-	-	400	-
BUILDING MAIN/REPAIR	107	516	1,225	2,000
PLUMBING REPAIR	49	99	-	-
ELECTRICAL REPAIR/MAINT	-	21,363	3,000	3,000
FIRE PROTECTION SYSTEMS	835	1,572	-	1,600
GROUNDS MAINT/REPAIR	8,443	-	-	-
IRRIGATION REPAIR	3,605	2,021	3,300	7,500
BACKFLOW TESTING & MAINTENANCE	35	8,749	4,860	7,800
EQUIPMENT MAINT/REPAIR	9,324	27,608	48,500	33,500
VEHICLE MAINT/REPAIR	31,116	30,119	29,225	30,825
OFFICE EQUIP MAINT/ REPAIR	-	199	300	300
OTHER MAINT/REPAIR	6,685	21,662	12,000	13,800
ROAD REPAIR	5,516	8,259	73,789	100,000
PARKING LOT REPAIR	-	1,074	-	-
STRIPING	3,153	3,388	-	-
SIDEWALK/PATHWAY REPAIR	5,321	934	-	-
OTHER ROAD RELATED REPAIR	757	695	-	10,000
SIGN REPAIR & REPLACEMENT	16,324	19,332	22,425	20,025
PAINTING	23	212	-	-
ELECTRICITY EXPENSE	34,793	12,649	48,900	43,500
REFUSE/RECYCLING	11,827	12,472	15,800	15,000
TELECOMMUNICATIONS	3,793	4,357	5,372	3,800
WATER/SEWER	6,431	70,931	61,540	51,880
GAS & OIL	30,859	29,778	41,000	37,000
AUDITING EXPENSE	12,581	7,997	9,180	7,125
PROFESSIONAL FEES	-	1,165	500	34,000
ENGINEERING FEES	-	-	20,000	20,000
LEGAL FEES	20,260	22,591	21,408	21,600
INSURANCE EXPENSE	85,310	75,651	93,000	71,200
RENTALS & LEASES	-	3,750	-	-
PRINTING EXPENSE	-	71	-	-
ADVERTISING/SIGNAGE	1,225	-	-	-
INTERGOVT AGREEMENTS	-	-	25,008	25,008
CONTRACTUAL SERVICES	89,501	1,526	13,800	14,500
BANK/MERC ACCT FEES	-	25	-	-



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES**

HIGHWAY USER REVENUE FUND	STREETS			
Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
LANDSCAPE CONTRACTS	\$ -	\$114,996	\$170,700	\$170,700
OFFICE SUPPLIES	1,464	2,854	2,822	2,752
CLEANING/JANITORIAL SUPPLIES	665	117	600	1,000
SAFETY SUPPLIES	2,060	-	400	500
OPERATING SUPPLIES	20,776	11,049	7,531	14,240
FOOD & BEVERAGE SUPPLIES	105	180	-	-
PROGRAM MATERIALS	1,292	708	700	1,500
UNIFORMS	4,640	850	2,992	2,244
POSTAGE & DELIVERY	273	109	-	-
SMALL TOOLS	4,897	3,778	4,800	6,300
SOFTWARE	1,035	4,273	-	2,000
HARDWARE	27,170	-	-	-
EQUIPMENT	2,116	2,019	-	-
DAMAGES/VANDALISM	43	1,517	-	-
ISF-COPIER CHARGES	-	-	-	-
ISF-MAIL SERVICE CHARGES	-	34	31	102
ISF-VEHICLE REPLACEMENT CHARGE	-	16,851	28,448	25,173
ISF-TELECOM CHARGES	-	6,568	6,957	6,958
TRANSFER OUT	591,199	-	-	-
CONTINGENCY	-	-	-	11,933
<b>TOTAL STREETS</b>	<b>\$1,568,347</b>	<b>\$1,123,229</b>	<b>\$1,278,299</b>	<b>\$1,321,880</b>





# Administration Economic Development Division Excise Tax/Downtown Fund



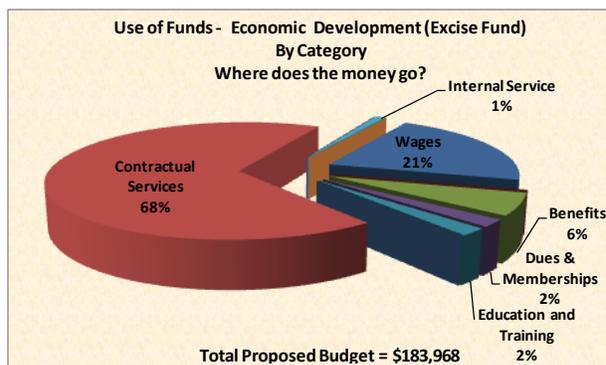
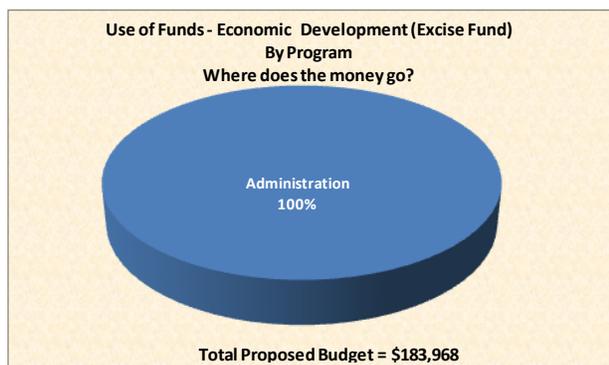
**Economic Development Division – (Excise Tax/Downtown Fund)**

**Service Delivery Plan**

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

Program Name	Expenditures by Program			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Administration	\$ 118,580	\$ 131,630	\$ 211,364	\$ 183,968
<b>Total</b>	<b>\$ 118,580</b>	<b>\$ 131,630</b>	<b>\$ 211,364</b>	<b>\$ 183,968</b>

Category	Expenditures by Category			
	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
Wages	\$ 38,681	\$ 45,326	\$ 37,877	\$ 38,822
Employment Taxes	640	801	669	781
Benefits	9,378	12,303	11,042	10,570
Dues & Memberships	1,398	4,990	6,704	3,419
Education and Training	4,018	2,719	7,528	3,725
Maintenance and Repair	-	11,837	-	-
Utilities	269	379	680	360
Contractual Services	46,324	50,775	142,366	124,236
Supplies	422	1,412	600	300
Internal Service	-	1,088	3,898	1,755
Transfers	17,450	-	-	-
<b>Total</b>	<b>\$ 118,580</b>	<b>\$ 131,630</b>	<b>\$ 211,364</b>	<b>\$ 183,968</b>



## Activities/Results

### Performance Measures

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Complete economic development strategy document	N/A	N/A	100%	N/A
Hosted prospect visits (downtown)	3	0	1	2
Assist in the location of a retailer or other business (downtown)	N/A	N/A	1	1

### Quality

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Council adoption of the economic development strategy document	N/A	N/A	100%	N/A
Council approval of economic development tools and strategies	N/A	N/A	0%	100%
Response to retail outreach	N/A	N/A	2%	2%

### Productivity

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Target</b>
Oversee, draft and develop a comprehensive economic development strategy utilizing the Council's adopted Strategic Plan, Economic Vitality area as the foundation for the document.	N/A	N/A	.5	N/A
Identify a slate of economic development tools and strategies for attraction of businesses to the downtown area which is in alignment with the Council's adopted Downtown Area Specific Plan.	N/A	N/A	0	1
Develop and implement strategy to attract retailers & other businesses to Avenue of the Fountains and other downtown property.	2	3	1	1
Outreach to retailers and other business sectors, leasing agents, and developers in conjunction with local property owners and leasing agents.	23 contacts	37 contacts	15 contacts	20 contacts
Hold an informational exchange forum with property owners and leasing agents of Avenue of the Fountains property and other downtown property.	N/A	N/A	0	1



**FY12-13 PROPOSED BUDGET  
SUMMARY - EXPENDITURES  
ECONOMIC DEVELOPMENT**

**EXCISE TAX/DOWNTOWN FUND**

Description	FY09-10 Actual	FY10-11 Actual	FY11-12 Revised Budget	FY12-13 Proposed Budget
SALARIES-FULL TIME	\$38,681	\$45,326	\$37,877	\$38,822
MEDICARE	518	639	549	563
WORKERS COMPENSATION	103	94	88	97
UNEMPLOYMENT INSURANCE	19	68	32	121
GROUP HEALTH INSURANCE	4,613	6,467	6,262	5,689
GROUP DENTAL INSURANCE	328	342	275	321
GROUP VISION INSURANCE	32	39	46	33
DISABILITY INSURANCE	168	212	177	144
RETIREMENT	4,125	5,109	4,167	4,271
LIFE INSURANCE	113	135	115	112
DUES, SUBSCRIPT & PUBLICAT	1,398	4,990	6,704	3,419
TRAINING/CONT ED	127	787	128	725
MEETINGS & CONFERENCES	3,891	1,933	7,400	3,000
SIGN REPAIR & REPLACEMENT	-	11,837	-	-
TELECOMMUNICATIONS	269	379	527	360
GAS & OIL	-	-	153	-
PROFESSIONAL FEES	18,592	24,019	52,500	41,100
PRINTING EXPENSE	3,385	36	7,536	2,786
ADVERTISING/SIGNAGE	4,350	6,699	42,330	-
BANK/MERC ACCT FEES	-	25	-	-
COMMUNITY CONTRACTS/EVENTS	-	-	-	50,000
HOLIDAY LIGHTING	19,996	19,996	40,000	30,350
OFFICE SUPPLIES	398	229	600	300
FOOD & BEVERAGE SUPPLIES	13	1,071	-	-
PROGRAM MATERIALS	11	112	-	-
ISF-COPIER CHARGES	-	703	907	505
ISF-MAIL SERVICE CHARGES	-	358	2,736	1,100
ISF-MOTOR POOL CHARGES	-	27	255	150
TRANSFER OUT	17,450	-	-	-
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>\$118,580</b>	<b>\$131,631</b>	<b>\$211,364</b>	<b>\$183,968</b>



# Debt Service Funds



### Debt Service Funds

The Debt Service Funds provide for the payment of interest, principal, and related costs on General Obligation (GO) 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.

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 FY12-13 are \$1,002,000 and will be paid through a levy of Town property at an estimated rate of \$0.2651 per \$100 of assessed valuation.

#### GENERAL OBLIGATION DEBT SERVICE

	FY09-10 Actual	FY10-11 Actual	FY11-12 Budget	FY12-13 Proposed
<b>REVENUE:</b>				
<b>Property Tax Revenue:</b>				
Secondary Property Tax	\$ 1,485,579	\$ 1,040,484	\$ 1,020,000	\$ 1,000,800
Interest Earnings	-	300	100	1,200
<b>TOTAL REVENUES</b>	<b>\$ 1,485,579</b>	<b>\$ 1,040,784</b>	<b>\$ 1,020,100</b>	<b>\$ 1,002,000</b>
<b>EXPENDITURES:</b>				
<b>General Obligation Bonds:</b>				
Principal	\$ 1,115,000	\$ 820,000	\$ 840,000	\$ 855,000
Interest	251,538	208,713	177,313	145,813
Trustee, Admin and Report Fees	1,600	2,100	2,100	2,100
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,368,138</b>	<b>\$ 1,030,813</b>	<b>\$ 1,019,413</b>	<b>\$ 1,002,913</b>

The Cottonwoods Maintenance District was established to provide landscape installation and maintenance for a special district within the Town of Fountain Hills.

#### COTTONWOODS MAINTENANCE DISTRICT

	FY09-10 Actual	FY10-11 Actual	FY11-12 Budget	FY12-13 Proposed
<b>REVENUE:</b>				
Cottonwoods Maintenance District	\$ 3,323	\$ 3,315	\$ 3,315	\$ 3,315
<b>TOTAL REVENUES</b>	<b>\$ 3,323</b>	<b>\$ 3,315</b>	<b>\$ 3,315</b>	<b>\$ 3,315</b>
<b>EXPENDITURES:</b>				
Cottonwoods Maintenance District	\$ 3,850	\$ 3,315	\$ 3,315	\$ 18,315
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,850</b>	<b>\$ 3,315</b>	<b>\$ 3,315</b>	<b>\$ 18,315</b>



The Eagle Mountain Community Facilities District debt payments are levied on the property owners within the district. These obligations are paid by the property owners using secondary property taxes, less any credits, carry-forward and/or interest earnings. The anticipated rate based on the assessed valuation of \$23,911,534 (decrease of 12% from the prior year) is \$1.55 per \$100 of assessed valuation.

**EAGLE MTN COM FACILITIES DISTRICT**

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Budget</b>	<b>FY12-13 Proposed</b>
<b>REVENUE:</b>				
Property Tax Revenue	\$ 410,241	\$ 420,000	\$ 420,000	\$ 422,100
Investment Earnings	-	84	84	600
<b>TOTAL REVENUES</b>	<b>\$ 410,241</b>	<b>\$ 420,084</b>	<b>\$ 420,084</b>	<b>\$ 422,700</b>
<b>EXPENDITURES:</b>				
Principal	\$ 230,000	\$ 260,000	\$ 280,000	\$ 290,000
Interest	151,410	143,360	134,260	123,760
Administrative/Trustee Fees	7,350	7,350	7,350	7,350
<b>TOTAL EXPENDITURES</b>	<b>\$ 388,760</b>	<b>\$ 410,710</b>	<b>\$ 421,610</b>	<b>\$ 421,110</b>

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 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 will be turned over to the Town of Fountain Hills.

During FY11-12, the town used surplus reserves to pay down bonds that were issued in 2005 for the Civic Center (Town Hall). The payoff provided a net savings of approximately \$276,000 over the life of the bonds. The annual debt service payment savings will be available in the General Fund for ongoing operations.

**MUNICIPAL PROPERTY CORPORATION**

	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Budget</b>	<b>FY12-13 Proposed</b>
<b>REVENUES:</b>				
Excise Tax Transfers (.2%)	\$ 570,995	\$ 551,667	\$ 631,200	\$ 591,120
Excise Tax Transfers (.1%)	285,497	275,833	-	-
Transfer from General Fund	387,000	387,000	193,500	193,500
Interest	-	1,200	500	500
<b>TOTAL REVENUES</b>	<b>\$ 1,243,492</b>	<b>\$ 1,215,700</b>	<b>\$ 825,200</b>	<b>\$ 785,120</b>
<b>EXPENDITURES:</b>				
Principal	\$ 985,000	\$ 1,035,000	\$ 958,625	\$ 880,000
Interest	417,028	376,630	113,625	189,700
Admin Fee	7,510	7,000	7,000	7,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,409,538</b>	<b>\$ 1,418,630</b>	<b>\$ 1,079,250</b>	<b>\$ 1,076,700</b>

Below is the schedule of outstanding debt required for next fiscal year, including a breakdown of the debt service payments for FY12-13.

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 secondary assessed valuation for the Town of Fountain Hills.

The Town’s secondary assessed property valuation for FY12-13 is estimated to be \$377,521,718 for the upcoming year (a 16.5% drop from the prior year) and the estimated levy is \$0.2651 per \$100 of assessed value. The levy is \$.04 higher than last year as a result of the decrease in the Town’s secondary assessed value.

The Schedule includes an itemization of the outstanding debt as of June 30, 2012.

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	6/1/2005	4.00	7/1/2019	\$ 7,225,000	\$ 3,470,000	\$ -	\$ 3,755,000
	TOTAL				<u>\$ 7,225,000</u>	<u>\$ 3,470,000</u>	<u>\$ -</u>	<u>\$ 3,755,000</u>
Rev	Mtn. Bonds	12/1/2001	4.70	7/1/2021	\$ 7,750,000	\$ 3,440,000	\$ 3,910,000	\$ 400,000
Rev	Refunding	6/1/2005	4.15	7/1/2019	5,330,000	1,100,000	-	4,230,000
	TOTAL				<u>\$ 16,725,000</u>	<u>\$ 7,085,000</u>	<u>\$ 3,910,000</u>	<u>\$ 4,630,000</u>
SA	Eagle Mtn	7/12/2005	3.95	7/1/2021	\$ 4,555,000	\$ 1,465,000	\$ -	\$ 3,090,000
	TOTAL				<u>\$ 4,555,000</u>	<u>\$ 1,465,000</u>	<u>\$ -</u>	<u>\$ 3,090,000</u>
	GRAND TOTAL				<u><u>\$ 28,505,000</u></u>	<u><u>\$ 12,020,000</u></u>	<u><u>\$ 3,910,000</u></u>	<u><u>\$ 11,475,000</u></u>

GO General Obligation Bonds  
 Rev Revenue Bonds  
 SA Special Assessment Bonds



**Fountain Hills**  
**Summary of Tax Levy and Tax Rate Information**  
**Fiscal Year 2013**

	<u>2012</u>	<u>2013</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ _____	\$ _____
2. Amount received from primary property taxation in the <b>current year</b> in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ _____	\$ _____
B. Secondary property taxes	1,020,000	1,000,800
C. Total property tax levy amounts	\$ 1,020,000	\$ 1,000,800
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total primary property taxes	\$ _____	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ 1,020,000	
(2) Prior years' levies	_____	
(3) Total secondary property taxes	\$ 1,020,000	
C. Total property taxes collected	\$ 1,020,000	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	_____	_____
(2) Secondary property tax rate	0.2230	0.2651
(3) Total city/town tax rate	0.2230	0.2651

B. Special assessment district tax rates

Secondary property tax rates - As of the date the proposed budget was prepared, the city/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 city/town.

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



---

**This Page  
Intentionally  
Left Blank**



# Capital Improvement Program



## **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) 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) c) maintain control over the Town's long-term cash flow in relation to the Town's financial capacity; and
- d) 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 Program 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.

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's 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 Program 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 Program. 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.

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 Program.

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 Federal, State or local, 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

#### 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.



**Attachment A  
Town of Fountain Hills  
Capital Improvement Project Information Form**

PROJECT TITLE: [Click here to enter text.](#)

PROJECT NUMBER: [Click here to enter text.](#)

PROJECT DESCRIPTION/SCOPE:  
[Click here to enter text.](#)

TIMEFRAME: [Click here to enter text.](#) Example FY 2012-15

YEAR PROJECT BEGAN: [Click here to enter text.](#) Example FY 2012-13

TOTAL ESTIMATED PROJECT COST: [Click here to enter text.](#)

PROJECT JUSTIFICATION:  
[Click here to enter text.](#)

FUNDING PRIORITY: [Click here to select a Priority from the list](#)

Note: Double click on the below tables to update them in Excel. The totals will automatically calculate.

<b>Funding Sources</b>							
<b>Fund Type</b>	Prior Year	FY2012-2013	FY2013-2014	FY 2014-2015	FY2015-2016	FY 2016-2017	<b>Total</b>
General							\$0
Capital Projects							\$0
Excise Tax							\$0
Grant							\$0
HURF							\$0
Development Fee							\$0
Developer							\$0
Unfunded							\$0
Other							\$0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0

<b>Project Expenses</b>							
<b>Fund Type</b>	Prior Year	FY2012-2013	FY2013-2014	FY 2014-2015	FY2015-2016	FY 2016-2017	<b>Total</b>
Planning							\$0
Design							\$0
Construction							\$0
Other							\$0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0

<b>Operating Impact</b>							
<b>Fund Type</b>		FY2012-2013	FY2013-2014	FY 2014-2015	FY2015-2016	FY 2016-2017	<b>Total</b>
Salaries & Benefits							\$0
Services & Supplies							\$0
Other							\$0
<b>Total</b>		\$0	\$0	\$0	\$0	\$0	\$0



# Capital Projects Summary



**PROPOSED CAPITAL PROJECTS  
FY12-13 THROUGH FY16-17**

Project No.	Project Title	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Total
<b><u>Stormwater Management/Drainage Projects</u></b>								
D6030	Ashbrook Wash Channelization Improvements- Bayfield to Del Cambre	\$ -	\$ -	\$ 76,000	\$ 76,000	\$ 1,364,000	\$ -	\$ 1,516,000
D6047	Miscellaneous Drainage Improvements	10,000	65,000	-	-	-	-	75,000
	<b>TOTAL</b>	<b>\$ 10,000</b>	<b>\$ 65,000</b>	<b>\$ 76,000</b>	<b>\$ 76,000</b>	<b>\$ 1,364,000</b>	<b>\$ -</b>	<b>\$ 1,591,000</b>
<b><u>Downtown Improvement Projects</u></b>								
E8501	Downtown Vision Master Plan-Phase I (Greening)	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
E8502	Downtown Vision Master Plan-Phase II (Ave/Lakeside)	-	250,000	250,000	250,000	250,000	-	1,000,000
E8504	Ave of the Fountains Median Improvements	8,000	1,792,000	-	-	-	-	1,800,000
	<b>TOTAL</b>	<b>\$ 8,000</b>	<b>\$ 2,142,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ 2,900,000</b>
<b><u>Fire &amp; Emergency Projects</u></b>								
F4005	Fire Station 2 Relocation	\$ 140,000	\$ 2,110,000	\$ -	\$ -	\$ -	\$ -	\$ 2,250,000
F4015	Fire Station 1 Renovation	-	495,000	-	-	-	-	495,000
F4025	Portable Live Fire Training Unit	-	160,000	-	-	-	-	160,000
F4026	Emergency Operations Center	-	75,000	-	-	-	-	75,000
F4027	Assistance To Fire Fighters Grant – Radios	-	120,000	-	-	-	-	120,000
	<b>TOTAL</b>	<b>\$ 140,000</b>	<b>\$ 2,960,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,100,000</b>
<b><u>Library, Art and Museum Projects</u></b>								
F4012	Centennial Circle	\$ 75,000	\$ 48,000	\$ -	\$ -	\$ -	\$ -	\$ 123,000
	<b>TOTAL</b>	<b>\$ 75,000</b>	<b>\$ 48,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 123,000</b>
<b><u>General Government Projects</u></b>								
F4002	Street Maintenance Facility Improvements	\$ -	\$ -	\$ -	\$ 2,544,000	\$ -	\$ -	\$ 2,544,000
F4020	Voice & Data Communications Upgrade	100,000	25,000	-	-	-	-	125,000
F4023	Energy Efficiency Program	146,000	35,000	-	-	-	-	181,000
	<b>TOTAL</b>	<b>\$ 246,000</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ 2,544,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,850,000</b>
<b><u>Open Space Projects</u></b>								
O7002	Adero Canyon Trailhead	\$ -	\$ -	\$ -	\$ 1,649,000	\$ 1,063,000	\$ -	\$ 2,712,000
	<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,649,000</b>	<b>\$ 1,063,000</b>	<b>\$ -</b>	<b>\$ 2,712,000</b>
<b><u>Parks &amp; Recreation Projects</u></b>								
P3008	Four Peaks Park Improvements	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
P3011	Fountain Park Improvements	-	-	825,000	675,000	-	-	1,500,000
P3014	New Community Park-Ellman Property	-	-	9,200,000	18,400,000	-	-	27,600,000
P3019	Joint Use School/Town-Fountain Hills High School Site	-	-	75,000	630,000	-	-	705,000
P3020	Joint Use School/Town-McDowell Mountain Site	-	-	75,000	596,000	-	-	671,000
P3022	Fountain Lake Water Quality Improvements	50,000	250,000	-	-	-	-	300,000
P3024	Urban Trail Improvements	-	50,000	20,000	20,000	20,000	20,000	130,000
	<b>TOTAL</b>	<b>\$ 50,000</b>	<b>\$ 350,000</b>	<b>\$ 10,195,000</b>	<b>\$ 20,321,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 30,956,000</b>
<b><u>Street/Sidewalk Projects</u></b>								
S6003	Unpaved Alley Paving Projects	\$ -	\$ 325,000	\$ 190,000	\$ 180,000	\$ -	\$ -	\$ 695,000
S6005	Shea Boulevard Widening	100,000	3,903,000	-	-	-	-	4,003,000
S6008	Pavement Management Program	-	100,000	100,000	100,000	100,000	100,000	500,000
S6010	Saguaro Blvd Reconstruction	-	300,000	7,200,000	-	-	-	7,500,000
S6047	Shea Blvd Multi Use Path	-	50,000	50,000	366,000	-	-	466,000
S6053	Fountain Hills Blvd Shoulder Paving	40,000	65,000	291,000	-	-	-	396,000
S6054	Highway Safety Improvement Program	-	57,000	-	-	-	-	57,000
S6056	Shea Blvd. Eastbound Bike Lane and Overlay	-	651,000	-	-	-	-	651,000
	<b>TOTAL</b>	<b>\$ 140,000</b>	<b>\$ 5,451,000</b>	<b>\$ 7,831,000</b>	<b>\$ 646,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 14,268,000</b>
<b><u>Traffic Signal Projects</u></b>								
T5010	Intelligent Transportation System (ITS)	\$ -	\$ 53,000	\$ 53,000	\$ 1,327,000	\$ -	\$ -	\$ 1,433,000
T5011	Traffic Signal-Palisades & Saguaro Upgrades	-	400,000	-	-	-	-	400,000
	<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 453,000</b>	<b>\$ 53,000</b>	<b>\$ 1,327,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,833,000</b>
<b><u>Contingency</u></b>								
		\$ -	\$ 58,281	\$ 184,050	\$ 268,130	\$ 27,970	\$ 1,200	\$ 539,631
<b>TOTAL PROPOSED CAPITAL PROJECTS</b>		<b>\$ 669,000</b>	<b>\$ 11,587,281</b>	<b>\$ 18,589,050</b>	<b>\$ 27,081,130</b>	<b>\$ 2,824,970</b>	<b>\$ 121,200</b>	<b>\$ 60,872,631</b>



**PROPOSED CAPITAL PROJECTS  
FY12-13 THROUGH FY16-17  
BY FUNDING SOURCE**

Project No.	Project Title	Capital Projects		Excise Tax/Down-Development			General			Total
		Fund	Grants	town Fund	Fees	Developer	Fund	Other	Unfunded	
<b>Stormwater Management/Drainage Projects</b>										
D6030	Ashbrook Wash Channelization Improvements-Bayfield to Del Cambre	\$ 758,000	\$ 758,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,516,000
D6047	Miscellaneous Drainage Improvements	65,000	-	-	-	-	-	-	-	65,000
	<b>TOTAL</b>	<b>\$ 823,000</b>	<b>\$ 758,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,581,000</b>
<b>Downtown Improvement Projects</b>										
E8501	Downtown Vision Master Plan-Phase I (Greening)	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
E8502	Downtown Vision Master Plan-Phase II	-	-	1,000,000	-	-	-	-	-	1,000,000
E8504	Ave of the Fountains Median Improvements	796,000	-	996,000	-	-	-	-	-	1,792,000
	<b>TOTAL</b>	<b>\$ 796,000</b>	<b>\$ 100,000</b>	<b>\$1,996,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,892,000</b>
<b>Fire &amp; Emergency Projects</b>										
F4005	Fire Station 2 Relocation	\$ -	\$ 2,110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,110,000
F4015	Fire Station 1 Renovation	495,000	-	-	-	-	-	-	-	495,000
F4025	Portable Live Fire Training Unit	-	144,000	-	-	-	16,000	-	-	160,000
F4026	Emergency Operations Center	-	75,000	-	-	-	-	-	-	75,000
F4027	Assistance To Fire Fighters Grant – Radios	-	108,000	-	-	-	12,000	-	-	120,000
	<b>TOTAL</b>	<b>\$ 495,000</b>	<b>\$ 2,437,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$28,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,960,000</b>
<b>Library, Art and Museum Projects</b>										
F4012	Centennial Circle	\$ 48,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,000
	<b>TOTAL</b>	<b>\$ 48,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 48,000</b>
<b>General Government Projects</b>										
F4002	Street Maintenance Facility Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,544,000	\$ 2,544,000
F4020	Voice & Data Communications Upgrade	-	-	-	-	-	25,000	-	-	25,000
F4023	Energy Efficiency Program	-	35,000	-	-	-	-	-	-	35,000
	<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$25,000</b>	<b>\$ -</b>	<b>\$ 2,544,000</b>	<b>\$ 2,604,000</b>
<b>Open Space Projects</b>										
O7002	Adero Canyon Trailhead	\$ -	\$ -	\$ -	\$ 1,649,000	\$ -	\$ -	\$ -	\$ 1,063,000	\$ 2,712,000
	<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,649,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,063,000</b>	<b>\$ 2,712,000</b>
<b>Parks &amp; Recreation Projects</b>										
P3008	Four Peaks Park Improvements	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
P3011	Fountain Park Improvements	1,500,000	-	-	-	-	-	-	-	1,500,000
P3014	New Community Park-Ellman Property	-	-	-	-	27,600,000	-	-	-	27,600,000
P3019	Joint Use School/Town-Fountain Hills High School Site	-	-	-	-	-	-	-	705,000	705,000
P3020	Joint Use School/Town-McDowell Mountain Site	-	-	-	-	-	-	-	671,000	671,000
P3022	Fountain Lake Water Quality Improvements	250,000	-	-	-	-	-	-	-	250,000
P3024	Urban Trail Improvements	130,000	-	-	-	-	-	-	-	130,000
	<b>TOTAL</b>	<b>\$ 1,930,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$27,600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,376,000</b>	<b>\$ 30,906,000</b>
<b>Street/Sidewalk Projects</b>										
S6003	Unpaved Alley Paving Projects	\$ 695,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 695,000
S6005	Shea Boulevard Widening	957,000	2,746,000	-	-	200,000	-	-	-	3,903,000
S6008	Pavement Management Program	500,000	-	-	-	-	-	-	-	500,000
S6010	Saguaro Blvd Reconstruction	300,000	-	-	-	-	-	7,200,000	-	7,500,000
S6047	Shea Blvd Multi Use Path	135,000	273,000	-	-	-	-	58,000	-	466,000
S6053	Fountain Hills Blvd Shoulder Paving	101,000	255,000	-	-	-	-	-	-	356,000
S6054	Highway Safety Improvement Program	10,000	47,000	-	-	-	-	-	-	57,000
S6056	Shea Blvd. Eastbound Bike Lane and Overlay	211,000	440,000	-	-	-	-	-	-	651,000
	<b>TOTAL</b>	<b>\$ 2,909,000</b>	<b>\$ 3,761,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$58,000</b>	<b>\$ 7,200,000</b>	<b>\$ 14,128,000</b>
<b>Traffic Signal Projects</b>										
T5010	Intelligent Transportation System (ITS)	\$ 511,000	\$ 922,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,433,000
T5011	Traffic Signal-Palisesades & Saguaro Upgrades	400,000	-	-	-	-	-	-	-	400,000
	<b>TOTAL</b>	<b>\$ 911,000</b>	<b>\$ 922,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,833,000</b>
<b>Contingency</b>										
		\$ 539,631	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 539,631
<b>TOTAL PROPOSED CAPITAL PROJECTS</b>		<b>\$ 8,451,631</b>	<b>\$ 8,013,000</b>	<b>\$1,996,000</b>	<b>\$ 1,649,000</b>	<b>\$27,800,000</b>	<b>\$53,000</b>	<b>\$58,000</b>	<b>\$12,183,000</b>	<b>\$ 60,203,631</b>



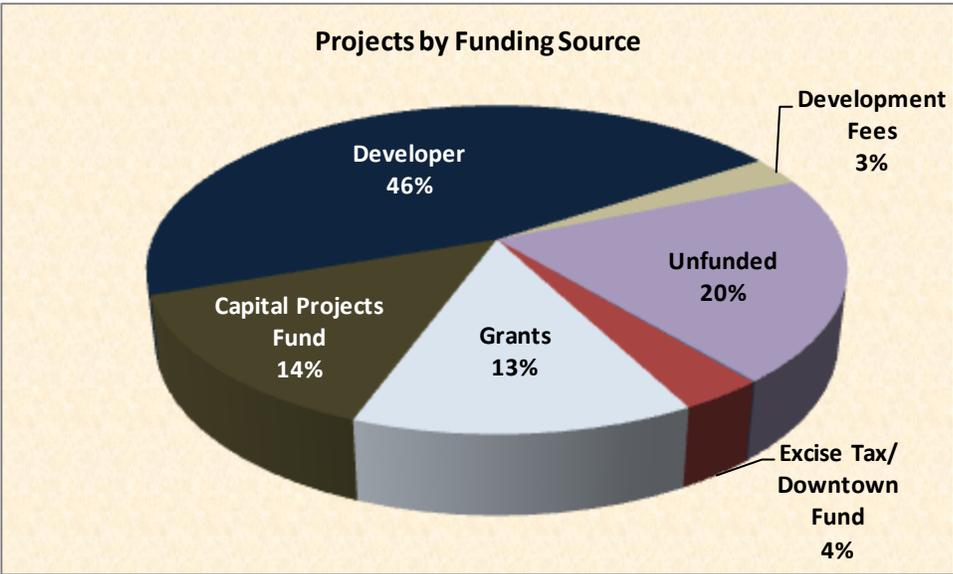
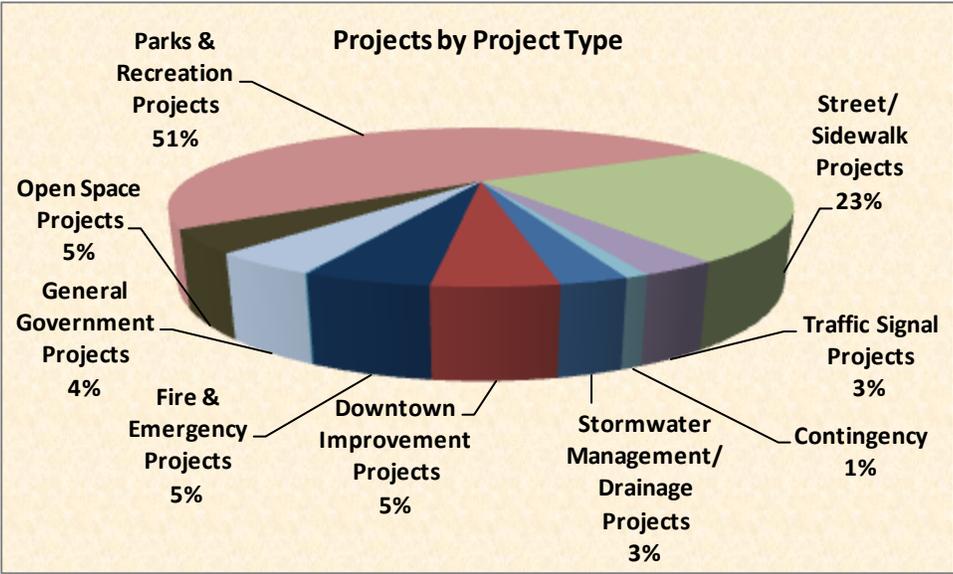
**CAPITAL PROJECTS FIVE YEAR PROJECTION  
REVENUES & PROJECT COSTS**

REVENUES BY SOURCE	FIVE YEAR AVAILABLE FUNDS	FY12-13 Requested	FY13-14 Requested	FY14-15 Requested	FY15-16 Requested	FY16-17 Requested	TOTAL FIVE YEAR PROJECTION	SURPLUS/ DEFICIT
General Fund	\$ 53,000	\$ 53,000	\$ -	\$ -	\$ -	\$ -	\$ 53,000	\$ -
Excise Tax/Downtown Fund	3,359,422	1,246,000	250,000	250,000	250,000	-	1,996,000	1,363,422
Grants	8,013,000	5,805,000	293,000	1,233,000	682,000	-	8,013,000	-
Capital Projects Fund	10,311,553	4,268,281	1,481,050	1,751,130	829,970	121,200	8,451,631	1,859,922
Development Fees:								
Streets	33,220	-	-	-	-	-	-	33,220
Law Enforcement	201,304	-	-	-	-	-	-	201,304
Fire & Emergency	39,667	-	-	-	-	-	-	39,667
Open Space	1,647,146	-	-	1,649,000	-	-	1,649,000	(1,854)
Recreation	5,963	-	-	-	-	-	-	5,963
Library/Museum	42,046	-	-	-	-	-	-	42,046
General Government	527,319	-	-	-	-	-	-	527,319
Developers	27,800,000	200,000	9,200,000	18,400,000	-	-	27,800,000	-
Unfunded	-	-	7,350,000	3,770,000	1,063,000	-	12,183,000	(12,183,000)
Other	58,000	15,000	15,000	28,000	-	-	58,000	-
<b>Total Revenues By Source</b>	<b>\$ 52,091,640</b>	<b>\$ 11,587,281</b>	<b>\$ 18,589,050</b>	<b>\$ 27,081,130</b>	<b>\$ 2,824,970</b>	<b>\$ 121,200</b>	<b>\$ 60,203,631</b>	<b>\$ (8,111,991)</b>

PROJECT COSTS	FY12-13 Requested	FY13-14 Requested	FY14-15 Requested	FY15-16 Requested	FY16-17 Requested	TOTAL FIVE YEAR PROJECTION
Stormwater Management/Drainage Projects	\$ 65,000	\$ 76,000	\$ 76,000	\$ 1,364,000	\$ -	\$ 1,581,000
Downtown Improvement Projects	2,142,000	250,000	250,000	250,000	-	2,892,000
Fire & Emergency Projects	2,960,000	-	-	-	-	2,960,000
Law Enforcement Projects	-	-	-	-	-	-
Library, Art and Museum Projects	48,000	-	-	-	-	48,000
General Government Projects	60,000	-	2,544,000	-	-	2,604,000
Open Space Projects	-	-	1,649,000	1,063,000	-	2,712,000
Parks & Recreation Projects	350,000	10,195,000	20,321,000	20,000	20,000	30,906,000
Street/Sidewalk Projects	5,451,000	7,831,000	646,000	100,000	100,000	14,128,000
Traffic Signal Projects	453,000	53,000	1,327,000	-	-	1,833,000
Contingency	58,281	184,050	268,130	27,970	1,200	539,631
<b>Total Project Costs</b>	<b>\$ 11,587,281</b>	<b>\$ 18,589,050</b>	<b>\$ 27,081,130</b>	<b>\$ 2,824,970</b>	<b>\$ 121,200</b>	<b>\$ 60,203,631</b>



CAPITAL PROJECTS FIVE YEAR PROJECTION



**PROPOSED CAPITAL PROJECTS  
FY12-13 THROUGH FY16-17  
BY YEAR AND FUNDING SOURCE**

Project No.	Project Title/Funding Source	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Source Total	Project Total
D6030	Ashbrook Wash Channelization Improvements-Bayfield to Del Cambre							\$	1,516,000
	Capital Projects Fund	\$ -	\$ -	\$ 38,000	\$ 38,000	\$ 682,000	\$ -	\$ 758,000	
	Grants			38,000	38,000	682,000		758,000	
D6047	Miscellaneous Drainage Improvements								75,000
	Capital Projects Fund	10,000	65,000					75,000	
E8501	Downtown Vision Master Plan-Phase I (Greening)								100,000
	Grants		100,000					100,000	
E8502	Downtown Vision Master Plan-Phase II (Ave/Lakeside)								1,000,000
	Excise Tax/Downtown Fund		250,000	250,000	250,000	250,000		1,000,000	
E8504	Ave of the Fountains Median Improvements								1,800,000
	Capital Projects Fund	4,000	796,000					800,000	
	Excise Tax/Downtown Fund	4,000	996,000					1,000,000	
F4002	Street Maintenance Facility Improvements								2,544,000
	Unfunded				2,544,000			2,544,000	
F4005	Fire Station 2 Relocation								2,250,000
	Capital Projects Fund	140,000						140,000	
	Grants		2,110,000					2,110,000	
F4012	Centennial Circle								123,000
	Capital Projects Fund	75,000	48,000					123,000	
F4015	Fire Station 1 Renovation								495,000
	Capital Projects Fund		495,000					495,000	
F4020	Voice & Data Communications Upgrade								125,000
	General Fund	100,000	25,000					125,000	
F4023	Energy Efficiency Program								181,000
	Grants	146,000	35,000					181,000	
F4025	Portable Live Fire Training Unit								160,000
	General Fund		16,000					16,000	
	Grants		144,000					144,000	
F4026	Emergency Operations Center								75,000
	Grants		75,000					75,000	
F4027	Assistance To Fire Fighters Grant – Radios								120,000
	General Fund		12,000					12,000	
	Grants		108,000					108,000	
O7002	Adero Canyon Trailhead								2,712,000
	Development Fees				1,649,000			1,649,000	
	Unfunded					1,063,000		1,063,000	
P3008	Four Peaks Park Improvements								50,000
	Capital Projects Fund		50,000					50,000	
P3011	Fountain Park Improvements								1,500,000
	Capital Projects Fund			825,000	675,000			1,500,000	
P3014	New Community Park-Ellman Property								27,600,000
	Reimbursements from Developers			9,200,000	18,400,000			27,600,000	
P3019	Joint Use School/Town-Fountain Hills High School Site								705,000
	Unfunded			75,000	630,000			705,000	
P3020	Joint Use School/Town-McDowell Mountain Site								671,000
	Unfunded			75,000	596,000			671,000	
P3022	Fountain Lake Water Quality Improvements								300,000
	Capital Projects Fund	50,000	250,000					300,000	
P3024	Urban Trail Improvements								130,000
	Capital Projects Fund		50,000	20,000	20,000	20,000	20,000	130,000	

The highlights represent project funding through the Town's Capital Improvement Program (CIP).



**PROPOSED CAPITAL PROJECTS  
FY12-13 THROUGH FY16-17  
BY YEAR AND FUNDING SOURCE**

Project No.	Project Title/Funding Source	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Source Total	Project Total
S6003	Unpaved Alley Paving Projects								695,000
	Capital Projects Fund		325,000	190,000	180,000			695,000	
S6005	Shea Boulevard Widening								4,003,000
	Capital Projects Fund	100,000	957,000					1,057,000	
	Grants		2,746,000					2,746,000	
	Reimbursements from Developers		200,000					200,000	
S6008	Pavement Management Program								500,000
	Capital Projects Fund		100,000	100,000	100,000	100,000	100,000	500,000	
S6010	Saguaro Blvd Reconstruction								7,500,000
	Capital Projects Fund		300,000					300,000	
	Unfunded			7,200,000				7,200,000	
S6047	Shea Blvd Multi Use Path								466,000
	Capital Projects Fund		35,000	35,000	65,000			135,000	
	Grants				273,000			273,000	
	Other		15,000	15,000	28,000			58,000	
S6053	Fountain Hills Blvd Shoulder Paving								396,000
	Capital Projects Fund	40,000	65,000	36,000				141,000	
	Grants			255,000				255,000	
S6054	Highway Safety Improvement Program								57,000
	Capital Projects Fund		10,000					10,000	
	Grants		47,000					47,000	
S6056	Shea Blvd. Eastbound Bike Lane and Overlay								651,000
	Capital Projects Fund		211,000					211,000	
	Grants		440,000					440,000	
T5010	Intelligent Transportation System (ITS)								1,433,000
	Capital Projects Fund		53,000	53,000	405,000			511,000	
	Grants				922,000			922,000	
T5011	Traffic Signal-Palisades & Saguaro Upgrades								400,000
	Capital Projects Fund		400,000					400,000	
	Contingency								539,631
	Capital Projects Fund		58,281	184,050	268,130	27,970	1,200	539,631	
<b>TOTAL PROPOSED CAPITAL PROJECTS</b>		<b>\$ 669,000</b>	<b>\$ 11,587,281</b>	<b>\$ 18,589,050</b>	<b>\$ 27,081,130</b>	<b>\$ 2,824,970</b>	<b>\$ 121,200</b>	<b>\$ 60,872,631</b>	<b>\$ 60,872,631</b>

SUMMARY TOTALS BY FUNDING SOURCE

	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Project Total
Capital Projects Fund	\$ 419,000	\$ 4,268,281	\$ 1,481,050	\$ 1,751,130	\$ 829,970	\$ 121,200	\$ 8,870,631
Grants	146,000	5,805,000	293,000	1,233,000	682,000	-	8,159,000
Reimbursements from Developers	-	200,000	9,200,000	18,400,000	-	-	27,800,000
Excise Tax/Downtown Fund	4,000	1,246,000	250,000	250,000	250,000	-	2,000,000
Development Fees	-	-	-	1,649,000	-	-	1,649,000
Unfunded	-	-	7,350,000	3,770,000	1,063,000	-	12,183,000
General Fund	100,000	53,000	-	-	-	-	153,000
Other	-	15,000	15,000	28,000	-	-	58,000
<b>Total</b>	<b>\$ 669,000</b>	<b>\$ 11,587,281</b>	<b>\$ 18,589,050</b>	<b>\$ 27,081,130</b>	<b>\$ 2,824,970</b>	<b>\$ 121,200</b>	<b>\$ 60,872,631</b>

The highlights represent project funding through the Town's Capital Improvement Program (CIP).



---

**This Page  
Intentionally  
Left Blank**



# Capital Projects Information Sheets



**PROJECT TITLE:** Ashbrook Wash Channelization Improvements

**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** D6030

This project will upgrade the channel and culverts along the Ashbrook Wash between Bayfield Drive and Del Cambre Avenue to carry run-off from a 100-year storm event without flooding adjacent residences.

The work is anticipated to include a new culvert at Bayfield Drive (six barrel, 8' x 5' concrete box culvert), a new culvert at Saguaro Boulevard (seven barrel, 10' x 4' concrete box culvert), grading a portion of the channel length, excess vegetation removal, and two segments of masonry flood-wall.

**TOWN GOALS**

**TIMEFRAME:** FY14-16

**YEAR PROJECT BEGAN:** FY13-14

**TOTAL ESTIMATED PROJECT COST:** \$1,516,000

**PROJECT JUSTIFICATION:**

Survey data and hydraulic calculations from the Maricopa County Flood Control District (MCFCD) show that 13 houses and duplex units are susceptible to flooding in the 100-year flood along Ashbrook Wash between Bayfield Drive and Del Cambre Avenue. The MCFCD had deferred its assessment of the Town's 2009 CIP submittal request pending confirmation of the flooding hazard.

Based on this new information, the Town updated and re-submitted its Capital Improvement Program Prioritization Procedure request to the MCFCD. MCFCD staff has recommended approval of the project to their Board of Directors and if approved, the Town and the MCFCD will split the project costs equally, with the MCFCD managing the project's design and construction.

**FUNDING PRIORITY:** High - Prevents Irreparable Damage to Existing Facilities

**FUNDING SOURCES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Engineering			\$76,000	\$76,000			\$152,000
Construction					\$1,364,000		\$1,364,000
Acquisition							
Other							
<b>TOTAL</b>			\$76,000	\$76,000	\$1,364,000		\$1,516,000

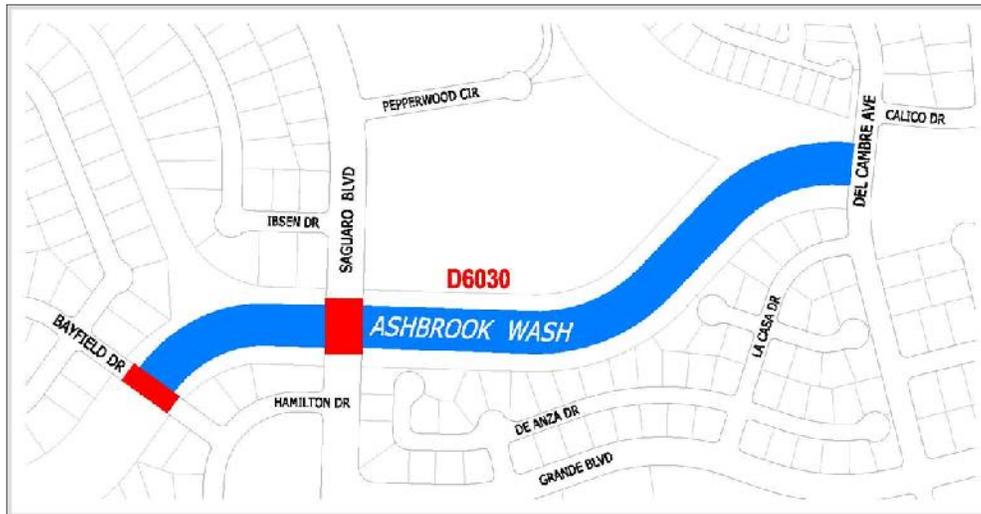
**PROJECT EXPENSES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Capital Proj			\$38,000	\$38,000	\$682,000		\$758,000
Debt Service							
Grant			\$38,000	\$38,000	\$682,000		\$758,000
HURF							
<b>TOTAL</b>			\$76,000	\$76,000	\$1,364,000		\$1,516,000



**OPERATING IMPACT**

<b>CATEGORY</b>	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies						
Other						
<b>TOTAL</b>						



**PROJECT TITLE:** Miscellaneous Drainage Improvements  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** D6047

This project will provide for the construction of new drainage facilities or the extension of existing facilities at locations of future road widening projects so that excess excavated materials may be put in place when available. The project will also provide for the revegetation of these locations.

**TOWN GOALS**

**TIMEFRAME:** FY11-13  
**YEAR PROJECT BEGAN:** FY11-12  
**TOTAL ESTIMATED PROJECT COST:** \$75,000

**PROJECT JUSTIFICATION:**

The Town has worked successfully with municipal, private and utility construction contractors in the past to place excess excavation materials at locations where future Town road widening projects will require fill material. This work is done at no cost to the Town and will save on the costs to fill and compact these areas in the future. The locations where the excess materials can be placed are now limited without constructing or extending drainage culverts. Revegetation is also required in the areas where fill materials are placed to help with erosion and aesthetics.

**FUNDING PRIORITY:** High - Leverage Local Funds

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Capital Proj	\$10,000	65,000					\$75,000
Developer							
General							
HURF							
Grant							
<b>TOTAL</b>	\$10,000	\$65,000					\$75,000

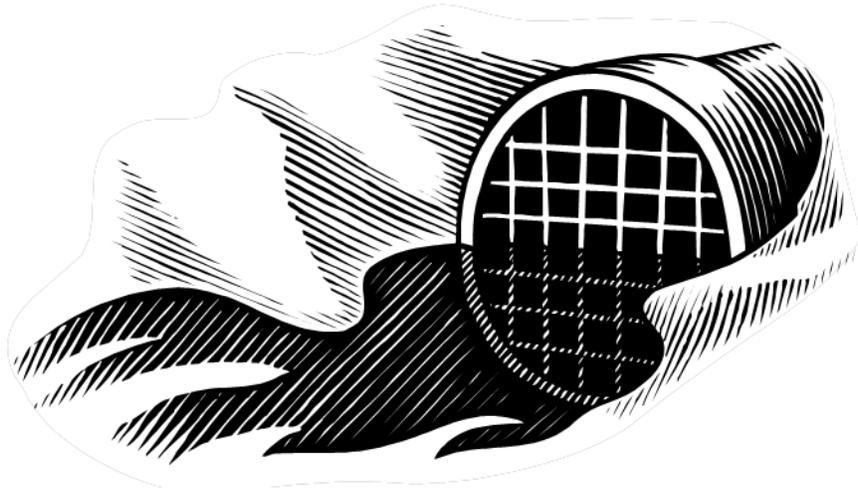
**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Engineering							
Construction	\$10,000	65,000					\$75,000
Acquisition							
Other							
<b>TOTAL</b>	\$10,000	65,000					\$75,000



**OPERATING IMPACT**

<b>CATEGORY</b>	<b>FY12-13</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies						
Other						
<b>TOTAL</b>						



**PROJECT TITLE:** Downtown Vision Master Plan - Phase I (Greening)

**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** E8501

Project is planned to introduce additional trees, and potentially shrubs, to Fountain Park and a number of vacant lots principally in the downtown area. Grant funds and donations will be sought for this work.

**TOWN GOALS**

**TIMEFRAME:** FY12-13

**YEAR PROJECT BEGAN:** FY12-13

**TOTAL ESTIMATED PROJECT COST:** \$100,000

**PROJECT JUSTIFICATION:**

The "Greening of Downtown" was one of the recommendations to come from the Downtown Visioning Master Plan. The "Greening of Downtown" envisioned additional trees and shrubbery for Fountain Park to provide additional shade and aesthetic appeal and the planting of greenery in the Town's privately-owned, large vacant lots in the downtown area.

The source of funding is to be donation driven. The project will include a demonstration planting area on the Park's east side, trees along the sidewalks and paths in and around the Park, and more intensely planted "grove" areas, which are envisioned to include both trees and shrubs. Lastly, additional work that is envisioned included naturalization of the Park islands and a desert wildflower area among others.

**FUNDING PRIORITY:** High - Finishes a Partially Completed Project

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
General							
Capital Proj							
Grant		\$100,000					\$100,000
Developer							
<b>TOTAL</b>		\$100,000					\$100,000

**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Planning							
Design							
Construction		\$100,000					\$100,000
Other							
<b>TOTAL</b>		\$100,000					\$100,000



**OPERATING IMPACT**

<b>CATEGORY</b>	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies		\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
Other						
<b>TOTAL</b>		\$5,000	\$5,000	\$5,000	\$5,000	\$20,000



# Greening of Downtown

A Private and  
Public Cooperative



**PROJECT TITLE:** Downtown Vision Master Plan - Phase II (Avenue/  
Lakeside Project)

**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** E8502

This project may be used as an inducement to reimburse a developer(s) up to \$1 million for construction of Town approved streetscape/sidewalks/road improvements for development of a project or projects in the Lakeside District and/or The Avenue District in alignment with the Downtown Vision Master Plan adopted by Council on 9/17/09 and in alignment with the Downtown Area Specific Plan framework. It may also be used by the Town for streetscape/sidewalks/road improvements/parking studies to induce a developer(s) to develop a project or projects in the above mentioned Districts.

**TOWN GOALS**

**TIMEFRAME:** FY13-16

**YEAR PROJECT BEGAN:** N/A

**TOTAL ESTIMATED PROJECT COST:** \$1,000,000

**PROJECT JUSTIFICATION:**

In FY05-06 and FY06-07, 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 and sidewalks on the north side of the Avenue. Phase II included construction of the streetscape and sidewalks on the south side of the Avenue in front of Town Hall.

In January 2009, the Town of Fountain Hills and the Fountain Hills Chamber of Commerce, embarked on a journey to develop a master plan for downtown Fountain Hills. Swaback Partners was engaged to assist in this project. The process included input in structured group settings. Two different groups, inclusive of community leaders and local constituents, formally assisted in defining the vision - the Project Team and the Focus Group. In addition, the process included numerous public meetings to discuss the project progress, and receive feedback and guidance.

This project will continue the "Avenue of the Fountains Enhancement Project" in the form of an inducement up to \$1,000,000 to reimburse a developer or developers for developing a project(s) in the Lakeside District or The Avenue District in alignment with the Downtown Vision Master Plan. It may also be in the form of a Town project to induce a development. The Town Council would formalize the reimbursement or inducement through an adopted Development Agreement which would outline the conditions of the reimbursements or inducements.

**FUNDING PRIORITY:** High - Town Council Priority

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Excise Tax		\$250,000	\$250,000	\$250,000	\$250,000		\$1,000,000
Capital Proj							
Grant							
Developer							
General							
<b>TOTAL</b>		\$250,000	\$250,000	\$250,000	\$250,000		\$1,000,000



**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Planning							
Design							
Construction							
Other		\$250,000	\$250,000	\$250,000	\$250,000		\$1,000,000
<b>TOTAL</b>		\$250,000	\$250,000	\$250,000	\$250,000		\$1,000,000

**OPERATING IMPACT**

<b>CATEGORY</b>	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies						
Other						
<b>TOTAL</b>						



**PROJECT TITLE:** Avenue of the Fountains Median Improvements

**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** E8504

This project will include improvements to the median along the Avenue of the Fountains from Saguaro Boulevard to La Montana to provide a more vibrant and pedestrian friendly downtown area as well as provide areas for special events.

**TOWN GOALS**

**TIMEFRAME:** FY12-13

**YEAR PROJECT BEGAN:** FY11-12

**TOTAL ESTIMATED PROJECT COST:** \$1,800,000

**PROJECT JUSTIFICATION:**

The Avenue of the Fountains median between Saguaro Boulevard and La Montana is utilized for numerous community events throughout the year. Due to its age and use, the median area is in need of improvements including but not limited to the replacement of trees, curbing, brick pavers, irrigation systems, electrical systems and resurfacing/replacement of the fountains.

**FUNDING PRIORITY:** Medium - Provides Maintenance of Existing Systems

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
General							
Capital Proj	\$4,000	\$796,000					\$800,000
Grant							
Excise Tax	\$4,000	\$996,000					\$1,000,000
Debt Service							
<b>TOTAL</b>	\$8,000	\$1,792,000					\$1,800,000

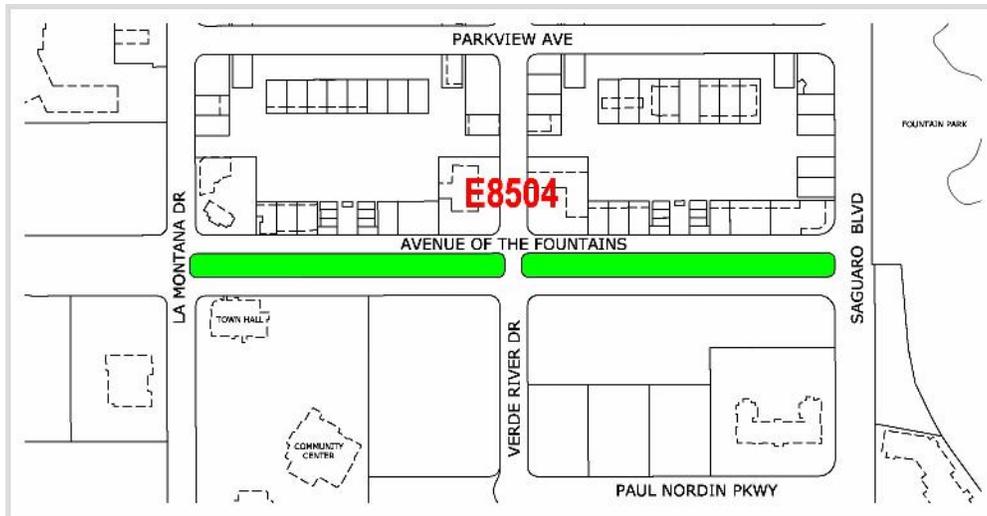
**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Planning	\$8,000	\$12,000					\$20,000
Design		\$180,000					\$180,000
Construction		\$1,600,000					\$1,600,000
Other							
<b>TOTAL</b>	\$8,000	\$1,792,000					\$1,800,000



**OPERATING IMPACT**

<b>CATEGORY</b>	<b>FY12-13</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies						
Other	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$5,000
<b>TOTAL</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$5,000</b>



**PROJECT TITLE:** Street Maintenance Facility Improvements  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** F4002

This project will provide new office, shop and storage space for the Streets Maintenance Division of Development Services through build-out.

**TOWN GOALS**

**TIMEFRAME:** FY14-15

**YEAR PROJECT BEGAN:** FY14-15

**TOTAL ESTIMATED PROJECT COST:** \$2,544,000

**PROJECT JUSTIFICATION:**

The current Streets Maintenance Facility is not adequately sized or configured for day to day operations. The proposed facility improvements will allow for functional and efficient operations throughout build-out. Staff currently utilizes a 15' x 70' mobile home trailer that was brought to the site in 1993 as a temporary facility.

The estimated cost of the improvements is \$2,544,000 which includes design and construction per the Streets Operations Yard 2009 Master Plan.

**FUNDING PRIORITY:** Medium - Results in Increased Efficiency

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Capital Proj							
Debt Service							
Grant							
Unfunded				\$2,544,000			\$2,544,000
<b>TOTAL</b>				\$2,544,000			\$2,544,000

**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Planning							
Design				\$424,000			\$424,000
Construction				\$2,120,000			\$2,120,000
<b>TOTAL</b>				\$2,544,000			\$2,544,000



**OPERATING IMPACT**

<b>CATEGORY</b>	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies						
Other						
<b>TOTAL</b>						



**PROJECT TITLE:** Fire Station 2 Relocation  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** F4005

Construction of a new 6,000 sq. ft. fire station on/near Shea between Fountain Hills Boulevard and Palisades Boulevard This station will replace the existing fire station on Saguaro Boulevard, south of Shea Boulevard. The project includes engineering, design, and construction.

**TOWN GOALS**

**TIMEFRAME:** FY05-13

**YEAR PROJECT BEGAN:** FY04-05

**TOTAL ESTIMATED PROJECT COST:** \$2,250,000

**PROJECT JUSTIFICATION:**

The Fire Department has 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: response times, emergency unit coverage, Town owned property, (cost), and site requiring little or no Planning & Zoning or Council action.

Five minute response 90% (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 Town Fire Sprinkler Ordinance of 1996.

The new fire station location on Shea Boulevard 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 station 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 future needs or sold and funds returned to the CIP fund. This Study has been under review and development since 2003.

**FUNDING PRIORITY:** Medium - Results in Increased Efficiency

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Capital Proj	\$140,000						\$140,000
Debt Service							
Grant		\$2,110,000					\$2,110,000
Unfunded							
<b>TOTAL</b>	\$140,000	\$2,110,000					\$2,250,000



**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Planning							
Design	\$140,000	\$140,000					\$280,000
Construction		\$1,970,000					\$1,970,000
<b>TOTAL</b>	\$140,000	\$2,110,000					\$2,250,000

**OPERATING IMPACT**

<b>CATEGORY</b>	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies						
Other						
<b>TOTAL</b>						



**PROJECT TITLE:** Centennial Circle

**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** F4012

This project includes the installation of brick pavers and landscaping elements at the Civic Center courtyard area to allow various events to be held there and to improve the appearance.

**TOWN GOALS**

**TIMEFRAME:** FY11-13

**YEAR PROJECT BEGAN:** FY11-12

**TOTAL ESTIMATED PROJECT COST:** \$123,000

**PROJECT JUSTIFICATION:**

The original Civic Center project included a center courtyard event plaza between the Community Center and the Library/Museum. Due to escalations in construction costs, the event plaza was not completed. The plaza currently has a gravel surface which is not ADA compliant and cannot be utilized for events.

The plaza was envisioned and designed with a surface area of brick pavers. The intended use was for an event space managed by the Community Center staff as a revenue source as well as a public space for citizens and visitors to enjoy the arts.

The project is estimated at \$123,000 and would complete the brick paver surface, trees, plants, irrigation and electrical upgrades which would allow the plaza to be more fully utilized.

**FUNDING PRIORITY:** Low - Provides an Expanded Level of Service

**FUNDING SOURCES**

<b>FUND TYPE</b>	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Grant							
Capital Proj	\$75,000	\$48,000					\$123,000
General							
HURF							
Developer							
<b>TOTAL</b>	\$75,000	\$48,000					\$123,000



**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Planning							
Design							
Construction	\$75,000	\$48,000					\$123,000
Other							
<b>TOTAL</b>	\$75,000	\$48,000					\$123,000

**OPERATING IMPACT**

<b>CATEGORY</b>	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$5,000
Other						
<b>TOTAL</b>	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$5,000



**PROJECT TITLE:** Fire Station 1 Renovation  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** F4015

This project will provide a 1,500 square foot addition for five bunkrooms, a shower room and storage space. This will be a one story addition to the north side of the existing building. The existing double wide trailer utilized for the ambulance crew will be tested for asbestos and demolished. This space will be converted to parking to replace the parking space used for the addition. The ambulance crew will be relocated to the existing living space.

**TOWN GOALS**

**TIMEFRAME:** FY12-13  
**YEAR PROJECT BEGAN:** FY12-13  
**TOTAL ESTIMATED PROJECT COST:** \$495,000

**PROJECT JUSTIFICATION:**

1. The existing station has a 12' X 20' sleeping space for five firefighters, a 12' X 12' captain's office/sleeping space and non-ADA compliant washroom/shower.
2. No female space.
3. Lack of station storage.
4. Existing external trailer, which houses the 2 person ambulance crew, is in deplorable condition ( the floor could collapse ) and is extremely expensive to power and cool, will be razed and removed. This area will be converted to parking space.
5. The existing living space in the station will be converted for the ambulance crew. The bathroom/shower will be used for this crew.
6. Storage will be added to the existing space.
7. An opportunity to introduce energy efficiency technology to save on utility costs will then exist.

**FUNDING PRIORITY:** High - Prevents Irreparable Damage to Existing Facilities

**FUNDING SOURCES**

<b>FUND TYPE</b>	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Debt Service							
Capital Proj		\$495,000					\$495,000
Grant							
Unfunded							
<b>TOTAL</b>		\$495,000					\$495,000



**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Planning							
Design		\$75,000					\$75,000
Construction		\$420,000					\$420,000
Other							
<b>TOTAL</b>		\$495,000					\$495,000

**OPERATING IMPACT**

CATEGORY	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Salaries & Benefits						
Services & Supplies		\$1,000	\$2,000	\$2,000	\$2,000	\$7,000
Other						
<b>TOTAL</b>		\$1,000	\$2,000	\$2,000	\$2,000	\$7,000



**PROJECT TITLE:** Voice & Data Communications Upgrade  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** F4020

Replace network equipment at the Civic Center (Town Hall and Community Center) with expansion to two fire stations and street yard in following years. Implementation of a voice over internet protocol (VOIP) telephone system.

**TOWN GOALS**

**TIMEFRAME:** FY06-13  
**YEAR PROJECT BEGAN:** FY05-06  
**TOTAL ESTIMATED PROJECT COST:** \$125,000

**PROJECT JUSTIFICATION:**

Existing network hardware has exceeded life expectancy and is no longer supported by the manufacturer.

Existing voice communication hardware has also reached its end of life and replacement parts are extremely hard to acquire. Replacement of existing equipment will minimize threat of hardware failures, increase network capacity, and improve efficiency of staff with features like unified messaging, remote office capabilities, and improved call routing while leveraging existing technology systems.

**FUNDING PRIORITY:** High - Prevents Irreparable Damage to Existing Facilities

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
General	\$100,000	\$25,000					\$125,000
Debt Service							
Capital Proj							
HURF							
Grant							
<b>TOTAL</b>	\$100,000	\$25,000					\$125,000

**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Planning	\$10,000						\$10,000
Acquisition	\$90,000	\$25,000					\$115,000
Construction							
Other							
<b>TOTAL</b>	\$100,000	\$25,000					\$125,000



**OPERATING IMPACT**

<b>CATEGORY</b>	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies						
Other	\$13,500	\$17,500	\$17,500	\$17,500	\$17,500	\$83,500
<b>TOTAL</b>	\$13,500	\$17,500	\$17,500	\$17,500	\$17,500	\$83,500



**PROJECT TITLE:** Energy Efficiency Program  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** F4023

The Town received an energy efficiency and conservation grant totaling \$146,000. The funds will be used to implement energy efficiency measures by upgrading the current energy management system computer program. The Town may also be eligible to receive rebates from SRP in the amount of \$35,000, for a total project cost of \$181,000.

**TOWN GOALS**

**TIMEFRAME:** FY11-13  
**YEAR PROJECT BEGAN:** FY10-11  
**TOTAL ESTIMATED PROJECT COST:** \$181,000

**PROJECT JUSTIFICATION:**

The project is a three-tiered program that will update some of the high-energy use equipment currently in operation within Town-owned buildings. Tier one of the project was to conduct a level two energy audit that helped identify areas for increased efficiency. The energy audit identified our current Energy Management System and HVAC systems as the items with the most potential for energy and cost savings.

Currently the Town Center Complex runs heating and cooling operations with two separate, manually run, Energy Management Systems. The two separate systems are not compatible and do not communicate with each other. The Town will be replacing the current system with a single system that is automated and can adjust heating and cooling when needed. Along with the Energy Management System upgrades, we will be adding seven separate mini-split cooling units to the IT server rooms and telecommunications rooms at Town Hall, Community Center and Library. Currently these rooms are being cooled by units that also handle office areas and meeting rooms thereby needlessly cooling them. The temperatures in the IT rooms are kept at a much lower level to protect the equipment from overheating.

The final tier of the program will use any remaining funds to retrofit designated Town-owned buildings with more energy efficient products such as lighting, window tinting, etc.

**FUNDING PRIORITY:** Medium - Results in Increased Efficiency

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Grant	\$146,000	\$35,000					\$181,000
Capital Proj							
HURF							
<b>TOTAL</b>	\$146,000	\$35,000					\$181,000



**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Planning	\$9,500						\$9,500
Design							
Construction	\$136,500	\$35,000					\$171,500
<b>TOTAL</b>	\$146,000	\$35,000					\$181,000

**OPERATING IMPACT**

<b>CATEGORY</b>	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies						
Other						
<b>TOTAL</b>						



**PROJECT TITLE:** Portable Live Training Unit  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** F4025

The Fountain Hills Fire Department will be applying for a regional (Rio Verde, Fort McDowell and Salt River Fire Departments) Assistance to Firefighters Grant for a portable Live Fire Training Unit. This grant is a 90% Federal grant with a 10% local match. Fountain Hills and Rio Verde would split the matching funds and either Fort McDowell or Salt River will donate a site to locate the training unit.

**TOWN GOALS**

**TIMEFRAME:** FY12-13  
**YEAR PROJECT BEGAN:** FY12-13  
**TOTAL ESTIMATED PROJECT COST:** \$160,000

**PROJECT JUSTIFICATION:**

This grant will serve a two-fold purpose: better trained firefighters, which will provide each department the ability to protect lives and property in our communities for years to come, and most importantly, better trained firefighters are safer firefighters which in turn could prevent injuries.

**FUNDING PRIORITY:** High - Protects Health & Safety of the Town

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
General		\$16,000					\$16,000
Grant		\$144,000					\$144,000
Capital Proj							
<b>TOTAL</b>		\$160,000					\$160,000

**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Planning							
Design							
Construction							
Acquisition		\$160,000					\$160,000
<b>TOTAL</b>		\$160,000					\$160,000



**OPERATING IMPACT**

<b>CATEGORY</b>	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies						
Other						
<b>TOTAL</b>						



**PROJECT TITLE:** Joint Use School / Town Park - McDowell Mountain Site

**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** P3020

Develop McDowell Mountain Elementary School property to include a large open turf area with irrigation for athletic practices and programs.

**TOWN GOALS**

**TIMEFRAME:** FY14-15

**YEAR PROJECT BEGAN:** FY13-14

**TOTAL ESTIMATED PROJECT COST:** \$671,000

**PROJECT JUSTIFICATION:**

The Town Council, School Board and Parks and Recreation Commission all recommended approval of the two (2) Joint Use Parks at Fountain Hills High School and McDowell Mountain Elementary school.

Development of Town parks on School District property keeps the Town from having to acquire new land and helps meet the needs of both the Town and School District.

By creating construction documents in FY13-14, the Town would be in a much better position to apply for grants or potential stimulus funding that may be available for development. Then the Town could quickly transition into construction when funding becomes available. Staff is proposing that construction documents for both P3019 and P3020 be done together (\$150,000) due to an economy of scale applied by the landscape architect, potentially creating a savings to the Town on each project.

FHUSD has indicated that they may have funding available in future years to assist in the completion of this project.

**FUNDING PRIORITY:** Medium - Maintains Existing Service Level

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
General							
Capital Proj							
Grant							
Unfunded			\$75,000	\$596,000			\$671,000
<b>TOTAL</b>			\$75,000	\$596,000			\$671,000

**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Planning							
Design			\$75,000	\$10,000			\$85,000
Construction				\$586,000			\$586,000
<b>TOTAL</b>			\$75,000	\$596,000			\$671,000



**OPERATING IMPACT**

<b>CATEGORY</b>	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies			\$5,000	\$5,000	\$5,000	\$15,000
Other						
<b>TOTAL</b>			\$5,000	\$5,000	\$5,000	\$15,000



**PROJECT TITLE:** Emergency Operations Center

**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** F4026

**TOWN GOALS**

This project will improve the unfinished space adjacent to Town Council Chambers into an Emergency Operations Center (EOC). This room will become the primary center for emergency staff to operate in the event of a Town or Region-wide emergency.

**TIMEFRAME:** FY12-13

**YEAR PROJECT BEGAN:** FY12-13

**TOTAL ESTIMATED PROJECT COST:** \$75,000

**PROJECT JUSTIFICATION:**

Currently the Town EOC is set up in the Council Chambers when needed. This area is an open space that does not lend itself to security and inter-operability with all the personnel and agencies that must operate within this space during a declared emergency.

This proposed EOC would be the central location for communication equipment, emergency operations manuals and material, phone banks, and computer terminals. Staff will explore grant opportunities to fund the project.

**FUNDING PRIORITY:** High - Prevents Irreparable Damage to Existing Facilities

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Excise Tax							
Debt Service							
Grant		\$75,000					\$75,000
HURF							
<b>TOTAL</b>		\$75,000					\$75,000

**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Planning							
Design		\$10,000					\$10,000
Construction		\$65,000					\$65,000
<b>TOTAL</b>		\$75,000					\$75,000



**OPERATING IMPACT**

<b>CATEGORY</b>	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies				\$1,000	\$1,000	\$2,000
Other						
<b>TOTAL</b>				\$1,000	\$1,000	\$2,000



**PROJECT TITLE:** Assistance to Firefighters Grant / Radios  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** F4027

Fountain Hills continues to move to a regional automatic aid communication system. We have committed, through grants which we have received the past three years, to upgrade our VHF portable and mobile radios, and added 800 MHz mobile radios to our apparatus. This grant will purchase 12 portable VHF/700-800 MHz radios, 2 base station radios, and battery chargers. This grant is a 90% Federal grant with a 10% Town match.

**TOWN GOALS**

**TIMEFRAME:** FY12-13  
**YEAR PROJECT BEGAN:** FY12-13  
**TOTAL ESTIMATED PROJECT COST:** \$120,000

**PROJECT JUSTIFICATION:**

This grant will serve a two-fold purpose: better trained firefighters, which will provide each department the ability to protect lives and property in our communities for years to come, and most importantly, better trained firefighters are safer firefighters which in turn could prevent injuries.

**FUNDING PRIORITY:** High - Protects Health & Safety of the Town

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
General		\$12,000					\$12,000
Grant		\$108,000					\$108,000
Capital Proj							
<b>TOTAL</b>		\$120,000					\$120,000

**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Planning							
Design							
Construction							
Acquisition		\$120,000					\$120,000
<b>TOTAL</b>		\$120,000					\$120,000



**OPERATING IMPACT**

<b>CATEGORY</b>	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies						
Other						
<b>TOTAL</b>						



**PROJECT TITLE:** Adero Canyon Trailhead  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** 07002

This access and trailhead will be the main entrance into the Town's McDowell Mountain Preserve and would provide the public with a large parking area, trail access and information, restrooms, a shade ramada and drinking water. Parking for up to two buses will be provided on the site for the potential use of the local school district to conduct on-site environmental classes. The site would be designed to meet ADA requirements.

**TOWN GOALS**

**TIMEFRAME:** FY15-16  
**YEAR PROJECT BEGAN:** FY14-15  
**TOTAL ESTIMATED PROJECT COST:** \$2,712,000

**PROJECT JUSTIFICATION:**

This entrance would be the sole means by which people would be able to access the McDowell Mountain Preserve from the south without walking through existing MCO private property. The site has been planned for a number of years with a master plan for development.

The timing of this project has been moved to FY14-15 to better reflect the realities of MCO's development schedule for the Adero Canyon development and the construction of the planned access road by MCO, which would serve as the means by which access to the trailhead site would be gained for the construction of the trailhead.

Currently, MCO does not have a target date for when the Adero Canyon development might commence. The trailhead site, once completed, will be ADA compliant and provide access to the complete Preserve and its trail system which has already been constructed.

**FUNDING PRIORITY:** Low-Provides an Expanded level of Service

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
General							
Capital Proj							
Grant							
Dev Fees				\$1,649,000			\$1,649,000
Unfunded					\$1,063,000		\$1,063,000
<b>TOTAL</b>				\$1,649,000	\$1,063,000		\$2,712,000

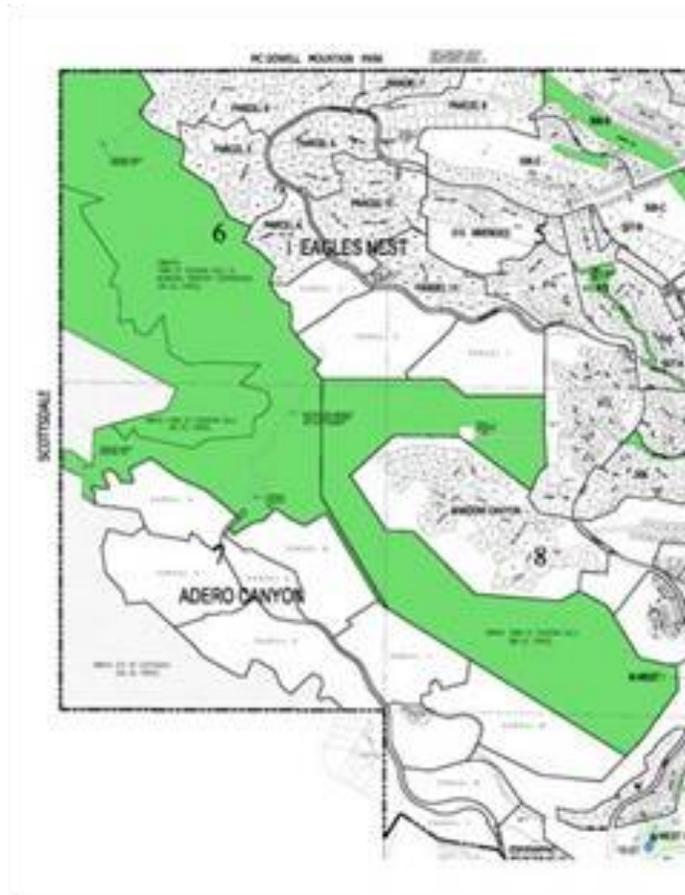


**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Planning							
Design				\$300,000			\$300,000
Construction				\$1,349,000	\$1,063,000		\$2,412,000
Other							
<b>TOTAL</b>				\$1,649,000	\$1,063,000		\$2,712,000

**OPERATING IMPACT**

<b>CATEGORY</b>	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Salaries & Benefits				\$10,000	\$10,000	\$20,000
Services & Supplies				\$10,000	\$10,000	\$20,000
Other						
<b>TOTAL</b>				\$20,000	\$20,000	\$40,000



**PROJECT TITLE:** Four Peaks Park Improvements  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** P3008

Future improvements to Four Peaks Park will focus on the 11 acres immediately adjacent to Four Peaks Elementary School and the Boys and Girls Club - McKee Branch. When the Town acquired the parcel from the Fountain Hills Unified School District in 2001, it was anticipated that improvements would occur within the next few years as the facilities were aging. Parking, sidewalk connectivity, and landscaping are just some of the areas that will be improved, along with additional recreational amenities as determined through public meetings.

**TOWN GOALS**

**TIMEFRAME:** FY13-19  
**YEAR PROJECT BEGAN:** FY12-13  
**TOTAL ESTIMATED PROJECT COST:** \$2,700,000

**PROJECT JUSTIFICATION:**

The Four Peaks Park master plan needs to be updated to reflect the changing recreational needs of the community since the original master plan was approved in 2001. For example, the Skate Park was originally included in the Four Peaks Park master plan, but that facility has since been included in the Desert Vista Park master plan and built at that park. Additionally, a roller hockey rink was planned for Four Peaks Park, but the popularity of the sport has declined locally and the facility is no longer necessary. By updating the master plan in FY12-13, the Town would be in a much better position to apply for grants or potential stimulus funding that may be available for development. With an updated and approved master plan, the Town could quickly transition into detailed design and construction documents, and ultimately construction when funding becomes available. Design and construction of the improvement are estimated at \$2,650,000 and will be contingent upon grant funding.

Improvements to this park will fill immediate recreational needs, due to the fact that much of the park has been developed or improved in the past 10-15 years. It is anticipated that the master plan would focus on the 11 acres immediately adjacent to the elementary school and Boys and Girls Club - McKee Branch. Improvements would likely have a positive impact on the surrounding neighborhood and bring the park up to the standards of the Town's other municipal parks.

**FUNDING PRIORITY:** Medium - Maintains Existing Service Level

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Capital Proj		\$50,000					\$50,000
Excise Tax							
Grant							
Developer							
General							
<b>TOTAL</b>		\$50,000					\$50,000



**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Planning		\$50,000					\$50,000
Design							
Construction							
Other							
<b>TOTAL</b>		\$50,000					\$50,000

**OPERATING IMPACT**

<b>CATEGORY</b>	FY12-13	FY12-13	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies						
Other						
<b>TOTAL</b>						



**PROJECT TITLE:** Fountain Park Improvements  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** P3011

Remaining improvements to Fountain Park include renovation of the east parking lot with lights, low level lighting of interior and exterior sidewalks, monument signage, and amphitheater area lighting and staging for day and evening events.

**TOWN GOALS**

**TIMEFRAME:** FY14-15

**YEAR PROJECT BEGAN:** FY13-14

**TOTAL ESTIMATED PROJECT COST:** \$1,500,000

**PROJECT JUSTIFICATION:**

Fountain Park has undergone several phases of improvements since the Town acquired the Park in 1997. All improvements are being done in conjunction with the approved Park master plan and will help keep Fountain Park the signature facility in Fountain Hills. These items represent the final improvements to the Park as outlined in the most recent master plan, which was approved in 1999.

**FUNDING PRIORITY:** High - Finishes a Partially Completed Project

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
General							
Capital Proj			\$825,000	\$675,000			\$1,500,000
Grant							
Developer							
<b>TOTAL</b>			\$825,000	\$675,000			\$1,500,000

**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Planning							
Design			\$150,000				\$150,000
Construction			\$675,000	\$675,000			\$1,350,000
Other							
<b>TOTAL</b>			\$825,000	\$675,000			\$1,500,000

**OPERATING IMPACT**

CATEGORY	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Salaries & Benefits			\$22,725	\$22,725	\$22,725	\$68,175
Services & Supplies			\$28,300	\$28,300	\$28,300	\$84,900
Other						
<b>TOTAL</b>			\$51,025	\$51,025	\$51,025	\$153,075





**PROJECT TITLE:** New Community Park - Ellman Property  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** P3014

Design and development of 19 acres of community park in the Ellman Company property in northern Fountain Hills. There will be an additional 27 acre neighborhood park in the development across the street from the Community Park. The two parks will have community and neighborhood park amenities appropriate for each site.

**TOWN GOALS**

**TIMEFRAME:** FY14-15  
**YEAR PROJECT BEGAN:** FY13-14  
**TOTAL ESTIMATED PROJECT COST:** \$27,600,000

**PROJECT JUSTIFICATION:**

The Town of Fountain Hills is deficient in the number of acres for both community and neighborhood parks according to national guidelines from the National Recreation and Parks Association (NRPA).

This park will help to bring the Town within acceptable minimal guidelines for community parks and closer to the minimal guidelines on neighborhood park acreages based on the Town's population.

Development of the parks is also included in the General Plan as recommended at the time of annexation of the State Trust Land. The cost to develop the two parks is computed as follows: Acquisition - \$200,000 per acre and Development - \$400,000 per acre for a combined total of \$600,000 per acre. Based on a total of 46 acres X \$600,000 would equal \$27,600,000 for both acquisition and development. Design and construction of this project is the responsibility of the developer.

**FUNDING PRIORITY:** Medium - Maintains Existing Service Level

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
General							
Capital Proj							
Grant							
Developer			\$9,200,000	\$18,400,000			\$27,600,000
<b>TOTAL</b>			\$9,200,000	\$18,400,000			\$27,600,000

**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Planning							
Design							
Acquisition			\$9,200,000	\$18,400,000			\$27,600,000
Construction							
<b>TOTAL</b>			\$9,200,000	\$18,400,000			\$27,600,000



**OPERATING IMPACT**

<b>CATEGORY</b>	<b>FY12-13</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>TOTAL</b>
Salaries & Benefits			\$200,000	\$200,000	\$200,000	\$600,000
Services & Supplies			\$150,000	\$150,000	\$150,000	\$450,000
Other			\$50,000			\$50,000
<b>TOTAL</b>			<b>\$400,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$1,100,000</b>



**PROJECT TITLE:** Joint Use School / Town Park - Fountain Hills High School Site

**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** P3019

Develop Fountain Hills High School property to include a large open turf area with irrigation for athletic practices and programs.

**TOWN GOALS**

**TIMEFRAME:** FY14-15

**YEAR PROJECT BEGAN:** FY13-14

**TOTAL ESTIMATED PROJECT COST:** \$705,000

**PROJECT JUSTIFICATION:**

The Town Council, School Board and Parks and Recreation Commission all recommended approval of the two (2) Joint Use Parks at Fountain Hills High School and McDowell Mountain Elementary school.

Development of Town parks on School District property keeps the Town from having to acquire new land and helps meet the needs of both the Town and School District.

The Estimate of Probable Construction Costs was provided by Olsson Associates in 2007.

By creating construction documents in FY13-14, the Town would be in a much better position to apply for grants or potential stimulus funding that may be available for development. Then the Town could quickly transition into construction when funding becomes available. Staff is proposing that construction documents for both P3019 and P3020 be done together (\$150,000) due to an economy of scale applied by the landscape architect, potentially creating a savings to the Town on each project.

**FUNDING PRIORITY:** Medium - Maintains Existing Service Level

**FUNDING SOURCES**

<b>FUND TYPE</b>	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
General							
Capital Proj							
Grant							
Developer							
Unfunded			\$75,000	\$630,000			\$705,000
<b>TOTAL</b>			\$75,000	\$630,000			\$705,000



**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Planning							
Design			\$75,000	\$10,000			\$85,000
Construction				\$620,000			\$620,000
Other							
<b>TOTAL</b>			\$75,000	\$630,000			\$705,000

**OPERATING IMPACT**

<b>CATEGORY</b>	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies			\$5,000	\$5,000	\$5,000	\$15,000
Other						
<b>TOTAL</b>			\$5,000	\$5,000	\$5,000	\$15,000



**PROJECT TITLE:** Fountain Lake Water Quality Improvements  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** P3022

This project will help improve water quality in Fountain Lake by developing a comprehensive water quality management program.

**TOWN GOALS**

**TIMEFRAME:** FY12-13  
**YEAR PROJECT BEGAN:** FY11-12  
**TOTAL ESTIMATED PROJECT COST:** \$300,000

**PROJECT JUSTIFICATION:**

Fountain Lake serves as the centerpiece of the Town activities. The total lake area is approximately 29 acres and receives reclaimed wastewater with a high nutrient concentration. Over the years the lake has experienced episodes of low oxygen levels, occasional algae blooms, unpleasant odors and even fish die off.

Meetings are being held between the Town and the Sanitary District to help determine the extent and funding levels needed to further improve the lake's water quality in the future. A comprehensive water quality management program is anticipated to be completed by a consultant in FY11-12. Future improvements to help "mix" the lake may be required with estimated funding shown in FY12-13.

**FUNDING PRIORITY:** Medium - Maintains Existing Service Level

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Capital Proj	\$50,000	\$250,000					\$300,000
General							
Grant							
Developer							
HURF							
<b>TOTAL</b>	\$50,000	\$250,000					\$300,000

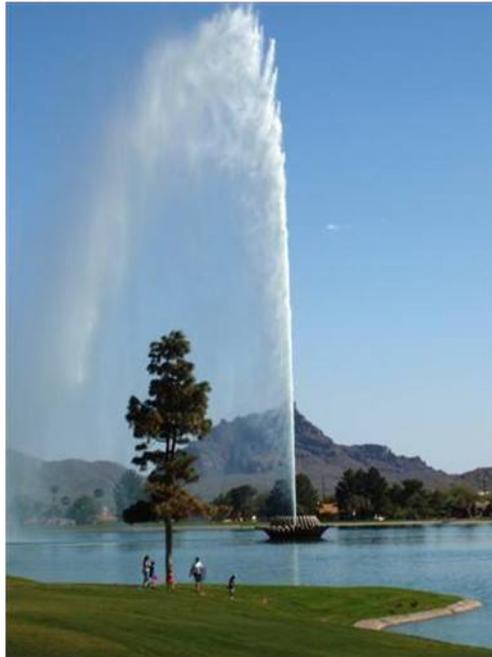
**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Planning	\$50,000						\$50,000
Design							
Construction		\$250,000					\$250,000
<b>TOTAL</b>	\$50,000	\$250,000					\$300,000



**OPERATING IMPACT**

<b>CATEGORY</b>	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies						
Other						
<b>TOTAL</b>						



**PROJECT TITLE:** Urban Trail Improvements  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** P3024

Work to include the planning of both Phase II and III of the Urban Trail Plans and the continued implementation of the trails plan. Design work will include the work on Phases II and III. This design will also include work to complete a number of gaps in the Urban Trail Plan where sections of sidewalks are needed and will include street striping and signage along the routes.

**TOWN GOALS**

**TIMEFRAME:** FY12-17  
**YEAR PROJECT BEGAN:** FY12-13  
**TOTAL ESTIMATED PROJECT COST:** \$130,000

**PROJECT JUSTIFICATION:**

Phase I has been budgeted and will be implemented in FY11-12. The proposed remaining work will complete the remaining two phases of the Urban Trail Plan. The Urban Trail Plan and its implementation was one of the goals set by the Council in FY11-12. This work will complete the plan.

**FUNDING PRIORITY:** Low - Provides an Expanded Level of Service

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Capital Proj		\$50,000	\$20,000	\$20,000	\$20,000	\$20,000	\$130,000
General							
Grant							
Developer							
HURF							
<b>TOTAL</b>		\$50,000	\$20,000	\$20,000	\$20,000	\$20,000	\$130,000

**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Planning							
Design		\$19,000					\$19,000
Construction		\$31,000	\$20,000	\$20,000	\$20,000	\$20,000	\$111,000
Other							
<b>TOTAL</b>		\$50,000	\$20,000	\$20,000	\$20,000	\$20,000	\$130,000



**OPERATING IMPACT**

<b>CATEGORY</b>	<b>FY12-13</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies						
Other	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$5,000
<b>TOTAL</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$5,000</b>



**PROJECT TITLE:** Unpaved Alley Paving Projects  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** S6003

This project involves paving a number of unpaved alleys throughout the Town. The paving project is divided into five phases as follows:

- Phase I: 1,400 LF from Panorama to Colony - Completed
- Phase II: 870 LF from Tower to Panorama - Completed
- Phase III: 890 LF from Panorama to Enterprise in FY12-13
- Phase IV: 1,150 LF adjacent to Colony Wash and 770 linear feet from Fountain Hills Blvd to Glenbrook in FY13-14
- Phase V: 635 LF from Desert Vista to Saxon Dr. and 410 LF from Tioga south and east of Panorama in FY14-15

**TOWN GOALS**

**TIMEFRAME:** FY10-15  
**YEAR PROJECT BEGAN:** FY09-10  
**TOTAL ESTIMATED PROJECT COST:** \$695,000

**PROJECT JUSTIFICATION:**

Maricopa County has mandated that all municipalities stabilize unpaved alleys to mitigate air pollution. The Town of Fountain Hills has entered into an IGA with Maricopa County requiring the unpaved alleys to be stabilized.

**FUNDING PRIORITY:** High - Federal, State or Local Mandate

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Capital Proj		\$325,000	\$190,000	\$180,000			\$695,000
Debt Service							
General							
HURF							
<b>TOTAL</b>		\$325,000	\$190,000	\$180,000			\$695,000

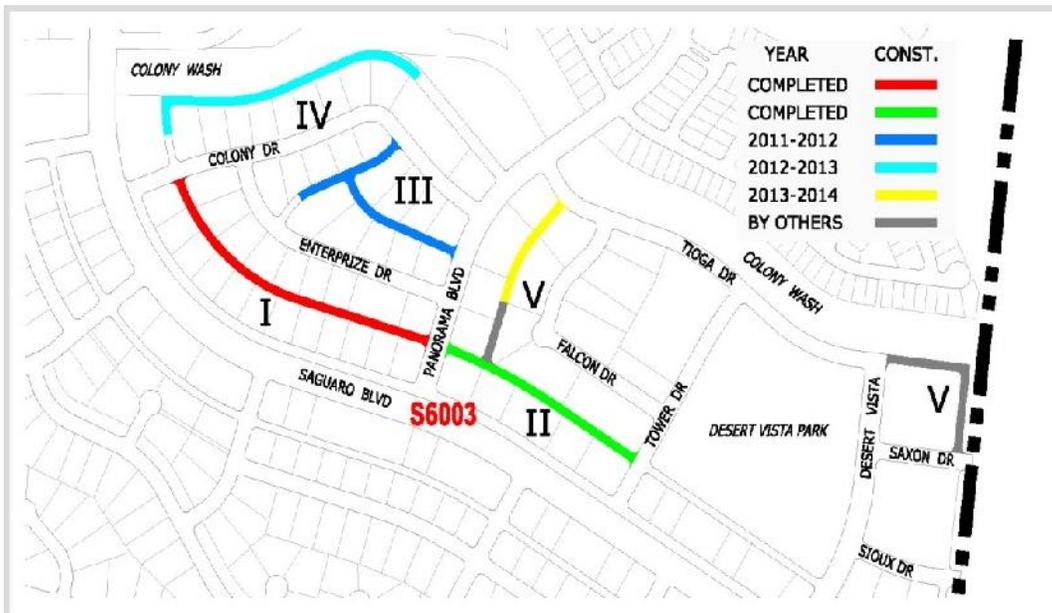
**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Planning							
Design		\$15,000	\$15,000	\$15,000			\$45,000
Construction		\$310,000	\$175,000	\$165,000			\$650,000
<b>TOTAL</b>		\$325,000	\$190,000	\$180,000			\$695,000



**OPERATING IMPACT**

CATEGORY	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Salaries & Benefits						
Services & Supplies						
Other		\$2,000	\$2,000	\$2,000	\$2,000	\$8,000
<b>TOTAL</b>		\$2,000	\$2,000	\$2,000	\$2,000	\$8,000



**PROJECT TITLE:** Shea Boulevard Widening  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** S6005

This project will widen Shea Boulevard to three lanes in each direction from the east Town boundary to approximately 1,000 feet west of Technology Drive. Also included in the project are improvements to the Shea and Saguario intersection, a rubberized asphalt overlay of the existing pavement, curb and gutter, sidewalks, traffic signal improvements, traffic signal interconnect conduit, wiring and appurtenances.

**TOWN GOALS**

**TIMEFRAME:** FY10-13

**YEAR PROJECT BEGAN:** FY09-10

**TOTAL ESTIMATED PROJECT COST:** \$4,003,000

**PROJECT JUSTIFICATION:**

Shea Boulevard is a road of regional significance and has an average traffic volume of 25,000 vehicles per day at Saguario Boulevard. This project is a MAG Proposition 400 project which will provide for 70% of the project funding with a 30% match from the Town. The MAG reimbursement is programmed for FY13-14. The Town was also awarded MCDOT Special Project Funds in the amount of \$152,000 to provide for a rubberized asphalt overlay from the Beeline Highway (SR 87) to the eastern Town limit.

**FUNDING PRIORITY:** High - Leverage Local Funds

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Capital Proj	\$100,000	\$957,000					\$1,057,000
Grant		\$2,746,000					\$2,746,000
General							
Developer		\$200,000					\$200,000
<b>TOTAL</b>	\$100,000	\$3,903,000					\$4,003,000

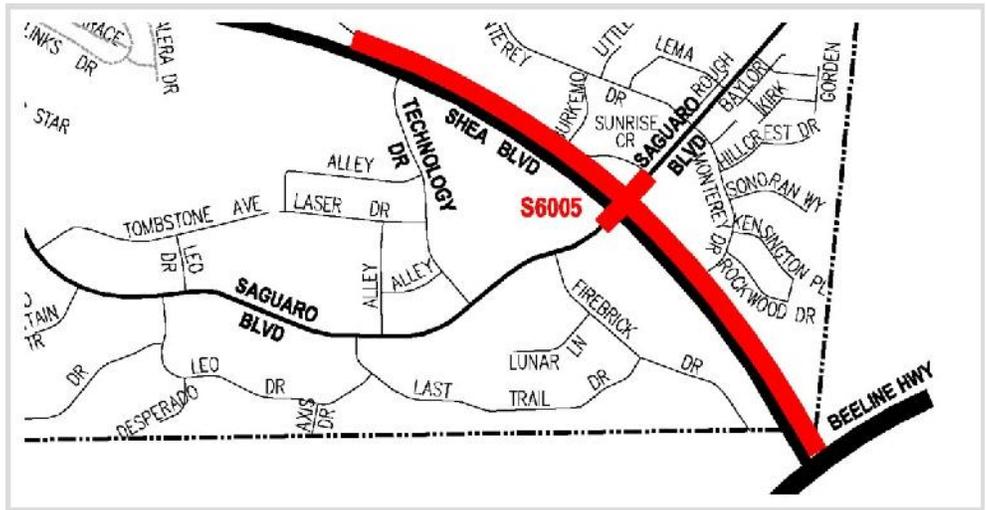
**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Planning							
Design	\$100,000	\$127,000					\$227,000
Construction		\$3,726,000					\$3,726,000
Other		\$50,000					\$50,000
<b>TOTAL</b>	\$100,000	\$3,903,000					\$4,003,000



**OPERATING IMPACT**

CATEGORY	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Salaries & Benefits						
Services & Supplies	\$2,000	\$2,000	\$20,000	\$20,000	\$2,000	\$48,000
Other						
<b>TOTAL</b>	\$2,000	\$2,000	\$20,000	\$20,000	\$2,000	\$48,000



**PROJECT TITLE:** Pavement Management Program  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** S6008

The Pavement Management Program will consist of repairing areas of damaged asphalt, potholes, pavement marking, curbs, sidewalks etc. on an annual basis.

**TOWN GOALS**

**TIMEFRAME:** Ongoing

**YEAR PROJECT BEGAN:** N/A

**TOTAL ESTIMATED PROJECT COST:**

**PROJECT JUSTIFICATION:**

Many of the roadways in Fountain Hills are currently 30 to 40 years old and past their useful life-span. The Pavement Management Program will provide repairs on an as needed basis until a sustainable program can be funded to rehabilitate/reconstruct roadways that are past their useful life-span.

An additional \$100,000 in Highway Users Revenue Funds are included in the Streets Division budget.

**FUNDING PRIORITY:** High - Prevents Irreparable Damage to Existing Facilities

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Capital Proj		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
General							
Bonds							
Grant							
<b>TOTAL</b>		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000

**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Planning							
Design							
Construction		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Other							
<b>TOTAL</b>		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000



**OPERATING IMPACT**

<b>CATEGORY</b>	<b>FY12-13</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies						
Other						
<b>TOTAL</b>						



**PROJECT TITLE:** Saguaro Boulevard Reconstruction  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** S6010

This project will reconstruct Saguaro Boulevard from Trevino Drive to Fountain Hills Boulevard including the removal and replacement of subgrade as required. Also included are major drainage improvements at Palisades, minor drainage improvements at various locations, and ADA improvements as required. It is anticipated that the medians at the Avenue of the Fountains will be modified for pedestrian safety.

**TOWN GOALS**

**TIMEFRAME:** FY13-14

**YEAR PROJECT BEGAN:** FY12-13

**TOTAL ESTIMATED PROJECT COST:** \$7,500,000

**PROJECT JUSTIFICATION:**

Saguaro Boulevard was one of the first streets constructed in Fountain Hills and is a major truck route. This reconstruction is the first major work performed on the street. There have been some repairs performed in areas over time, however, the overall condition of the asphalt requires reconstruction.

**FUNDING PRIORITY:** High - Prevents Irreparable Damage to Existing Facilities

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Capital Proj		\$300,000					\$300,000
HURF							
General							
Unfunded			\$7,200,000				\$7,200,000
Grant							
<b>TOTAL</b>		\$300,000	\$7,200,000				\$7,500,000

**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Engineering		\$300,000	\$200,000				\$500,000
Design							
Construction			\$7,000,000				\$7,000,000
Other							
<b>TOTAL</b>		\$300,000	\$7,200,000				\$7,500,000



**OPERATING IMPACT**

<b>CATEGORY</b>	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies						
Other						
<b>TOTAL</b>						



**PROJECT TITLE:** Shea Boulevard Multi-Use Path

**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** S6047

This project will construct a new multi-use path on the south side of Shea Boulevard from 142nd Street to Eagle Mountain Parkway.

**TOWN GOALS**

**TIMEFRAME:** FY12-15

**YEAR PROJECT BEGAN:** FY12-13

**TOTAL ESTIMATED PROJECT COST:** \$466,000

**PROJECT JUSTIFICATION:**

Fountain Hills was awarded a \$273,000 Congestion Mitigation Air Quality (CMAQ) grant from the Maricopa Association of Governments (MAG) to construct the Shea Boulevard multi-use pathway in FY12-13. Staff will apply for a two year deferral to move construction to FY14-15. The project will be administered by ADOT.

The multi-use pathway will fill in the existing gap on the south side of Shea between Scottsdale's multi-use path which ends at 142nd Street and Fountain Hills' sidewalk which begins at Eagle Mountain Boulevard. This project will be a joint project between the Town (70%) and the City of Scottsdale (30%) with the local funding split based upon the length of the project located within each jurisdiction.

**FUNDING PRIORITY:** Medium - Results in Increased Efficiency

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Capital Proj		\$35,000	\$35,000	\$65,000			\$135,000
Grant				\$273,000			\$273,000
General							
Scottsdale		\$15,000	\$15,000	\$28,000			\$58,000
<b>TOTAL</b>		\$50,000	\$50,000	\$366,000			\$466,000

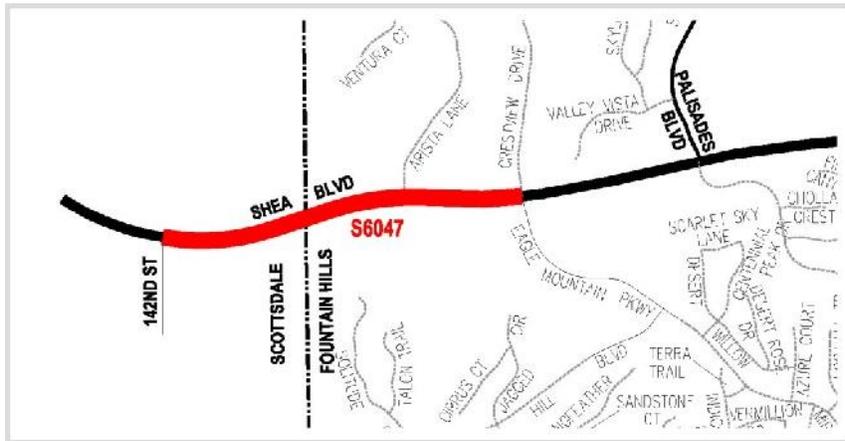
**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Engineering		\$50,000	\$50,000	\$20,000			\$120,000
Design							
Construction				\$346,000			\$346,000
<b>TOTAL</b>		\$50,000	\$50,000	\$366,000			\$466,000



**OPERATING IMPACT**

<b>CATEGORY</b>	<b>FY12-13</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies			\$1,000	\$1,000	\$1,000	\$3,000
Other						
<b>TOTAL</b>			\$1,000	\$1,000	\$1,000	\$3,000



**PROJECT TITLE:** Fountain Hills Boulevard Shoulder Paving  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** S6053

This project will pave the dirt shoulders along Fountain Hills Boulevard from Segundo Drive to Pinto Drive, providing dust mitigation and erosion control.

**TOWN GOALS**

**TIMEFRAME:** FY12-14

**YEAR PROJECT BEGAN:** FY11-12

**TOTAL ESTIMATED PROJECT COST:** \$396,000

**PROJECT JUSTIFICATION:**

The Town applied for and was awarded a Congestion Mitigation Air Quality (CMAQ) grant through the Maricopa Association of Governments for the paving of the dirt shoulders on Fountain Hills Boulevard. This project will provide dust mitigation, erosion control, run-off-the-road hazard mitigation, potential future use by bicycles, and will reduce maintenance costs. The project design is funded by the Town, with construction funded 94.3% through grant funds with a 5.7% local match requirement.

**FUNDING PRIORITY:** High - Leverage Local Funds

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Capital Proj	\$40,000	\$65,000	\$36,000				\$141,000
Grant			\$255,000				\$255,000
General							
HURF							
Developer							
<b>TOTAL</b>	\$40,000	\$65,000	\$291,000				\$396,000

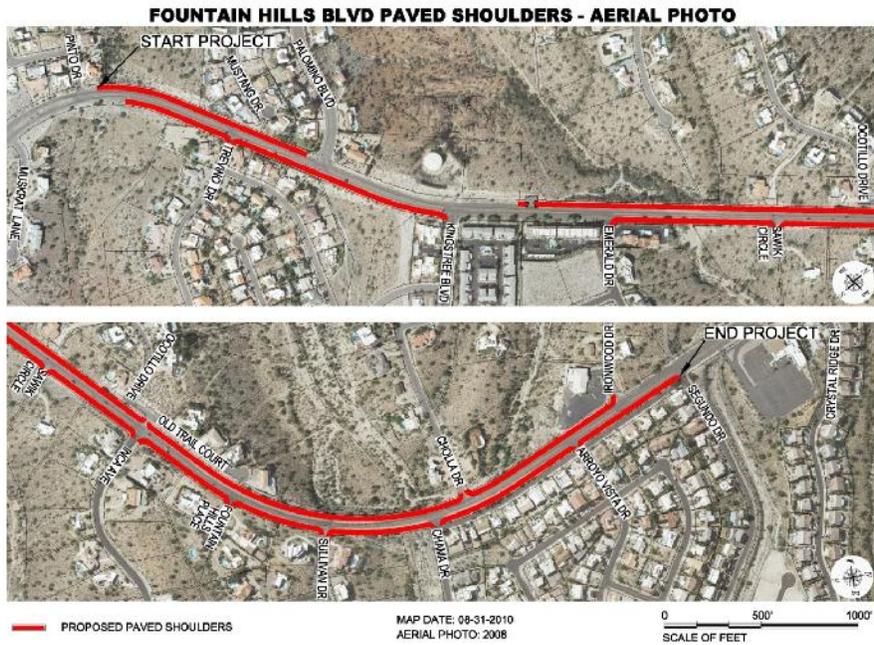
**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Design	\$40,000	\$65,000	\$20,000				\$125,000
Construction			\$271,000				\$271,000
Other							
<b>TOTAL</b>	\$40,000	\$65,000	\$291,000				\$396,000



**OPERATING IMPACT**

CATEGORY	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Salaries & Benefits						
Services & Supplies		\$1,000	\$1,000	\$1,000	\$1,000	\$4,000
Other						
<b>TOTAL</b>		\$1,000	\$1,000	\$1,000	\$1,000	\$4,000



**PROJECT TITLE:** Highway Safety Improvement Program  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** S6054

This project will provide guardrail impact attenuators at five locations on Shea Boulevard and four locations on Palisades Boulevard. The project will also include the purchase of twenty traffic signal pedestrian countdown timers to be installed by the Streets Division.

**TOWN GOALS**

**TIMEFRAME:** FY12-13

**YEAR PROJECT BEGAN:** FY12-13

**TOTAL ESTIMATED PROJECT COST:** \$57,000

**PROJECT JUSTIFICATION:**

The Town applied for and was awarded a Highway Safety Improvement Program (HSIP) grant through the Maricopa Association of Governments for the installation of guardrail impact attenuators and traffic signal pedestrian countdown timers. This project will provide additional safety measures for motorists and pedestrians while being funded 82% through grant funds.

**FUNDING PRIORITY:** High - Leverage Local Funds

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Capital Proj		\$10,000					\$10,000
Grant		\$47,000					\$47,000
General							
HURF							
Developer							
<b>TOTAL</b>		\$57,000					\$57,000

**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Design							
Construction		\$57,000					\$57,000
Other							
<b>TOTAL</b>		\$57,000					\$57,000

**OPERATING IMPACT**

CATEGORY	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Salaries & Benefits						
Services & Supplies						
Other						
<b>TOTAL</b>						





**PROJECT TITLE:** Shea Boulevard Eastbound Bike Lane and Overlay  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** S6056

This project will provide a rubberized asphalt overlay on Shea Boulevard from Palisades to Fountain Hills Boulevard and provide pavement for an eastbound bike lane.

**TOWN GOALS**

**TIMEFRAME:** FY12-13

**YEAR PROJECT BEGAN:** FY12-13

**TOTAL ESTIMATED PROJECT COST:** \$651,000

**PROJECT JUSTIFICATION:**

Staff is working with ADOT to reallocate savings from favorable construction bids received for the Shea Gap Project (S6025) to complete the eastbound bike lane and pavement overlay from Palisades to Fountain Hills Boulevard. The rubberized asphalt overlay will provide for long-term maintenance restoration of the pavement surface. This project will be administered by ADOT.

**FUNDING PRIORITY:** High - Leverage Local Funds

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Capital Proj		\$211,000					\$211,000
Grant		\$440,000					\$440,000
General							
HURF							
<b>TOTAL</b>		\$651,000					\$651,000

**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Engineering							
Design		\$110,000					\$110,000
Construction		\$541,000					\$541,000
<b>TOTAL</b>		\$651,000					\$651,000





**PROJECT TITLE:** Intelligent Transportation System (ITS)  
**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** T5010

This project will install a hybrid Intelligent Transportation System (ITS) that will be part wireless and part fiber optic wiring for traffic signal interconnection on Shea, Palisades, Saguardo and Fountain Hills Boulevard

**TOWN GOALS**

**TIMEFRAME:** FY13-15

**YEAR PROJECT BEGAN:** FY12-13

**TOTAL ESTIMATED PROJECT COST:** \$1,433,000

**PROJECT JUSTIFICATION:**

In 2007 the Town hired a consultant to prepare a study with recommendations to implement an ITS system for the traffic signals throughout Fountain Hills. Fountain Hills was selected by MAG for a Federal Aid Grant (CMAQ) to construct the hybrid ITS system.

Design is anticipated to start in FY12-13 and continue through FY13-14 with construction in FY14-15.

**FUNDING PRIORITY:** Medium - Maintains Existing Service Level

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Capital Proj		\$53,000	\$53,000	\$405,000			\$511,000
Debt Service							
General							
Grant				\$922,000			\$922,000
<b>TOTAL</b>		\$53,000	\$53,000	\$1,327,000			\$1,433,000

**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Design		\$53,000	\$53,000	\$10,000			\$116,000
Construction				\$1,317,000			\$1,317,000
Acquisition							
Other							
<b>TOTAL</b>		\$53,000	\$53,000	\$1,327,000			\$1,433,000



**OPERATING IMPACT**

<b>CATEGORY</b>	<b>FY12-13</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>TOTAL</b>
Salaries & Benefits						
Services & Supplies						
Other						
<b>TOTAL</b>						



**PROJECT TITLE:** Traffic Signal - Palisades and Saguario Upgrades

**PROJECT DESCRIPTION/SCOPE:** **PROJECT NUMBER:** T5011

Remove and replace existing traffic signal poles, foundations, mast arms, signal heads and conduits to meet current standards.

**TOWN GOALS**

**TIMEFRAME:** FY12-13

**YEAR PROJECT BEGAN:** FY12-13

**TOTAL ESTIMATED PROJECT COST:** \$400,000

**PROJECT JUSTIFICATION:**

The traffic signal at Palisades and Saguario was built to Maricopa County standards prior to incorporation of the Town of Fountain Hills. Conditions of the traffic signal will be assessed annually until replacement is warranted.

**FUNDING PRIORITY:** Medium - Maintains Existing Service Level

**FUNDING SOURCES**

FUND TYPE	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Capital Proj		\$400,000					\$400,000
Debt Service							
General							
Grant							
<b>TOTAL</b>		\$400,000					\$400,000

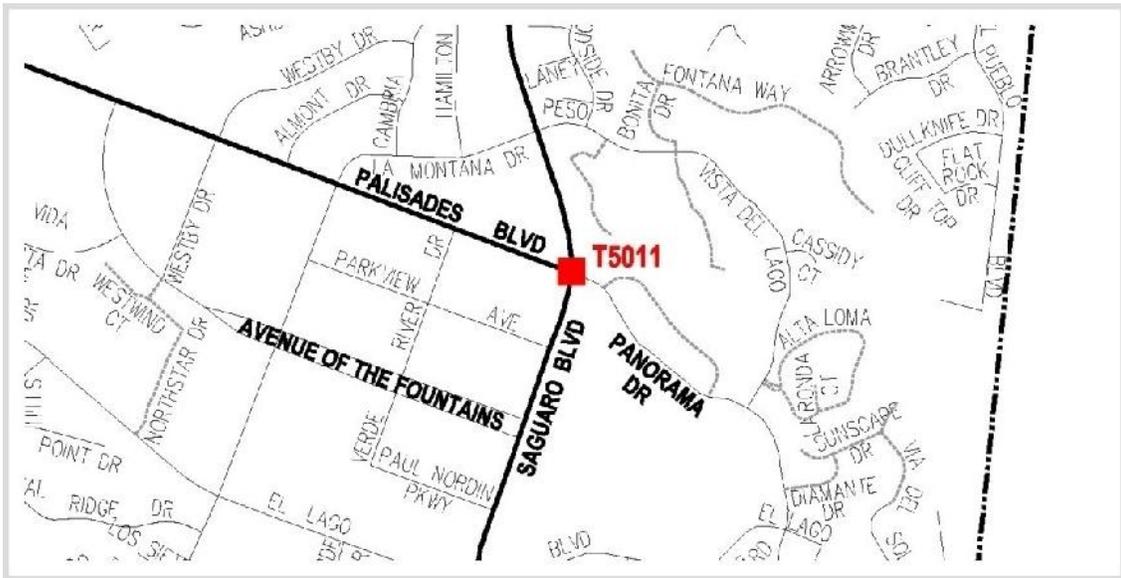
**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Design		\$40,000					\$40,000
Construction		\$360,000					\$360,000
Other							
Other							
<b>TOTAL</b>		\$400,000					\$400,000

**OPERATING IMPACT**

CATEGORY	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Salaries & Benefits						
Services & Supplies						
Other						
<b>TOTAL</b>						





# Vehicle Replacement Program Policy and Procedure

## 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  
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 Development Services 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 Development Services 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.

C. Finance Review: The Finance Director will assist the Development Services 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.

D. Town Manager Review: The Development Services 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.

E. Implementation: Upon adoption of the VRP in the operating budget, vehicles included within the applicable budget year may be purchased by the Development Services Director, or his/her designee in compliance with the Town’s Purchasing Policy.

F. Amendments: The adopted VRP may be amended upon recommendation of the Development Services 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 Development Services 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

In addition to the factors listed above, the Development Services 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 Development Services 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 Development Services 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 Development Services Director will be responsible for ensuring that this policy is followed and/or updated as necessary.

**Fiscal Year 12-13 Vehicle Replacement Recommendation**

In FY12-13, \$400,000 is budgeted for vehicle replacements, however the vehicle replacement program is being reviewed and may change.



Vehicle Replacement Interfund Charges						
Department	Vehicle No.	Description	Mod Year	Replacement Cost	Replacement Schedule	FY12-13 Depreciation
Development Services	148	Ford Escape Hybrid	2008	\$25,947	10 years/100,000 miles	\$2,595
Development Services	149	Ford Escape Hybrid	2008	\$25,947	10 years/100,000 miles	\$2,595
Development Services	140	Ford Escape Hybrid	2007	\$28,247	10 years/100,000 miles	\$2,825
Fire	821	American LaFrance	1998	\$450,000	15 years/100,000 miles	\$30,000
Fire	823	Crimson	2008	\$450,000	15 years/100,000 miles	\$30,000
Fire	204	Ford F-550 SUV	2001	\$100,000	12 years/125,000 miles	\$8,333
Fire	822	American LaFrance	1999	\$525,000	15 years/100,000 miles	\$35,000
Fire	D822	Ford F150 4x4 Supercab	2011	\$28,829	10 years/100,000 miles	\$2,883
Fire	C100	Chrysler Van	2000	\$4,900	12 years/125,000 miles	\$4,300
Fire	7	Ford F-150 4x4 Supercab	2009	\$43,000	10 years/100,000 miles	\$4,300
Community Services	11	John Deere 4x2 Gator	2007	\$6,590	12 years/15,000 hours	\$549
Community Services	141	Ford F-150	2007	\$15,174	10 years/100,000 miles	\$1,517
Community Services	12	John Deere 4x2 Gator	2007	\$6,590	12 years/15,000 hours	\$549
Community Services	146	Ford F-150 Pickup	2007	\$18,288	10 years/100,000 miles	\$1,829
Community Services	13	Mule KAF400A7	2007	\$8,000	12 years/15,000 hours	\$667
Community Services	14	Kubota KU	2007	\$27,199	20 years/15,000 hours	\$1,360
Community Services	142	Ford F-250 Pickup	2007	\$19,089	10 years/100,000 miles	\$1,909
Community Services	147	Ford F-150 Pickup	2007	\$18,288	10 years/100,000 miles	\$1,829
Community Services	143	Ford Escape Hybrid	2006	\$29,275	10 years/100,000 miles	\$2,928
<b>FUND 100 TOTAL</b>						<b>\$135,967</b>
Streets	145	Ford F-150 Supercab	2007	\$25,403	10 years/100,000 miles	\$1,434
Streets	12	John Deere Tractor	1993	\$55,403	20 years/15,000 hours	\$1,270
Streets	20	Caterpillar 426C	1999	\$88,393	20 years/15,000 hours	\$1,245
Streets	5	Caterpillar 21B	1993	\$24,898	20 years/10,000 hours	\$4,420
Streets	135	Freightliner M2106	2005	\$63,170	15 years/125,000 miles	\$1,660
Streets	151	Ford F-450 Pickup	2008	\$52,183	12 years/125,000 miles	\$5,264
Streets	134	Ford F-550 Pickup	2005	\$41,994	12 years/125,000 miles	\$1,651
Streets		Ariel Platform-2005 Ford F550	2005	\$36,597	24 years/125,000 miles	\$2,470
Streets	138	Ford Escape Hybrid	2006	\$27,748	10 years/100,000 miles	\$2,775
Streets	144	Ford Escape Hybrid	2007	\$29,844	10 years/100,000 miles	\$2,984
<b>FUND 200 TOTAL</b>						<b>\$25,173</b>
					<b>Fund 100</b>	<b>\$135,967</b>
					<b>Fund 200</b>	<b>\$25,173</b>
					<b>Total</b>	<b>\$161,140</b>





# Schedules



---

**This Page  
Intentionally  
Left Blank**



# Comprehensive Fee Schedule



Description	Fee
<b>Services</b>	
Notarization	\$2.00 per signature
Affix Town Seal	\$2.00 each
Faxing Service - Local Only	\$2.00 First Page, \$.50 Each Additional Page
Faxing Service - Long Distance	\$3.00 First Page, \$.50 Each Additional Page
E - Mail Document Service	\$0.00
Returned Check Fee	\$25.00
<b>Campaign Fees</b>	
Pro/Con Argument Fee	\$100.00
Campaign Finance - Late Filing Fee	\$10.00 per day
<b>Copies - Non - Commercial</b>	
Photocopies (B&W) 8 1/2 x 11	\$.25 per page
Photocopies (B&W) 8 1/2 x 14	\$.30 per page
Photocopies (B&W) 11 x 17	\$.40 per page
Photocopies (Color) 8 1/2 x 11	\$.50 per page
Photocopies (Color) 8 1/2 x 14	\$.60 per page
Photocopies (Color) 11 x 17	\$.70 per page
<b>Copies - Commercial</b>	
Photocopies (B&W) 8 1/2 x 11	\$.50 per page
Photocopies (B&W) 8 1/2 x 14	\$.60 per page
Photocopies (B&W) 11 x 17	\$.80 per page
Photocopies (Color) 8 1/2 x 11	\$1.00 per page
Photocopies (Color) 8 1/2 x 14	\$1.20 per page
Photocopies (Color) 11 x 17	\$1.40 per page
<b>Documents</b>	
Town Code	\$25.00 (CD or hard copy)
Zoning Ordinances	\$25.00 (CD or hard copy)
Subdivision Code	\$25.00 (CD or hard copy)
CAFR (Annual Financial Report)	\$25.00 (CD or hard copy)
Annual Budget	\$45.00 (CD or hard copy)
Land Use Analysis	\$25.00 (hard copy only)
CD of Council Meeting	\$25.00 ea
Other Materials on CD	\$25.00 ea
<b>Reports</b>	
License Report (Non - Commercial Use)	\$25.00 (CD or hard copy)
License Report (Commercial Use)	\$50.00 (CD or hard copy)



Description	Fee
<b>Maps</b>	
8 1/2" x 11" Street/Index Map "Typical" (B&W)	\$0.50
8 1/2" x 11" Street/Index Map "Typical" (Color)	\$2.00
8 1/2" x 11" Street/Index Map "Typical" (Photo)	\$3.00
11" x 17" Street/Index Map "Typical" (B&W)	\$0.75
11" x 17" Street/Index Map "Typical" (Color)	\$3.00
11" x 17" Street/Index Map "Typical" (Photo)	\$5.00
11" x 17" Aerial Site Plan (Photo)	\$20.00
24" x 36" Street/Final Plat/As Built (B&W)	\$3.00
24" x 36" Street/Final Plat/As Built (Color)	\$20.00
24" x 36" Street/Final Plat/As Built (Photo)	\$30.00
60" x 60" Street/Bldg/Develop/Plat/Plot (B&W)	\$35.00
60" x 60" Street/Bldg/Develop/Plat/Plot (Color)	\$75.00
60" x 60" Street/Bldg/Develop/Plat/Plot (Photo)	\$125.00
Plat Map Book	\$25.00
<b>Adopt A Street</b>	
Fee, per sign	\$30.00
<b>Dog License</b>	
Non - neutered dog	\$42.00
Spayed/Neutered dog	\$17.00
Over 65 with neutered dog	\$6.00
Service Dog	No fee
Replacement Dog Tag	\$4.00
Late fee neutered dog (per month)	\$2.00
Late fee non - neutered dog (per month)	\$4.00



## Comprehensive Fee Schedule

Description	Fee
<b>Business License Fees</b>	
Providers of services, wholesalers and manufacturers with a fixed place of business within the town limits	\$50.00/application and first year fee
Retail merchants, restaurants, bars, contractors and rental of real and personal property with a fixed place of business within the town limits and persons engaging in the sale or rental of rental of real estate	\$50.00/application and first year fee
Wholesalers, manufacturers and providers of services without a fixed place of business within the town limits	\$50.00/application and first year fee
Retail merchants, etc. (as above) without a fixed place of business within the town limits	\$50.00/application and first year fee
Annual renewal fee for business within the town limits	\$35.00
Annual renewal fee for business without a fixed place of business within the town limits	\$50.00
Temporary Vendor Permit (Special Events Only)	\$50.00/application and processing fee
Peddlers, solicitors and mobile merchants	\$250.00/calendar quarter or fraction thereof
Peddler investigation fee (per person)	\$25.00
Promoters of entertainments, circuses, bazaars, etc., who receive a percentage of receipts or other consideration for their services. Each such promoter shall also obtain liability insurance of a minimum of \$1 million naming the Town as insured.	\$100.00/week
Animal Show	\$100.00/week
Circus Parade Only	\$50.00/day
Handbill Distributor	\$10.00/day
Amusement Company, such as ferris wheel, merry - go - round, etc., not part of a circus	\$100.00/day
Tent Show	\$100.00/day
Wrestling Exhibition	\$100.00/day



Description	Fee
<b>Business License Fees (cont.)</b>	
Road Show, Carnival or Circus	\$100.00/day
Practice of palmistry, phrenology, astrology, fortune telling, mind reading clairvoyancy, magic or any healing practices not licensed by the State of Arizona, or any similar calling without a fixed place of business	\$50.00/day
Duplicate Business License	\$10.00
Verification of License Letter	\$10.00
<b>Alarm License</b>	
Application fee	\$100.00
Annual License fee	\$30.00
Criminal history investigation (per person)	\$25.00
Duplicate Alarm License	\$10.00
<b>False Alarm Service Charges (per calendar year)</b>	
First and second	None
Third	\$50.00
Fourth	\$75.00
Fifth and Sixth	\$100.00
Seventh or more	\$200.00 each
<b>Wireless Communications (Cell Tower on Town property)</b>	
Application Fee, each location	\$100.00
<b>Special Event Permits - Business</b>	
Application Fee - Business	\$100.00
Permit Fee	\$50 per day (not to exceed \$400)
<b>Special Event Permits - Non - Profit</b>	
Application Fee - Charitable Organization	\$50.00
Permit Fee	\$25 per day (not to exceed \$200)
<b>Special Event Permits - Extra Fees</b>	
Special Event Liquor Application Fee	See alcohol license application fees
Utility Fees	Actual cost of usage



Description	Fee
<b>Alcohol License Application</b>	
Person Transfer Fee	\$150.00
Location Transfer Fee	\$150.00
Probate/Will Assignment/Divorce Decree	\$150.00
Extension of Premise	\$25.00
<b>Initial Application Fee</b>	
01 - In State Producer	\$500.00
02 - Out of State Producer	\$500.00
03 - Domestic Microbrewery	\$500.00
04 - In State Wholesaler	\$500.00
05 - Government	\$500.00
06 - Bar, All Spirituous Liquors	\$500.00
07 - Beer & Wine Bar	\$500.00
08 - Conveyance	\$500.00
09 - Liquor Store	\$500.00
10 - Beer & Wine Store	\$500.00
11 - Hotel/Motel	\$500.00
12 - Restaurant	\$500.00
13 - Domestic Farm Winery	\$500.00
14 - Private Club	\$0.00
15 - Special Event	\$25.00
16 - Wine Festival/Wine Fair	\$25.00
<b>Adult Oriented Business License</b>	
Application Fee - Business	\$500.00
Application Fee - Provider	\$100.00
Application Fee - Manager	\$100.00
Application Fee - Employee (per person)	\$50.00
License Fee - annual - Business	\$200.00
License Fee - annual - Provider	\$100.00
License Fee - annual - Manager	\$100.00
<b>Cable License</b>	
Initial License Application	\$2,500.00
Transfer of ownership	\$2,000.00
License modification, pursuant to 47 USC Sec 545	\$2,500.00
Other License modification	up to \$2000
License fee - quarterly	5% of gross receipts
Late fee (after 30 days)	5% plus interest of 1 1/2% per mo



Description	Fee
<b>Excavations/In - Lieu Fees</b>	
Base fee (per excavation)	\$250.00 plus:
Trench cut fees:	
Newly paved or overlaid 0 - 1 yrs	\$55.00 per lineal ft.
Newly paved or overlaid 1 - 2 yrs	\$45.00 per lineal ft.
Newly paved or overlaid 2 - 3 yrs	\$35.00 per lineal ft.
Newly paved or overlaid 3 - 4 yrs	\$25.00 per lineal ft.
Newly paved or overlaid 4 - 5 yrs	\$15.00 per lineal ft.
Newly paved or overlaid 5 - 6 yrs	\$10.00 per lineal ft.
Slurry or chip sealed 0 - 2 years	\$4.00 per lineal ft.
Pavement replacement greater than 600 ft in length	\$2.50 per sq. yd.
Utility Pit fees:	
Newly paved or overlaid 0 - 1 yrs	\$5.00 per sq. ft.
Newly paved or overlaid 1 - 2 yrs	\$4.50 per sq. ft.
Newly paved or overlaid 2 - 3 yrs	\$3.50 per sq. ft.
Newly paved or overlaid 3 - 4 yrs	\$2.50 per sq. ft.
Newly paved or overlaid 4 - 5 yrs	\$1.50 per sq. ft.
Newly paved or overlaid 5 - 6 yrs	\$1.00 per sq. ft.
Slurry or chip sealed 0 - 2 years	\$5.00 per sq. ft.
Adjustment (MH, valve, monument, etc)	\$500 ea.
Striping	\$.55 per linear ft.
Lane Markers	\$150.00 ea.
Stop Bars	\$2.50 per sq. ft.
Crosswalks	\$.79 per sq. ft.
RPMs	\$7.00 ea.
<b>Encroachment Permits</b>	
Base Permit Fee	\$50.00
2"/6" Paving A.C.	\$.35 per sq. yd.
1" Paving - Overlay or Top Course	\$.15 per sq. yd.
1" ABC or Select Subbase	\$.05 per sq. yd.
Permanent Barricading	\$25.00 ea.
Guard Rail/Hand Rail	\$.20 per linear ft.
Survey Monuments	\$10.00 ea.
Concrete Aprons	\$15.00 ea.
Scuppers	\$15.00 ea.
Review for Adjustments MH, etc.	\$10.00 ea.
4" Paving - PC Concrete	\$.22 per sq. yd.
Decorative Sidewalk or Paving	\$.30 per linear ft.
Sidewalk & Bike path	\$.30 per linear ft.



Description	Fee
<b>Encroachment Permits (cont.)</b>	
Curb & Gutter	\$.20 per linear ft.
Valley Gutter	\$.50 per linear ft.
Sign (regulator, street etc.)	\$5.00 ea.
Pavement Cuts	\$2.00 per linear ft.
Driveway Cuts	\$30.00 ea.
Utility, Water Line, Sewer Line Trench	\$.15 per linear ft.
Drywells (maxwell or similar)	\$100.00 ea.
Storm Drain Pipe	\$2.00 per linear ft.
Catch Basins, Headwells	\$50.00 ea.
Cutoff Walls	\$.35 per linear ft.
Slope Protection	\$.30 per sq. yd.
Rip Rap	\$.90 sq. ft.
Retaining Wall	\$1.53 per linear ft.
Cut/Fill (Materials Moved)	\$.40 per cubic yd.
Box Culverts	5% of attached estimate
Miscellaneous	5% of attached estimate
Landscaping	5% of attached estimate
Irrigation	5% of attached estimate
Lighting	5% of attached estimate
Grading	5% of attached estimate
Utility Splice/Repair Pits (outside pvmt)	\$2.00 sq. ft. (minimum \$50.00)
Other	5% of attached estimate
In Lieu Payments	Calculated for cuts greater than 600 feet in length
Traffic Control Plan Review	\$200
Engineering Plan Review Fee	\$350 per sheet
Failure to obtain an Encroachment Permit	\$200
Failure to obtain a Final Inspection	\$100
Reinspection Fee	\$150
Investigation Fee for Work Done Without Permit	\$250 or the permit fee, whichever is greater, but not to exceed \$2,500 for every day or a portion of a day from the time unpermitted work began until a permit is obtained.
<b>Public Works Fees</b>	
Easement or Right - of - Way Abandonment	\$350.00
Revocation Administrative Fee	\$300.00
Engineering Plan Review Fee	\$350 per sheet
Failure to barricade or improper barricading	Up to \$1,000
<b>Planning &amp; Zoning Fees</b>	
Area Specific Plans and amendments	\$3,000.00 plus \$ 100.00 per acre ^
General Plan Amendments	Minor \$ 3,000.00 plus \$ 100.00 per acre ^
	Major \$ 5,000.00 plus \$ 100.00 per acre ^



Description	Fee
<b>Planning &amp; Zoning Fees (cont.)</b>	
Preliminary Plats	\$2,000.00 plus \$50.00 per lot, unit or tract ^
Time Extension Fee	\$100.00
Final Plats	\$1,500.00 plus \$ 50.00 per lot, unit or tract ^
Replats (lot joins, lot divisions, lot line adjustments)	\$500.00 up to three lots, more than 3 lots use Final Plat fees ^
Plat Abandonments	\$500.00 ^
Condominium Plats	\$1,500.00 plus \$50.00 per unit ^
Cut & Fill Waiver	\$300
Final Plat Improvement	
Plan Checking	\$350.00 per sheet (includes 2nd and 3rd reviews)
Except water and sewer plans	\$175.00 per sheet (includes 2nd and 3rd reviews)
Water and sewer plans only	\$200.00 per sheet with corrections (4th + reviews)
	\$75.00 per sheet for addendums (changes made after approval).
Tract Housing	\$500.00 per Standard Plan + \$100 per House Façade Variant
Recording Fees ( <i>subject to change without notice</i> )	\$24.00 first page for plat filed for record, +
	\$20.00 per page for each additional copy, and;
	\$9.00 for each instrument, +
	\$1.00 for each additional page over 5 pages.
Concept Plans or Design Review	\$500.00 plus \$200.00 for every 5,000 square feet or portion thereof ^
	Time Extension fee \$ 100.00
Site Plan Review	\$500.00 plus \$ 100 per acre or portion thereof
Hillside Protection Easement (HPE)	\$20.00 + applicable recording fees
Land Disturbance Fee	\$10.00 per sq. ft.
Rezones (Map)	\$2,000.00 plus \$100 per acre or portion thereof plus notification *^
Ordinances (Text Amendments)	\$2,000.00 plus notification *
Planned Unit Developments (PUD)	\$2,000.00 plus \$100 per acre or portion thereof plus notification *
Development Agreements	\$2,500.00 plus \$100 per acre or portion thereof
Zoning Verification Letter	\$200.00



Description	Fee
<b>Planning &amp; Zoning Fees (cont.)</b>	
Continuance at Applicant Request	\$250.00
Variances	\$1,000.00 plus \$300.00 for each additional variance plus notification *^
Appeal of a Decision by the Zoning Administrator	\$1,000.00 plus notification *^
Special Use Permits and amendments	\$500.00 plus notification *^
Temporary Use Permits	\$200.00 plus notification *
Time extension Fee	\$100.00
Comprehensive Sign Plans and amendments	\$200.00
A Frame Sign Permit	\$5.00
Administrative Use Permit/Grand Opening Sign Permit	\$25.00
Landscape Plan Review	\$420.00 plus \$ 2,500.00 refundable deposit **
Saguaro Cactus Permit	\$90.00
Temporary Visitor Permit (RV Parking):	\$25.00
New/Address Change	\$25.00
Notification fee	\$5.00 per mailing label and \$ 25.00 per newspaper posting as appropriate
*Plus a notification charge of \$5.00 per mailing label and/or \$25 per newspaper posting as appropriate	
** Deposit refundable upon landscaping approval by Town	
^All fees include up to 3 reviews by staff. Any additional reviews will be subject to an additional fee equal to 25% of the original fee. The "recording fee" is per Maricopa County's Fee Schedule and is, therefore, subject to change.	



Description	Fee
<b>Development Fees</b>	
Single Family Residential	\$8,298
Multi - Family Residential	\$6,626/dwelling
Commercial	\$4.139/s.f.
Office	\$3.139/s.f.
Hotel	\$2.562/s.f.
Industrial	\$1.539/s.f.
Fee Detail (From Above)	
<b>General Government</b>	
Residential (1)	\$168/dwelling
Non - Residential (2)	\$0.105/s.f.
<b>Law Enforcement</b>	
Residential (1)	\$112/dwelling
Non - Residential (2)	\$0.070/s.f.
<b>Park &amp; Recreation</b>	
Residential (1)	\$2,118/dwelling
<b>Streets</b>	
SF - Residential	\$5,614/dwelling
MF - Residential	\$3,942/dwelling
Commercial	\$3.835/s.f.
Hotel	\$2.258/s.f.
Industrial	\$1.235/s.f.
Office	\$2.835/s.f.
<b>Fire and Emergency</b>	
Residential (1)	\$207/dwelling
Non - Residential (2)	\$0.129/s.f.
<b>Library and Museum</b>	
Residential (1)	\$79/dwelling
<i>(1) Residential includes single and multi - family dwelling units</i>	
<i>(2) Non - residential includes commercial and industrial square footage</i>	



Description	Fee
<b>Building Permit/Plan Check – Single Family Residential</b>	
<b>Single Family Homes (Includes Permit and Plan Review)</b>	
Livable Area with A/C	\$.75 Sq.ft.
Covered Area: Garage and/or Patio (non A/C)	\$.45 Sq.ft.
Single Family Addition	\$.75 Sq.ft.
Area non A/C	\$.45 Sq.ft.
Single Family Remodel	\$.23 Sq.ft.
Area non A/C	\$.14 Sq.ft.
<b>Specialized Permits (Includes Permit and Plan Review)</b>	
Solar Photovoltaic	\$140.00
Fence Walls	\$70 plus \$.15 LF (Linear Footage)
Retaining Walls	\$70 plus \$1.53 LF (Linear Footage)
Pools & Spas Attached	\$290 plus \$.90 Sq.ft.
Stand Alone Spas	\$235.00
Landscape Plan Review	\$420.00 plus \$ 2,500.00 refundable deposit **
<b>Miscellaneous Permits (Plan Review Fee Extra)</b>	
One Discipline Permit	\$70.00 (building, plumbing, electrical or mechanical)
Combination Permit	\$210.00
<b>Miscellaneous Plan Review</b>	
Minimum Plan Review	\$70.00 per hour (1 - hour Minimum)
Revisions to Approved Plans	\$70.00 per hour (1 - hour Minimum)
<b>Over the Counter Permits (No Plan Review Fee Required)</b>	
Plumbing - Water heater replacement/solar (minor)	\$70.00
Mechanical - HVAC replacement (minor)	\$70.00
Electrical - panel repair (minor)	\$70.00
Demolition (minor)	\$120.00
<b>Plan Review Add On (After 3rd Review)</b>	50% of Bldg Permit/Plan Review Fee
<b>Reinspection Fee</b>	\$150.00 per Trip



Description	Fee
<b>Building Permit/Plan Check – Single Family Residential (cont.)</b>	
<b>Permit Extensions - Residential new construction only</b> (If Town has all records and within current Code cycle)	\$400.00
<b>Permit Extensions - Residential remodel only</b> (If Town has all records and within current Code cycle)	\$100.00
<b>Refund for cancelled Single Family Home permit</b>	35% of building permit fee paid
<b>Penalty for failure to obtain a building permit</b>	50% of Bldg Permit/Plan Review Fee



Description	Fee
<b>Building Permit/Plan Check - Commercial</b>	
<b>Commercial Building Permit (Includes Permit and Plan Review)</b>	
Area with A/C	\$.75 Sq.ft.
Covered Area (non A/C)	\$.45 Sq.ft.
<b>Commercial Building Addition</b>	
Area with A/C	\$.75 Sq.ft.
Covered Area (non - A/C)	\$.45 Sq.ft.
<b>Commercial Remodel (Existing)</b>	
Area with A/C	\$145 plus \$.23 Sq.ft.
Covered Area (non - A/C)	\$145 plus \$.14 Sq.ft.
<b>Shell Only for Commercial &amp; Multi - Family</b>	
Area with A/C	\$205 plus \$.50 Sq.ft.
Covered Area (non - A - C)	\$70 plus \$.45 Sq.ft.
<b>Commercial Tenant Improvement</b>	
Area with A/C	\$145 plus \$.23 Sq.ft.
Covered Area (non - A/C)	\$145 plus \$.14 Sq.ft.
<b>Apartments/Condominiums</b>	
Livable Area with A/C	\$.75 Sq.ft.
Covered Area (non - A/C)	\$.45 Sq.ft.
<b>Apartments/Condominiums with 4 or more units &amp; recurring floor plans (0 - 100,000 livable sq.ft.)</b>	
Livable Area with A/C	\$.60 Sq.ft.
Covered Area (non - A/C)	\$.37 Sq.ft.
<b>Apartments/Condominiums with 4 or more units &amp; recurring floor plans (Over 100,000 livable sq.ft.)</b>	
Livable Area with A/C	\$.53 Sq.ft.
Covered Area (non - A/C)	\$.33 Sq.ft.
<b>Specialized Permits (Includes Permit and Plan Review)</b>	
Solar Photovoltaic	\$140.00
Fence Walls	\$70 plus \$.15 Lf (Linear Footage)
Retaining Walls	\$70 plus \$1.53 LF (Linear Footage)
Pools & Spas Attached	\$290 plus \$.90 Sq.ft.
Stand Alone Spas	\$235.00
Landscape Plan Review	\$420.00 plus \$ 2,500.00 refundable deposit **



Description	Fee
<b>Miscellaneous Permits (Plan Review Fee is Separate)</b>	
Minimum Permit (one discipline)	\$70.00 (or \$210.00 for building, plumbing, electrical and mechanical)
Minimum Combination (all disciplines)	\$210.00
Sign Permit, less than 32 sq.ft.. (Face Replacement Only)	\$50.00 per sign
Sign Permit, greater than 32 sq.ft. (Face Replacement Only)	\$100.00 per sign
Sign Permit, less than 32 sq.ft.. (New)	\$190.00 per sign
Sign Permit, greater than 32 sq.ft. (New)	\$240.00 per sign
<b>Miscellaneous Plan Review</b>	
Minimum Plan Review	\$70.00 per hour (1 - hour Minimum)
Revisions to Approved Plans	\$70.00 per hour (1 - hour Minimum)
<b>Over the Counter Permits (No Plan Review Fee Required)</b>	
Plumbing - Water heater replacement/solar (minor)	\$70.00
Mechanical - HVAC replacement (minor)	\$70.00
Electrical - panel repair (minor)	\$70.00
Demolition (minor)	\$120.00
<b>Plan Review Add On (After 3rd Review)</b>	50% of Bldg Permit/Plan Review Fee
<b>Reinspection Fee</b>	\$150.00 per trip
<b>Permit Extensions - Commercial new construction only</b> (If Town has all records and within current Code cycle)	\$400.00
<b>Permit Extensions - Commercial remodel only</b> (If Town has all records and within current Code cycle)	\$100.00
<b>Penalty for failure to obtain a building permit</b>	\$100.00
<b>Refund for cancelled Commercial Building permit (must be done in writing)</b>	35% of building permit fee paid



## Comprehensive Fee Schedule

Description	Fee
<b>Fire Safety Fees</b>	
Residential Automatic Sprinkler System Plan Review/Inspection	0.05 sq. ft. (minimum \$25)
Commercial Automatic Sprinkler System Plan Review/Inspection	\$.10 sq. ft. (minimum \$50)
Commercial Auto Sprinkler System Modification Plan Review/Inspection	\$75.00
Commercial Hood System Plan Review/Inspection	\$100.00
Commercial Fire Alarm System Plan Review/Inspection	\$100.00
Commercial Fire Alarm System Modification Plan Review/Inspection	\$50.00
Residential LPG Installation Review/Inspection	\$50.00
Annual Adult Residential Group Care Inspection	\$100.00 per year
Annual Commercial Fire Inspection Fee	\$15.00 effective 1/1/12
Tent Permit Fee (any tent over 200 sq. ft. & any canopy over 400 sq. ft.)	\$100.00
Reinspection Fee (beyond one re - check)	\$150.00 per trip
<b>Abatement Fees</b>	
Inspection fee	\$70.00 per hour (1 - hour minimum)
Reinspection fee	\$150.00 per trip



Description	Fee
<b>Park Facility Rentals</b>	
<b>Park Rental Fees - Resident</b>	
Small Ramada - Up to 4 hours	\$24.00
Over 4 Hours	\$48.00
Medium Ramada - Up to 4 hours	\$30.00
Over 4 Hours	\$60.00
Large Ramada - Up to 4 hours	\$72.00
Over 4 Hours	\$144.00
Meeting Rooms - Up to 4 hours	\$24.00
Over 4 Hours	\$48.00
Multi Purpose Fields - Up to 4 hours	\$30.00
Over 4 Hours	\$60.00
Open Turf Areas - Up to 4 hours	\$200.00
Over 4 Hours	\$400.00
Performance Pad (Amphitheater) - Up to 4 hours	\$240.00
Over 4 Hours	\$480.00
Tennis Courts - 90 minute reservation	\$5.00 (Day)
Tennis Courts - 90 minute reservation	\$7.00 (Evening)
<b>Park Rental Fee Extras</b>	
Athletic Field Lights (2 hour minimum)	\$10.00 Per Hour
Athletic Field - Prep & Bases	\$25.00 Each
Alcohol Permit with Park Reservation	\$10.00 For 50 Consuming Adults
Fountain Operation	\$250.00 Per Half - Hour
Park Personnel Labor	\$15 - \$30 Per Hour
<b>Park Rental Fees - Non - Resident</b>	
Small Ramada - Up to 4 hours	\$30.00
Over 4 Hours	\$60.00
Medium Ramada - Up to 4 hours	\$38.00
Over 4 Hours	\$76.00
Large Ramada - Up to 4 hours	\$90.00
Over 4 Hours	\$180.00
Meeting Rooms - Up to 4 hours	\$30.00
Over 4 Hours	\$60.00
Multi Purpose Fields - Up to 4 hours	\$38.00
Over 4 Hours	\$76.00
Open Turf Areas - Up to 4 hours	\$250.00
Over 4 Hours	\$500.00



Description	Fee
<b>Park Rental Fees - Non – Resident (cont.)</b>	
Performance Pad (Amphitheater) - Up to 4 hours	\$300.00
Over 4 Hours	\$600.00
Tennis Courts - 90 minute reservation	\$10.00 (Day)
Tennis Courts - 90 minute reservation	\$14.00 (Evening)
<b>Park Rental Fee Extras</b>	
Athletic Field Lights	\$10.00 Per Hour
Athletic Field – Prep & Bases	\$25.00 Each
Alcohol Permit with Park Reservation	\$10.00 For 50 Consuming Adults
Fountain Operation	\$250.00 Per Half - Hour
Park Personnel Labor	\$15.00 - \$30.00 Per Hour
<b>Recreation Fees</b>	
Program Cancellation Fee	\$10.00



Description	Fee
<b>Community Center Rentals</b>	
<b>Community Center Rental - Resident/Non - Profit (Tier 2)</b>	
Any Meeting Room	\$15.00 per Hour
One Ballroom (30 - 90 people)	
4 hours	\$130.00
Per hour thereafter	\$25.00
Two Ballrooms *(91 - 160 people)	
4 hours	\$260.00
Per hour thereafter	\$50.00
Three Ballrooms*( 161 - 250 people)	
4 hours	\$390.00
Per hour thereafter	\$75.00
Grand Ballroom *( 251 - 450 people)	
4 hours	\$520.00
Per hour thereafter	\$100.00
<b>Lobby</b>	
4 hours	\$125.00
Per hour thereafter	\$25.00
<b>Grand Ballroom &amp; Lobby</b>	
All Day Rate (Monday - Thursday 7:00 am to Midnight)	\$1,600.00
All Day Rate (Friday - Saturday 7:00 am to Midnight)	\$2,000.00
Kitchen Usage Fee per Ballroom	\$30.00
<b>Weekend Rates: Friday &amp; Saturday ( no rentals on Sunday)</b>	
Ballroom 3 (includes patio access and views)*	
4 hours	\$150.00
Per hour thereafter	\$30.00
Ballroom 4 (includes patio access and views)	
4 hours	\$150.00
Per hour thereafter	\$30.00
<b>Tier 2 Groups meeting 6 or More Times per Year:</b>	
4 hours (with contract)	\$65.00/ballroom per meeting
*Ballroom 3 not available as a standalone rental	



Description	Fee
<b>Community Center Rental – Non - Resident/Commercial (Tier 3)</b>	
Any Meeting Room	\$35.00 per Hour
One Ballroom (30 - 90 people)	
4 hours	\$300.00
Per hour thereafter	\$65.00
Two Ballrooms *(91 - 160 people)	
4 hours	\$600.00
Per hour thereafter	\$130.00
Three Ballrooms*( 161 - 250 people)	
4 hours	\$900.00
Per hour thereafter	\$195.00
Grand Ballroom *( 251 - 450 people)	
4 hours	\$1,200.00
Per hour thereafter	\$260.00
<b>Lobby</b>	
4 hours	\$250.00
Per hour thereafter	\$50.00
<b>Grand Ballroom &amp; Lobby</b>	
All Day Rate (Monday - Thursday 7:00 am to Midnight)	\$4,000.00
All Day Rate (Friday - Saturday 7:00 am to Midnight)	\$5,000.00
Kitchen Usage Fee per Ballroom	\$60.00
<b>Weekend Rates: Friday &amp; Saturday ( no rentals on Sunday)</b>	
Ballroom 3 (includes patio access and views)*	
4 hours	\$450.00
Per hour thereafter	\$125.00
Ballroom 4 (includes patio access and views)	
4 hours	\$450.00
Per hour thereafter	\$125.00
<b>Tier 3 Groups meeting 6 or More Times per Year:</b>	
4 hours (with contract)	\$120.00/per ballroom per meeting
*Ballroom 3 not available as a standalone rental	



Description	Fee
<b>Community Center Extra Service Fees - Resident/Non - Profit</b>	
Video Projector - Note Vision 3,000 Lumens	\$40.00
Overhead Projector	\$15.00
Slide Projector	\$15.00
TV/VCR (or DVD)	\$20.00
VCR or DVD Player	\$10.00
Small Screen	\$5.00
Large Screen (8' x 10')	\$10.00
Large Flat Panel Monitor	\$25.00
<b>Internet Access</b>	
Wireless	\$25.00 per day
Hard Wire	\$125 per day
<b>Sound Reinforcement</b>	
Microphones	
Wireless	\$5.00
Speaker Table (Includes Mixing Board)	\$15.00 each
Conference Phone	\$10.00
Portable Sound System (Includes Mixing Board and/or Portable Speaker)	\$25.00
CD Player	\$10.00
<b>Electricity (per booth)</b>	
110 V	\$15.00
220 V	\$40.00
<b>Other</b>	
Easel	\$5.00
Papers & Markers	\$10.00
Portable White Board	\$5.00
Walker Display Board	\$5.00
<b>Items for Sale</b>	
25' Extension Cord	\$15.00 each
Power Strip	\$15.00 each
Masking Tape	\$5.00 per roll
<b>Miscellaneous</b>	
Dance Floor - per 3' x 3' parquet square	\$3.00
Staging 6' x 8" section	\$5.00
Piano - Tuning Extra	
Upright	\$25.00
Grand	\$50.00
Coffee Service	\$5.00 per 8 cup pack



Description	Fee
<b>Community Center Extra Service Fees - Non - Resident/Commercial</b>	
Video Projector - Note Vission 3,000 Lumens	\$75.00
Overhead Projector	\$30.00
Slide Projector	\$30.00
27" TV	\$40.00
Large Flat Panel Monitor	\$50.00
VCR or DVD Player	\$20.00
Small Screen	\$10.00
Large Screen (8' x 10')	\$20.00
Large Screen Border	\$30.00
<b>Internet Access</b>	
Wireless	\$25.00 per day
Hard Wire	\$125.00 per day
<b>Sound Reinforcement</b>	
Microphones	
Wireless	\$15.00
Speaker Table (Includes Mixing Board)	\$15.00 each
Conference Phone	\$20.00
Portable Sound System (Includes Mixing Board and/or Portable Speaker)	\$50.00
CD Player	\$20.00
<b>Electricity ( per booth)</b>	
110 V	\$25.00
220 V	\$75.00
<b>Other</b>	
Easel	\$10.00
Papers & Markers	\$20.00
Portable White Board	\$10.00
Walker Display Board	\$10.00
<b>Items for Sale</b>	
25' Extension Cord	\$15.00 each
Power Strip	\$15.00 each
Masking Tape	\$5.00 each
<b>Miscellaneous</b>	
Dance Floor - Per 3' x 3' parquet square	\$5.00
Staging 6' x 8" section	\$10.00
Piano - Tuning Extra	
Upright	\$50.00
Grand	\$100.00
Coffee Service	\$5.00 per (10) 8oz cup pack
<b>NOTE: All Rentals Are Subject To Applicable Arizona Sales Taxes</b>	



Description	Fee
<b>Senior Services Annual Membership Fees</b>	
Resident	\$20.00
Non - Resident	\$30.00
<b>Court Fees</b>	
Non - Sufficient Funds (checks returned to Court)	\$29.00 per check
Public Defender	Actual costs for appointed attorney
Jail Reimbursement	Actual costs billed by County for jail time served
Jury Costs (assessed if jury trial canceled within five days of trial)	Actual administrative costs
Civil Traffic Default	\$25.00 per defaulted charge
Warrant	\$50.00 per warrant issued
Diversion Program Rescheduling	\$25.00
Court Clerk	\$17.00
Court User	\$10.00 per charge, plus surcharges
Public Records Search	\$2.00 per name
Copies	\$0.50 per page
Certified Copies	\$17.00
Copies of CDs	\$17.00
NOTE: Court fees are subject to change throughout the fiscal year in accordance with State Law and Arizona Supreme Court Rules.	



# Schedule of Authorized Positions



---

**Schedule of Authorized Positions**

<b>Position – Title</b>	<b>FY09-10 Authorized FTE</b>	<b>FY10-11 Authorized FTE</b>	<b>FY11-12 Authorized FTE</b>	<b>FY12-13 Proposed FTE</b>
<b><u>Municipal Court</u></b>				
Presiding Judge	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00
Senior Court Clerk	1.00	1.00	1.00	1.00
Court Clerk	2.00	2.00	2.00	2.00
<b>Authorized FTE</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b><u>Administration</u></b>				
Town Manager	1.00	1.00	1.00	1.00
Assistant to the Town Manager	0.00	0.00	0.00	0.00
Deputy Town Manager/Finance Director	1.00	1.00	1.00	1.00
Executive Asst to Town Mgr/Council	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	0.00	0.00	0.00
Town Clerk	1.00	1.00	1.00	1.00
H/R Administrator/Risk Manager	1.00	1.00	1.00	1.00
Volunteer Coordinator	0.75	0.75	0.88	0.88
Economic Development Administrator	1.00	1.00	1.00	1.00
Public Information Officer	0.00	0.00	0.00	0.00
Community Affairs/Media Relations	1.00	0.00	0.00	0.00
I/T Coordinator	1.00	1.00	1.00	1.00
I/T Technician	0.50	0.50	0.75	0.75
I/T Intern	0.00	0.00	0.00	0.00
Finance Director	0.00	0.00	0.00	0.00
Accounting Supervisor	1.00	1.00	1.00	1.00
Financial Services Technician	1.00	1.00	0.75	0.75
Accounting Clerk	0.50	0.50	0.50	0.50
Customer Service Rep	0.50	0.50	0.70	0.80
Receptionist	0.00	0.00	0.00	0.00
<b>Authorized FTE</b>	<b>13.25</b>	<b>11.25</b>	<b>11.58</b>	<b>11.68</b>



**Schedule of Authorized Positions**

<b>Position – Title</b>	<b>FY09-10 Authorized FTE</b>	<b>FY10-11 Authorized FTE</b>	<b>FY11-12 Authorized FTE</b>	<b>FY12-13 Proposed FTE</b>
<b><u>Development Services</u></b>				
Developmental Services Director	0.00	1.00	1.00	1.00
Public Works Director	1.00	0.00	0.00	0.00
Town Engineer	1.00	1.00	1.00	1.00
Civil Engineer	2.00	0.00	0.00	0.00
Senior Civil Engineer Inspector	0.00	0.00	0.00	0.00
Civil Engineer Inspector	1.00	1.00	1.00	1.00
Planner - Environmental (Stormwater)	1.00	1.00	1.00	0.00
Executive Assistant	2.00	1.00	1.00	1.00
Facilities Supervisor	1.00	1.00	1.00	0.00
Facilities/Environmental Supervisor	0.00	0.00	0.00	1.00
Facilities Maintenance Tech	1.00	1.00	1.00	1.50
Maintenance/Custodial Worker	0.75	0.00	0.00	0.00
Custodian	1.50	1.25	1.25	1.25
Street Superintendent	1.00	1.00	1.00	1.00
Open Space & Landscape Spec.	1.00	1.00	0.00	0.00
Fleet Mechanic/Open Space	1.00	1.00	1.00	1.00
Traffic Signal Technician I	1.00	0.50	0.00	0.00
Traffic Signal Technician II	1.00	1.00	1.00	1.00
Street Maintenance Tech	6.00	4.00	3.00	3.00
P&Z Director	1.00	0.00	0.00	0.00
Senior Planner	1.00	1.00	1.00	1.00
Planner	0.50	0.50	0.00	0.00
GIS Technician/CAD Operator	2.00	1.00	1.00	1.00
Senior Code Enforcement Officer	0.00	0.00	0.00	0.00
Code Enforcement Officer	2.00	1.00	1.50	1.00
Planning Assistant	0.00	0.00	0.00	0.00
Chief Building Official/Plans Examiner	0.00	0.00	0.00	1.00
Chief Building Official	1.00	1.00	1.00	0.00
Plans Examiner	1.00	1.00	0.50	0.00
Building Inspector	2.00	0.00	0.00	0.00
Building Permit Technician	2.00	1.00	1.00	1.00
<b>Authorized FTE</b>	<b>35.75</b>	<b>23.25</b>	<b>20.25</b>	<b>18.75</b>



---

**Schedule of Authorized Positions**

<b>Position – Title</b>	<b>FY09-10 Authorized FTE</b>	<b>FY10-11 Authorized FTE</b>	<b>FY11-12 Authorized FTE</b>	<b>FY12-13 Proposed FTE</b>
<b><u>Community Services</u></b>				
Community Services Director	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00
Rec. Program Coordinator	2.00	2.00	2.00	2.00
Recreation Assistant	4.00	2.35	2.45	2.45
Recreation Aide	1.00	0.00	0.00	0.00
Recreation Intern	0.50	0.00	0.00	0.00
Executive Assistant	2.00	1.00	1.00	1.00
Parks Supervisor	1.00	1.00	1.00	1.00
Park Operations Lead	3.00	3.00	3.00	2.00
Park Ranger	0.00	0.00	0.00	0.00
Groundskeeper	2.00	2.00	2.00	3.00
Customer Service Representative	0.50	0.50	0.30	0.30
Comm Ctr Director	1.00	0.00	0.00	0.00
Comm Ctr Operations Supervisor	0.00	0.00	0.00	0.00
Comm Ctr Events Coordinator	1.00	1.00	1.00	1.00
Comm Ctr Operations Coordinator	1.00	1.00	1.00	1.00
Operations Support Worker	1.50	1.50	2.00	1.65
Operations Support Assistant	0.50	0.50	0.00	0.00
Receptionist	1.00	1.00	1.00	1.00
Bartender	0.00	0.00	0.00	0.00
Senior Services Supervisor	1.00	1.00	1.00	1.00
Senior Services Activities Coordinator	0.50	0.58	0.58	0.58
HDM/Special Programs Admin	0.00	0.00	0.00	0.00
HDM Coordinator	0.50	0.75	0.75	0.75
Senior Services Assistant	0.50	0.45	0.45	0.45
Senior Aide	0.50	0.00	0.00	0.00
Driver	0.10	0.00	0.00	0.00
<b>Authorized FTE</b>	<b>27.10</b>	<b>21.63</b>	<b>21.53</b>	<b>21.18</b>
<b>Total Authorized FTE</b>	<b>81.10</b>	<b>61.13</b>	<b>58.36</b>	<b>56.61</b>

The reduction in authorized FTEs from FY09-10 to FY10-11 was a result of the economic downturn and the need to reduce town expenditures, resulting in actual staff layoffs.

Other staff reductions were created by consolidating positions.

Compared to the high of 115 FTE in FY02-03, the current level of 57 represents a total decrease of 50%.



# Resolution 2012-11



**RESOLUTION NO. 2012-11**

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE TOWN OF FOUNTAIN HILLS, ARIZONA, ADOPTING THE TENTATIVE BUDGET AS THE 2012-2013 FISCAL YEAR BUDGET FOR THE TOWN OF FOUNTAIN HILLS.

**WHEREAS**, in accordance with the provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes (the "Applicable Law"), the Mayor and Council of the Town of Fountain Hills (the "Town Council") did, on May 3, 2012, make an estimate of (i) the different amounts required to meet the public expenditures/expenses for the ensuing year, (ii) revenues from sources other than direct taxation and (iii) the amount to be raised by taxation upon real and personal property of the Town of Fountain Hills, Arizona; and

**WHEREAS**, in accordance with the Applicable Law, and following due public notice, the Town Council met on May 3, 2012, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies; and

**WHEREAS**, publication has been duly made as required by law, of said estimates together with a notice that the Town Council would meet on June 7, 2012, at the Fountain Hills Town Council Chambers for the purpose of hearing taxpayers and with respect to said estimates or any of the proposed expenditures/expenses or tax levies; and

**WHEREAS**, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate exceed that amount as computed in ARIZ. REV. STAT. § 42-17051(A).

**NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND COUNCIL OF THE TOWN OF FOUNTAIN HILLS** as follows:

**SECTION 1.** The statements and schedules attached hereto as Exhibit A and incorporated herein by reference, are hereby adopted as the budget of the Town of Fountain Hills, Arizona, for the fiscal year July 1, 2012 through June 30, 2013.

**PASSED AND ADOPTED** by the Mayor and Council of the Town of Fountain Hills, June 12, 2012.

**FOR THE TOWN OF FOUNTAIN HILLS:**

**ATTESTED TO:**



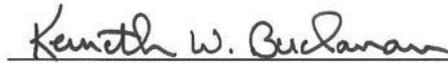
Linda M. Kavanagh, Mayor



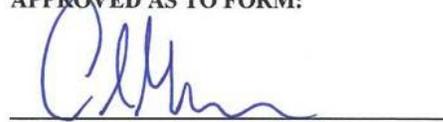
Bevelyn J. Bender, Town Clerk

**REVIEWED BY:**

**APPROVED AS TO FORM:**



Kenneth W. Buchanan, Town Manager



Andrew J. McGuire, Town Attorney



# Glossary



**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.

**Arbitrage**

The ability to use tax exempt proceeds and, by investing those funds in higher yielding taxable securities, generate a profit to the issuer.

**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.



### **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 auditor's 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.

### **Budget Amendment**

A change of budget appropriation between expenditure accounts which does not change the legal spending limit adopted by Council.

### **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 infrastructure 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 Improvement Project**

Expenditures for the construction, purchase or renovation of Town facilities or property that have a value greater than \$50,000.

**Capital Outlay**

Expenditures resulting in the acquisition of or addition to the Town's fixed assets.

**Capital Project Funds**

Capital project funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets. Capital projects funds exclude those types of capital related outflows financed by proprietary funds or for assets that will be held in trust for individuals, private organizations, or other governments.

**Capital Project Carryover**

An approved Capital Project that was not completed in the fiscal year and, therefore, was budgeted again in the current fiscal year in order to finish the project.

**Cash Basis**

A basis of accounting in which transactions are recognized only when cash amounts are increased or decreased.

**Community Facilities District (CFD)**

A separate legal entity established by the Town which allows for financing of public improvements and services.

**Comprehensive Annual Financial Report (CAFR)**

The official annual financial report of the Town. The CAFR represents management's report to the Town Council, constituents, investors and creditors.

**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.

**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**

An accounting transaction which spreads the purchase cost of an asset across its useful life.

**Division**

A grouping of related activities within a particular department (example, Senior Services is a division of Community Services).

**Encumbrance**

The formal accounting recognition of committed funds to be set aside for a future expenditure. For budgetary purposes encumbrances are considered expenditures.

**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.



---

**Fixed Assets**

Assets of a long-term character which are intended to continue to be in use or kept for more than five years and of a monetary value greater than \$10,000.

**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.

**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.

**General Obligation Bonds**

Bonds that finance a variety of public projects. The repayment of these bonds is usually made from secondary property tax revenues.

**General Plan**

A plan approved by the Town Council that provides the fundamental policy direction and guidance on development decisions in the Town.

**Governmental Funds**

Governmental Funds are those through which most governmental functions of the Town are recorded. Revenues are recognized as soon as they are both measurable and available. Expenditures generally are recorded when a liability is incurred except for unmatured interest on debt and certain similar 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 Based Budget**

The Performance Based Budget is a customer based, performance driven, results oriented budget system based on Outcome Management. Outcome Management is a management approach that focuses on the results achieved when providing a service.

**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.

**Program**

Activities performed by one or more organizational units for the purpose of accomplishing a function for which the Town is responsible.

**Property Tax**

The total property tax levied by a municipality. Arizona’s municipal property tax system is divided into a primary and secondary tax rate. The rate is expressed as dollars per \$100 of assessed valuation.

**Primary Property Tax Rate**

Arizona statute limits the primary property tax levy amount and municipalities may use this tax for any purpose.

**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 Property Tax 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 bonded debt.

**Sinking Fund**

A means of repaying funds that were borrowed through a bond issue. The issuer makes periodic payments to a trustee who retires part of the issue by purchasing the bonds in the open market.

**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, and motor vehicle in-lieu taxes.

**Strategic Plan**

The Strategic Plan defines the Town's strategy, or direction, and assists Town management in making decisions on the allocation of personnel and resources.

**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.

**User Fees**

The fee charged for the direct receipt of a public service to the party or parties who benefit from the service.

**Working Capital**

A financial metric which represents the amount of day-to-day operating liquidity available. Also known as operating capital, it is calculated as current assets minus current liabilities.



# Acronyms



---

## Acronyms

ACA-Arizona Commerce Authority

ACMA-Arizona City Manager's Association

ADA-Americans with Disabilities Act

ADEQ-Arizona Department of Environmental Quality

ADOG-Association of Dog Owners Group

ADOT-Arizona Department of Transportation

ADWR-Arizona Department of Water Resources

AGIC-Arizona Geographic Information Council

AICP-American Institute of Certified Planners

AOC-Administrative Office of the Courts

APA-American Planning Association

APRA-American Park & Recreation Association

APWA-American Public Works Association

ARRA-American Recovery and Reinvestment Act of 2009

ARS-Arizona Revised Statutes

ASCE-American Society of Civil Engineers

AZBO-Arizona Building Officials

AZDOR-Arizona Department of Revenue

AZDOT-Arizona Department of Transportation

BGC-Boys and Girls Club

BVAC-Business Vitality Advisory Council

CAD-Computer Aided Design

CAFR-Comprehensive Annual Financial Report



CARE-Crisis Activated Response Effort  
CELA-Code Enforcement League of Arizona  
CFD-Community Facilities District  
CIP-Capital Improvement Program  
CMAQ-Congestion Mitigation and Air Quality  
EMCFD-Eagle Mountain Community Facilities District  
EMMA-Electronic Municipal Market Access  
EOC-Emergency Operations Center  
FEMA-Federal Emergency Management Administration  
FHUSD-Fountain Hills Unified School District  
FTE-Full Time Equivalent  
FY-Fiscal Year  
GAAP-Generally Accepted Accounting Principles  
GADA-Greater Arizona Development Authority  
GASB-Government Accounting Standards Board  
GFOA-Government Finance Officers Association  
GIS-Geographical Information Systems  
GO-General Obligation  
GPEC-Greater Phoenix Economic Council  
HDM-Home Delivered Meals  
HURF-Highway Users Revenue Fund  
HVAC-Heating, Cooling, and Air Conditioning  
ICMA-International County Managers Association  
ICSC-International Council of Shopping Centers  
ID-Improvement District



---

IGA-Intergovernmental Agreement  
IIP-Infrastructure Improvement Plan  
ISO-International Standards Organization  
IT-Information Technology  
ITS-Intelligent Transportation System  
LTAP-Local Technical Assistance Program  
LTAF-Local Transportation Assistance Fund  
MAG-Maricopa Association of Governments'  
MCFCD-Maricopa County Flood Control District  
MCSO-Maricopa County Sheriff's Office  
MHz-Megahertz  
MPC-Municipal Property Corporation  
MSRB-Municipal Securities Rulemaking Board  
NRPA-National Recreation and Park Association  
RFP-Request for Proposals  
RPTA-Regional Public Transit Agency  
SEC-Securities and Exchange Commission  
SR-State Route  
STORM-Stormwater Outreach for Regional Municipalities  
VHF-Very High Frequency  
VOIP-Voice Over Internet Protocol









**Town of Fountain Hills**  
**16705 E. Avenue of the Fountains**  
**Fountain Hills, Arizona 85268**  
**480-816-5100**  
**[www.fh.az.gov](http://www.fh.az.gov)**