



# City of Casa Grande, Arizona



## 2009-2010 ANNUAL BUDGET

# **CITY OF CASA GRANDE, ARIZONA**

**Annual Budget for the fiscal year  
beginning July 1, 2009 and ending June 30, 2010**

## **MAYOR**

**Robert M. Jackson**

## **MAYOR PRO TEMPORE**

**Mary E. Kortsen**

## **COUNCIL MEMBERS**

**Matt Herman  
Stephen Q. Miller  
Karl Montoya  
Dick Powell  
Ralph Varela**

## **CITY MANAGER**

**James Thompson**

## **FINANCE DIRECTOR**

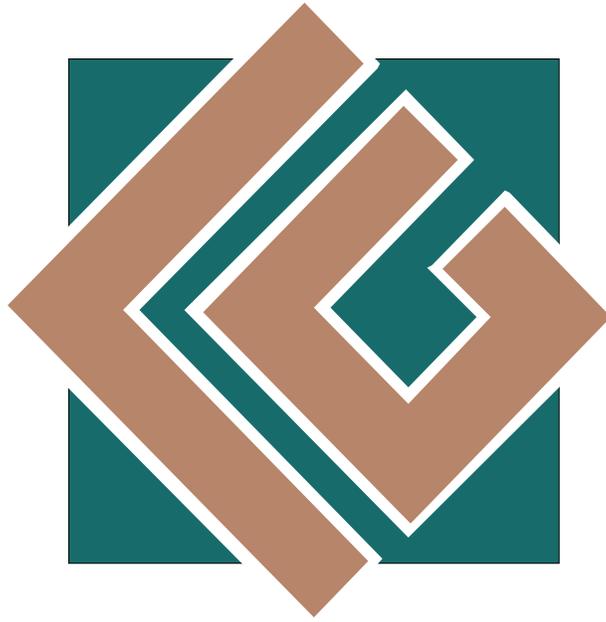
**Diane Archer**

## **BUDGET ANALYST**

**Art Marcello**

## **ASSISTANT**

**Gay Barnhart**



## ***MISSION STATEMENT***

**TO PROVIDE A SAFE, PLEASANT COMMUNITY FOR ALL CITIZENS, WE WILL:**

*S*erve Casa Grande through a variety of City services designed to promote quality of life.

*E*nsure the safety of the community through aggressive public safety efforts and programs.

*R*espond to the needs of the community by promoting communications and accessibility.

*V*alue the tax dollar and maintain a fiscal policy that keeps taxes low.

*I*ncorporate safeguards to assure fairness and equitable treatment of all citizens.

*C*ontinue to evaluate our services and ourselves to ensure quality.

*E*ndeavor to hire the best people we can find and help them develop their abilities.

**IN CASA GRANDE, WE ARE COMMITTED TO SERVICE.**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Casa Grande  
Arizona**

For the Fiscal Year Beginning

**July 1, 2008**

President

Executive Director

The Government Finance Officers Association of the United States (GFOA) presented a Distinguished Budget Presentation Award to the City of Casa Grande, Arizona for its annual budget for the fiscal year beginning July 1, 2008. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



To the Citizens of Casa Grande:

The Mayor and City Council of the City of Casa Grande are proud to present to its citizens the 2009-2010 Annual Budget. Although Casa Grande is not immune to the challenges presented by the current state economic climate, this budget does not include any service reductions or loss of jobs. Solid financial planning resulted in available rainy day funds that are able to provide funding through the next fiscal year without jeopardizing the fiscal health of the community.

Budget development occurred within the framework of Council's Focus Areas:

- **Revitalization:** Making a positive impact in areas of the community which are blighted, older, or abandoned.
- **Economic Development:** Implement policies and programs explicitly directed at improving the business climate through specific efforts such as efficient developer related services, aggressively promoting the community and investing in business retention and expansion.
- **Community Service:** Provide quality services and programs through inter-departmental cohesiveness and rapport with citizens with a specific emphasis on youth and young adults.
- **Transportation:** Enhance multi-modal options including airport, sidewalks, trails, bike lanes and streets.
- **Environment:** Create a sustainable environment through strategic use of current resources, promotion of recycling, improvement in air quality and increased water conservation.

The overall goal is to provide the highest quality services as efficiently as possible to meet the demands of the citizens of Casa Grande.

The 2009-2010 Annual Budget includes the resources to provide following:

- **Public Safety** – Construction of a new Fire Station and a new Public Safety Facility. Both of these facilities will house staff already on the payroll. The Fire Station will reduce response time by moving a company out of an existing station to a new location. Additional crews were added in 2009 to provide for this new fire station. In addition, we added rovers to ensure we had full coverage at all stations at all times.
- **Community Services** – The joint use public and school library at the new Vista Grande High School opens in August, 2009. The City operates the library and the Casa Grande Unified School District maintains the library. The City is developing a joint venture with a private company and the United Football League to provide additional athletic opportunities to Casa Grande youth and to provide a unique facility for training world class youth and adult athletes. Our regional parks and development plan continues its mission to provide community members with areas to play and enjoy. Updates and enhancements will be performed at the remaining parks within the system.
- **Economic Development** – The City of Casa Grande continues to maintain its relationship with the Greater Casa Grande Economic Development Foundation. In FY09, about \$19 million in permits for new non-residential construction were issued. Construction of wastewater treatment plant expansion is underway which doubles the capacity from 6 mgd to 12 mgd.

- **Revitalization** – The City of Casa Grande participates in several revitalization efforts in the historic downtown area. The City has established a downtown redevelopment district and is renewing efforts to finalize a redevelopment plan for the area south of that district. In addition, Code Enforcement responded to 1,331 cases last fiscal year.
- **Transportation** – The budget includes funding for implementation of a pavement management system which will provide the information and tools to improve and lengthen the useful life of the existing roadway system. The budget also includes funding for completion of Cottonwood Lane. The City continues to be active partners in regional transportation planning issues. For multi-modal transportation improvements, the budget includes \$50,000 for trail planning.
- **Environment** – A comprehensive sanitation rate study is nearing completion that includes the option to expand the recycling program. During design of all new facilities, the City requires application of the LEED construction principles and completion of LEED checklist to use as a yardstick to ensure the City constructs environmentally sound facilities within fiscal constraints.

The preparation of a municipal budget is a time-consuming and challenging process. It is also a rewarding experience to realize the City is fiscally responsible and has the policies in place to assure that it will continue to provide the level of service to its citizens for the years to come. Without my fellow City Council member's dedicated involvement, this budget process would not have been a reality. We know that preparation and monitoring of the budget has a high fiduciary responsibility, and take it very seriously. The countless hours Staff spent in preparing the budget information for the final City Council determination and direction, resulting in the final budget document is appreciated.

The future of the City of Casa Grande is dependent in part on the efforts provided by its loyal employees, and for this I thank them. While many of their deeds go unnoticed, without their willingness to provide the most effective and efficient performance in each of their professions, this City would not be where it is today.

I extend a special thanks to the City Council, City Manager – James Thompson, Deputy City Manager – Larry Rains, the Executive Leadership Team, and the entire finance staff for the many hours of dedicated work in the preparation of this document.

Most importantly, I would like to thank the citizens of the City of Casa Grande for their involvement and participation in managing the future of this municipality.

Sincerely,



Robert M. Jackson  
Mayor



Honorable Mayor and City Council:

I am pleased to present a balanced budget for the upcoming fiscal year in accordance with the Home Rule Option affirmed by the Citizens of Casa Grande. It is through this confidence in the City that we are able to provide the service level our citizens expect. The most pressing issue facing the City this fiscal year is caused by the State's fiscal condition and by the slow recovery anticipated in the local housing market. Fortunately the prior residential growth created commercial construction needs and several commercial projects continue to proceed despite the general economic malaise.

After months of compiling the budget, there was a day long City Council Budget Work session to review, in detail, the various programs and projects planned expenditures. This year's budget plan is \$221,082,560 with Interfund transfers. For the third year in a row, as a result of State legislation, primary property tax rate will be reduced again this year to \$0.7135 per one hundred dollars of assessed valuation. As a result of the General Obligation (GO) Debt approved by the voters in 2007, a secondary property tax in the amount of \$0.6308 per one hundred dollars of secondary assessed valuation is included in this year's budget. Sales tax rates remain unchanged. Various rates and fees increased based on a cost of service analysis and strategic goals of the Mayor and Council.

A brief overview of the 2009-2010 budget is as follows:

- The **General Fund's** budget is \$40,930,630. This is a \$3,851,370 decrease in expenditures from the previous fiscal year budget of \$44,782,200. The decrease is attributed to a mid year adjustment completed in FY09 with instructions to Departments to remain within the reduced amount in preparation for FY10.
- The total for the **Special Revenue Fund** budgeted amount is \$32,872,740. The Special Revenue Fund is comprised of Streets, LTAF and Half Percent street construction funding, airport parks development, community arts, wildland firefighting, promotion and tourism, court, grants, development fees, and redevelopment district revenues. This is a decrease of \$13,227,460 from last year's budget of \$45,100,200. This decrease is attributed to fewer large capital projects.
- The **Debt Service Fund** includes debt expenditures in the amount of \$3,296,710. This level of funding is \$2,154,910 more than the prior fiscal year total of \$1,141,800. The increase is a result of a general obligation bond sale of \$19,000,000 anticipated in July, 2009 to finance construction of the Public Safety Facility that increases debt repayment expenditures. This fund also includes some financial commitments for redevelopment and improvement districts.
- The **Capital Improvements Fund** shows an increase of \$48,388,400 in budget with a total budget amount of \$75,428,500. The increase from last year's budget of \$27,074,100 is largely the result of rescheduled capital projects and extending the time to complete some projects. Several large projects are included - \$19,000,000 for the Public Safety Facility and \$20,000,000 for the Performance Institute. This fund also includes budgeted expenditures for construction sales tax, capital replacement, and recreation construction.

- The **Enterprise Fund**, comprised of the Dave White Golf Course, Wastewater and Sanitation operations, is budgeted at **\$60,506,090**. This is a **\$39,512,690** increase from last year's budget of **\$20,993,400**. The increase is due to funding the Wastewater Treatment plant expansion and the replacement of the Water Facility.
- The **Internal Services Fund** provides maintenance for the City's fleet and for insurance cost allocations. The insurance fund was added this fiscal year in the amount of **\$4,614,520**. The Fleet Maintenance fund is budgeted at **\$1,696,990**, a decrease of **\$66,010** from last year's budget of **\$1,763,000**. The decrease is attributed to less wages and salaries, professional services, and operating capital.

Last fiscal year's budget was created during a period the economy was beginning the downward spiral. The uncertainty in the economy placed a hold on any plans for increases to programs or services. As we see few signs of economic recovery, the budget was based, once again, on a "maintenance of effort" scenario. The General Fund operational revenues are expected to decrease based on reductions in state shared revenue and in growth related revenue such as permits and construction sales tax.

Past increases to operational revenues allow the City to rely less on "one-time" revenues. One-time revenues, such as building permits or construction sales tax are less stable than operational revenues. Revenue for permits and construction sales tax is received when the permit is pulled or the construction project is completed and sold. Decreases in new residential construction and commercial construction increases, and other areas have resulted in a more stable operating base. By reducing the reliance on one-time revenues for operational expenses, the City is more stable during cyclical highs and lows of the construction world. The 2009-2010 budget uses no one-time revenue for operations.

While in past years, the continued growth of the City presented the challenge of maintaining service levels, this year we were able to step back and begin to review all the services provided by the City. To meet the goals of the strategic agenda, for fiscal year 2009-2010, the City of Casa Grande will not expand its workforce this upcoming year. This provides an opportunity to review the level of services provided. We are also refining the cost of service information.

The City recognizes that productivity gains are realized through use of technology. The budget includes funding to complete the implementation of Financial software. Additionally, the City will add the capability of broadcasting Council meetings in order to provide the most current relevant information to the citizens of Casa Grande.

This budget addresses changes in operational costs, a reserve to provide a market adjustment mid-year if the economy is looking favorable, and increased pension and insurance costs. We continue to quantify the indirect costs provided to the non-General Fund operations and established a transfer back to the General Fund to cover these costs. This allows the organization to better establish "true costs" as we transition to a performance based management system. In addition, we continue to fund capital projects to keep jobs in the community.

The Annual Budget, like any planning document, looks toward the future to implement the desired strategies, action plans, and goals of the organization. The Mayor and City Council set forth the priorities for the budget of Revitalization; Economic Development; Community Service; Transportation; and Environment.

These Key Result Areas and their action plans is the guide in the preparation of this budget. The other major factors facing the City of Casa Grande during the development of this budget are unstable economy, ensuring proper maintenance of assets, and employee compensation. The following Mission Statement relates the core values of the Mayor and City Council and our employees toward the community.

**MISSION STATEMENT**

- Serve Casa Grande through a variety of City Services designed to promote quality of life.
- Ensure the safety of the community through aggressive public safety efforts and programs.
- Respond to the needs of the community by promoting communications and accessibility.
- Value the tax dollar and maintain a fiscal policy that keeps taxes low.
- Incorporate safeguards to assure fairness and equitable treatment of all citizens.
- Continue to evaluate our services and ourselves to ensure quality.
- Endeavor to hire the best people we can find and help them develop their abilities.

***“IN CASA GRANDE, WE ARE COMMITTED TO SERVICE.”***

The preparation of this budget document is attributed to the countless hours spent throughout the past year by the Mayor and the City Council members. In addition, thanks to Diane Archer and the Finance staff for the time spent in providing the financial information needed for the creation of this informative document. And lastly, thanks to the rest of the Executive Leadership Team that presented requests within the parameters established to develop the 2009-2010 Annual Budget.

The City of Casa Grande continues to be in a fiscally sound position due to the efforts of the City Council and Staff. I appreciate this opportunity as the City Manager to continue this financial status through preparation of the budget document. I am confident the citizens of Casa Grande will obtain the benefit of the sound fiscal condition their local government has created, and will continue to receive the highest quality services they enjoyed in the past.

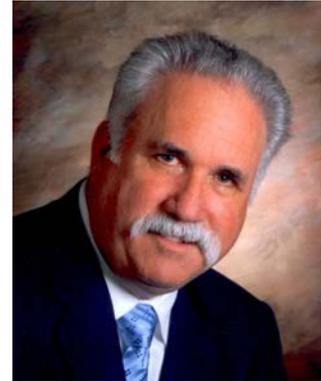
Sincerely,



James Thompson  
City Manager

## The Casa Grande City Council

Mayor Jackson is serving his second term ending in 2011. Bob has a long history of service with the City, including membership on the Golf Advisory Board, Redevelopment Committee (Vice-Chair), Charter Review Committee (Chair), Electric Light Parade Committee (founding member), Casa Grande Boys and Girls Club Board, and the Historical Society Board. He currently serves as Chair of Against Abuse Inc. and the Pinal County District 3 Transportation Committee. Governor Janet Napolitano appointed Jackson to the Highway Expansion Loan Program (HELP), the ADOT advisory board that oversees a comprehensive loan and financial assistance program for eligible highway projects in Arizona. He is married, has three children, and two grandchildren.



**Robert M. Jackson**

Born in Whitefish, Montana, Mayor Robert Jackson has lived in Casa Grande since 1991. He is a graduate of the University of Nevada, Reno, holding a B.S. in Civil Engineering. Jackson retired from the City of Casa Grande as Public Works Director in 2002. He is now self-employed as an engineering consultant.

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**Mary E. Kortsen**

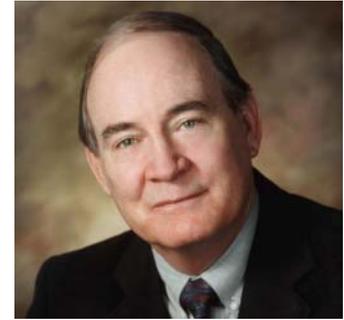
Mary Kortsen is serving her first term on the City Council, extending through 2011. She was appointed Mayor Pro Tempore in June 2009. Born in Nebraska, Mrs. Kortsen was raised in Casa Grande and has lived in the city for more than 50 years. She attended Central Arizona College and the University of Arizona.

Mrs. Kortsen served on the Stanfield Elementary School Board from 1978 - 1986, Casa Grande Regional Medical Center Board of Directors from 1984 - 1997, and as Chairman of the Desert Valley Care Center from 1993 - 1997. She has two daughters, one son, and six grandchildren.

Mr. Dick Powell is currently serving his fourth term in office, which extends through June 2013. His prior years of service were from June 1997 - June 2005. Mr. Powell served as Mayor Pro Tempore from June 1999 - June 2000, June 2009 and February 2004 - June 2004.

Mr. Powell is a member of the Republican Party. He graduated from Casa Grande Union High School, and holds a double degree in Marketing and Management from Northern Arizona University. He operates a 50-year-old Casa Grande retail business. He is married and has four children.

Mr. Powell's civic involvement includes membership in the Casa Grande Chamber of Commerce, Life member of the West Pinal Sheriff Posse (past President), 4-H Club member for 10 years - serving as a local and county leader, Town Hall Delegate to Casa Grande, Pinal County and Arizona Town Halls, Founding Member of the Greater Casa Grande Economic Development Foundation (past executive committee member), First Presbyterian Church member and elder, and member of the Casa Grande General Plan Update Committee. Additionally, Mr. Powell formerly served on the Casa Grande Union High School Governing Board for eight years. During his term he served as President for four years.



**Dick Powell**



**Ralph Varela**

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Mr. Ralph Varela is serving his second term as Councilman for the City of Casa Grande. His term will extend through June 2011. He previously served as Mayor Pro Tempore from June 2006 - June 2007.

Mr. Varela is a member of the Democratic Party. He holds a BA in Sociology from the University of Texas at El Paso and a Master's in Social Work from Arizona State University. Mr. Varela has been Chief Executive Officer for the Pinal Hispanic Council for thirteen years. He is married and has two daughters.

Mr. Varela served on the Arizona State Liquor Board as appointed by Governor Hull from 1998 - May 2003. Mr. Varela served on the Casa Grande Police Advisory Board from February 2001 - May 2003. Mr. Varela's civic involvement includes: Sunrise Optimist Club, St. Anthony of Padua Catholic School Board (Vice-President), Casa Grande Parks and Recreation (Basketball and Soccer Coach), and Pinal County Juvenile Court Community Advisory Board.

Mr. Stephen Q. Miller was elected in March of 2001. His term will extend through June 2013. Mr. Miller served as Mayor Pro Tempore from June 2004 - June 2005.

Mr. Miller is a member of the Republican Party. He was born and raised in the Tempe/Mesa area. He graduated from Tempe High School in 1970, and in 1971 moved to Casa Grande. Mr. Miller owned and managed a truss manufacturing plant and lumberyard in Casa Grande for over 15 years before becoming an employee for the City of Casa Grande for five years. He worked first in the Housing Department as a rehab specialist and then in the Building Department as a Building Inspector and Code Enforcement Officer. Presently he is the Project Manager and Construction Coordinator for a local construction company. He is married and has three children.



**Stephen Q. Miller**

Mr. Miller's civic involvement includes membership in the Masonic Lodge, President of the Casa Grande Food Bank, and Vice-President of the Casa Grande Soccer Club. Additionally, he coaches a boys U14 club soccer team.

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**Karl Montoya**

Mr. Karl Montoya is serving his first term on the City Council, extending through 2011. Mr. Montoya attended Central Arizona College and is employed by Fertizona as an agriculture consultant. He has served as chair of the City's Police Advisory Board and Silent Witness Board.

For the last four years, Mr. Montoya has volunteered as a Safety Officer for Casa Grande Little League. He is also a commander for the City's volunteer Citizens on Patrol. Mr. Montoya has 2 children.

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Mr. Matt Herman was appointed by Council to fill a vacated seat and elected to serve his first full term through 2013.

Mr. Herman currently serves on the Board of Directors of the Boys and Girls Clubs of the Casa Grande Valley and is past president. He is a member of the Casa Grande Rotary Club and is the Rotary Foundation Chair.

Mr. Herman graduated from Casa Grande Union High School in 1994 and went on to earn a Bachelor of Science Degree from Arizona State University in small business management in 1998. While at ASU he was a member of Delta Sigma Phi fraternity. He is a graduate of Project CENTRL Class XVI and the Casa Grande Leadership Academy. He is married and has two daughters.



**Matt Herman**

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**CITY OF  
CASA GRANDE, ARIZONA  
PROFILE**

**Casa Grande** is a dynamic, involved community, a modern city with rural heritage, historical landmarks, and old-fashioned values. Its economic base is a mix of retail trade, factory outlet shopping, manufacturing and agriculture.

Founded in 1879, Casa Grande was named for the famous Hohokam Indian Ruins located 20 miles to the northeast. Midway between Phoenix and Tucson, the city has grown to be the largest community in western Pinal County since its incorporation in 1915.

**GOVERNMENT**

The city is governed by a mayor, six council members and a city manager. Police and fire protection are provided by the city. There are three fire stations with full-time emergency medical personnel. All stations are staffed with Advanced Life Support Paramedics. Pictured is City Hall, which was originally the high school.



City Hall

**PRINCIPAL ECONOMIC ACTIVITIES**

Casa Grande is strategically located at the intersection of two interstate highways (I-8 and I-10) in an area known as Arizona’s Golden Corridor. Once dependent on agriculture and mining, the community has evolved into a diversified full-service area with manufacturing, retail trade, government and tourist-related employment.

Casa Grande is the retail center for western Pinal County’s consumers, including local retailers, specialty stores, antiques stores, and outlet shopping. There are more than 42 quality retail outlet stores, which attract more than two million shoppers per year. The newest addition is the 1,000,000 square-foot shopping mall The Promenade at Casa Grande includes a number of well-known national retail stores and restaurants and a multiplex movie theater.

**SCENIC ATTRACTIONS**

Casa Grande’s location, mild climate, and scenic attractions make it attractive to tourists and winter visitors. The Casa Grande Valley Historical Museum offers many historical displays and facts about the area. The unique architecture of the downtown historical buildings can be enjoyed on a walking tour of Casa Grande.

Named a Main Street Community in 1992, Casa Grande continues to revitalize the unique downtown area. The Casa Grande Art Museum hosts a number of shows each year featuring sculpture, water-color, multimedia and Western art by Arizona artists. There are numerous local annual events that offer widespread participation and entertainment. They include the Fiddlers Bluegrass Jamboree Arts & Crafts Bazaar, the Historic Downtown Street Fair and Car Show, the Arizona State Open Chili Championship, the Cactus Antique Airplane Fly In, the Pinal Gila Seniors Fair and Bazaar, and others.

The annual O’Odham Tash Celebration, a gathering of tribes is traditionally held in February and features Native American arts and crafts, ceremonial dances, rodeos, powwows and parades.

The Greater Casa Grande Chamber of Commerce also offers the Annual Business Showcase and Fall Golf Tournament.

*Information obtained from the Arizona Department of Commerce Communication and Research Division*

**COMMUNITY FACILITIES**

Casa Grande offers a broad range of community facilities including a senior center, two museums, two libraries, a bowling center, fitness and racquet clubs, aquatic park, multiplex movie theater, four golf courses, an archery range, rodeo facilities, and a dog park. There are 23 parks, many with ramadas, handball courts, tennis courts, softball diamonds, and playground equipment. These facilities create an exciting environment for multiple parks and recreational programs and activities for exercise and entertainment, as a spectator or participant.

**COMMUNICATION**

In addition to communication resources from the rest of the state, Casa Grande has a daily newspaper, one local television station, Phoenix and Tucson television and cable channels, and a City website with numerous data links.

**EDUCATIONAL**

Casa Grande has nine public elementary schools, two private elementary schools, three public middle schools, one alternative school, one charter high school, and two public high schools. Additionally, a public high school will open in the fall of 2009. Central Arizona College, a two-year community college east of Casa Grande, offers a range of courses including college preparatory, liberal arts, vocational/technical and career education. Arizona State University in Tempe (45 miles north) and the University of Arizona in Tucson (67 miles south) are major four-year state institutions. Northern Arizona University offers courses leading to a four-year degree or a masters of education degree in elementary education. The University of Phoenix offers bachelors and masters degrees in business-related areas in conjunction with the community college.

**MEDICAL**

The Casa Grande Regional Medical Center has the capacity for 240 general acute care beds with a wide range of ancillary services. Staffing includes administrative, professional, medical, emergency, and an array of Board Certified and licensed primary care physicians, physician specialists, nurses, technicians, and allied health care professionals.

**FINANCIAL**

There are a number of banks, credit unions and branches within Casa Grande. Local businesses are eligible for assistance in financing fixed assets through the Strategic Financial Division of the Arizona Department of Commerce.

**AIRPORT**

Residents of Casa Grande have access to the Casa Grande Municipal Airport with two 5,200-foot asphalt runways.

**LODGING AND MEETING FACILITIES**

There are over 1,000 rooms available in ten hotels/motels, which also feature numerous meeting facilities, with the largest seating 500 persons. Casa Grande also offers 15 RV parks in the area.

**UTILITIES**

Electricity: Arizona Public Service Co.  
Electrical District No. 1  
Electrical District No. 2  
Santa Cruz Water & Power District

Natural Gas: Southwest Gas Corporation

Telephone: Qwest

Water: Arizona Water Company  
City of Casa Grande

Sewer: City of Casa Grande

Trash: City of Casa Grande

*Information obtained from the Arizona Department of Commerce Communication and Research Division*



## City of Casa Grande, Arizona



**Legend**

- Casa Grande City Limits
- Arizona Counties

**CITY OF CASA GRANDE**

<b>Population, 2008</b>		45,116
Land Area		108 sq. miles
<b>Elevation</b>		1,398 ft.
<b>Form of Government</b>		Council/Manager
<b>Unemployment Rate, 2009</b>		11.1%
Labor Force		19,508
Unemployed		2,161
Average Household Income		\$41,508
<b>Property Tax Rate per \$100 Assessed Valuation, 2009</b>		\$1.3443
<b>Sales Tax Rate, 2009</b>		
	<b><u>Privilege</u></b>	<b><u>Retail</u></b>
City	1.8%	2.0%
County	1.1%	1.1%
State	5.6%	5.6%
<b>Total</b>	<b>8.5%</b>	<b>8.7%</b>
<b>Growth Indicators, 2008-09</b>		
Taxable Sales (\$)		\$3,112,140,538
New Building Permits		707
School Enrollment		11,652
<b>Educational Facilities</b>	<b><u>Public</u></b>	<b><u>Private</u></b>
Elementary Schools	Y	Y
High School	Y	Y
Middle School	Y	N
Two-year Community College	Y	N
<b>Medical Facilities &amp; Care Providers</b>		
Casa Grande Regional Medical Center		240 beds
<b>Financial Facilities</b>		
Banks		10
Credit Unions		3
Total Branches		11

*Information obtained from the Arizona Department of Commerce Communication and Research Division*

**CITY/COUNTY POPULATION**

(Source: Arizona Department of Economic Security and United States Department of Commerce, Bureau of the Census) 07-01-2008 ESTIMATES

Year	Casa Grande	Percent Increase	Pinal County	Percent Increase
1970	10,536	26.8%	68,579	9.4%
1980	14,971	42.1%	90,918	32.6%
1990	19,076	27.4%	116,379	28.0%
1995	20,716	8.6%	136,189	17.0%
2000	25,224	21.8%	179,727	32.0%
2001	26,800	6.2%	188,560	4.9%
2002	28,535	6.5%	198,130	5.1%
2003	29,803	4.4%	209,361	5.7%
2004	31,228	4.8%	221,895	6.0%
2005	32,855	5.2%	240,044	8.2%
2006	35,685	8.6%	271,059	12.9%
2007	42,422	18.9%	327,670	20.9%
2008	45,116	6.4%	350,558	7.0%

**POPULATION BY AGE DISTRIBUTION**

(Source: United States Department of Commerce, Bureau of the Census, 2000) 2005-2007 ESTIMATES

Age	Male	Female	Total	Percent
0-4	1,751	1,385	3,136	7.6%
5-14	2,898	4,004	6,902	16.8%
15-24	2,860	3,484	6,344	15.4%
25-34	3,443	3,051	6,494	15.8%
35-44	2,392	2,749	5,141	12.5%
45-54	2,024	2,077	4,101	10.0%
55-64	1,945	2,185	4,130	10.1%
65-74	1,109	1,233	2,342	5.7%
75+	1,031	1,472	2,503	6.1%
<b>Total</b>	<b>19,453</b>	<b>21,640</b>	<b>41,093</b>	<b>100.0%</b>

**ETHNIC CHARACTERISTICS**

(Source: United State Department of Commerce, Bureau of the Census, 2000) 2005-2007 ESTIMATES

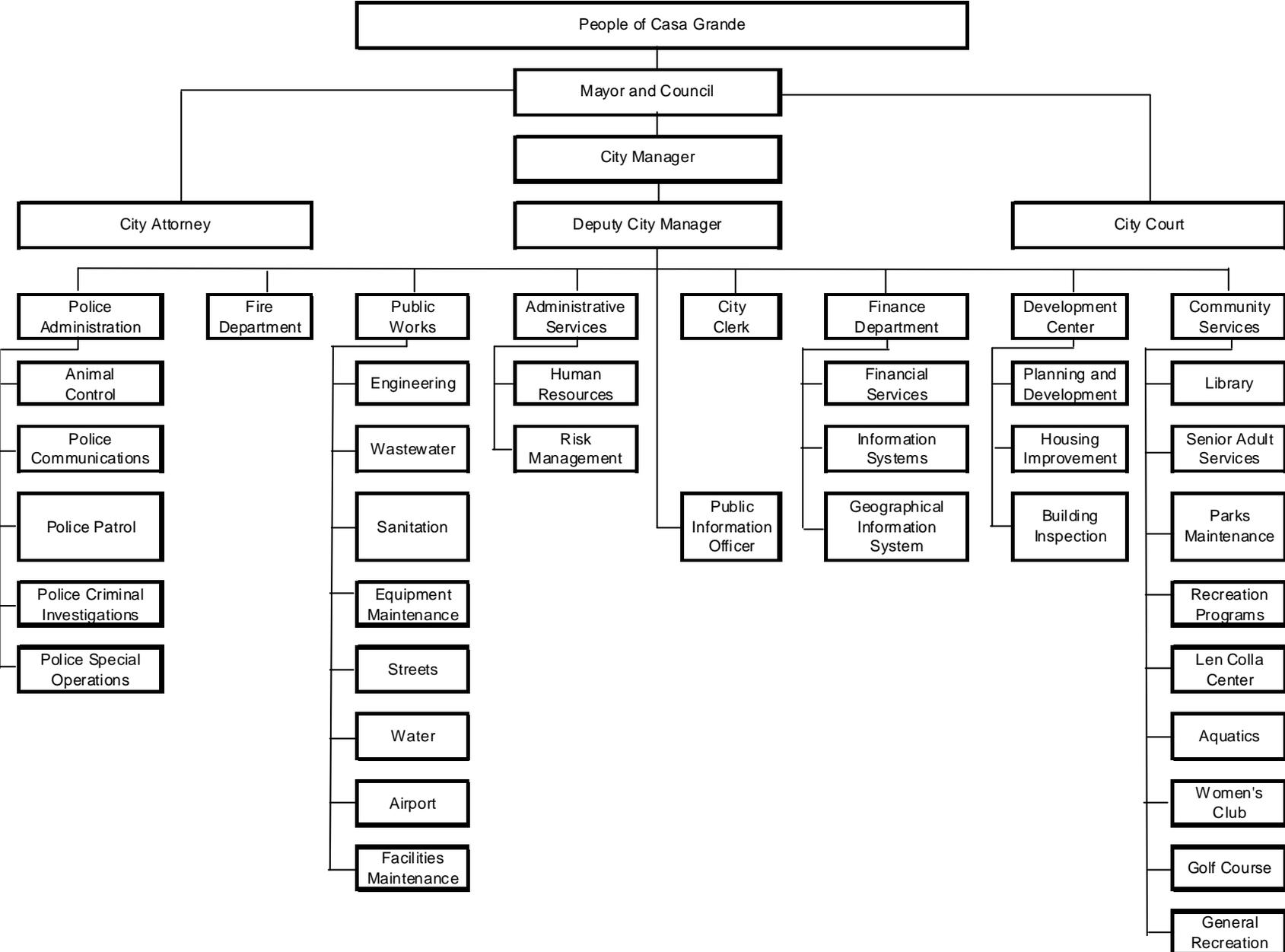
Ethnicity	City Total	City
White	27,321	68.4%
African American	1,471	3.7%
Native American	3,177	8.0%
Asian or Pacific Islander	535	1.3%
Other	7,416	18.6%
<b>Total</b>	<b>39,920</b>	<b>100.0%</b>

**CITY OF CASA GRANDE TOTAL ASSESSED VALUE**

(Source: City of Casa Grande/Pinal County Treasurer's Office)

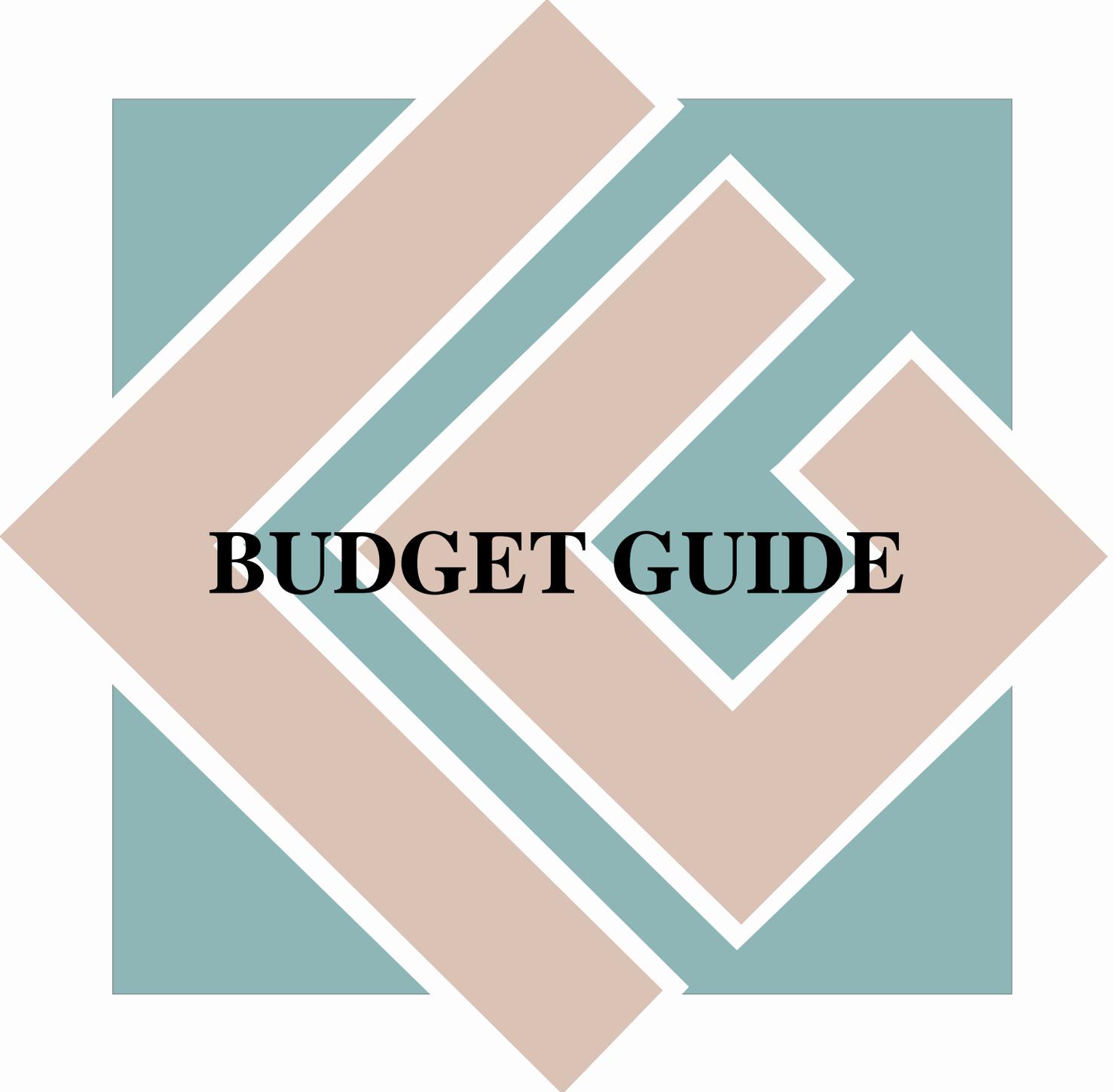
Year	Valuation	Change Percentage
1995-96	92,614,611	1.30%
1996-97	92,670,374	0.06%
1997-98	94,121,767	1.57%
1998-99	95,735,015	1.70%
1999-00	99,791,949	4.20%
2000-01	105,713,610	6.00%
2001-02	119,878,152	13.40%
2002-03	130,950,513	9.20%
2003-04	173,136,653	32.20%
2004-05	166,072,472	-4.08%
2005-06	180,092,436	8.44%
2006-07	210,656,633	17.00%
2007-08	251,428,469	19.35%
2008-09	343,683,875	36.69%
2009-10	407,387,660	18.54%

City of Casa Grande Organizational Chart



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# **BUDGET GUIDE**

**FUND AND COST CENTER LISTING**

Fund	Description	Fund	Cost Centers	
<b>General Fund</b>	General Government:			
	Mayor and Council	101	010	
	City Attorney	101	030	
	City Manager	101	100	
	City Clerk	101	110	
	Elections	101	120	
	Financial Services	101	200	
	Information Systems	101	225	
	Administrative Services - Personnel	101	250	
	Public Information Office	101	251	
	Administrative Services - Risk Management	101	255	
	Public Works Administration	101	400	
	Public Safety:			
	City Court	101	040	
	Public Safety - Animal Control	101	440	
	Police Administration	101	610	
	Police Communications	101	611	
	Police Patrol	101	612	
	Police Criminal Investigations	101	613	
	Police Special Operations	101	614	
	Fire	101	700	
	Public Works:			
	Public Works Operations	101	405	
	Facilities Maintenance	101	407	
	Culture & Recreation:			
	Public Library	101	360	
	Vista Grande Library	101	365	
	Senior Adult Services	101	510	
	Parks Maintenance	101	515	
	Recreation Programs	101	525	
	Len Colla Center	101	530	
	Aquatics	101	540	
	Keep Casa Grande Beautiful	101	545	
	General Recreation	101	550	
	Woman's Club	101	562	
	Planning & Development:			
	Downtown Development	101	321	
	Development Center	101	434	
	Engineering	101	436	
	<b>Special Revenue Funds</b>	<u>Street Maintenance:</u>		
Highway User Revenue Fund		201	430	
Public Works - 1/2 Percent Sales Tax		201	431	
Local Transportation Assistance Fund		201	432	
System Development		204	350, 360	
Municipal Airport		205	260	
Parks Development		206	535	
Community Arts		210	011	
Wildland Firefighting		215	705	
Grants and Subsidies		220	365, 370, 382, 383, 390, 433,	
Redevelopment		225	323	
Promotion & Tourism		230	012	
Court Fare		234	000	
Court Enhancement		235	041	
Probationary Fund		236	042	

**FUND AND COST CENTER LISTING**

Fund	Description	Fund	Cost Centers
	<u>Community Enrichment - Housing Programs:</u>		
	Housing Rehab - Leveraged Funds	241	320
	Community Development Block Grant	242	101, 113, 320, 340
	Housing Mini Grants	250	344
	Rural Development	251	340
	Housing Preservation Grant	252	351
	HOME - Housing Program	255	303, 360, 365
	HUD Colonia Del Sol	256	320
	Housing Development Fees	260	345
<b>Trust &amp; Agency Funds</b>	Police Trust Fund	702	650
	Emergency Medical Services Fund	703	810
	Bond & Performance Trust	705	608, 810
	Police Volunteers	706	342
	Volunteers Retirement Fund	710	810
	Section 125 Plan Fund	711	256
	CDBG Escrow Fund	749	
<b>Debt Service Funds</b>	Redevelopment	341	216
	Recreation (2%) Debt Service	342	216
	General Obligation	351	
	Improvement District #37	390	217
	Improvement District #38	391	217
<b>Capital Improvements Fund</b>	Recreation Capital Improvements	402	555
	Construction Sales Tax Projects	403	
	Capital Replacement Fund	404	
	Recreation Construction	406	000
	Airport Capital Improvements	409	260, 261
	Capital Development Projects	420	000, 365, 346, 530, 600, 700
	Improvement District #39	492	000
<b>Enterprise Funds</b>	Municipal Golf Course	510	555
	<u>Wastewater Treatment:</u>		
	Operations	520	451, 452, 453, 454, 455, 456
	Sewer Capacity	521	456
	Expansion	522	452, 453
	Sewer Development	523	453, 454, 455, 456
	<u>Sanitation:</u>		
	Collection - Residential	540	420
	Uncontained Trash	540	421
	Recycling Collection	540	422
	Recycling Operations	540	423
	Landfill	540	425
	Commercial Front Load	540	426
	Commercial Roll Off	540	427
	Sanitation Impact Fees	541	400, 401, 427
	Water System	550	460
<b>Internal Service Funds</b>	Fleet Maintenance	601	410
	Insurance	603	256
<b>Community Facilities Districts</b>	Mission Royale CFD	801	454
	Villago CFD	805	454
	Copper Mountain Ranch CFD	810	454
	Post Ranch CFD	815	454

**BUDGET DOCUMENT GUIDE**

This budget document was prepared with two major objectives in mind: first, to present a document that is easy to read and understand by citizens, and secondly, to prepare a fiscal plan for the City Council and City Management to attain their goals and objectives in providing quality services at a reasonable cost to the citizens of Casa Grande.

The City of Casa Grande is in compliance with the Government Finance Officers Association (GFOA) guidelines for budget presentation. The guidelines set forth by GFOA ultimately allow the City to meet both of the objectives previously mentioned. Given the constraints of a small community, this budget document continues to meet the requirements as:

- A Policy Document**
- An Operations Guide**
- A Financial Plan**
- A Communications Device**

The City of Casa Grande continues its efforts to improve communication and presentation to its citizenry.

**A Policy Document** - the City Council has established specific strategies to achieve their goals through policy decision as noted in the City Manager's "Budget Message." Each cost center is presented individually with a minimum of four major sections. The sections are as follows:

*General Information* describes the operations, mission, areas of responsibility, last fiscal year's accomplishments, and goals and objectives of the department.

*Budget Highlights* indicates major changes required to accomplish program goals and objectives.

*Funding Source* reflects the resources to be used by the particular cost center.

*Summary by Category* shows historical information and expenditure commitments to attain goals.

Where applicable, other cost centers include an authorized section showing positions, pay range, historical data, minimum and maximum monthly salaries and budgeted wages, and fringe benefits. As part of the monitoring process, a performance indicator section provides a measurable method of evaluating the effective operations of each applicable cost center.

**An Operations Guide** - each cost center has listed 2007-2008 actual expenditures, 2008-2009 adjusted and estimated expenditures and the 2009-2010 adopted budget in the summary by five major categories for comparative purposes.

*Personnel* - Includes wages, fringe benefits, and employee related expenses.

*Contractual Services* - Includes professional, engineering, maintenance and janitorial services. Also included, is equipment and vehicle maintenance, etc.

*Operating Supplies* - Includes office and automotive supplies, fuels and lubricants, uniforms, utilities, etc.

*Capital Outlay* - Includes land, vehicles, building, and equipment.

*Debt Services* - Include lease purchases, bonds, and interest payments.

**BUDGET DOCUMENT GUIDE** (continued)

**A Financial Plan** - Two major revenue sources are presented in numeric and graphic format as part of the general fund summary. These revenues, as well as other major revenue sources, are represented in the statistical section, which includes historical data and 2008-2009 estimates and 2009-2010 budget.

The City of Casa Grande uses the modified accrual basis of accounting for maintenance of general governmental and fiduciary fund types where revenues are recorded when measurable and available to finance expenditures in the current fiscal year. Available is defined as collectible within the fiscal year, or soon thereafter, to be used to pay current period liabilities. Other than principal and interest on long-term debt, expenditures are recognized in the accounting period in which the liability was incurred.

Enterprise Funds (Golf Course, Wastewater and Sanitation) also recognize expenditures as encumbered when a commitment is made (e.g., through a purchase order). Revenues, on the other hand, are recognized when they are obligated to the city (for example, wastewater user fees are recognized as revenue when service is provided).

The Comprehensive Annual Financial Report (CAFR) presents the status of the city's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases, this conforms to the way the city prepares its budget with the following exceptions.

- a. Compensated absences liabilities that are expected to be liquidated with expendable available financial resources are accrued as earned by employees (GAAP) as opposed to being expended when paid (Budget).
- b. Principal payments on long-term debt within the Enterprise Funds are applied to the outstanding liability on a GAAP basis, as opposed to being expended on a Budget basis.
- c. Capital outlays within the Enterprise Funds are recorded as assets on a GAAP basis and expended on a Budget basis.
- d. Depreciation expense is recorded on a GAAP basis only. Casa Grande has a capital replacement fund. Transfers are made based on depreciation value annually.

The Comprehensive Annual Financial Report (CAFR) shows fund expenditures and revenues on both a GAAP basis and Budget basis for comparison purposes.

The 2009-2010 budget document includes sections for Budget Resolution and Required Schedules, Capital Budgets, Bonded Debt Schedules, Personal Data, and a Glossary.

**A Communication Medium** - This budget document contains narratives that are simple and understandable, including graphs and charts for emphasis. The tentative as well as the final adopted annual budget are available and continue to be available for public inspections at various locations including the Public Library, City Clerk's office, and the Casa Grande website ([www.casagrandeaz.gov](http://www.casagrandeaz.gov)).

**THE FUNCTION OF BUDGETING IN FINANCIAL MANAGEMENT**

Budgeting consists of planning and controlling. Casa Grande consistently follows these two activities. The City's ongoing goal is to set and control plans as initiated. The budget is the primary tool for setting and monitoring fiscal and program policies. The budget communicates objectives of the organization and is used to ascertain the relative performance of various individuals or programs within the entity. The City's resources are lined up with strategies and customer needs by apportioning them over an established time frame. A successful budget process involves an outlined set of objectives, detailed data about resource requirements and availability, well documented planning, and flexibility in modifying data in a timely manner. The City has a well-defined channel of communication among all levels of management to monitor progress.

**BUDGETARY PRINCIPLES**

**Fiscal Year** - The budget's fiscal year begins July 1 and ends June 30 of the following year.

**Revenues** - Any current or delinquent monies collected during any fiscal year are included in the current year. To protect the City from any uncertainties, adequate levels of reserves are maintained and budgetary authority is implemented during the preparation of the budget.

**Appropriations** - Expenditures are made for budgeted items only. Any remaining balance reverts back to the fund and is subject to re-appropriation the next fiscal year.

**Amendments** - The Finance Director may transfer budgeted amounts within a classification. Any transfers between classifications may be authorized by the Finance Director with the City Manager's approval, except where personnel services are concerned. Council must authorize budgetary transfers for personnel services, and transfers between departments and funds.

**Purchasing Requirements** – The City Charter requires City Council to approve purchases exceeding the cost of twenty five thousand dollars (\$25,000). The City is required to obtain and award bids to the lowest responsible bidder for items costing over \$25,000.

**FUND STRUCTURE**

The accounts of the City are organized on the basis of funds each of which is considered a separate accounting entity. All City funds are appropriated. The following fund types and account groups are used by the City:

GOVERNMENTAL FUNDS – includes most of the City's basic services

General Fund – The General Fund is the general operation fund of the City. It is used to account for all financial resources except for those required to be accounted for in another fund.

Special Revenue Funds – The Special Revenue Funds are used to account for revenues derived from specific taxes, grants or other restricted revenue sources. The uses and limitations of each special revenue fund are specified by City Ordinances or Federal and State Statutes.

Debt Service Funds – Debt Service Funds are used to account for the accumulation of resources for and the payment of general obligation long-term debt principal, interest and related costs.

**FUND STRUCTURE (continued)**

Capital Project Funds – Capital Project Funds are used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds). The Capital Replacement Fund is used to account for the replacement of various capital items or development of infrastructure. The Community Facilities District (CFD) Capital Projects Fund accounts for capital construction activities within the CFD's.

PROPRIETARY FUNDS – used to account for business-type activities of the City

Enterprise Funds – Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The City has separate enterprise funds for Water, Wastewater, Wastewater Development Fees, Sanitation, and Golf Course.

Internal Service Funds – Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, generally on a cost-reimbursement basis. The City has two internal service funds. The Fleet Maintenance Fund is used to account for the maintenance and operations of City owned vehicles. The Insurance Fund is used to account for all of the City's insurance coverage's.

FIDUCIARY FUNDS – used to account for resources held for the benefit of others

Trust Funds – Trust Funds are used to account for assets held by the City in a trustee capacity for individuals or private organizations. Expendable trust funds are accounted for and reported as governmental funds. There are two agency funds, one to account for deposits received from various businesses in order to conduct business within the City, and the other to account for employee deposits into a flexible spending plan.

**BUDGET PROCESS OVERVIEW**

The budget process is a year-round process. However, during the formulation and presentation of the annual budget for the coming fiscal year the operation becomes intense. The budget is prepared to fulfill state requirements and follows a budgetary calendar that takes into account the state's many mandated deadlines. The preparation of the budget begins at least six months prior to the new fiscal year. Departments will project their revenues, expenditures and capital improvement project listing for the coming year.

**Communication** – Specific budget instructions and applicable information is provided to each department manager. This includes both operational and capital improvement projects budgets. There is vertical (up and down, top management/employee) and horizontal (across, department head/department head) communication for data input and feedback.

**Coordination** - Coordination and cooperation from each department plays a very big role in the budget process. The instructions enable employees to work with other employees in achieving common objectives of the City of Casa Grande. Any budget decision affects other areas, which is critical to other departments if coordination was not part of the decision-making. The understanding of the critical issues involved in making decisions, without coordination with other departments, is clearly reminded to each manager.

**BUDGET PROCESS OVERVIEW** (continued)

**Forecasting** - Forecasting is an essential part of each department in the decision-making process. Short and long range planning for the operational budget and Capital Improvement Plan provide meaningful insight and direction. This is a major component in forming a “consensus based” budget process and a necessary function when implementing the Casa Grande’s Strategic Agenda.

**Council** - The Council’s goals and policies set the direction for the development of the budget. The council members distinguish main policy issues that will provide guidance to the creation of a budget. These policies are the basis from which the departments’ requests are formulated.

**City Manager** - In addition to the Council’s policies, part of the budget process includes each department identifying and discussing their own budget or policy issues with the City Manager.

**Budget Workshop** - This workshop includes discussion of city-wide goals and objectives, budgeting guidelines for operating, capital budgets and resources available for allocation, the status of revenues for the coming year, and timelines. The budget manual distributed at this meeting is designed to assist the departments in preparing all budget requests, forms, and supporting documentation.

**Preliminary Budget** - Department budget is the process where each department will have a chance to evaluate their program goals, objectives, and measures for their department. Departments are encouraged to thoroughly review all programs and services, available resources, and the values and priorities of the citizens of Casa Grande. This includes the economic, political, and social implications. Through this process, the preliminary budgets are made.

**Review Process** - The City Manager reviews all the departments’ requests and prioritizes the need for each item and project. In determining dollar allocations, current actual expenses and revenues are reviewed, along with historical data, and the present and future national and local economic conditions. The preliminary budget process is under the City Manager’s discretion.

**Budget Sessions** - The City Manager sets specific dates to hold special budgetary sessions with council members for open dialogue of various departmental budget expenditures, in conjunction with the strategic agenda, strategic financial plan, and the capital improvement plan. These sessions also provide a chance for each department head to meet and discuss their intentions with the council members.

**Adoption of Tentative Budget, Final Budget, and Property Tax Levy** - Adoption is the process where the City Manager submits to the City Council, a proposed operating budget for the fiscal year. The operating budget includes proposed expenditures and proposed ways of financing these expenditures. The Council is given time to study the proposed budget and then conducts public hearings to obtain taxpayers’ comments. Once the final budget is adopted, seven days thereafter is the adoption of the property tax levy.

**Budget Controls** - The finance department maintains control of the budget by conducting monthly budget performance reviews throughout the fiscal year. The goal of the performance reviews is to examine expenditure patterns and compare them with incoming revenue resources. Records are maintained to evaluate ongoing programs and services.

**BUDGET ROLES AND RESPONSIBILITIES**

Many within the City of Casa Grande is involved in the budget process by way of formulation, preparation, implementation, administration, or evaluation.

**City Manager** - responsible for formulating a proposed budget and presenting it to the Council.

**City Council** - responsible for the review of the City Manager’s preliminary budget, approval and adoption of the final budget.

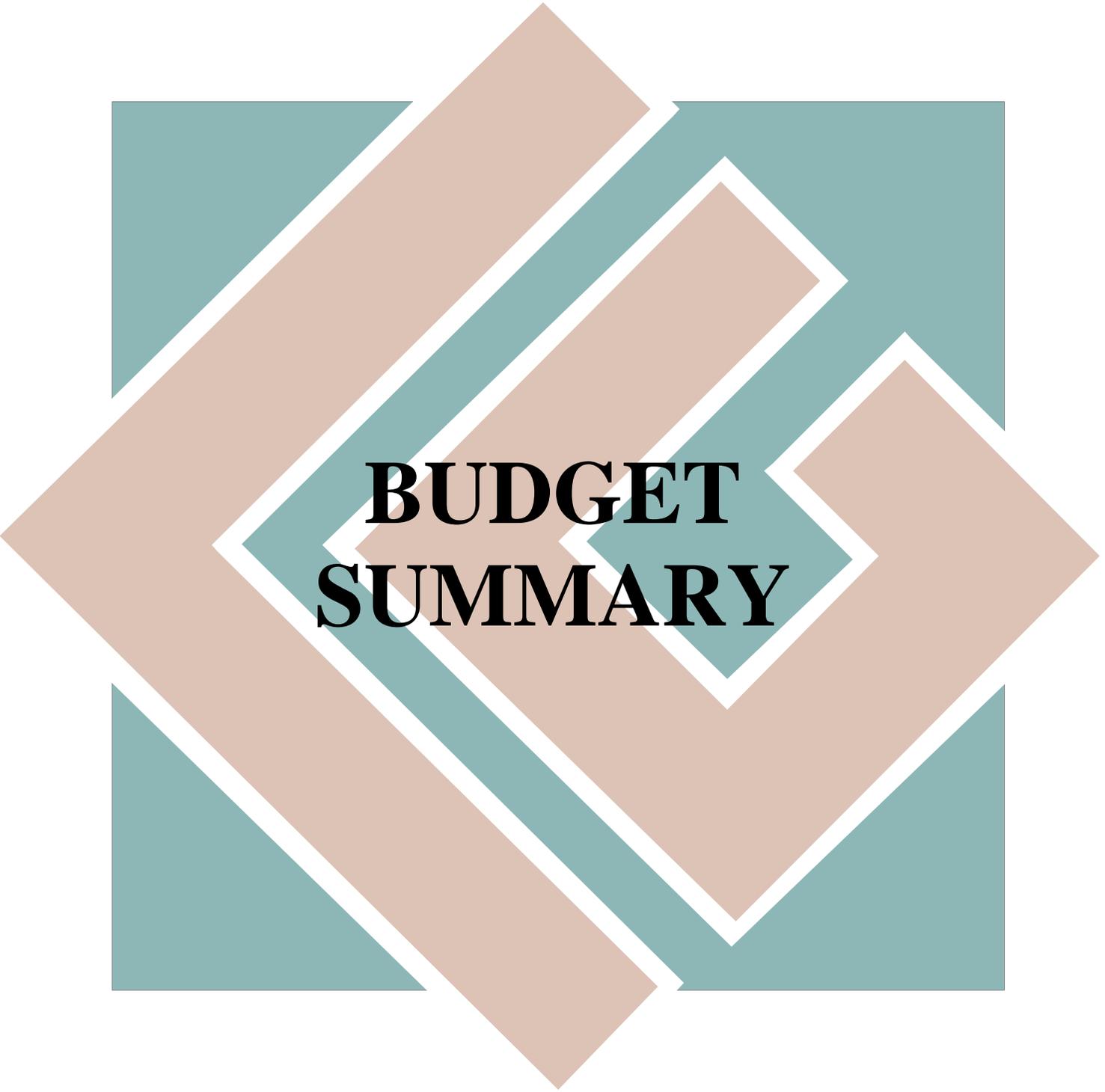
**Department Heads** - responsible for formulating the priorities of their department, reviewing, modifying, and presenting their cost center data into a departmental request package and budget reduction plan. They are also responsible for developing and submitting their department’s annual goals, objectives, and measures, along with providing quarterly updates.

**Finance Department** - the Finance Director and Budget Analyst are responsible for reviewing departmental budgets with individual department heads or staff, analyzing, summarizing, and making recommendations on the budget requests to the City Manager, and reviewing by comparing it with projected revenues.

**Capital Improvement Plan Committee** - composed of Council Members and selected departmental staff that are responsible in discussing, evaluating, and prioritizing requested capital projects.

**2009-2010 BUDGET CALENDAR**

<b>Date</b>	<b>Action Required (Deadline Set By Law)</b>
February 6, 2009	Receipt by the City of a copy of property values from the County Assessor.
February 1 through February 27, 2009	Prepare preliminary 2009-2010 revenue estimates.
February 20, 2009	Submission of requests to Finance Department.
February 27, 2009	Submission of completed department budget forms and list of departmental programs to Finance Department.
March 2 through March 6, 2009	Review of submitted budgets by Finance.
March 9 through March 13, 2009	Departments meet with Finance to review departmental budget submittals.
March 13, 2009	Submit preliminary budget to City Manager.
March 16 through April 10, 2009	City Manager and department review of budgets.
April 1 through April 24, 2009	Prepare final 2009-2010 revenue projections.
April 29, 2009	Submit balanced budget to Council.
May 4 through May 22, 2009	Council's Budget Study Sessions.
June 1, 2009	Council adoption of 2009-2010 Tentative Budget ( <i>on or before the third Monday in July {ARS 42-17101}</i> ).
June 22, 2009 (Special Meeting)	Adoption of the 2009-2010 Final Budget.



# **BUDGET SUMMARY**

**BUDGET OVERVIEW**

The total City of Casa Grande budget including transfers for fiscal year 2009-2010 is \$221,082,560. Of that total, 18.5% or \$40,930,630 is for General Fund use, 27.4% or \$60,506,090 is for the Enterprise Funds, 14.9% or \$32,872,740 is for Special Revenue Funds, 34% or \$75,428,500 is for Capital Improvement Funds, 2.9% or \$6,311,510 is for the Internal Service Fund and 1.5% or \$3,296,710 is used in the Debt Service Funds.

The development of this budget was guided by the Mayor and Council's Strategic Focus Areas; Revitalization, Economic Development, Community Service, Transportation and Environment. The most pressing issues are caused by the economic situation of the nation and the state creating a challenge to maintain current service levels, and changing the focus inward to concentrate on improving operations to reduce costs.

As a result of the economic recession, revenues decreased last year and are projected to decrease further this year. While growth-related "non-recurring" revenues such as building permits and construction sales tax were strong in prior fiscal years, more dependable operating revenues such as local retail sales tax and state shared income and sales taxes have only more recently begun to keep pace with the population growth. This allows the City to rely less on growth-related one-time revenues for operations leading to more long-term stability.

Recognizing that replacing equipment is important to maintaining service levels, a vehicle replacement program was established. The aim is to shift the replacement of vehicles and equipment to the operational expenses of the City. The replacement program continues to be very important for long-term asset maintenance cost reduction. Proper maintenance and replacement of assets leads to increased long-term stability as well.

As the on going revenue sources decrease, maintaining service levels requires additional creativity. The current budget does not include any new programs, places a hiring freeze on certain positions, eliminates the merit increases and postpones any market adjustment until mid-year if the economy is improving. During this time of change, technological solutions are sought to cost-effectively increase the productivity of the City's workforce and boost service levels.

**LOCAL TAXES**

**Local Sales Tax** – The local sales tax revenue estimate for this year is \$20,871,380 based on current rates. Sources of this tax are retail sales, rental/leasing properties, utility and telecommunications sales, restaurants and bars, construction or contracting, and development publishing. Of the total projection, construction sales tax rate is 4% and construction sales tax revenue is \$4,500,000. Because of the volatile nature of this revenue, care must be taken to match it with non-recurring expenditures. In 1999 voters approved a 0.2% increase in sales tax on retail, which is designed to pay the debt on bonds used for the acquisition, construction and equipment for recreational facilities. Anticipated revenue for FY 2009-2010 is \$600,000. The City also has a 2% hotel and motel accommodation tax. Anticipated revenue of \$100,000 is allocated to the Boys and Girls Club.

**Property Tax** - The state constitution and state law specify a property tax levy limitation system. This system consists of two levies: a limited levy known as the primary property tax levy and an unlimited levy referred to as the secondary property tax levy. The primary levy may be imposed for all purposes, while the secondary levy, in cities and towns, may only be used to retire the principal and interest or redemption charges on bonded indebtedness. Primary property tax levied for this year is \$2,566,600. The primary tax rate is \$.7135 per \$100 assessed value, while the secondary rate is \$.6308 per \$100 assessed value. The combined property tax rate is \$1.3443 per \$100 assessed value. This represents approximately 13.5% of the total property tax bill for a resident.

**Franchise Tax** - Cities and towns in Arizona are given exclusive control over all rights-of-way dedicated to the municipality. This exclusive control enables the municipality to grant franchise agreements to utilities using the city's or town's streets in the distribution of utility services. The franchise taxes estimated for this year are \$1,530,000. Sources of franchise taxes are from Qwest, Southwest Gas, Cox Cable, APS and Electrical District 2.

### **LICENSES AND PERMITS**

**Business License** - The general law authority for a city or town to initiate a local sales tax is the same authority, which allows a municipality to place a license on professions, occupations, or businesses within the community. The state law stipulates that a business license can only be issued for the period of one year and may not be less than ten dollars, nor more than five thousand dollars. There are traditionally two means of levying taxes on local businesses - a flat rate charge on a quarterly or annual basis or a flat rate charge based on the gross proceeds of sales. The business license revenue for this year is \$180,000.

**Animal License** - An animal license is a license or registration of each dog and cat in the City of Casa Grande. The animal licenses estimated for this year are \$45,000.

**Building Permits** - Revenues from this source are composed of amounts collected from building permits, zoning permits, and a variety of other programs. This revenue source is driven by the growth of the City. Building permit revenues for the current year are estimated to be \$500,000, a decrease of \$1,250,000 from last year's budgeted amount.

### **SERVICE CHARGES**

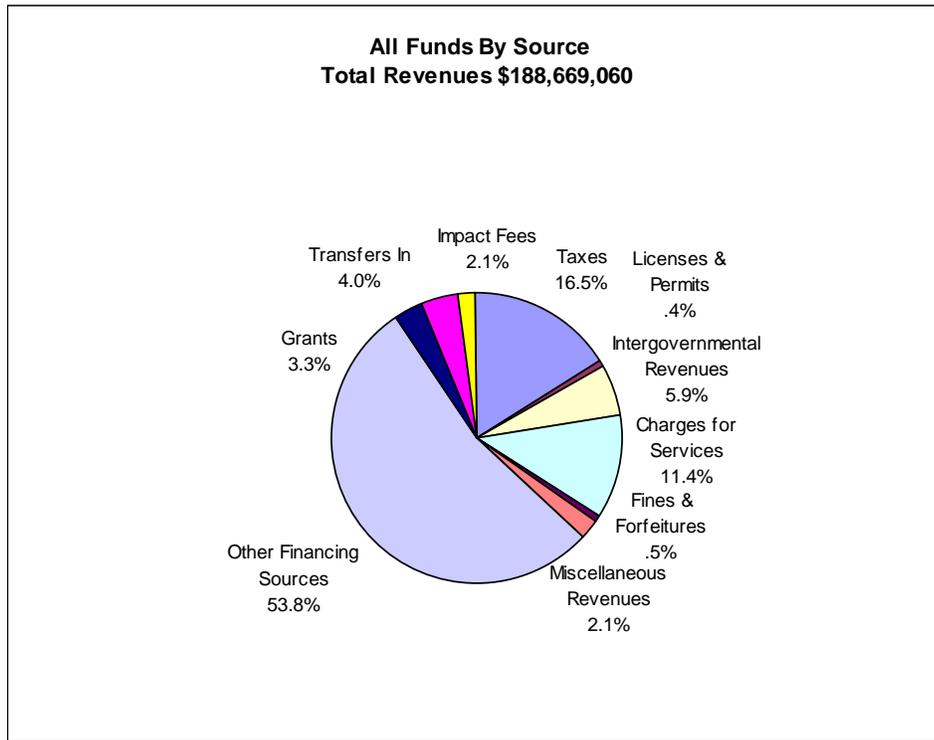
**Charges for Services** - Charges for services consist of Planning and Development Fees which are estimated to be \$226,000, Wastewater User Fees estimated to be \$3,498,000, Sanitation Charges estimated to be \$5,683,000, Recreation Fees estimated to be \$1,362,550, Public Safety Fees estimated to be \$122,000, and Irrigation Water Fees estimated to be \$7,000 for this year. These services account for 6.9% of the total revenues.

### **FINES AND FORFEITURES**

**Fines and Forfeitures** - Another revenue source for Arizona cities and towns is the money from fines paid to the municipal magistrate court. These revenues would come from traffic violations and other fines paid for the violation of municipal ordinances. Also included in this category are library fines, animal control fines, and attorney fees. The estimated fines and forfeitures for this year are \$1,193,000.

**MISCELLANEOUS REVENUES**

There are other revenue sources like the sales of fixed assets, investment income, sale of maps, library and other donations, rentals, leases, concessions, Housing Program Income, etc. The estimated miscellaneous revenue for this year is \$3,688,000, which is 2.1% of the total revenues.



**EXPENDITURE ANALYSIS**

The amount budgeted for each type of expenditures are as follows: Personnel Services 15% of the total, Contractual Services 8%, Operating Supplies 4%, Capital Outlay 51.1%, Debt Service 4%, and Inter-fund Transfers 3%.

**Personnel Services** - With a market study update for the compensation plan completed, the city chose not to provide a general cost adjustment for its employees. There is a 2% allowance for a mid-year adjustment if the economy is looking stronger. Health insurance costs did not change. Additionally, the pension contributions remained stable for Fire and Police employees.

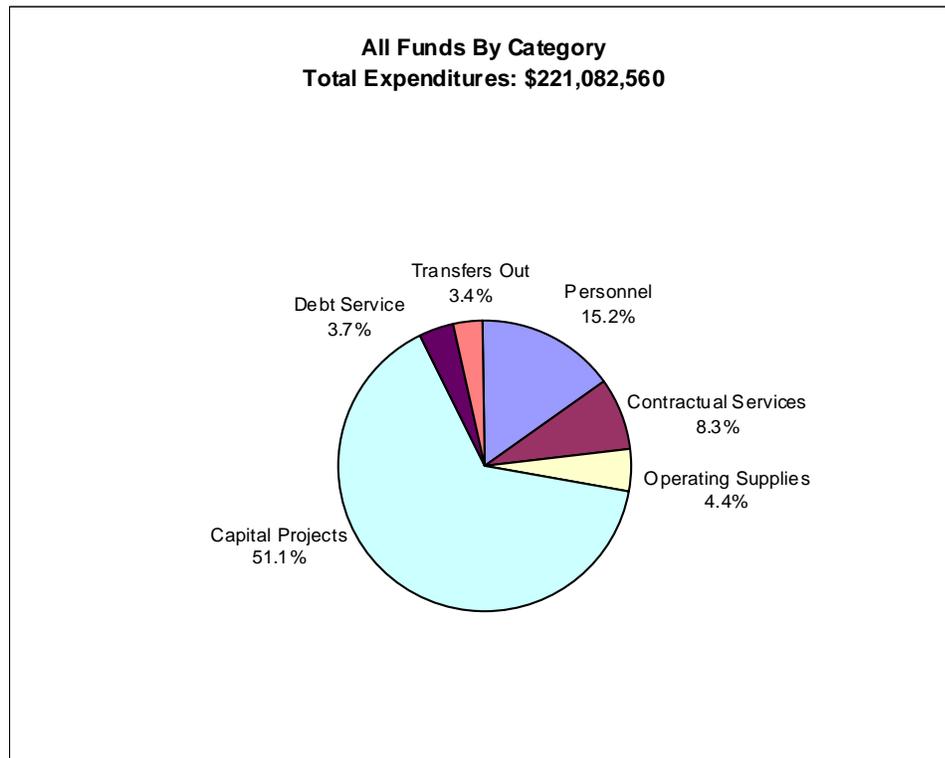
**Contractual Services** - These are expenditures for external professional services and maintenance contracts on grounds, buildings, computer and other equipment. Professional services include engineering, financial, computer consultants, attorneys, and etcetera.

**Operating Supplies** - These expenses are office supplies, motor vehicle parts, fuels and lubricants, small tools and utilities. The largest increases here are due to increased utility and fuel costs.

**Capital Outlay** - The capital outlay grouping is used to account for the purchase of equipment and acquisition or construction of major capital facilities over \$10,000. In this year’s budget, most of the capital expenditures came from the capital improvement plan coordinated by the Capital Improvement Plan Committee.

**Debt Service** - Debt service is used to make principal and interest payments on leased or bond debt. New debt was issued in FY09 for the wastewater treatment plant expansion. Anticipated debt in FY10 includes general obligation debt of \$19,000,000 to finance construction of the public safety facility, \$20,000,000 of excise tax debt to finance construction of the performance institute and several contingency amounts.

**Transfers** – Transfers between funds are used to properly account for true costs within each fund. For fiscal year FY10 transfers between funds increased as a result of the creation of the vehicle replacement plan and by more universally charging funds for administrative services provided by the General Fund.



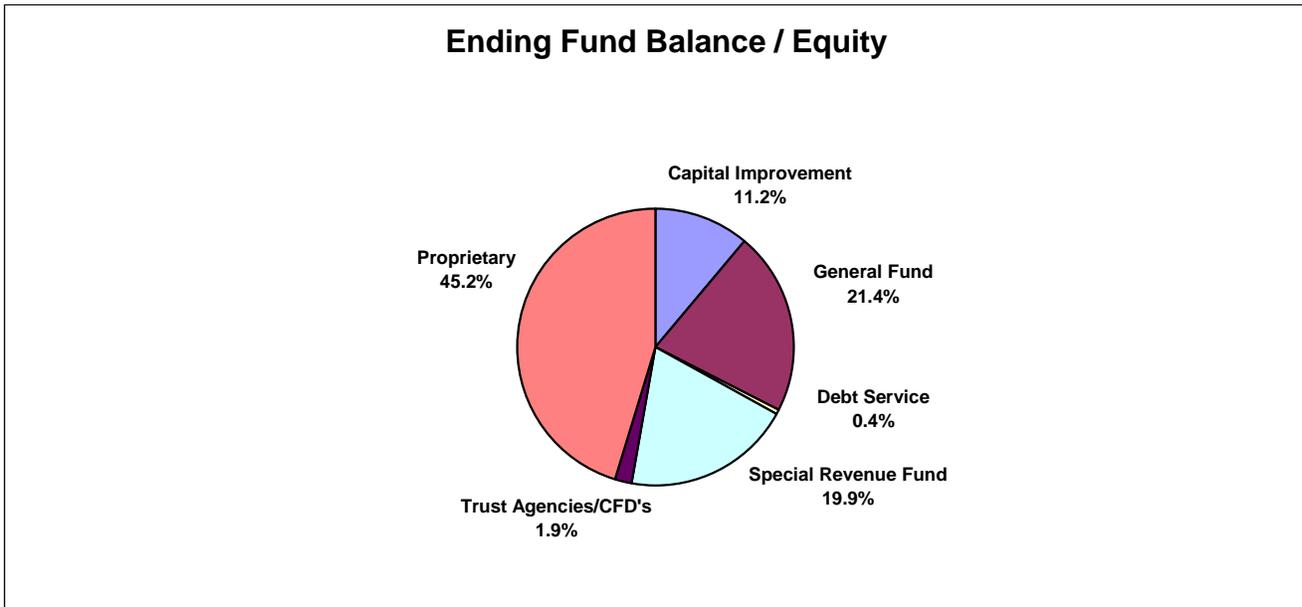
**FUND BALANCE ANALYSIS**

For the purposes of this analysis, fund balance is defined as the excess of resources over expenditures. The beginning fund balance is the residual funds brought forward from the previous fiscal year. For enterprise funds, fund equity is defined as the non-capital portion of the net assets.

The overall fund balance for the City is projected to decrease at the end of fiscal year 2009-2010 due to a reduction in development fees, building permits, and construction sales tax. In the General Fund, fund balance is appropriated for Economic Development, Aesthetics Revitalization, Capital Outlay, the Vehicle Replacement Plan, and Contingency. The majority of the Special Revenue Funds' fund balance is to be used for the Downtown Streets Project and Development Fee related projects such as Fire Station #504, North Operation Center, and traffic signals. The fund balance appropriated for use in the Capital Improvement Funds is for public safety facilities and recreation construction. The Enterprise fund balance appropriated is primarily for the wastewater treatment plant expansion.

**FUND BALANCE SUMMARY FOR FISCAL YEAR 2009-2010 - BY FUND**

	General Fund	Special Revenue	Debt Service	Capital Improvements	Proprietary	Trust Agencies CFD's	Total
Beginning Balance	\$33,556,485	\$40,283,199	\$462,769	\$24,032,707	\$60,821,850	\$2,670,232	\$161,827,242
Use of Balance	(5,824,920)	(14,582,320)	80,080	(9,593,730)	(2,296,430)	(196,180)	(\$32,413,500)
Ending Balance	\$27,731,565	\$25,700,879	\$542,849	\$14,438,977	\$58,525,420	\$2,474,052	\$129,413,742



**BUDGET SUMMARY FOR FISCAL YEAR 2009-2010 - BY FUND**

	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Imprvmnt</b>	<b>Enterprise Fund</b>	<b>Internal Service</b>	<b>Trust and CFD's</b>	<b>Grand Total</b>
<b>Funding Sources</b>								
Taxes	\$24,037,910	\$350,000	\$2,941,870	\$3,500,000	\$16,380	\$0	\$255,200	\$31,101,360
Licenses and Permits	725,000	0	0	0	0	0	0	\$725,000
Intergovernmental Revenues	5,892,090	5,251,420	0	0	0	0	0	\$11,143,510
Grants	0	4,574,000	0	1,718,930	0	0	0	\$6,292,930
Charges for Services	1,108,000	1,775,000	135,000	0	11,606,550	6,846,990	0	\$21,471,540
Impact Fees	0	2,327,000	0	0	1,579,000	0	0	\$3,906,000
Fines & Forfeitures	929,000	54,000	0	0	0	0	0	\$983,000
Miscellaneous Revenue	607,000	2,804,000	0	129,500	224,500	0	285,000	\$4,050,000
Other Financing Sources	0	1,150,000	0	59,000,000	40,330,000	0	1,000,000	\$101,480,000
<b>Total Before Transfers</b>	<b>\$33,299,000</b>	<b>\$18,285,420</b>	<b>\$3,076,870</b>	<b>\$64,348,430</b>	<b>\$53,756,430</b>	<b>\$6,846,990</b>	<b>\$1,540,200</b>	<b>\$181,153,340</b>
Transfers In	1,806,710	5,000	299,920	1,486,340	3,917,750	0	0	7,515,720
<b>Total Financial Resources Available</b>	<b>\$35,105,710</b>	<b>\$18,290,420</b>	<b>\$3,376,790</b>	<b>\$65,834,770</b>	<b>\$57,674,180</b>	<b>\$6,846,990</b>	<b>\$1,540,200</b>	<b>\$188,669,060</b>
<b>Expenditures</b>								
Personnel	\$26,651,580	\$2,065,290	\$0	\$0	\$3,929,500	\$882,070	\$0	\$33,528,440
Contractual Services	6,127,160	4,334,700	0	0	1,829,770	4,496,420	1,475,000	\$18,263,050
Operating Supplies	2,991,680	3,481,440	0	0	2,494,800	655,640	20,000	\$9,643,560
Capital Outlay	3,824,600	21,778,950	0	73,708,500	44,568,700	24,500	0	\$143,905,250
Debt Service	84,210	175,670	3,296,710	0	4,270,880	157,690	241,380	\$8,226,540
Other Uses	0	0	0	0	0	0	0	\$0
<b>Total Before Transfers</b>	<b>\$39,679,230</b>	<b>\$31,836,050</b>	<b>\$3,296,710</b>	<b>\$73,708,500</b>	<b>\$57,093,650</b>	<b>\$6,216,320</b>	<b>\$1,736,380</b>	<b>\$213,566,840</b>
Transfers Out	1,251,400	1,036,690	0	1,720,000	3,412,440	95,190	0	7,515,720
<b>Total Budgeted Expenditures/Expenses</b>	<b>\$40,930,630</b>	<b>\$32,872,740</b>	<b>\$3,296,710</b>	<b>\$75,428,500</b>	<b>\$60,506,090</b>	<b>\$6,311,510</b>	<b>\$1,736,380</b>	<b>\$221,082,560</b>

**REVENUE COMPARISON**

	<b>2007-08 ACTUAL</b>	<b>2008-09 ADOPTED</b>	<b>2008-09 ESTIMATE</b>	<b>2009-10 BUDGET</b>	<b>PERCENT TO TOTAL</b>
<b>LOCAL TAXES</b>					
Property Taxes	3,070,770	3,341,600	6,110,040	6,203,670	3.29%
Local Sales Tax	28,097,090	22,259,500	23,334,240	20,871,380	11.06%
Franchise Taxes	1,687,010	1,370,000	1,910,590	1,530,000	0.81%
<b>Subtotal</b>	<b>\$32,854,870</b>	<b>\$26,971,100</b>	<b>\$31,354,870</b>	<b>\$28,605,050</b>	<b>15.16%</b>
<b>LICENSES &amp; PERMITS</b>					
Business Licenses	142,590	206,000	206,000	127,520	0.07%
Animal Licenses	46,790	45,000	45,000	45,850	0.02%
Building Permits	1,692,580	500,000	635,040	500,000	0.27%
<b>Subtotal</b>	<b>\$1,881,960</b>	<b>\$751,000</b>	<b>\$886,040</b>	<b>\$673,370</b>	<b>0.36%</b>
<b>INTER-GOV'T</b>					
Shared Lottery Funds - LTAF	176,530	188,800	179,390	196,800	0.10%
Shared Gasoline Tax - HURF	3,223,470	2,919,200	2,639,910	2,745,620	1.46%
Half Cent Sales Tax	2,506,140	2,000,000	2,081,400	2,300,000	1.22%
Shared Sales Tax	2,984,120	2,936,800	2,583,420	2,496,310	1.32%
Shared Income Tax	4,592,700	4,786,600	4,793,340	4,192,090	2.22%
Shared Auto-In-Lieu	2,199,270	1,700,000	2,126,090	1,700,000	0.90%
Housing Program Income	1,690,910	2,173,000	1,208,230	1,400,000	0.74%
Grant Revenues	3,246,480	5,450,500	2,177,230	6,892,930	3.65%
<b>Subtotal</b>	<b>\$20,619,620</b>	<b>\$22,154,900</b>	<b>\$17,789,010</b>	<b>\$21,923,750</b>	<b>11.62%</b>
<b>SERVICE CHARGES</b>					
Planning & Development Fees	1,086,060	1,130,000	210,970	175,000	0.09%
Wastewater Treatment Charges	2,865,200	3,085,000	3,958,630	4,561,000	2.42%
Sanitation Charges	4,773,250	5,407,600	4,450,190	5,833,000	3.09%
Water Service Charges	190,130	151,000	196,410	121,000	0.06%
Recreation Fees	1,100,030	1,220,000	1,272,750	1,388,550	0.74%
Public Safety Fees	306,460	194,600	183,630	173,000	0.09%
Internal Service Charges	1,416,110	1,763,000	1,582,400	6,846,990	3.63%
Irrigation Water Fees	6,690	6,500	8,450	7,000	0.00%
<b>Subtotal</b>	<b>\$11,743,930</b>	<b>\$12,957,700</b>	<b>\$11,863,430</b>	<b>\$19,105,540</b>	<b>10.13%</b>
<b>FINES &amp; FORFEITURES</b>					
Library Fines	18,800	18,000	18,970	20,000	0.01%
Animal Control Fines	14,000	16,000	9,090	15,000	0.01%
Attorney's Fees	930	0	0	0	0.00%
City Court Fines & Fees	843,330	841,500	1,172,020	1,158,000	0.61%
<b>Subtotal</b>	<b>\$877,060</b>	<b>\$875,500</b>	<b>\$1,200,080</b>	<b>\$1,193,000</b>	<b>0.63%</b>
<b>MISC. REVENUE</b>					
Development Fees	11,637,740	13,106,000	2,604,480	3,930,000	2.08%
Sale of Fixed Assets	617,810	60,000	17,950	40,000	0.02%
LGIP Interest	4,166,690	3,955,500	1,046,290	1,010,800	0.54%
Sale of Maps	500	3,000	440	1,000	0.00%
Contributions and Donations	248,260	213,200	503,860	351,200	0.19%
Rentals, Leases & Concessions	185,190	353,700	544,060	426,000	0.23%
Aviation Fuel Sales	1,159,600	1,097,900	1,086,760	1,176,000	0.62%
Special Assessment Revenue	29,690	140,200	21,090	135,000	0.07%
Unclassified Revenue	5,108,480	1,270,100	2,378,070	1,101,130	0.58%
Bond Performance Receipts	1,147,560	1,000,000	637,480	1,000,000	0.53%
Copier Revenue	1,960	1,500	2,500	1,500	0.00%
<b>Subtotal</b>	<b>\$24,303,480</b>	<b>\$21,201,100</b>	<b>\$8,842,980</b>	<b>\$9,172,630</b>	<b>4.86%</b>
<b>OTHER FINANCING SOURCES</b>					
Lease Purchase Proceeds	0	3,150,000	0	3,350,000	1.78%
Bond Proceeds	9,120,520	88,596,200	705,000	97,130,000	51.48%
Use of Fund Balance	0	31,279,300	0	0	0.00%
<b>Subtotal</b>	<b>\$9,120,520</b>	<b>\$123,025,500</b>	<b>\$705,000</b>	<b>\$100,480,000</b>	<b>53.26%</b>
<b>TRANSFERS</b>					
Transfers In	8,811,080	4,609,200	7,456,970	7,515,720	3.98%
<b>Subtotal</b>	<b>\$8,811,080</b>	<b>\$4,609,200</b>	<b>\$7,456,970</b>	<b>\$7,515,720</b>	<b>3.98%</b>
<b>Total Revenues</b>	<b>\$110,212,520</b>	<b>\$212,546,000</b>	<b>\$80,098,380</b>	<b>\$188,669,060</b>	<b>100.00%</b>

### City Sales Tax Revenue

Description	Fiscal Year	Amount	Percent Change
The transaction privilege tax (sales tax) is collected on the gross receipts of business activities. The current sales tax rates are as follows:  <b>All gross receipts</b> - 1.80% - General Fund <b>Plus:</b> <b>Construction</b> - 2.20% - Capital Improvements <b>Retail Sales</b> - .20% - Recreation Bond <b>Accommodations</b> - 2.00% - Boys and Girls Club	2000-2001	10,500,552	
	2001-2002	10,565,836	0.6
	2002-2003	11,851,114	12.2
	2003-2004	12,458,974	5.1
	2004-2005	14,244,753	14.3
	2005-2006	17,659,253	24.0
	2006-2007	24,832,684	40.6
	2007-2008	28,097,090	13.1
	2008-09 Proj	23,334,239	(17.0)
	2009-10 Bud	20,871,380	(10.6)

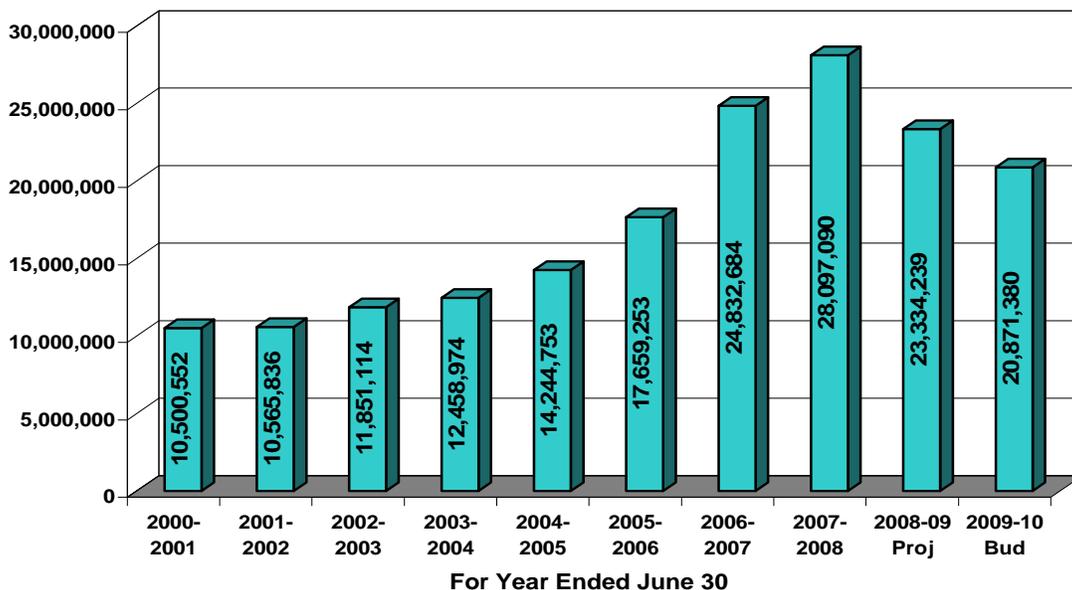
### Analysis

The Arizona Department of Revenue provides the City with tax collection services. The estimates for the current year's budget are based upon analysis of the trended collections over the last few years. The analysis includes the projections for continued slowdown in residential construction seen over the last couple of years, and includes the continued downturn in commercial construction with the completion of projects started before the recession.

### Method

Three year trend analysis, adjusted for unemployment and decrease in retail sales and the related decrease in construction sales tax.

### City of Casa Grande, Arizona - City Sales Tax



**1/2 % County Sales Tax Revenues**

Description	Fiscal Year	Amount	Percent Change
In 1986, the voters of Pinal County approved an additional 1/2% sales tax. The tax, as approved by voters, will be in effect for twenty years and is specifically mandated on 10% of the State Sales Tax Levy, which is currently 5.0%. The reauthorization of this tax was approved by voters in November, 2005. The revenue is used for street improvements.	2000-2001	1,000,761	
	2001-2002	961,534	(3.9)
	2002-2003	1,151,853	19.8
	2003-2004	1,370,573	19.0
	2004-2005	1,708,436	24.7
	2005-2006	2,425,082	41.9
	2006-2007	2,676,273	10.4
	2007-2008	2,506,143	(6.4)
	2008-09 Proj	2,000,000	(20.2)
	2009-10 Bud	2,300,000	15.0

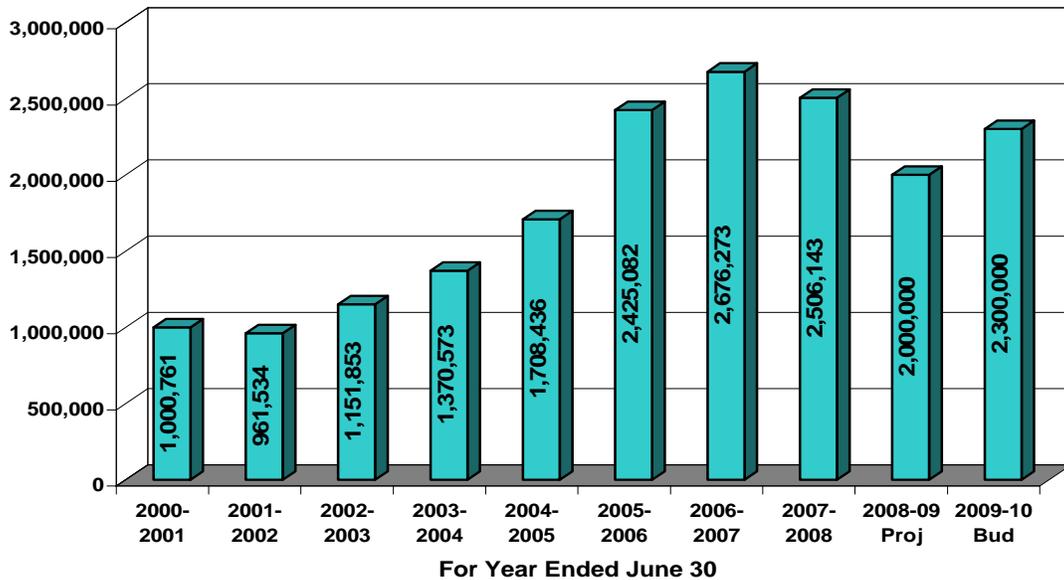
**Analysis**

The Arizona Department of Revenue provides the City with tax collection services. The estimates for the current year's budget are based upon analysis of the trended collections over the last few years with a recognition of stagnant and declining sales tax collections.

**Method**

Because of some volatility in this revenue due to county wide construction and the incorporation of new municipalities, projections for this revenue are tied to county wide population numbers.

**City of Casa Grande, Arizona - 1/2% County Sales Tax**



### Franchise Tax Revenues

Description	Fiscal Year	Amount	Percent Change
The franchise tax is based on the gross sales of utility companies. The companies that currently pay the tax are:  Arizona Public Service <b>2%</b> <b>(2/3 of the APS franchise taxes are reserved for Economic Development)</b> Southwest Gas <b>3%</b> Qwest <b>2%</b> Cox Communication <b>2%</b> Electric District No. 2 <b>1%</b>	2000-2001	817,197	
	2001-2002	893,413	9.3
	2002-2003	850,840	(4.8)
	2003-2004	899,604	5.7
	2004-2005	954,852	6.1
	2005-2006	1,236,366	29.5
	2006-2007	1,511,752	22.3
	2007-2008	1,687,014	11.6
	2008-09 Proj	1,910,590	13.3
	2009-10 Bud	1,530,000	(19.9)

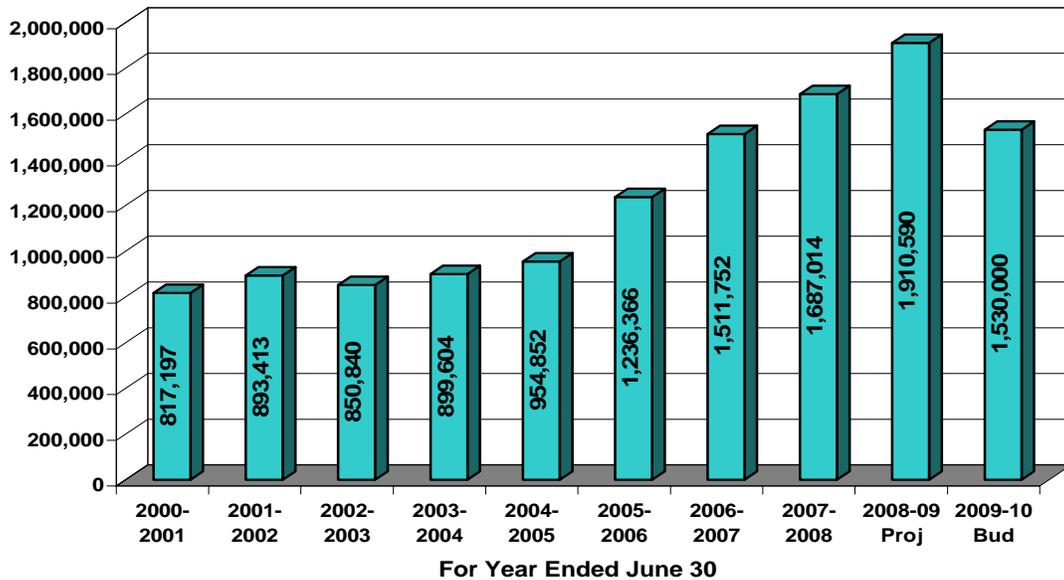
### Analysis

The estimates for the current year's budget are based upon analysis of the current economic condition. As the City experiences foreclosures and unemployment, citizens cut back and find methods to save on utility expenditures.

### Method

Review of current year estimates in correlation with prior year actuals.

### City of Casa Grande, Arizona - Franchise Tax



### Building Permits Revenue

Description	Fiscal Year	Amount	Percent Change
Building permits are assessed based on the City's Administrative Code and the City Sign Code. Fees are charged for building, mechanical and electrical activities. Inclusive, fees are assessed for plan checks and signs.	2000-2001	741,714	
	2001-2002	687,013	(7.4)
	2002-2003	959,975	39.7
	2003-2004	1,263,355	31.6
	2004-2005	2,017,707	59.7
	2005-2006	3,468,682	71.9
	2006-2007	2,580,633	(25.6)
	2007-2008	1,692,576	(34.4)
	2008-09 Proj	635,040	(62.5)
	2009-10 Bud	500,000	(21.3)

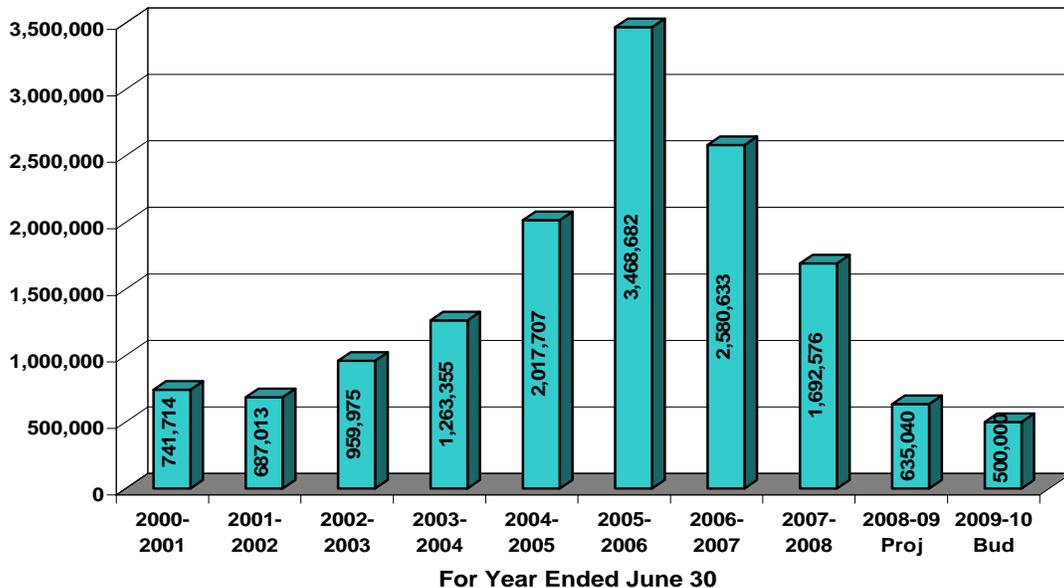
### Analysis

This City revenue fluctuates each year based on commercial and residential development. This revenue source, much like construction sales tax, is deemed to be highly volatile and thus a conservative approach is used in the projections. Projections are based on under 25 new single family home permits per month.

### Method

Reduction of current year estimates based on assumption of decreased commercial activity.

### City of Casa Grande, Arizona - Building Permits



### Fines and Forfeitures

Description	Fiscal Year	Amount	Percent Change
Fines and forfeitures are generated as a result of imposed fines for the violations, criminal citations, library fines and violation of the City code. State Statute requires that a 60% surcharge be assessed on all Court fines and transferred to the State of Arizona.	2000-2001	611,550	
	2001-2002	778,520	27.3
	2002-2003	669,977	(13.9)
	2003-2004	657,845	(1.8)
	2004-2005	720,644	9.5
	2005-2006	714,379	(0.9)
	2006-2007	806,901	13.0
	2007-2008	843,330	4.5
	2008-09 Proj	1,172,020	39.0
	2009-10 Bud	1,158,000	(1.2)

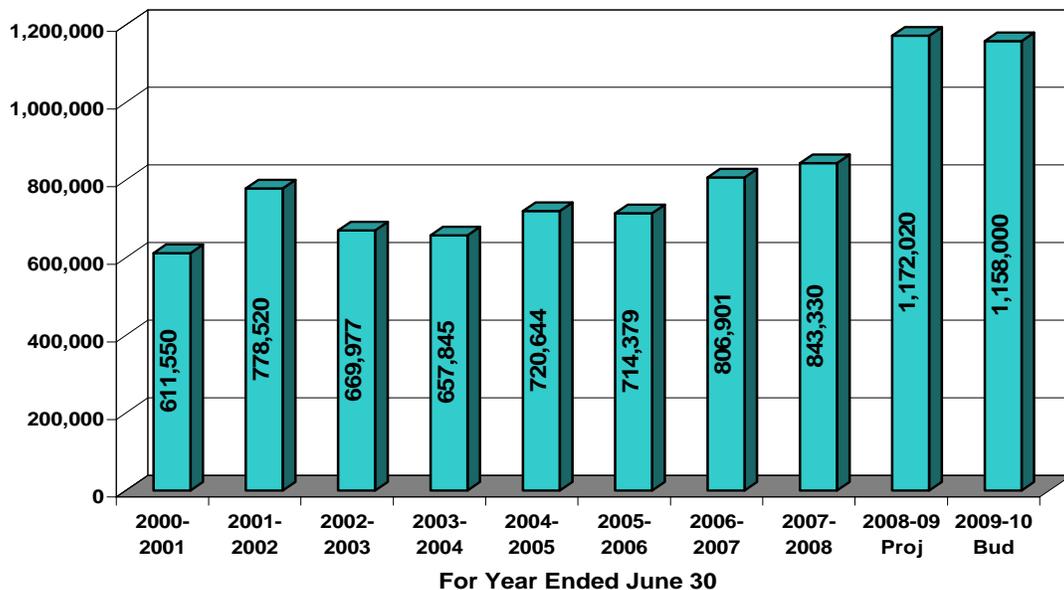
#### Analysis

In 1997-98 a court enhancement fee of \$10 was added to all fines, sanctions, and penalties and assessments imposed by the Court. These fees are appropriated for court security and automation. Arizona enacted a law in 2004 that returned 75% of the increase in this revenue back to the state. Some increase in the amount of this revenue resulted from population growth, however the levels have remained constant since last year, and are not expected to change significantly.

#### Method

Projection based on slight increase from current year actuals.

#### City of Casa Grande, Arizona - Fines and Forfeitures



**State-Shared Income Tax Revenue**

Description	Fiscal Year	Amount	Percent Change
Arizona cities and towns share a portion of the total amount collected from the state income tax. A city's portion of the state income tax is based on the relationship of its population to the total population of all cities and towns within the State. This revenue may be expended for any municipal public purpose. This revenue is shared in the General Fund.	2000-2001	2,503,075	
	2001-2002	2,635,305	5.3
	2002-2003	2,650,450	0.6
	2003-2004	2,278,117	(14.0)
	2004-2005	2,345,507	3.0
	2005-2006	2,728,207	16.3
	2006-2007	3,760,034	37.8
	2007-2008	4,592,697	22.1
	2008-09 Proj	4,793,340	4.4
	2009-10 Bud	4,192,090	(12.5)

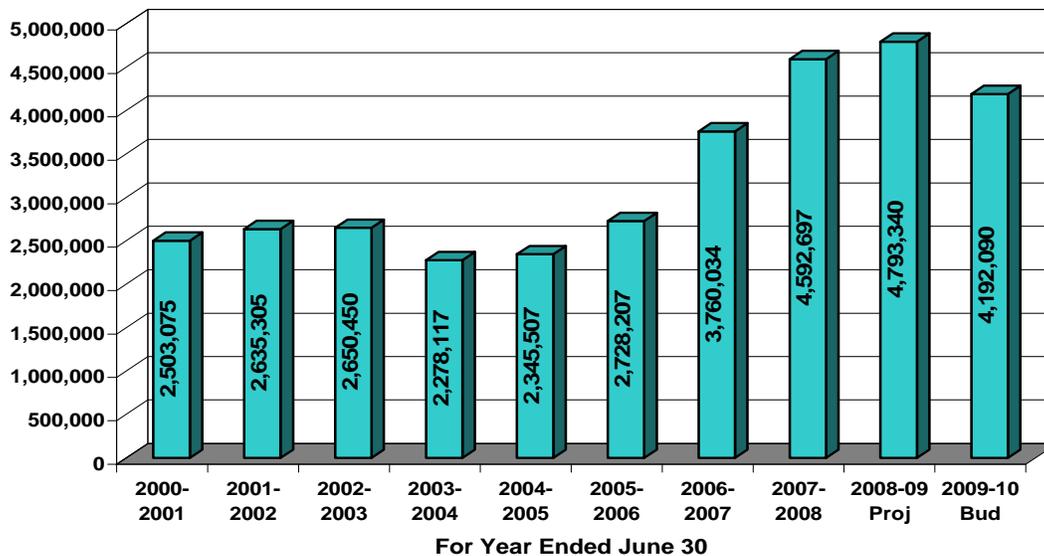
**Analysis**

This collection is distributed to a city or town based on the relation of its population to the total population of all cities and towns in the State using U.S. Census figures. In 2007, municipalities were allowed the option of using their 2005 population estimates as established by the Arizona Department of Economic Security. The growth in population from 2002-2005 resulted in an increased revenue allocation. This revenue source represents State income tax collection in 2008. As the State income tax collections continued to decline, so did Casa Grande's portion.

**Method**

The budget amount adopted by the City for this revenue source was from the forecast provided by the Arizona League of Cities and Towns.

**City of Casa Grande, Arizona - State-Shared Income Tax**



**State-Shared Sales Tax Revenue**

Description	Fiscal Year	Amount	Percent Change
Arizona cities and towns share a portion of the total amount collected from the state sales tax. A city's portion of the state sales tax is based on the relationship of its population to the total population of all cities and towns within the State. This revenue may be expended for any municipal public purpose.	2000-2001	1,918,237	
	2001-2002	1,943,772	1.3
	2002-2003	1,972,714	1.5
	2003-2004	2,122,100	7.6
	2004-2005	2,336,759	10.1
	2005-2006	2,721,554	16.5
	2006-2007	3,086,185	13.4
	2007-2008	2,984,122	(3.3)
	2008-09 Proj	2,583,420	(13.4)
	2009-10 Bud	2,496,310	(3.4)

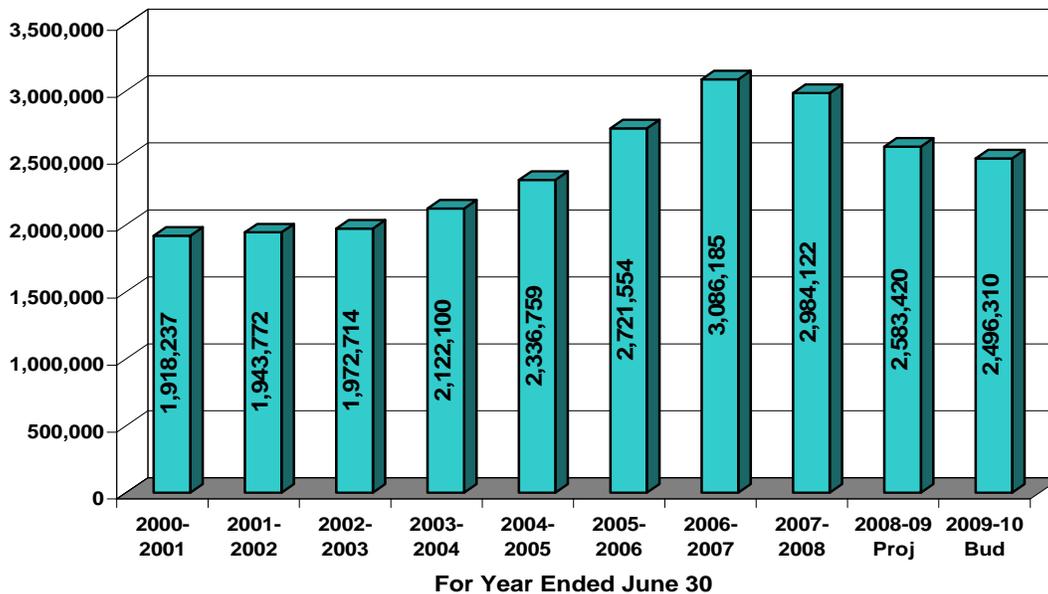
**Analysis**

This collection is distributed to a city or town based on the relation of its population to the total population of all incorporated cities and towns in the State using U.S. Census figures. In 2007, municipalities were allowed the option of using their 2005 population estimates as established by the AZ Dept. of Economic Security. The growth in population from 2002-2005 resulted in an increased revenue allocation. The revenue source closely trends with the overall economy of Arizona.

**Method**

The budget amount adopted by the City for this revenue source was from the forecast provided by the Arizona League of Cities and Towns.

**City of Casa Grande, Arizona - State-Shared Sales Tax**



### Auto-In-Lieu Revenues

Description	Fiscal Year	Amount	Percent Change
Twenty-five percent of the net revenues collected for the licensing of motor vehicles by a particular county is distributed back to incorporated cities and towns within the county. A city or town receives its share of the vehicle license tax collections based on its population in relation to the total incorporated population of the county. The only stipulation on the use of this revenue is that it must be expended for a public purpose. The individual counties are in charge of distributing the vehicle license revenues, and the method of distribution vary with each county.	2000-2001	827,091	
	2001-2002	937,430	13.3
	2002-2003	999,433	6.6
	2003-2004	1,189,494	19.0
	2004-2005	1,221,188	2.7
	2005-2006	1,585,116	29.8
	2006-2007	2,032,801	28.2
	2007-2008	2,199,266	8.2
	2008-09 Proj	2,126,090	(3.3)
	2009-10 Bud	1,700,000	(20.0)

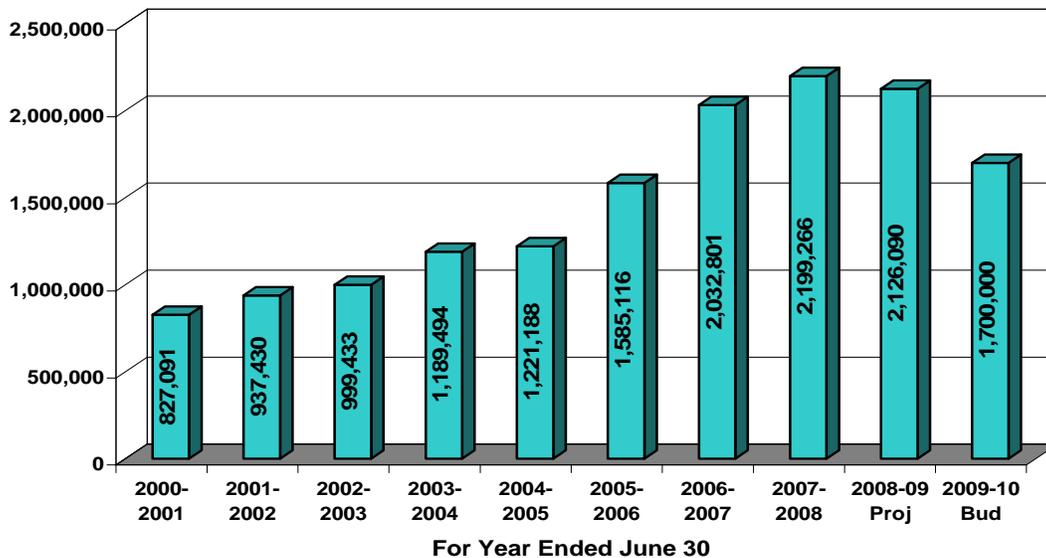
### Analysis

Growth in this revenue is tied to automobile sales. With Pinal County being among the leaders in population growth in Arizona, increases have been steady throughout the years. With the projected decline in new vehicle sales, a conservative reduction in licensing renewal is included.

### Method

The budget amount adopted by the City for this revenue source was from the forecast provided by the Arizona League of Cities and Towns.

### City of Casa Grande, Arizona - Auto-In-Lieu



**Local Transportation Assistance Fund Revenues**

Description	Fiscal Year	Amount	Percent Change
This State shared revenue is generated by the State lottery. Distribution of the fund is based upon population, with all cities and towns receiving at least \$10,000. A minimum total distribution is guaranteed to cities and towns in the amount of \$20,500,000 for each fiscal year. If the fund reaches \$23,000,000, then 10% of the local transportation assistance fund monies received by each community may be used for cultural, educational, historical, recreational or scientific facilities or programs.	2000-2001	176,526	
	2001-2002	193,181	9.4
	2002-2003	148,996	(22.9)
	2003-2004	147,649	(0.9)
	2004-2005	152,808	3.5
	2005-2006	155,548	1.8
	2006-2007	155,757	0.1
	2007-2008	176,526	13.3
	2008-09 Proj	188,800	7.0
	2009-10 Bud	196,800	4.2

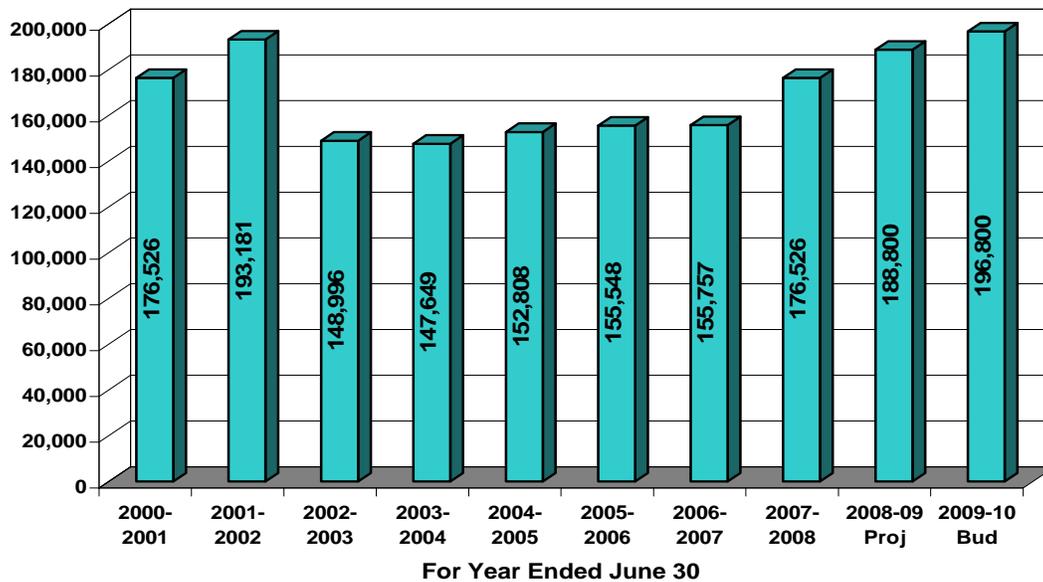
**Analysis**

With a static pot of money to draw from, increases in this revenue source are dependent on the City's population growth versus the population of the entire state of Arizona.

**Method**

The budget amount adopted by the city for this revenue source was from the forecast provided by the Arizona League of Cities and Towns.

**City of Casa Grande, Arizona - Local Transportation Assistance Fund**



### Highway User Revenue Fund Revenue

Description	Fiscal Year	Amount	Percent Change
Arizona cities receive a share of state motor vehicle fuel taxes, and the formula is based on two separate calculations. The first half is based upon a city's population in relation to the state's total population and the second is based on the county in which the revenues were generated. These funds must be used for the construction and maintenance of streets and highways.	2000-2001	1,939,208	
	2001-2002	1,876,861	(3.2)
	2002-2003	1,987,709	5.9
	2003-2004	2,228,692	12.1
	2004-2005	2,429,640	9.0
	2005-2006	2,670,629	9.9
	2006-2007	3,130,776	17.2
	2007-2008	3,223,474	3.0
	2008-09 Proj	2,639,910	(18.1)
	2009-10 Bud	2,745,620	4.0

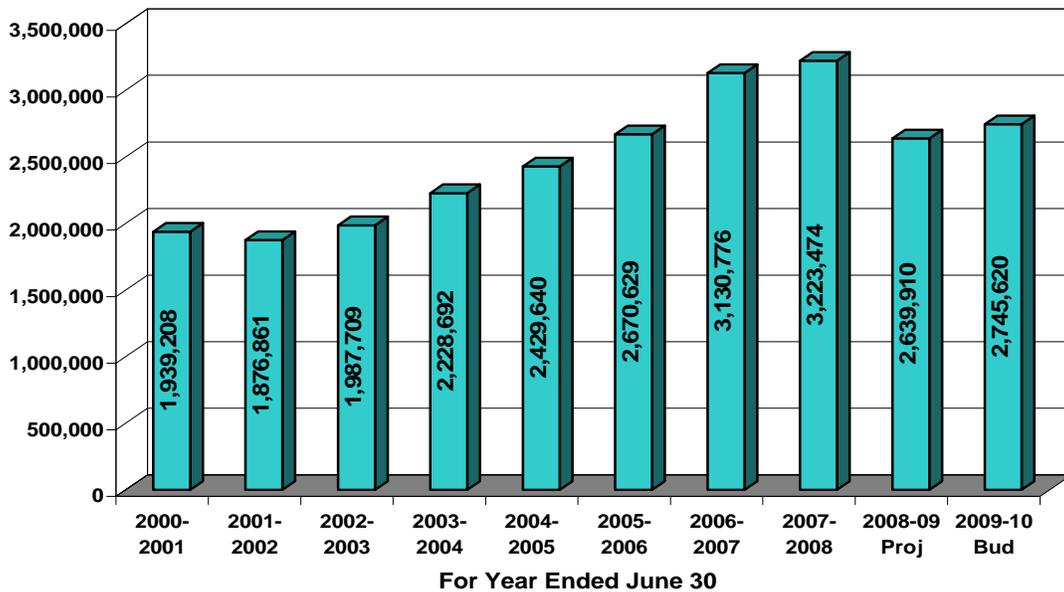
#### Analysis

This revenue is mainly influenced by the population, State policy, economy and gasoline sales. Limited growth in the population of the state and decreased fuel sales resulted in a decrease for FY09. The FY10 budget anticipates an increase in gasoline sales. In 2006, municipalities were allowed the option of using their 2005 population estimates as established by the Arizona Department of Economic Security. The growth in population from 2002-2005 resulted in an increased revenue allocation in 2007.

#### Method

The budget amount adopted by the City for this revenue source was from the forecast provided by the Arizona League of Cities and Towns.

#### City of Casa Grande, Arizona - Highway User Revenue Fund



### Municipal Golf Course Revenues

Description	Fiscal Year	Amount	Percent Change
The Municipal Golf Course revenues consist of greens fees charged to golfers as user fees and rental of golf carts, driving range, retail and concessions.	2000-2001	922,986	
	2001-2002	671,325	(27.3)
	2002-2003	618,794	(7.8)
	2003-2004	632,429	2.2
	2004-2005	970,500	53.5
	2005-2006	1,231,332	26.9
	2006-2007	1,107,487	(10.1)
	2007-2008	1,126,389	1.7
	2008-09 Proj	1,364,610	21.1
	2009-10 Bud	1,228,930	(9.9)

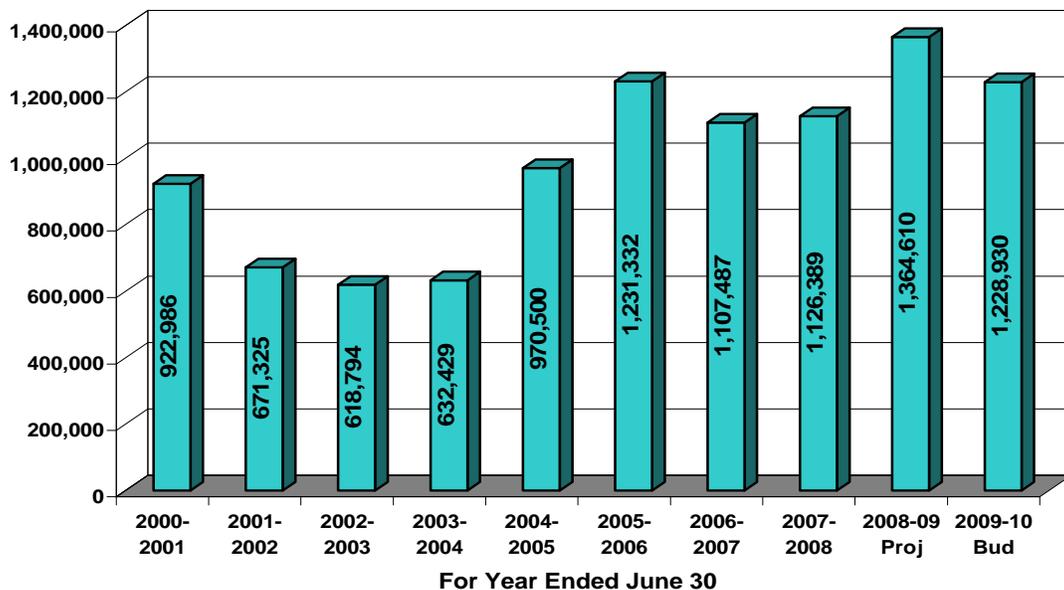
#### Analysis

Golf Course revenues steadily declined in previous years. In the second half of 2005, the City took over the operation of the Golf Course. The increases in the following years are due to new revenue sources and controlling the entire operations of the course. In FY09 the renovation of the course resulted in increased revenue and a one time revenue of \$185,000.

#### Method

Increase in green fees and retail sales, but decrease in miscellaneous one time revenue.

#### City of Casa Grande, Arizona - Municipal Golf Course



### Wastewater Service Revenues

Description	Fiscal Year	Amount	Percent Change
User fees are charged to residential, commercial and industrial customers for the collection and treatment of wastewater. In addition, the City levies a sewer system development fee on all new construction and requires payback for the construction of major new lines as new users are connected. Increases in 2003-04 through 2006-07 are a result of the contributed capital, the City accepting the responsibility for the developer's construction of the sewer lines, and recognizing the basis of the sewer system.	2000-2001	1,368,247	
	2001-2002	1,546,963	13.1
	2002-2003	2,860,073	84.9
	2003-2004	2,899,708	1.4
	2004-2005	5,267,594	81.7
	2005-2006	10,901,619	107.0
	2006-2007	5,140,276	(52.8)
	2007-2008	5,541,981	7.8
	2008-09 Proj	4,278,500	(22.8)
	2009-10 Bud	4,531,000	5.9

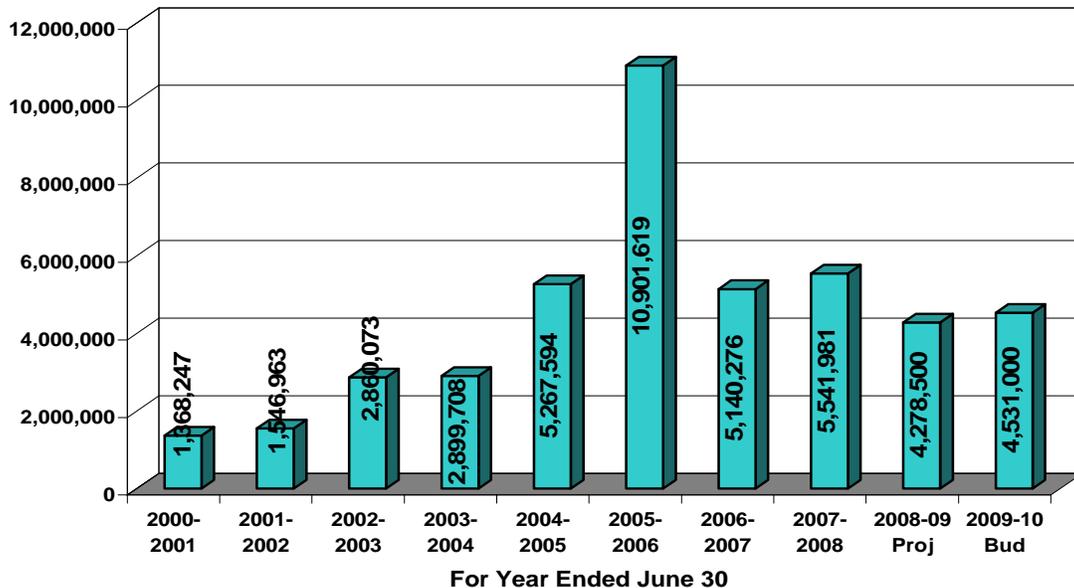
### Analysis

These revenues increased in 2000 to 2006 due to the City growth and user fee increases. Growth estimates for residential and commercial construction remain relatively flat and reflected in these projections for impact fees. Rate increases were implemented in FY09 and FY10 to ensure the operating fund is 100% self supporting.

### Method

Estimates for impact fees based on 25 single family homes per month and small amount of commercial growth combined with rate increases.

### City of Casa Grande, Arizona - Wastewater Service



### Sanitation Services Revenues

Description	Fiscal Year	Amount	Percent Change
User fees are charged to residential, commercial and industrial customers for the collection of solid waste within the City. Fees are charged for commercial and industrial customers to dump additional solid waste in the City Landfill. The City also provides roll-off service to larger commercial customers. Revenues are generated from the recycling program.	2000-2001	2,223,065	
	2001-2002	2,402,817	8.1
	2002-2003	2,690,293	12.0
	2003-2004	4,934,233	83.4
	2004-2005	3,821,592	(22.5)
	2005-2006	4,628,973	21.1
	2006-2007	5,080,246	9.7
	2007-2008	5,532,987	8.9
	2008-09 Proj	4,790,000	(13.4)
	2009-10 Bud	5,872,000	22.6

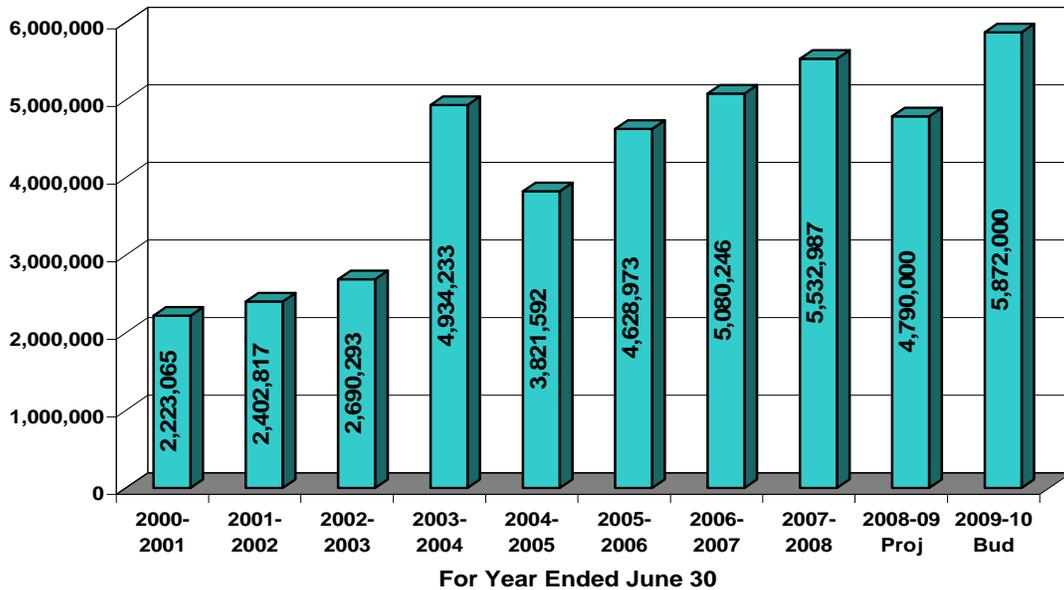
### Analysis

Revenues have continued to grow at a steady rate due to increased growth in the City, new services being implemented and user fee increases. A rate increase is scheduled for this budget year based on a comprehensive rate study.

### Method

Prior year projection combined with anticipated rate increase.

### City of Casa Grande, Arizona - Sanitation Services

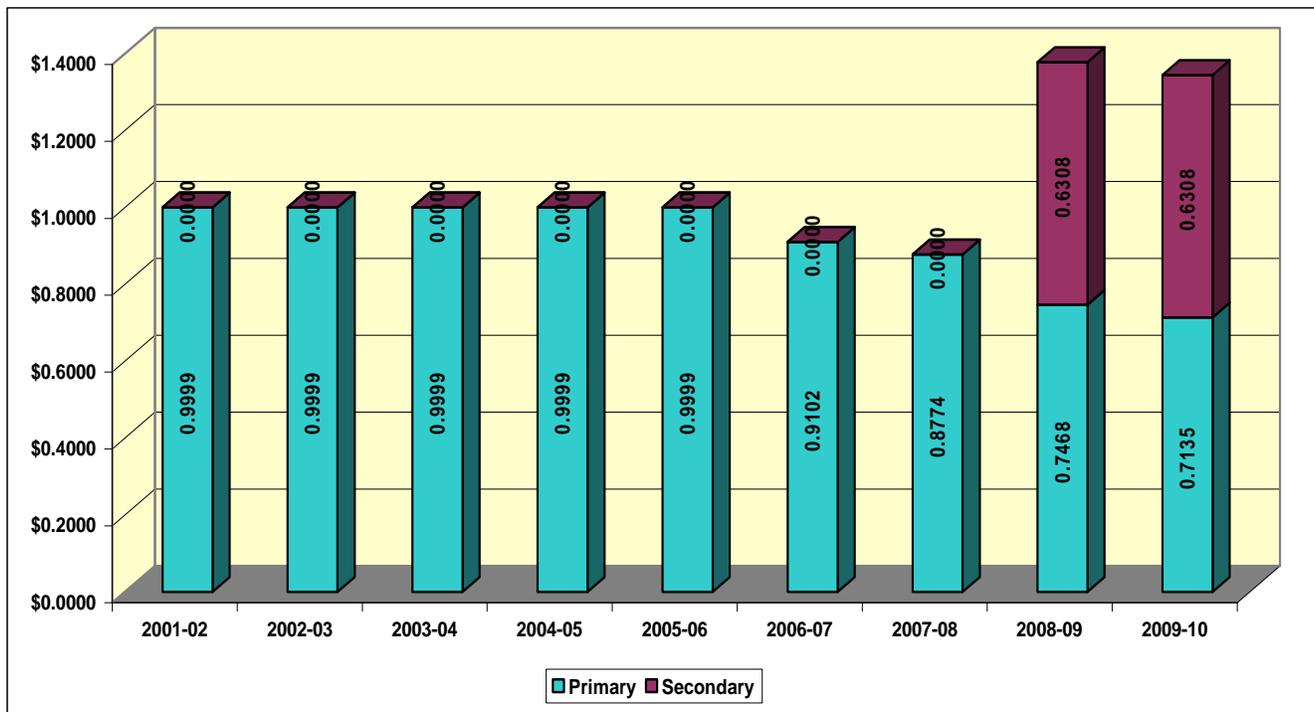


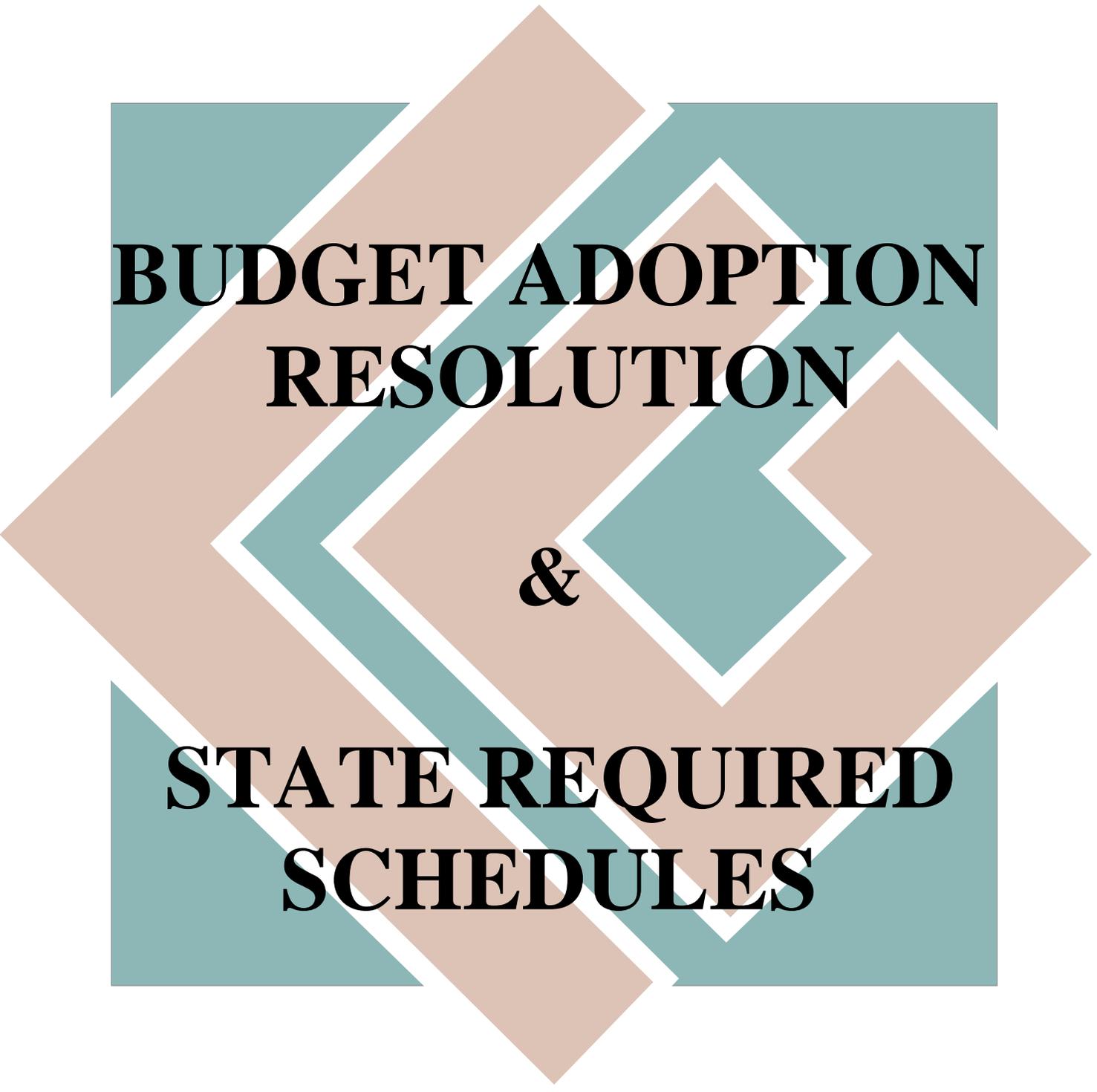
## Property Taxes

### Description

The City property tax levy consists of a primary and secondary tax levy. The primary tax levy is used for maintenance and operations and limited by law. The secondary tax levy is for the sole purpose of paying the general obligation debt of the City. The amount of debt the City may issue is limited by law and by voter approval. The voters approved \$47,000,000 for various projects, \$11,000,000 was issued as of 6-30-09.

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Primary Valuation	118,434,916	129,001,970	163,891,283	157,828,570	173,510,118	210,645,688	251,428,469	343,683,875	407,387,660
Secondary Valuation	119,878,152	130,950,513	173,136,653	166,072,472	180,092,436	219,790,300	276,565,097	417,121,116	460,008,100
Primary Tax Levy	1,184,231	1,289,900	1,638,913	1,578,100	1,735,100	1,917,297	2,206,069	2,566,600	2,566,600
Secondary Tax Levy	0	0	0	0	0	0	0	2,631,200	2,941,870
Total Tax Levy	1,184,231	1,289,900	1,638,913	1,578,100	1,735,100	1,917,297	2,206,069	5,197,800	5,508,470
Primary Tax Rate	0.9999	0.9999	0.9999	0.9999	0.9999	0.9102	0.8774	0.7468	0.7135
Secondary Tax Rate	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.6308	0.6308
Total Tax Rate	0.9999	0.9999	0.9999	0.9999	0.9999	0.9102	0.8774	1.3776	1.3443
Maximum Allowable Primary Tax Levy	2,150,422	2,310,297	2,601,610	2,599,279	2,868,990	1,917,297	2,206,069	2,566,631	2,968,634





**BUDGET ADOPTION  
RESOLUTION**

**&**

**STATE REQUIRED  
SCHEDULES**

RESOLUTION NO. 4354

A RESOLUTION OF THE COUNCIL OF THE CITY OF CASA GRANDE, ARIZONA, ADOPTING THE BUDGET FOR THE FISCAL YEAR 2009-2010.

WHEREAS, in accordance with the provisions of Arizona Revised Statutes, Title 42, Chapter 17, Articles 1-5, the City Council did, on the 1st day of June, 2009, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Casa Grande, Arizona; and

WHEREAS, in accordance with said chapter of said title, and following due public notice, the Council met on the 15th day of June, 2009, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies; and

WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the City Council would meet on the 29th day of June, 2009, at the office of the Council for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; and

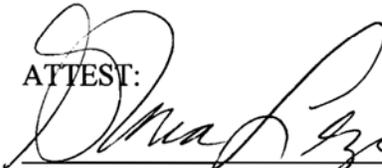
WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate exceed that amount as computed in A.R.S. §42-17051(A);

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Casa Grande, Arizona, as follows:

That the said estimates of revenues and expenditures/expenses shown on the accompanying schedules (attached hereto as Exhibit A and incorporated herein by this reference) as now increased, reduced, or changed, are hereby adopted as the budget of the City of Casa Grande, Arizona, for the Fiscal Year 2009-2010.

PASSED AND ADOPTED by the Mayor and Council of the City of Casa Grande, Arizona, this 29<sup>th</sup> day of June, 2009.

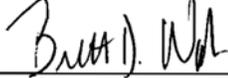
ATTEST:

  
\_\_\_\_\_  
City Clerk



  
\_\_\_\_\_  
Mayor

APPROVED AS TO FORM:

  
\_\_\_\_\_  
City Attorney

**CITY OF CASA GRANDE**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2010**

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2009	ACTUAL EXPENDITURES/ EXPENSES ** 2009	FUND BALANCE/ NET ASSETS*** July 1, 2009**	PROPERTY TAX REVENUES 2010	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2010	TOTAL FINANCIAL RESOURCES AVAILABLE 2010	BUDGETED EXPENDITURES/ EXPENSES 2010
1. General Fund	\$ 42,790,700	\$ 36,552,270	\$ 31,186,000	Primary: \$ 2,566,600	\$ 35,105,710	\$ 68,858,310	\$ 40,930,630
2. Special Revenue Funds	44,366,900	31,505,450	34,458,000	Secondary:	18,290,420	52,748,420	32,872,740
3. Debt Service Funds Available	1,153,800	6,584,990	731,000	\$ 2,941,870	3,376,790		3,296,710
4. Less: Designation for Future Debt Retirement							
5. Total Debt Service Funds	1,153,800	6,584,990	731,000	2,941,870	3,376,790	7,049,660	3,296,710
6. Capital Projects Funds	27,074,100	12,722,460	24,407,000		65,834,770	90,241,770	75,428,500
7. Permanent Funds							
8. Enterprise Funds Available	20,723,600	24,209,400	37,975,000		57,674,180		60,506,090
9. Less: Designation for Future Debt Retirement							
10. Total Enterprise Funds	20,723,600	24,209,400	37,975,000		57,674,180	95,649,180	60,506,090
11. Internal Service Funds	1,649,800	1,537,250	40,000		6,846,990	6,886,990	6,311,510
12. TOTAL ALL FUNDS	\$ 137,758,900	\$ 113,111,820	\$ 128,797,000	\$ 5,508,470	\$ 187,128,860	\$ 321,434,330	\$ 219,346,180

**EXPENDITURE LIMITATION COMPARISON**

1. Budgeted expenditures/expenses	\$ 219,346,180
2. Add/subtract: estimated net reconciling items	(6,311,510)
3. Budgeted expenditures/expenses adjusted for reconciling items	\$ 213,034,670
4. Less: estimated exclusions	(107,591,000)
5. Amount subject to the expenditure limitation	\$ 105,443,670
6. EEC or voter-approved alternative expenditure limitation	\$ 162,515,732

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

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

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

\*\*\* Amounts in this column represent Fund Balance/Net Asset amounts except for amounts invested in capital assets, net of related debt, and reserved/restricted amounts established as offsets to assets presented for informational purposes (i.e., prepaids, inventory, etc.).

**CITY OF CASA GRANDE**  
**Summary of Tax Levy and Tax Rate Information**  
**Fiscal Year 2010**

	<u>2009</u>	<u>2010</u>
1. Maximum allowable primary property tax levy.	\$ <u>2,566,631</u>	\$ <u>2,968,634</u>
2. Amount received from primary property taxation in	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>2,566,600</u>	\$ <u>2,566,600</u>
B. Secondary property taxes	<u>2,631,200</u>	<u>2,941,870</u>
C. Total property tax levy amounts	\$ <u>5,197,800</u>	\$ <u>5,508,470</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ <u>2,442,300</u>	
(2) Prior years' levies	<u>73,000</u>	
(3) Total primary property taxes	\$ <u>2,515,300</u>	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ <u>2,580,000</u>	
(2) Prior years' levies	<u>_____</u>	
(3) Total secondary property taxes	\$ <u>2,580,000</u>	
C. Total property taxes collected	\$ <u>5,095,300</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.7468</u>	<u>0.7135</u>
(2) Secondary property tax rate	<u>0.6308</u>	<u>0.6308</u>
(3) Total city/town tax rate	<u>1.3776</u>	<u>1.3443</u>

B. Special assessment district tax rates

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating no 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

**SCHEDULE B**

**CITY OF CASA GRANDE**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2010**

SOURCE OF REVENUES	ESTIMATED REVENUES 2009	ACTUAL REVENUES* 2009	ESTIMATED REVENUES 2010
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
Local Sales Tax	\$ 19,550,000	\$ 18,560,000	\$ 17,255,000
Franchise Tax	836,700	1,722,680	1,530,000
Property Tax	2,566,600	2,515,300	2,566,600
<b>Licenses and permits</b>			
Business License	206,000	160,000	180,000
Animal License	45,000	35,000	45,000
Building Permit	500,000	546,520	500,000
<b>Intergovernmental</b>			
State Shared Sales Tax	2,936,800	2,694,500	2,496,310
State Shared Income Tax	4,786,600	4,848,000	4,192,090
State Auto In Lieu	1,700,000	2,080,000	1,700,000
Wildland Revenue		33,400	
<b>Charges for services</b>			
Community Development	1,000,000	212,000	175,000
Recreation	295,000	290,000	315,000
Public Safety	61,600	238,970	173,000
Fuel Sales		4,310	4,000
Irrigation	6,500	7,000	7,000
<b>Fines and forfeits</b>			
Library	18,000	19,550	20,000
Animal Control	16,000	8,000	15,000
Court	769,000	1,092,810	1,104,000
<b>Interest on investments</b>			
Interest Income	745,000	277,800	240,000
<b>In-lieu property taxes</b>			
SRP		190,000	190,000
<b>Contributions</b>			
Voluntary contributions		3,000	57,000
State Comp Fund		81,990	50,000
<b>Miscellaneous</b>			
Sales of Maps and Surplus Assets	23,000	41,000	41,000
Unclassified	540,600	229,800	260,000
Reserved Accounts	552,300		
Rents and Royalties	105,000	183,000	183,000
<b>Total General Fund</b>	<b>\$ 37,259,700</b>	<b>\$ 36,074,630</b>	<b>\$ 33,299,000</b>

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

SCHEDULE C

**CITY OF CASA GRANDE**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2010**

SOURCE OF REVENUES	ESTIMATED REVENUES 2009	ACTUAL REVENUES* 2009	ESTIMATED REVENUES 2010
<b>SPECIAL REVENUE FUNDS</b>			
<b>Highway User Revenue Fund</b>			
HURF	\$ 2,919,200	\$ 2,410,000	\$ 2,745,620
Lottery Funds	188,800	188,800	196,800
Street Light User fee			180,000
Unclassified	220,000	90,000	90,000
Interest	400,000	91,400	100,000
<b>Total Highway User Revenue Fund</b>	<b>\$ 3,728,000</b>	<b>\$ 2,780,200</b>	<b>\$ 3,312,420</b>
<b>Local Transportation Assistance Fund</b>			
LTAf	\$ 2,000,000	\$ 2,000,000	\$ 2,300,000
<b>Total Local Transportation Assistance Fund</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,300,000</b>
<b>Development Impact Fees</b>			
Development Impact Fees	\$ 9,789,000	\$ 1,188,490	\$ 2,027,000
Interest	1,400,000	278,500	300,000
<b>Total Development Impact Fees Fund</b>	<b>\$ 11,189,000</b>	<b>\$ 1,466,990</b>	<b>\$ 2,327,000</b>
<b>Airport</b>			
Aviation Gas	\$ 1,138,300	\$ 1,172,000	\$ 1,176,000
Rents	1,330,000	207,000	212,000
Interest	6,000	3,000	2,000
Unclassified	3,000	2,500	7,000
<b>Total Airport Funds</b>	<b>\$ 2,477,300</b>	<b>\$ 1,384,500</b>	<b>\$ 1,397,000</b>
<b>Parks Development</b>			
Lease	\$ 66,800	\$ 43,500	\$ 31,000
Interest		9,600	8,000
<b>Total Parks Development Funds</b>	<b>\$ 66,800</b>	<b>\$ 53,100</b>	<b>\$ 39,000</b>
<b>Other Special Revenue</b>			
Community Arts	\$ 500	\$ 22,500	\$ 20,000
Wildland Firefighting			60,000
Redevelopment	291,000	452,000	270,000
Promotion & Tourism	89,000	262,700	102,000
Court	68,000	111,100	67,000
<b>Total Other Special Revenue Funds</b>	<b>\$ 448,500</b>	<b>\$ 848,300</b>	<b>\$ 519,000</b>
<b>Grant Funds</b>			
Federal Grants	\$ 5,778,000	\$ 1,298,430	\$ 4,400,000
State Grants	1,070,800	2,231,520	1,850,000
County	520,000	549,000	69,000
Local	66,200	477,110	15,000
Unclassified	63,000	1,089,090	907,000
<b>Total Grant Funds</b>	<b>\$ 7,498,000</b>	<b>\$ 5,645,150</b>	<b>\$ 7,241,000</b>
<b>Total Special Revenue Funds</b>	<b>\$ 27,407,600</b>	<b>\$ 14,178,240</b>	<b>\$ 17,135,420</b>

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

SCHEDULE C

**CITY OF CASA GRANDE**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2010**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2009</b>	<b>ACTUAL REVENUES* 2009</b>	<b>ESTIMATED REVENUES 2010</b>
<b>DEBT SERVICE FUNDS</b>			
Recreation Debt	\$ 675,800	\$ 887,600	\$ 135,000
ID #38	158,000	55,400	135,000
ID		4,450	
	\$ 833,800	\$ 947,450	\$ 135,000
General Obligation	\$	\$ 2,631,200	\$ 2,941,870
<b>Total General Obligation Fund</b>	<b>\$</b>	<b>\$ 2,631,200</b>	<b>\$ 2,941,870</b>
	\$	\$	\$
	\$	\$	\$
<b>Total Debt Service Funds</b>	<b>\$ 833,800</b>	<b>\$ 3,578,650</b>	<b>\$ 3,076,870</b>
 <b>CAPITAL PROJECTS FUNDS</b>			
Construction Sales Tax	\$ 2,100,000	\$ 3,603,000	\$ 2,550,000
Capital Replacement	165,000	64,000	30,000
Airport	1,530,000	2,135,150	1,718,930
Capital Development	35,000	83,100	47,500
	\$ 3,830,000	\$ 5,885,250	\$ 4,346,430
Recreation Construction	\$	\$ 225,000	\$ 1,002,000
<b>Total Recreation Construction Fund</b>	<b>\$</b>	<b>\$ 225,000</b>	<b>\$ 1,002,000</b>
	\$	\$	\$
	\$	\$	\$
<b>Total Capital Projects Funds</b>	<b>\$ 3,830,000</b>	<b>\$ 6,110,250</b>	<b>\$ 5,348,430</b>

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

**CITY OF CASA GRANDE**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2010**

<u>SOURCE OF REVENUES</u>	<u>ESTIMATED REVENUES 2009</u>	<u>ACTUAL REVENUES* 2009</u>	<u>ESTIMATED REVENUES 2010</u>
<b>PERMANENT FUNDS</b>			
NONE	\$ _____	\$ _____	\$ _____
_____	_____	_____	_____
_____	_____	_____	_____
	\$ _____	\$ _____	\$ _____
<b>Total Permanent Funds</b>	\$ _____	\$ _____	\$ _____
<b>ENTERPRISE FUNDS</b>			
Golf Course	\$ 945,200	\$ 1,224,610	\$ 1,223,930
Wastewater	6,978,500	14,185,900	6,234,000
Solid Waste	5,663,600	4,867,000	5,977,500
Water	151,000	83,500	121,000
	\$ 13,738,300	\$ 20,361,010	\$ 13,556,430
<b>Total Enterprise Funds</b>	\$ 13,738,300	\$ 20,361,010	\$ 13,556,430
<b>INTERNAL SERVICE FUNDS</b>			
Fleet Maintenance	\$ 1,763,000	\$ 1,537,250	\$ 1,696,990
_____	_____	_____	_____
_____	_____	_____	_____
	\$ 1,763,000	\$ 1,537,250	\$ 1,696,990
Insurance	\$ _____	\$ _____	\$ 5,150,000
_____	_____	_____	_____
_____	_____	_____	_____
	\$ _____	\$ _____	\$ 5,150,000
<b>Total Internal Service Funds</b>	\$ 1,763,000	\$ 1,537,250	\$ 6,846,990
<b>TOTAL ALL FUNDS</b>	\$ 84,832,400	\$ 81,840,030	\$ 79,263,140

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

**CITY OF CASA GRANDE**  
**Summary by Fund Type of Other Financing Sources/<Uses> and Interfund**  
**Fiscal Year 2010**

FUND	OTHER FINANCING 2010		INTERFUND TRANSFERS 2010	
	SOURCES	<USES>	IN	<OUT>
<b>GENERAL FUND</b>				
	\$	\$	\$ 1,806,710	\$ 1,251,400
<b>Total General Fund</b>	\$	\$	\$ 1,806,710	\$ 1,251,400
<b>SPECIAL REVENUE FUNDS</b>				
Streets Maintenance	\$	\$		\$ 625,500
Development Impact				375,000
Airport	1,150,000			36,190
Community Arts			5,000	
<b>Total Special Revenue Funds</b>	\$ 1,150,000	\$	\$ 5,000	\$ 1,036,690
<b>DEBT SERVICE FUNDS</b>				
Redevelopment	\$	\$	\$ 299,920	\$
<b>Total Debt Service Funds</b>	\$	\$	\$ 299,920	\$
<b>CAPITAL PROJECTS FUNDS</b>				
Airport	\$	\$	\$ 44,080	\$
Replacement			1,442,260	1,720,000
Recreation Construction	20,000,000			
Capital Development	19,000,000			
Improvement District	20,000,000			
<b>Total Capital Projects Funds</b>	\$ 59,000,000	\$	\$ 1,486,340	\$ 1,720,000
<b>PERMANENT FUNDS</b>				
	\$	\$	\$	\$
<b>Total Permanent Funds</b>	\$	\$	\$	\$
<b>ENTERPRISE FUNDS</b>				
Golf	\$	\$	\$ 200,000	\$ 146,860
Water	2,200,000			23,790
Wastewater	38,000,000		2,092,750	2,414,360
Solid Waste			1,625,000	827,430
<b>Total Enterprise Funds</b>	\$ 40,200,000	\$	\$ 3,917,750	\$ 3,412,440
<b>INTERNAL SERVICE FUNDS</b>				
Fleet Maintenance	\$	\$	\$	\$ 95,190
<b>Total Internal Service Funds</b>	\$	\$	\$	\$ 95,190
<b>TOTAL ALL FUNDS</b>	\$ 100,350,000	\$	\$ 7,515,720	\$ 7,515,720

SCHEDULE D

**CITY OF CASA GRANDE**  
**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2010**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES* 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
<b>GENERAL FUND</b>				
General Government	\$ 10,597,100	\$ (904,300)	\$ 7,722,260	\$ 9,359,460
Public Safety	21,561,700	(512,600)	19,164,000	21,253,200
Public Works	1,065,400	(13,000)	1,180,400	676,810
Community Services	5,900,300	(192,800)	4,795,710	5,509,570
Community Development	3,666,200	(228,200)	3,003,700	2,880,190
Transfers			686,200	1,251,400
<b>Total General Fund</b>	<b>\$ 42,790,700</b>	<b>\$ (1,850,900)</b>	<b>\$ 36,552,270</b>	<b>\$ 40,930,630</b>
<b>SPECIAL REVENUE FUNDS</b>				
Streets	\$ 6,911,900	\$	\$ 6,473,400	\$ 6,495,580
Development Fees	24,961,800		17,765,340	13,111,000
Airport	2,436,900		1,433,630	2,615,510
Parks Development	66,800		44,400	580,000
Community Arts	25,500		5,000	48,000
Wildland Firefighting				60,000
Redevelopment	1,895,500		334,750	2,386,280
Promotion and Tourism	89,000		102,400	100,000
Court	481,500			606,620
Grants	7,498,000		5,346,530	6,869,750
<b>Total Special Revenue Funds</b>	<b>\$ 44,366,900</b>	<b>\$</b>	<b>\$ 31,505,450</b>	<b>\$ 32,872,740</b>
<b>DEBT SERVICE FUNDS</b>				
Redevelopment	\$ 320,000	\$	\$ 308,500	\$ 299,920
Recreation .2%	687,800		2,953,100	
Improvement Districts	146,000		692,190	137,020
General Obligation			2,631,200	2,859,770
<b>Total Debt Service Funds</b>	<b>\$ 1,153,800</b>	<b>\$</b>	<b>\$ 6,584,990</b>	<b>\$ 3,296,710</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Construction Sales Tax	\$ 9,000,000	\$	\$ 4,000,000	\$ 5,820,000
Capital Replacement	2,544,100		1,878,300	3,645,500
Airport	1,530,000		2,242,500	1,763,000
Capital Development Projects	9,000,000		4,601,660	24,200,000
Improvement District	5,000,000			20,000,000
Recreation Construction				20,000,000
<b>Total Capital Projects Funds</b>	<b>\$ 27,074,100</b>	<b>\$</b>	<b>\$ 12,722,460</b>	<b>\$ 75,428,500</b>
<b>PERMANENT FUNDS</b>				
NONE	\$	\$	\$	\$
<b>Total Permanent Funds</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>ENTERPRISE FUNDS</b>				
Golf	\$ 3,116,700	\$	\$ 1,233,150	\$ 1,432,810
Wastewater	9,444,300		16,419,550	49,174,530
Solid Waste	5,797,800		6,428,500	7,516,280
Water	2,364,800		128,200	2,382,470
<b>Total Enterprise Funds</b>	<b>\$ 20,723,600</b>	<b>\$</b>	<b>\$ 24,209,400</b>	<b>\$ 60,506,090</b>
<b>INTERNAL SERVICE FUNDS</b>				
Equipment Maintenance	\$ 1,649,800	\$	\$ 1,537,250	\$ 1,696,990
Insurance				4,614,520
<b>Total Internal Service Funds</b>	<b>\$ 1,649,800</b>	<b>\$</b>	<b>\$ 1,537,250</b>	<b>\$ 6,311,510</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 137,758,900</b>	<b>\$ (1,850,900)</b>	<b>\$ 113,111,820</b>	<b>\$ 219,346,180</b>

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



# **STRATEGIC AGENDA**

**STRATEGIC AGENDA**  
**2005– 2010**

This document is a result of a strategic planning effort by the Mayor and City Council and its Executive Management Staff, focusing on community and organizational priorities. Strategic planning as a management tool is used to evaluate priorities, assess financial issues and determine strategies with associated time lines of implementation, all with the goal of efficiently and effectively charting the City of Casa Grande's future. A total of six Key Result Areas (KRAs) are identified. They are: Public Safety; Infrastructure Management; Community Enhancement; Government Coordination and Image; Economic Development; and Government Structure and Finance.

**PUBLIC SAFETY**

**Juvenile Crime Issues** continues to be a high concern among community leaders. In keeping with national trends, Casa Grande's Uniform Crime Report indicates an increase in juvenile related crimes. Efforts with strategy development and implementation to address juvenile crime will continue.

**Jail Services** remain a challenge for the City of Casa Grande due to the absence of a local jail facility and the centralization of detention facilities by Pinal County. The current prisoner transport system strategy has addressed the immediate problem. Attention to the monitoring of the prisoner transport system, as well as the cost of incarceration, will be a focus of this planning term.

**General Public Safety Strategies** reflect the importance of tracking statistical information and reporting that information, as well as attention to **Fire Services**, which continue to present challenges of equipment replacement and facility strategies in providing adequate service levels for emergency medical services, fire suppression and fire prevention in the community. Also important is increasing community involvement in improving public safety in Casa Grande. Many neighborhood watch groups have been formed and trained by our Police Department, aimed at reducing the crimes within our community.

**INFRASTRUCTURE MANAGEMENT**

**Water Resources** continue to be an ongoing community issue, addressing adequate water supplies, the Central Arizona Project surface water issues, community growth and the local water purveyor's long-term water resource plan.

**Wastewater Strategies** are a concern in any growing community. Capacity issues for the collection system as well as the treatment facility continue to be a focus, along with wastewater reuse and recharge issues. The City has proposed, and received funding for expansion of the current wastewater facility. Not only will this provide expansion of the services, but will improve the effluent quality.

**Solid Waste Strategies** reflect good planning practices in this area as well as the impact of the City's recycling program. The City is in process of an independent comprehensive rate and operations study.

**Government Facility Strategies** continue to be in the forefront as a major priority. Planning for the future facility needs of city departments is essential based upon the service levels determined by the citizens of the City. The future uses of current government facilities will be evaluated during this planning horizon.

**COMMUNITY ENHANCEMENT**

**Street Development** is an ongoing issue, with prioritization of needs for the efficient and effective transportation route development, as well as identified street maintenance activities. The City recently completed a Small Area Transportation Plan which includes a long-term outlook and plan for its transportation needs. Implementation of a pavement management system is included in this budget.

**The Redevelopment District** includes plans to pursue opportunities in the downtown redevelopment district. With the completion of the major projects in the City Hall redevelopment district, additional opportunities in other redevelopment districts can be pursued. Historic preservation efforts have encompassed the creation of the Evergreen Historic District.

**Parks and Amenities** reflect a strong commitment on the part of the Mayor and City Council to provide adequate, quality parks and recreation facilities in the community for citizens in their leisure pursuits. To this end, the City has acquired strategically located park areas and will continue to plan for the needs of the future.

**Neighborhood Preservation and Enhancement** is an ongoing effort involving many areas of municipal service, from parks and recreation to housing and public safety; members of the community working together with their government at a grass roots level to identify neighborhood concerns.

**Corridor Studies** and a strategy of developing, enhancing and beautifying the community's entryways is an important element of the Plan. More specifically, it is a goal of overseeing development standards in the corridors, as well as providing community landscaping projects that are aesthetically pleasing.

**GOVERNMENT COORDINATION AND IMAGE**

**Public Information** efforts continue to play an important part in helping the city "tell its story" adequately. Maintaining the *City Beat*, *City Page* and *Annual Report* also continue to be a priority. Televising Channel 11 Council meetings and other City information is included in this budget.

**Intergovernmental Relations** were emphasized as a priority to effectively communicate with other governments currently providing services to the citizens of Casa Grande and the surrounding area.

**Growth and Annexation Strategy** was emphasized as a priority as well. Concerns with infrastructure development in areas presently outside the corporate limits of Casa Grande and the long-term effects of development will be considered as part of the annexation impact reports.

**ECONOMIC DEVELOPMENT**

**Communication between the City & the Economic Development Foundation** is an area to address during the coming planning horizon. The emphasizes is an increase to the focus on including the Mayor and City Council in discussions and City decisions related to industrial prospects and other opportunities to bring new jobs to the community.

**Airport/Donovan M. Kramer Sr. Industrial Park at the Airport Development** continues to be a major emphasis to help provide adequate industrial park land for prospective industries wishing to locate in Casa Grande. Other locations within the area are considered for expansion and use as industrial parks.

**ECONOMIC DEVELOPMENT** (continued)

**Downtown Redevelopment** continues to be a focus, with the possible introduction of a second redevelopment district for the area.

**Affordable Housing** continues to be a major emphasis as well. A desire to continue long-standing City efforts in this area and to assist with neighborhood enhancement through housing continues to be a major goal.

**GOVERNMENT STRUCTURE AND FINANCE**

**Capital Improvement Plan** development is in its ninth year, providing for an organization-wide planned and prioritized approach to needed capital projects and equipment replacements in the annual fiscal budget process.

**Financial Planning Strategy** conveys the importance of developing and maintaining sound fiscal policies and practices. The City's Strategic Financial Plan was developed in 1996 and updated in 2004, and again in 2007, represents an important step in developing the type of strategy described above. The importance of regular evaluations and updates to the City's financial planning strategy is emphasized in this document. Continuing to improve the bond rating of the City is an ongoing goal.

**Internal Organizational Issues** was included as a strategy in this update process to emphasize the customer service orientation of the organization, accomplished by City-wide customer service training sessions, and **Internal Human Resources Issues** was added as a strategy to reflect the importance of our City team members to the mission of the organization. This included an update to the compensation plan by including additional comparable sized cities and changes to the vacation accrual plan.



# **FINANCIAL STRATEGIC PLAN**

**FINANCIAL STRATEGIC PLAN  
2005-2010****PURPOSE**

*The fiscal policy sets specific guidelines for the day-to-day financial activities of the City. When followed to their fullest extent, the result is a relative debt-free environment with monies available to fund operating capital on a pay-as-you-go basis, and still use some resources available for the larger capital improvement projects. In concert with the Strategic Plan and the Capital Improvements Plan, the Fiscal Policy will serve as the cornerstone of the budget process. The annual budget is the implementation tool.*

The fiscal policies for the City of Casa Grande are as follows:

- 1. CONTINUE TO MAINTAIN A LOWER RATE OF PRIMARY PROPERTY TAX AND UTILIZE THE SECONDARY PROPERTY TAX TO FUND MAJOR PROJECTS.** The City has maintained a primary property tax rate of under \$1 per \$100 of assessed valuation for several years. In fiscal year 2009 a secondary property tax was added to fund our General Obligation Bonds approved by the voters in 2007. Past budget practices were to use available revenues for operating costs first, and then apply any funds remaining to capital requests. A portion of the capital requests essential to the City were also funded with lease purchase funds.

**Plan of Action:**

Because having the necessary facilities and equipment to operate the City is essential, beginning with fiscal year 2009 the amount designated as the secondary tax levy will pay the debt created for voter approved buildings improvements.

- 2. MAINTAIN THE EQUIPMENT SINKING FUND TO REPLACE EQUIPMENT IN SERVICE.** Over the past five years, the City has funded replacement of capital assets by placing funds in a specific fund (Capital Replacement Fund). These funds are used specifically for replacement vehicles.

**Plan of Action**

Five years ago the City began a program designed to phase out the use of lease purchase as the major financing tool for the purchase of capital equipment. Other capital items are added to the fund, as revenue becomes available. The funding has become a major source for capital replacements.

- 3. WE WILL FINANCE NEW PROGRAMS AND SERVICES WITH NEW REVENUE SOURCES OR REDUCTIONS IN EXISTING PROGRAMS OR SERVICES. PERMANENT REDUCTIONS IN EXISTING REVENUES OR ELIMINATIONS OF EXISTING REVENUES WILL RESULT IN THE REDUCTION OF EXISTING OR MODIFICATION OF EXISTING SERVICES.** The addition of new programs generally creates additional operating and capital related expenses. Those new programs or services compete for funding against all existing services. In addition, eliminating or reducing existing revenue sources makes fewer funds available for existing services. Obviously, some situations will occur where new programs or services can be added using existing resources.

**Plan of Action**

The City will continue a program of identifying funding sources for all new programs or services. The funding source can be a reduction or modification of existing programs or services thereby reducing existing operating expenses. A second method would be to increase revenues through increases in taxes, grants, or by creations of user fees.

4. **ONE-TIME REVENUE IS RESERVED FOR ONE-TIME EXPENSE.** One-time revenue is defined as revenue that is received once and does not recur. An example of one-time revenue would be the sales tax on the construction of a large plant or facility. One-time revenue would not include the sales tax on residential houses or small commercial projects. These revenues are recurring and therefore do not fit the definition of one-time revenue.

One-time expense can be defined in the same way as one-time revenue. Typical examples of one-time expenses would be major construction projects such as the expansion of a city facility. These expenditures need not take place in the same fiscal year as receipt of the revenue, but instead can be reserved in some capital project's fund for future capital projects as they occur or combined with other funds to complete other major capital projects.

**Plan of Action**

The City will continue the program of depositing one-time revenues into a reserved capital fund for the financing of one-time capital improvement projects.

5. **INITIATE A PROGRAM OF PERFORMANCE MEASURES.** There are ever-increasing expectations by the public for the City to provide services at the least cost. How then does the City know if it is currently providing the expected services in a cost effective manner?

Larger jurisdictions and the Government Accounting Standards Board have moved toward a system of performance measures. One use of performance measure is to attach cost to a service provided and then compare those costs with other private and public entities that provide a similar service. If you are on the high side you can find ways of reducing costs or perhaps review other competitive alternatives outside the City.

The City does some performance measurements on a departmental basis. One example is the landfill operation that calculates the cost per ton to provide landfill service. The City must keep focused on the purpose of performance measures and not get engrossed creating performance measures. The City, because of its size, may not have the staff resources to allocate all of the costs to various levels of provided services. The City cannot generate cost factors for some services.

**Plan of Action**

During the last year, the City began to review all services provided by each department. This project is the beginning of the entire performance measure endeavor which has been planned by the City for several years. It is expected to be completed at the beginning of the next fiscal year. In addition, the City joined the ICMA (International City/County Management Association) Center for Performance Measurement to benchmark relevant measures with comparable communities.

6. **EVALUATE SERVICES PROVIDED TO A SMALL SEGMENT OF THE POPULATION AND DETERMINE IF IT IS AN ACTIVITY THAT WE SHOULD FINANCE WITH A USER FEE.** The City provides some services that benefit only a small segment of the local population and which do not benefit the public at large. We need to monitor these types of situations annually to decide if it is still cost effective to provide these services. We will continue some programs though the financial cost is greater than the revenue generated because they create a public benefit that is important to the community as a whole.

**Plan of Action**

Annually identify those programs that appear to have no general public benefit and only impact a small segment of the population, and prepare a cost analysis of the programs before the annual budget process. The cost analysis will then be submitted, along with a staff recommendation, to Council for discussion and evaluation.

7. **RESERVE 15% OF BUDGETED OPERATING EXPENDITURES TO COVER FISCAL YEAR STARTUP EXPENDITURES AND FLUCTUATIONS IN THE ECONOMY.** The City will review the cash reserves required to conduct City business at the beginning of each year to find out if the current policy level of 15% of operating expenditures is the appropriate amount to be set aside.

**Plan of Action**

To the extent possible, the City will annually attempt to fund the reserve to supplement revenues during times of economic fluctuations.

8. **EVALUATE BOND FUNDING ANNUALLY TO FIND OUT WHETHER REFINANCING BONDS WOULD BE FINANCIALLY ADVANTAGEOUS.** The term of most bond issues extends over more than one economic cycle. Interest rates generally rise and fall with changes in the economic cycle. Despite how well you plan your project, there is no way of determining if a debt issue will be closed with a favorable interest rate. Generally, the term on lease purchase financing is too short to gain any saving by refinancing. However, refinancing may be beneficial for lease purchase contracts with terms of ten years or more.

**Plan of Action**

During January of each even calendar year, the City will review all bond issues and determine if current bond interest rates are low enough to receive significant savings by refinancing some or all of the outstanding bond issues.

9. **CONTINUE MONTHLY MONITORING OF THE FINANCIAL REPORTS TO FIND WHAT EXPENDITURES MEET THE INTENT OF BUDGET AND TO MONITOR REVENUES RECEIVED TO BUDGET ESTIMATES.** Three or four months before the fiscal year begins, the City will make estimates of anticipated revenues with a goal of predicting more than one year in advance what the outcome will be. Any number of circumstances could alter the final revenue figures, most of which are outside the City's control. Expenditures, on the other hand, are much easier to control.

The major reasons to monitor expenditures and revenues, in relation to the adopted budget, are to make sure that sufficient revenues are received throughout the year to cover the expenditures as they occur, that all expenditures are covered at the end of the year, that no departmental budget is over expended without a revenue source to cover expenditures over budget, and that we expend departmental budgets in a way that is consistent with the goals set forth in the final budget document.

**Plan of Action**

Each month during the fiscal year, the Finance Department will review all major revenue sources and compare to expected results. In addition, the Finance Department will review two or more departmental budgets and make comparisons to the revised budgets. Some departments will be examined every month because of the nature of the operation.

- 10. CONTINUE ANNUALLY TO TRY TO GET THE CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING AND THE CERTIFICATE OF EXCELLENCE IN BUDGETING.** Receiving awards for doing an outstanding job are important and make you feel good, but how do they enhance your delivery of services to the public? The goals of these two award programs are to have all cities and towns, despite their size, prepare financial statements and budgets in the same format, making them easy to compare with each other. The major users of financial statements are market analysts and bond rating agencies. The awards will not change our bond rating, but will be a factor in determining our bond rating. A good bond rating reduces our interest rates on bond issues.

**Plan of Action**

The City of Casa Grande was granted, for the first time, the Distinguished Budget Presentation Award for the 1996-1997 annual budget, and has continued to receive the award each year. The City will continue to use the guidelines set forth by the Government Finance Officers Association for the Certificate of Excellence in Budgeting. The Finance Department will continue to submit the Annual Budget for consideration for the award.

The Finance Department has received twelve consecutive Certificates of Achievements for Excellence in Financial Reporting and will continue to annually submit the City's financial statements.

- 11. THE CITY SHOULD PERIODICALLY EVALUATE ITS ROLE IN PROVIDING SERVICES TO THE PUBLIC.** The City always finds itself in the unenviable position of needing to do more with less; that is, trying to meet citizen demands for services without increasing taxes or user fees. The most obvious solution in paying for new or increased services is raising taxes or fees. When that can't be done, the only other alternative is to cut other expenditures. Other expenses must not be cut without evaluating the services we provide.

**Plan of Action**

The City will evaluate the services it provides to the public. The evaluation will take place during January of each odd calendar year. In doing so it should ask the following questions:

1. Can the private sector provide the service efficiently and cost effectively?
2. Is it a service that would be done better through community involvement?
3. Is it a service that is obsolete but we provide anyway?
4. Is the service group too small to effectively provide the service?
5. Can we afford this service?

Upon completion of the evaluation, staff will prepare a recommendation and forward it to Council for their consideration.

- 12. THE CITY WILL THOROUGHLY ANALYZE ALL PROPOSED ANNEXATIONS FOR THEIR NEGATIVE OR POSITIVE FINANCIAL IMPACT ON THE CITY. TO THE EXTENT POSSIBLE, WE SHOULD CONDUCT A FINANCIAL REVIEW AS A FOLLOW-UP ONE YEAR AFTER ANNEXATION.** In past years, the City has not consistently evaluated the fiscal impact of annexations on the various municipal operations. This impact should be known in order to fairly evaluate the advisability of any annexation. The City formed a team of staff members whose departments are potential service providers along with staff members from Planning, Finance, and a Council representative. The main goal of the team was to identify and quantify the short-term and long-term fiscal impact on the existing City budget and the impact on the residents of the proposed annexation area.

**Plan of Action**

Whenever we propose a new annexation, the City will prepare a revenue versus a cost-of-service analysis with two parts. The first part will be a short-term look (one to five years) and the second will be a five to ten year analysis. The review should look at public safety issues, infrastructure requirement issues such as sanitation, sewer, water, and streets. The review should also look at the impact on City operation. Finally, the review should look at other financial issues besides the cost of providing services to the proposed annexation area. The financial review should include an analysis of new revenues that the annexation may derive. We should complete an evaluation of the impact on current operating budgets and look for financial means to negate any negative impact on existing programs and services.

- 13. WHENEVER POSSIBLE, ANY BUSINESS CLOSING DOWN OR LEAVING THE CITY SHOULD BE INTERVIEWED TO DECIDE WHAT CONDITIONS CAUSED THEM TO LEAVE THE COMMUNITY.** Whenever a new business decides to come to Casa Grande, they have a reason for coming. Likewise, businesses leave the community or close down for a reason. Understanding what conditions caused the business to shut down is important to the City. The purpose of the interview is to find out the reasons for leaving. This may be the first sign that there is a downward turn in the economy that is not showing up in other statistical reports, or that the local economy does not support certain types of businesses, or other unfavorable factors exist that the City can probably change.

**Plan of Action**

The Finance Department will continue to follow up on business closings.

- 14. ANNUALLY REVIEW ALL MUNICIPAL TAXES, LICENSES AND PERMITS, AND USER FEES AND ANNUALLY UPDATE LONG-RANGE PROJECTIONS.** Municipal taxes employed by the City are City Sales Tax, Property Taxes, Franchise Taxes, and Annual License Taxes. These taxes are 55.5% of general fund revenues. User fees in the Golf Course, Waste Water Treatment, Solid Waste, and Airport Funds make up for more than 95% of the revenue base for each of the Enterprise Funds.

It is essential that regular and periodic reviews of these revenues be completed. We can evaluate user fees to insure proper and aggressive collections. We should also strive for a collection rate of 95% to insure that we use revenues for the purpose they were originally designated.

To the extent legally possible, we should review and evaluate taxes to ensure compliance with statutes and City ordinances. We should conduct an audit so all taxpayers have an equal opportunity to finance the many City resources and services to use, annually update the Finance Department's five year expenditure and revenues projections, and strive to develop longer range projections up to 10 years. In addition, we need to use existing tools to expand our forecast to include scenario planning for "what-if" strategies. This type of planning is essential to look into the future and see what the financial impacts are for today's decisions. We should use these tools to help rank projects competing for the same funding.

**Plan of Action**

The Finance Department will continue to conduct an annual review of all revenues. The Finance Department will also continue to meet with major taxpayers and major employers at least once a year to extract from them the successes or setbacks they are having in the local economy.

- 15. CONTINUE TO EVALUATE THE FINANCIAL IMPACT OF POLICY CHANGES, LEGISLATION, OR DIRECTION OF FEDERAL, STATE, COUNTY, OTHER COEXISTING JURISDICTIONS, AND OTHER LOCAL SERVICE PROVIDERS.** In the past, two major events triggered significant increases in our annual budget. The first is the growth in population, which is covered elsewhere in the Strategic Agenda. The second is the impact of external organizations. In State and Federal government, we generally see this impact in unfunded mandates, or changes in law that have severe trickle-down effects that generally erode the City's base.

County government and "other" coexisting jurisdictions, such as school district actions and policies, result in some type of partnership arrangement. The actions or lack of actions of other local service providers such as the utility companies affect the City's ability to grow and may also affect the financial future of the community.

**Plan of Action**

The City should continue to play a proactive role to negate, to the extent possible, the financial impact of the changes in policies, practices, and laws using organizations such as the League of Arizona Cities and Towns, National Leagues of Cities, and other professional organizations such as the Government Finance Officers Association.

The City should continually monitor the impact of these changes at the local level. Overall, these changes will affect resources in one or more of the following ways:

1. Require the generation of new resources for expansion of existing programs.
2. Require the generation of new resources for new programs.
3. The reallocation of existing projects of lower priority to mandated programs.
4. Delete existing programs because we have removed revenue sources.

The City should prepare a financial projection of policy changes and legislation and continually update it to reflect the direct financial hardship or reward, and should also continually evaluate the indirect impact on physical and financial resources.

- 16. CONDUCT A COST-OF-SERVICE ANALYSIS FOR CITY SERVICE AND UPDATE ANNUALLY.**

In the past, government was the sole provider of most services provided to the local community; in essence they had a monopoly. The services provided vary dramatically from community to community, with a larger range of service being provided by bigger cities. Over the past 15 years, new opportunities appeared on the scene for private enterprises to provide an alternative and often more cost effective alternatives for "traditional" government services. More State and Federal government laws and regulations are holding local governments responsible for the actions of private service providers when private providers walk away or go under. A classic example of this Federal reaction is the case of landfills.

**Plan of Action**

The City will prepare a cost-of-service analysis on a government service where it is cost effective and practical to do so. The cost-of-service analysis should be prepared annually, and should be presented to the citizens in an appropriate format. This analysis should be used to find out which service provided by the City could be provided more cost effectively by the private sector. Another necessary step is an extensive analysis of short term and long term liability that the City may have to assume in the future if a third party does not follow all laws, regulations, and payments for necessary expenses after they have no longer provided the service. The City should monitor annually all those services relinquished to the private sector to insure that the private sector is continuing to provide the service at a rate lower than the City could provide that same service. The cost-of-service analysis will determine whether existing user fees actually cover all or only a portion of cost of service provided. The analysis should also be used to determine the cost of providing new or expanded services in the future, and as an aid in determining the appropriate level of current and future user fees. Allowing small, regular incremental increases in user fees would be more desirable than larger more infrequent changes in user fees.



**FISCAL POLICY  
&  
GUIDELINES**

**DEFINITION AND PURPOSE OF FISCAL POLICY**

Fiscal policy is a set of guidelines used to manage revenues, expenditures, and debt. Fiscal planning, which is generally conducted within the context of the Public Service Program (Operating Budget) and the Capital Improvements Program (Capital Budget), reflects and helps shape fiscal policy.

The budget process not only reflects those fiscal policies currently in force, but also is itself, a major vehicle for determining and implementing such policies. The fiscal policy statements presented on the following pages are not static, but evolve as the economy and fiscal environment change and as the City of Casa Grande’s population and requirements for government programs and services change.

The purpose of fiscal policy for the Public Service Program/Operating Budget is as follows:

**Fiscal Planning for Public Expenditures and Revenues** - Fiscal policy provides guidance for good public practice in the planning of expenditures, revenues, and funding arrangements for public services. It provides a framework in which budget, tax, and fee decisions should be made. Fiscal policy provides guidance towards a balance between program expenditure requirements and available sources of revenue to fund them. Fiscal planning considers long-term trends and projections in addition to annual budget planning.

**Setting priorities among programs** - Clearly defined and quantified fiscal limits encourage setting priorities by government managers and elected officials, thus helping to ensure that the most important programs receive relatively more funding.

**Assuring Fiscal Controls** - Fiscal policies relating to the City of Casa Grande’s procurement of goods and services, payment of salaries and benefits, debt service, and other expenditures are all essential to maintaining control of government costs over a period of time.

**ORGANIZATION OF THIS SECTION**

Following, are the major fiscal policies currently applied to the Public Service Programs (Operating Budget) and Financial Management of the City of Casa Grande. Numerous other fiscal policies that relate to particular programs or issues are not included here, but are believed to be consistent with the governing principles expressed below:

The presentation of fiscal policies is in the following order:

- Policies for fiscal control
- Policies for debt management
- Policies for governmental management
- Policies for revenues and program funding
- The framework for fiscal policy

**POLICIES FOR FISCAL CONTROL**

**Balanced Budget** - It is fiscal policy of the City of Casa Grande to balance the budget. The total of proposed expenditures shall not exceed the total of estimated income and fund balances. No deficit may be planned or incurred.

**POLICIES FOR FISCAL CONTROL (continued)**

**Budgetary Control** - The City of Casa Grande will exercise budgetary control (maximum spending authority) with the City Council's approval of appropriation authority within each department and special fund in four categories: Personnel Costs, Operating Expenses, Capital Outlay, and Debt Service.

**Financial Management** - The City of Casa Grande will manage and account for its Operating and Capital Budgets in accordance with Generally Accepted Accounting Principles (GAAP) as set forth by the Governmental Accounting Standards Board (GASB).

**Accounting Method/Basis of Budgeting** - The governmental and fiduciary fund types are budgeted and maintained using the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recorded as received in cash, except for revenues, which are susceptible to accrual (i.e. when they are measurable and available). Measurable signifies that the amount of the transaction can be determined. Available signifies that the amount is collectable within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when liabilities are incurred except for:

- Interest expenses on general obligation debt, which is recorded on its due date.
- Prepaid expenses that are recorded and recognized as expenditures in the period benefited.
- Disbursements for inventory-type items which are considered expenditures at the time of purchase.
- Inter-fund transactions, which are recorded on the accrual basis.
- Significant revenues which are susceptible to accrual are:
  - Federal and state grants to the extent that revenues are recorded as eligible expenses incurred.
  - Sales and Property tax receivable within approximately sixty days of the end of a fiscal year.

Enterprise Funds (Golf Course, Wastewater and Sanitation) also recognize expenditures as encumbered when a commitment is made (e.g., through a purchase order). Revenues, on the other hand, are recognized when they are obligated to the city (for example, wastewater user fees are recognized as revenue when service is provided).

In all cases, if the goods and/or services are not received by the end of the fiscal year, the encumbrances will automatically lapse.

The Comprehensive Annual Financial Report (CAFR) presents the status of the city's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases, this conforms to the way the city prepares its budget with the following exceptions.

- a. Compensated absences liabilities that are expected to be liquidated with expendable available financial resources are accrued as earned by employees (GAAP) as opposed to being expended when paid (Budget).
- b. Principal payments on long-term debt within the Enterprise Funds are applied to the outstanding liability on a GAAP basis, as opposed to being expended on a Budget basis.
- c. Capital outlays within the Enterprise Funds are recorded as assets on a GAAP basis and expended on a Budget basis.
- d. Depreciation expense is recorded on a GAAP basis only.

The Comprehensive Annual Financial Report (CAFR) shows fund expenditures and revenues on both a GAAP basis and Budget basis for comparison purposes.

**POLICIES FOR FISCAL CONTROL (continued)**

**Internal Accounting Controls** - The City of Casa Grande will develop and manage its accounting system to provide reasonable assurance regarding:

- The safeguarding of assets against loss from unauthorized use or disposition.
- The reliability of financial records for preparing financial statements and maintaining accountability for assets.
- “Reasonable assurance” which recognizes that:
  - The cost of a control should not exceed the benefits likely to be derived.
  - The evaluation of costs and benefits required and judgments by management.

**Audits** - The City will ensure the conduct of timely, effective, and periodic audit coverage of all financial records and actions of the City of Casa Grande, its officials, and employees in compliance with local, State, and Federal law.

**POLICIES FOR EXPENDITURES AND ALLOCATION OF COSTS**

**Content of Budgets** - The City of Casa Grande will include in the Operating Budget, all programs and facilities not specifically eligible for inclusion in the Capital Improvement Program. The Operating Budget displays current revenue appropriations for projects in the Capital Improvements Program as appropriate.

**Expenditure Growth** - The Arizona Revised Statutes (A.R.S.) requires that the City Council annually adopt and review spending affordability guidelines for the Capital and Operating Budgets, including guidelines for the aggregate Capital and aggregate Operating Budgets. The aggregate Operating Budget excludes operating budgets for enterprise funds and grants. The Arizona Revised Statutes requires that the City Council set expenditure limits for each agency as well as for the total in order to provide more effective guidance to the agencies in the preparation of their budget requests. Any aggregate budget that exceeds the guidelines then, in effect, requires the approval through affirmative vote of seven Council members.

**Allocation of Costs** - The City of Casa Grande will balance the financial burden of programs and facilities as fairly as possible, between the general taxpayers and those who benefit directly, recognizing the common good that flows from many public expenditures, the inability of some citizens to pay the full costs of certain benefits, and the difficulty of measuring the relationship between public costs and public or private benefits of some services.

**Expenditure Reduction** - The City of Casa Grande will seek expenditure reductions whenever possible through efficiencies, reorganization of services, and through the reduction or elimination of programs, policies, and practices which have outlived their usefulness. The City will seek inter-agency opportunities to improve productivity.

**Shared Provision of Service** - The City of Casa Grande will encourage, through matching grants, subsidies, and other funding assistance, the participation of private organizations in the provision of desirable public services when public objectives can be more effectively met through private activity and expertise and where permitted by law.

**Public Investment in Infrastructure** - The City of Casa Grande will, within available funds, plan and budget for those facilities and infrastructure necessary to support its economy and those public programs determined to be necessary for the quality of life desired by its citizens.

**Cost Avoidance** - The City of Casa Grande will, within available funds, consider early investment in equipment, land, facilities, and other expenditure actions in the present to reduce or avoid costs in the future.

**POLICIES FOR EXPENDITURES AND ALLOCATION OF COSTS (continued)**

**Procurement** - The City of Casa Grande will purchase, directly or indirectly, through a bid process in which whoever is the lowest bidder that will sufficiently grant the standard set by the City will be awarded the purchase, except when an alternative method of procurement is specifically authorized by law.

**Use of Restricted Funds** - In order to align costs with designated resources for specific programs or services, the City of Casa Grande will, whenever possible, charge expenses against a restricted revenue source prior to using general funds.

**POLICIES FOR DEBT MANAGEMENT**

**Debt Management** - The City of Casa Grande will minimize debt service costs through the judicious use of available debt instruments, consistent with the desire of maintaining stable current tax rates and distributing the costs of certain long-lived facilities among all users, present and future.

**Debt Incurred** - The City of Casa Grande will limit the amount of new general obligation debt it will plan for and issue in any six-year period, which can be fully supported by its revenues under conservative fiscal and economic projections, and which will reasonably assure retention of the City's highest credit rating in national debt markets. Capital Improvements Program's expenditures, funded by the City of Casa Grande's General Obligation bonds and Parks, are subject to spending affordability limits set by the City of Casa Grande's Council.

**Revenue Bonds** - Debt may be incurred based on the pledge of particular revenues to its repayment, in contrast to general obligation debt, which pledges general tax revenues. Revenue-based debt carries a higher interest rate, but allows the financing of projects, which would otherwise claim part of the limited general obligation bond capacity.

**Bond Anticipation Notes** - The City of Casa Grande will use short-term, interim financing techniques such as variable rate notes and commercial paper. Short-term financing is used only as an interim financing technique for the Capital Budget. Short-term financing is converted annually to long-term debt, thereby preserving the short-term status of these borrowing programs. This technique preserves working capital for use in funding the Operating Budget. It also provides flexibility with regard to the timing and the funding of capital expenditures.

**Current Revenue Funding** - The City of Casa Grande will make use of available current revenues for pay-as-you-go funding of the CIP as a means of reducing the costs of debt service. When revenue levels permit, priority will be given to inclusion within annual budgets of additional cash payments for infrastructure over the amount of current revenues specifically designated to non-debt eligible capital projects. This is commonly referred to as "PAYGO" (pay-as-you-go) financing.

**POLICIES FOR GOVERNMENTAL MANAGEMENT**

**Productivity** - The City of Casa Grande will seek continuous improvement in the productivity of the City's programs in terms of quantity and quality of services relative to resources expended, through all possible strategies.

**Employee Involvement** - The City of Casa Grande will actively encourage and make use of the experience and expertise of its workforce toward optimum program effectiveness and cost-efficiency of public service delivery through training, teamwork, employee empowerment, and other precepts of quality management.

**POLICIES FOR GOVERNMENTAL MANAGEMENT (continued)**

**Intergovernmental Program Efforts** - The City of Casa Grande will seek program efficiencies and cost savings through cooperative agreements and joint program efforts with other City agencies, municipalities, regional organizations, and the State and Federal governments.

**Risk Management** - The City of Casa Grande will control its exposure to financial loss through a combination of commercial and self-insurance. The City will self-insure against all but highest cost risks and will aggressively control its future exposure through a risk management program that allocates premium shares among agencies based on loss history.

**Employee Compensation** - The City of Casa Grande will seek to provide compensation (pay plus employee benefits) that is: comparable to jobs in the private sector, comparable among similar jobs in several Cities and agencies, and comparable between employees in collective bargaining units and those outside such units.

The Government will act to contain the growth of compensation through organizational efficiencies within its departments and agencies, management efficiencies within its operations and service delivery, and productivity improvements within its workforce.

**Pension Funds** - The City of Casa Grande will assure the security of benefits for current and future retirees and the solvency of the Employee Retirement System. The City will provide for the judicious management and investment of the fund's assets through the Board of Investment Trustees and strive to increase the funding ratio of assets to accrued liability.

**Surplus Property** - The City of Casa Grande will maximize the residual value of land parcels or buildings declared excess to current public needs through efforts at public reuse, lease to appropriate private organizations, or sale toward returning them to the tax base of the City of Casa Grande. Disposition of goods which have become obsolete, unusable, or a surplus to the needs of the City of Casa Grande will be made through bid, auction, or other lawful method to the purchaser offering the highest price except under circumstances as specified by law.

**Fiscal Impact Reviews** - The City of Casa Grande will review proposed local and State legislation toward specific findings and recommendations relative to financial and budgetary impacts and any continuing and potential long-term effects on the operations of government.

**Economic Impact Statements** - Where applicable, the City of Casa Grande will review proposed local and State legislation toward specific findings and recommendations relative to economic impacts for any continuing and potential long-term effects on the economic well being of the City of Casa Grande.

**Resource Management** - The City of Casa Grande will seek continued improvement in its budgetary and financial management capacity in order to achieve the best possible decisions on resource allocation and the most effective use of budgeted resources.

**POLICIES FOR REVENUES AND PROGRAM FUNDING**

**Diversification of Revenues** - The City of Casa Grande will establish the broadest base of revenues and seek alternative revenues to fund its programs and services, in order to:

- Decrease reliance on general taxation for discretionary but desirable programs and services and rely more on fees and charges.

**POLICIES FOR REVENUES AND PROGRAM FUNDING (continued)**

- Decrease the vulnerability of programs and service to reductions in tax revenues as a result of economic fluctuations.
- Increase the level of self-support for new program initiatives and enhancements.

**Revenue Projections** - The City of Casa Grande will estimate revenues in a realistic and conservative manner in order to minimize the risk of a revenue shortfall.

**Property Tax** - The City will, to the fullest extent possible, establish property tax rates in such a way as to:

- Limit annual levies against individual properties so that tax revenues are held at or below the rate of inflation.
- Avoid wide annual fluctuations in property tax revenue as economic and fiscal conditions change.
- Fully and equitably obtain revenues from new construction and changes in land or property use.

**Special Funds** - The revenues and expenditures of special districts are accounted for in special revenue funds. As a general principle, these special funds pay an overhead charge to the General Fund to cover the management and support services provided by General Fund departments to the special fund programs.

When the fund balances of special funds grow to exceed mandated or otherwise appropriate levels relative to district public purposes, the City of Casa Grande may consider transferring part of the fund balance to support other programs.

**Enterprise Funds** - The City of Casa Grande will, through pricing, inventory control, and other management practices, ensure appropriate fund balances for its enterprise funds while obtaining full cost-recovery for direct and indirect government support, as well as optimal levels of revenue transfer for General Fund purposes.

**Intergovernmental Revenues** - The City of Casa Grande will aggressively seek a fair share of available State and Federal financial support unless conditions attached to that assistance are contrary to the City of Casa Grande's interest. Where possible, Federal or State funding for the full cost of the program will be requested, including any indirect costs of administering a grant-funded program. For reasons of fiscal prudence, the City of Casa Grande does not solicit grants, which will require an undeclared fiscal commitment beyond the term of the grant.

**Cash Management and Investments** - The objective of the City of Casa Grande's aggressive cash management and investment program is to achieve maximum financial return on available funds while assuring a high level of safety. Cash will be pooled and invested on a daily basis reflecting the investment objective priorities of capital preservation, liquidity, and yield.

**Contingencies** - The City of Casa Grande will budget a contingent fund in the General Fund account depending on the amount of money left available after appropriating it to different departments. The purpose of which is to provide sufficient funds for unanticipated revenue shortfalls or unexpected expenditure emergencies.

**FRAMEWORK FOR FISCAL POLICY**

**Legal Framework** - Fiscal policy is developed and amended as necessary according to:

- Federal law and State of Arizona regulation
- City of Casa Grande law and regulation

**FRAMEWORK FOR FISCAL POLICY**

**Fiscal Planning Projections and Assumptions** - Various trends and economic indicators are projected and analyzed for their impacts on City programs and services and for their impact on fiscal policy as applied to annual Operating Budgets. Among these are:

- Inflation, as measured by change in the Consumer Price Index (CPI) of future costs of government goods and services, including anticipated wage and salary adjustments. The CPI change also specifies the increase in property tax revenue.
- Growth of population and jobs, which are principal indicators of requirements for new or expanded programs and services.
- Demographic change in the numbers or location within the City of Casa Grande of specific age groups or other special groups, which provides an indication of the requirements and costs of various government services and programs.
- The assessable property tax base of the City of Casa Grande, which is the principal indicator of anticipated property tax collections, is one of the major sources of general revenues.
- Personal income earned by the City of Casa Grande residents, which is a principal basis for projecting income tax revenues as one of the City's major revenues sources, as well as being a basis for determining income eligibility status for certain government programs.
- Employment, unemployment rates, and job growth within the City of Casa Grande, are indicators of personal income growth as a revenue source, as well as being indicators of various service or program needs, such as day care or public welfare assistance.

**Generally Accepted Accounting Principles (GAAP)** - The application of fiscal policy in the financial management of annual operating expenditures must be in conformity with GAAP standards. This involves the separate identifications of, and accounting for, the various operating funds, adherence to required procedures such as transfers between funds and agencies, and regular audits of general City operations and special financial transactions such as the disbursement of Federal grants.

**Credit Markets and Credit Reviews** - The City of Casa Grande's ability to borrow cost-effectively depends upon its credit standing as assessed by major credit rating agencies. While key aspects of maintaining the highest credit ratings are related to the management of the City of Casa Grande's Capital Improvements Program (CIP), others are directly applicable to the annual Operating Budgets:

- Maintenance of positive fund balances (reserves) to ensure continued City of Casa Grande liquidity for debt repayment.
- Assurance through the City of Casa Grande law and practice of an absolute commitment to timely repayment of debt and other obligations.

**Intergovernmental Agreements** - State agencies sharing various social service programs and participation in various grant and loan programs:

- Federal agencies to obtain support to meet mutual program objectives through programs such as the Community Development Block Grant.



# **CAPITAL IMPROVEMENTS PROGRAM**

**CAPITAL IMPROVEMENTS PROGRAM****“CAPITAL IMPROVEMENTS PROGRAM (CIP)”**

For the purposes of this budget, a capital expenditure is one that results in the acquisition or addition to the government’s general fixed assets. These assets have a useful life of more than one year. Capital expenditures that are \$10,000 or more are included in the budget as Capital Outlay and are located in the Capital Outlay summary. Capital expenditures that are more than \$25,000 are considered Capital Improvements and are located in the Capital Improvement Plan.

**Capital Improvements Program Investment**

Motivated by budget reforms and the development of the Capital Improvements Program, the City has taken a look at how capital planning is done and how investment decisions are made, and began the development of processes that allows the City to be more strategic in making its investments.

Benefits from improving capital planning and investment decision making include meeting requirements and implementing the Capital Improvements Program, making the City’s capital investment planning more responsive to community needs, improving the City’s capital management and decision making, creating a more understandable and strong investment decision making process, improving linkages between capital investments and the City’s long-term vision and goals, and building citizen’s confidence by making more efficient use of City resources.

**The Guiding Principles of the Capital Improvements Program**

**A Focus on Outcomes:** This requires that project decision be linked to the City’s long-term goals. This necessitates clearly defining goals, having the capability to track capital expenditures, and being capable of measuring how and to what extent the City’s capital spending is helping to achieve these goals.

**A Comprehensive Process:** Capital spending requires thorough preparation such as standard information and evaluation criteria and a thorough analysis of potential investments: Consideration of project options, with a clear statement of the financial implications of each choices; costs, benefits, and trade-offs of options related to policy priorities; short, medium, and long-range capital plans linked by city’s strategic plan and improved coordination across entire departments.

**Standard Criteria for Evaluating Alternative Investments:** Strategic capital planning uses standard criteria for evaluating alternative investments that maintains the Capital Plan’s four core values: economic opportunity and security, social equity, and community, as well as the values of fiscal responsibility and consistency with the City’s strategy.

**Efficient Investment:** The key to capital planning is maximizing the positive impacts of investments in relation to their costs. Also important is optimizing the leveraging of non-City resources toward achieving desired outcomes.

**Incorporation of Strategic Capital Improvements Program Principles in the City’s Culture and Behavior:** For strategic capital investment planning to succeed, the organizations and individuals involved in capital planning must incorporate this thinking into their attitudes and behavior. This is encouraged and actively promoted through communication; education, community input, and active involvement in development of the strategic Capital Improvement Plan process.

**Capital Investment Policies:** Capital Investment Policies are intended to provide a clear and concise articulation of the City’s policy directions for its capital investments. They will guide the future development of department capital plans and the capital facilities element of city-wide plans.

**CAPITAL IMPROVEMENTS PROGRAM**

**CAPITAL IMPROVEMENT PLAN PROCESS**

The Capital Improvement Plan (CIP) document was produced by the Capital Improvement Program Committee comprised of Council Members and selected Departmental Staff. A forum other than the annual budget process was developed to discuss, evaluate, and prioritize requested capital projects. The CIP is a major component in forming a ‘consensus-based’ budget process and is a necessary function when implementing the Casa Grande Strategic Agenda.

**CIP POLICY & PROCEDURE ISSUES**

**CIP POLICIES**

The City worked toward the creation of a fully funded CIP with a target date of year 2014 for total implementation. This means that by the year 2014, any project/program included in the CIP will already have the necessary funds identified and earmarked for the budget year in which the project is to be implemented.

If a project/program is not begun in the year 2014 it remains in the CIP unless there is a specific decision to remove it by the City Manager; however, the existence of extenuating circumstances will be monitored as a part of the project/program evaluation.

Only project/programs that are in excess of \$25,000 shall be considered for inclusion in the CIP.

The CIP is managed by the City Manager. The CIP Committee should provide the City Manager with recommendations as to the merits of various projects/programs; however, he should be responsible for the final decision as to what does or does not qualify for inclusion in the CIP, as well as evaluating the performance of the CIP’s elements. The City Council “adopts” the CIP elements funded in the next fiscal budget year.

The CIP is a “floating” five-year process: in other words, each year the City considers projects/programs for the fifth year of the CIP, and adjusts all years estimated revenue and costs, adding projects as the community changes.

CIP projects and programs that involve enterprise funds or grant funds shall be evaluated and weighed as if they were General Fund Projects/Programs. Only grant projects that involve local funding to match the grant monies shall be considered for the CIP — one element of consideration of these projects/programs will be their one-time or on-going nature.

**CAPITAL IMPROVEMENTS PROGRAM**

**CAPITAL IMPROVEMENTS PROGRAM IMPACT ON OPERATIONS**

The 2009-2010 Capital Improvements Program was adopted by the City Council “in concept” for inclusion into the Annual Budget as a planning tool to predetermine capital needs. Projects included in the CIP will form the basis for appropriations in the FY 2009-2010 budget. Some capital improvements and capital spending, such as the replacement of equipment and vehicles, have a short-term affect on the city’s operating budget. Others, such as the city’s expansion of the wastewater treatment plant affect the city’s operating budget for many years.

The following pages will describe if, and to what extent, major capital improvements or spending will impact the city’s current and future operating budgets.

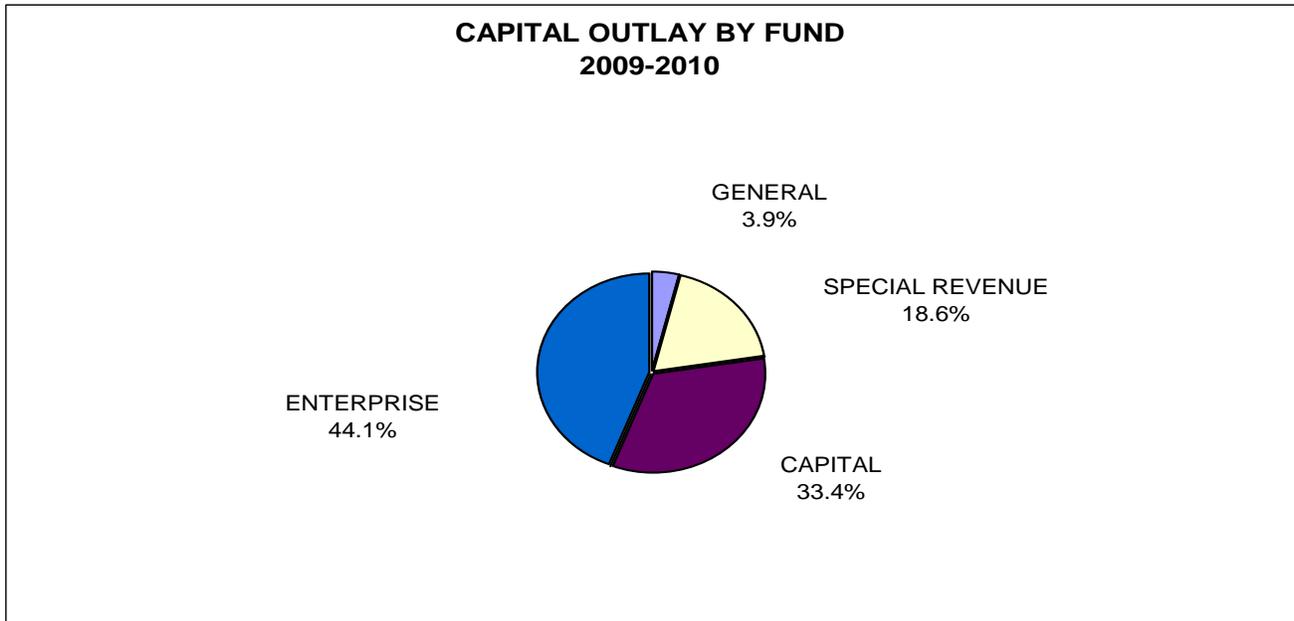
**NON-ROUTINE CAPITAL EXPENDITURES**

Non-routine capital expenditures are those projects that do not regularly occur in the budget, and/or have a significant impact on the operating budget. The non-routine capital expenditure project for the 2009-2010 budget is the Downtown Street Renovation Project. The Downtown Street Renovation Project, which began in 2006-2007, is budgeted at \$4,000,000 in the Special Revenue Streets Fund and will continue into next fiscal year with a total cost of nearly \$10,000,000. Its completion will significantly enhance traffic flow and drainage in the area affecting both economic development opportunities and the useful life of the streets.

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL OUTLAY SUMMARY  
FISCAL YEARS 2009-2014**

<b>FUND TYPE</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
GENERAL	\$3,949,380	\$3,218,660	\$4,504,210	\$1,686,180	\$924,440
SPECIAL REVENUE	18,739,280	33,067,200	21,221,900	21,793,800	192,651,100
CAPITAL	33,708,500	24,719,700	4,508,000	2,167,000	7,114,200
ENTERPRISE	44,533,400	23,501,100	15,313,200	8,156,000	270,000
INTERNAL SERVICE	-	1,050,000	-	-	-
<b>ALL FUNDS</b>	<b>\$100,930,560</b>	<b>\$85,556,660</b>	<b>\$45,547,310</b>	<b>\$33,802,980</b>	<b>\$200,959,740</b>



**Summary of Increased Operating Costs (Net of Revenues)  
Fiscal Years**

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
General Fund	\$483,400	\$762,560	\$2,200,510	\$2,195,680	\$2,295,240
Special Revenues Funds	137,390	198,580	201,770	204,960	217,350
Enterprise Funds	11,900	96,900	99,450	102,080	104,780
Internal Services Fund	7,500	7,500	7,500	7,500	7,500
<b>ALL FUNDS</b>	<b>\$640,190</b>	<b>\$1,065,540</b>	<b>\$2,509,230</b>	<b>\$2,510,220</b>	<b>\$2,624,870</b>

**CAPITAL IMPROVEMENT PLAN**

CAPITAL OUTLAY SCHEDULE						
FISCAL YEARS 2009 - 2014						
Department	Project	2009-10	2010-11	2011-12	2012-13	2013-14
<b>General Fund</b>						
Animal Control	Incinerator	0	0	50,000	0	0
Aquatics	Drain Replacement & Improvements	25,050	0	0	0	0
City Clerk	Meeting Management & Voting System	0	0	54,000	0	0
City Clerk	Video Streaming	0	34,000	0	0	0
City Court	New Building	3,000,000	43,560	50,210	87,780	90,440
Community Services	Parking Lot Improvements	220,000	0	0	0	0
Community Services	Renovation & Retile Back Room Len Colla	85,000	0	0	0	0
Engineering	Lighting and Flooring	0	55,000	0	0	0
Engineering	Survey Equipment	0	0	0	0	200,000
Facilities Maintenance	Ceramics Building Bathrooms	0	50,000	0	0	0
Facilities Maintenance	City Owned Parking Lots - Sealing	0	30,000	30,000	30,000	30,000
Facilities Maintenance	Heating/Cooling Units	10,230	0	0	0	0
Facilities Maintenance	Peart Center Security Fencing	0	30,000	0	0	0
Finance	Accounting/Utility Software	100,000	50,000	50,000	50,000	50,000
Fire	Monitor Defibrillator Upgrades	26,000	27,600	29,000	30,400	0
Fire	Monitor Defibrillator LP-15	0	26,000	27,000	28,000	29,000
Fire	Station 503 Improvements	0	70,000	0	0	0
IT	Disaster Prevention	0	50,000	0	0	0
IT	Vehicle	0	25,000	0	0	0
IT	Wireless Infrastructure Network	0	200,000	0	0	0
Library	Main Library Renovation	0	65,000	0	0	0
Parks	1/2 Ton Pickup	0	0	25,000	0	0
Parks	Backhoe	0	0	69,000	0	0
Parks	Bicycle Park	0	0	0	150,000	0
Parks	Chipper	0	0	25,000	0	0
Parks	Christmas Decorations	0	45,000	25,000	0	0
Parks	Concrete Paths	0	0	60,000	0	0
Parks	Dredge Dave White Park Lake	0	0	40,000	0	0
Parks	Facilities Parking Lot Improvements	0	170,000	90,000	50,000	40,000
Parks	Field Lighting at Carr McNatt Park	0	0	250,000	0	0
Parks	Forklift	0	0	0	0	28,000
Parks	Grade Tractor	0	0	0	60,000	0
Parks	Irrigation Controller Upgrade	14,000	0	0	0	0
Parks	Lighting at O'Neil Park - North Field	0	0	0	0	250,000
Parks	Lighting at O'Neil Park - South Field	0	0	250,000	0	0
Parks	Mountain View Park Improvements	0	26,000	0	0	0
Parks	Mower	0	26,000	0	0	32,000
Parks	One-ton Garbage Truck	0	89,000	0	0	0
Parks	Park Signs	0	32,000	0	0	0
Parks	Renovate Dave White Park	0	200,000	1,000,000	1,000,000	0
Parks	Replace Evergreen Irrigation Trans. Lines	0	300,000	200,000	200,000	0
Parks	Restrooms - Dave White Park	117,000	1,000,000	1,000,000	0	0
Parks	Restrooms - Ed Hooper Park	162,000	0	0	0	0
Parks	Storage Building	53,100	0	0	0	0
Parks	Trails System	50,000	0	0	0	0
Police	Automated Citation System	0	50,000	0	0	0
Police	Automatic Vehicle Locator	0	190,000	0	0	0
Police	Commercial Vehicle Enforcement	0	70,000	0	0	0
Police	Disaster Recovery Program	0	30,000	0	0	0
Police	Generator Replacement	0	94,500	0	0	0
Police	Remodel Existing Police Building	0	100,000	1,030,000	0	0
Police	Reverse 911	0	40,000	0	0	0
Police	Surveillance Van	0	0	0	0	175,000
Pubic Information	Channel 11 Installation & Broadcast	87,000	0	0	0	0
Senior Recreation	Remodel Kitchen	0	0	150,000	0	0
<b>TOTAL - GENERAL FUND</b>		<b>3,949,380</b>	<b>3,218,660</b>	<b>4,504,210</b>	<b>1,686,180</b>	<b>924,440</b>
<b>Street Maintenance</b>						
Street Maintenance - 1/2 Cent	Asphalt Seal Applicator	0	0	36,000	0	0
Street Maintenance - 1/2 Cent	Doan Street - Phase I & II	0	0	3,000,000	0	2,500,000
Street Maintenance - 1/2 Cent	DOTS Phase 3	0	2,000,000	0	0	0
Street Maintenance - 1/2 Cent	Downtown Street Reconstruction	0	4,000,000	4,000,000	0	0
Street Maintenance - 1/2 Cent	Earley Rd	0	0	0	0	4,500,000
Street Maintenance - 1/2 Cent	Kortsen Rd	0	0	5,000,000	0	0
Street Maintenance - 1/2 Cent	McCartney Rd - Phase I & II	0	0	0	5,000,000	5,000,000

**CAPITAL IMPROVEMENT PLAN**

CAPITAL OUTLAY SCHEDULE						
FISCAL YEARS 2009 - 2014						
Department	Project	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Street Maintenance</b>						
Street Maintenance - 1/2 Cent	Rodeo Rd	0	2,000,000	0	0	0
Street Maintenance - 1/2 Cent	Thornton Rd - Phase II	0	0	0	0	6,500,000
Street Maintenance - 1/2 Cent	Trekell Rd	0	1,200,000	0	0	0
Street Maintenance - 1/2 Cent	Val Vista Corridor Alignment Study	600,000	0	0	0	0
Street Maintenance - HURF	2 In Street Crosswalk Lighting Systems	67,000	67,000	67,000	67,000	67,000
Street Maintenance - HURF	Annual Street Restriping	0	200,000	200,000	200,000	200,000
Street Maintenance - HURF	Arizola / McMurray Traffic Signal	300,000	8,000	8,000	8,000	8,000
Street Maintenance - HURF	Backhoe	0	0	0	67,000	0
Street Maintenance - HURF	Downtown Traffic Circle Study	255,000	0	0	0	0
Street Maintenance - HURF	End Dump Trailer	0	0	0	52,000	0
Street Maintenance - HURF	Local Street Reconstruction	250,000	350,000	350,000	350,000	350,000
Street Maintenance - HURF	Message Boards	0	39,000	0	0	0
Street Maintenance - HURF	Pavement Management System	300,000	60,000	60,000	60,000	60,000
Street Maintenance - HURF	Pickup (replace 800)	30,500	4,400	4,400	4,400	4,400
Street Maintenance - HURF	Resurfacing of Paved Alleys	0	64,000	32,000	32,000	32,000
Street Maintenance - HURF	Street Maintenance	0	400,000	400,000	400,000	400,000
Street Maintenance - HURF	Tandem Dump Truck	140,000	17,500	17,500	17,500	17,500
Street Maintenance - HURF	Thermal Plastic Meltor	0	0	0	29,500	0
Street Maintenance - HURF	Traffic Control Truck	0	0	0	40,000	0
Street Maintenance - HURF	Traffic Signal	350,000	0	0	0	0
Street Maintenance - HURF	Vacuum Excavation Machine	0	0	36,500	0	0
Street Maintenance - HURF	Water Tanker Trailer	0	0	0	130,000	0
<b>TOTAL - STREET MAINTENANCE</b>		<b>2,292,500</b>	<b>10,409,900</b>	<b>13,211,400</b>	<b>6,457,400</b>	<b>19,638,900</b>
<b>System Development</b>						
Community Services	Len Colla Center Remodel	500,000	50,000	50,000	50,000	50,000
Community Services	Mower	26,000	5,500	5,600	5,800	6,000
Community Services	New Library Collections	315,000	0	0	0	0
Community Services	Restrooms - Peart Park	115,000	0	0	0	0
Facility Maintenance	Facility Security Enhancement	66,000	0	0	0	0
Facility Maintenance	NOC Site Work	2,000,000	0	0	0	0
Fire	Fire Station 504 - Construction	2,000,000	0	0	0	0
Administrative Services	Impact Fee Study	80,000	0	0	0	0
Police	Additional Frequencies	100,000	0	0	0	0
Police	Communication Improvements	40,000	5,000	5,000	10,000	10,000
Police	Public Safety Facility	1,500,000	0	0	0	0
Streets	Cottonwood Lane	4,000,000	0	0	0	0
Streets	Kortsen & Peart Traffic Signal	300,000	0	0	0	0
Streets	McCartney & Peart Traffic Signal	300,000	0	0	0	0
Streets	Traffic Signal	350,000	0	0	0	0
<b>TOTAL - SYSTEM DEVELOPMENT</b>		<b>11,692,000</b>	<b>60,500</b>	<b>60,600</b>	<b>65,800</b>	<b>66,000</b>
<b>Municipal Airport Fund</b>						
Municipal Airport Fund	City Vehicle	0	27,000	0	0	0
Municipal Airport Fund	Runway Preventive Maintenance	70,000	2,000	5,000	8,000	11,000
Municipal Airport Fund	T Hangers	1,150,000	0	0	0	0
<b>TOTAL - MUNICIPAL AIRPORT FUND</b>		<b>1,220,000</b>	<b>29,000</b>	<b>5,000</b>	<b>8,000</b>	<b>11,000</b>
<b>Community Arts Fund</b>						
Community Arts	Community Art Work	48,000	25,000	25,000	25,000	25,000
<b>TOTAL - COMMUNITY ARTS FUND</b>		<b>48,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
<b>Grants &amp; Subsidies</b>						
Airport	Airport Land	0	5,000,000	0	0	0
Airport	Runway & Parallel Taxiway	0	70,000	80,000	120,000	125,000
Community Services	Rodeo Park Improvements	278,000	0	0	0	0
Fire	FEMA Grant - 10% Match	0	1,100,000	1,100,000	1,100,000	1,100,000
Parks	CG Mountain Trails Design	0	400,000	0	0	0
Police	Armored Rescue Vehicle	250,000	22,900	22,900	23,600	24,300
<b>TOTAL - GRANTS &amp; SUBSIDIES</b>		<b>528,000</b>	<b>6,592,900</b>	<b>1,202,900</b>	<b>1,243,600</b>	<b>1,249,300</b>

**CAPITAL IMPROVEMENT PLAN**

CAPITAL OUTLAY SCHEDULE						
FISCAL YEARS 2009 - 2014						
Department	Project	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Redevelopment Fund</b>						
Facility Maintenance	Building B - High School Maintenance	2,136,280	0	0	0	0
Facility Maintenance	Replace Doors at City Hall	0	150,000	0	0	0
General Recreation	Auditorium Renovation	0	0	900,000	0	0
Streets	Downtown Streets - Phase II	250,000	0	0	0	0
<b>TOTAL - REDEVELOPMENT FUND</b>		<b>2,386,280</b>	<b>150,000</b>	<b>900,000</b>	<b>0</b>	<b>0</b>
<b>Probationary Fund</b>						
City Court	Contractual Services	65,500	0	0	0	0
<b>TOTAL - PROBATIONARY FUND</b>		<b>65,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Construction Sales Tax Capital</b>						
Community Services	Design Technology Wing Downtown Library	100,000	0	119,000	69,000	69,000
Community Services	Splash Pad	20,000	200,000	20,000	20,000	20,000
Engineering	DOTS Phase II	0	3,000,000	0	0	0
Fire	Fire Station Land & Construction	0	0	0	0	5,560,000
Library	Technology Wing - Main	0	100,000	1,000,000	0	0
Police	MHZ Radio System	0	0	0	1,800,000	0
Streets	DOTS Phase II	3,000,000	0	0	0	0
Streets	McMurray Blvd Reconstruction	1,200,000	0	0	0	0
Streets	Pueblo Dr Reconstruction	1,500,000	0	0	0	0
<b>TOTAL - CONSTRUCTION SALES TAX CAPITAL</b>		<b>5,820,000</b>	<b>3,300,000</b>	<b>1,139,000</b>	<b>1,889,000</b>	<b>5,649,000</b>
<b>Capital Replacement Projects</b>						
Collections	2 Ton Container Delivery Truck	0	0	28,000	0	0
Collections	Replace Front Load Truck	0	250,000	0	0	0
Collections	Replace WX Roll Off Truck	0	160,000	0	0	0
Collections	Replace WXR Side Load	0	250,000	0	0	0
Collections	Replace WXR Side Load - No Body	0	125,000	0	0	0
Collections	Uncontained 1 Ton 5th Wheel	0	40,000	0	0	0
Community Services	Golf Cart Replacement	76,000	40,000	41,000	43,000	0
Community Services	Pickups (replace 104, 106, 114, 127)	108,000	0	0	0	0
Community Services	Show Mobile	0	0	120,000	0	0
Facility Maintenance	Replace HVAC Unit at Library	0	75,000	0	0	0
Fire	Replace 55' Light Duty Ladder	0	0	0	0	850,000
Fire	Replace 100" Platform	0	1,100,000	0	0	0
Fire	Replace Engine 501	0	0	650,000	0	0
Fire	Replace Tender 502	0	0	0	0	525,000
Parks	Replace Cab and Chassis Truck	0	40,000	0	0	0
Parks	Replace Pick Up 1500 Truck	0	19,000	0	0	0
Parks	Replace Pick Up 2500 Truck	0	28,000	0	0	0
Parks	Resurface Tennis Courts	0	32,000	32,000	37,000	0
Police	Cargo Van (replace 235)	35,000	17,500	0	0	0
Police	Motorcycle (replace 206, xxx)	54,000	80,400	80,700	80,900	90,200
Police	Patrol Cars (repl.215,227,240,242,243,245,289)	469,000	117,300	117,300	117,100	0
Public Works	Replace Ford F250	0	30,500	0	0	0
Recycling	Replace Cab and Chassis Truck	0	35,000	0	0	0
Recycling	Replace Recycling Trailer	0	70,000	0	0	0
Recycling	Replace Recycling Truck	0	65,000	0	0	0
Streets	00 Crack Seal (replace 664)	60,000	0	0	0	0
Streets	00 Street Sweeper (replace 626)	220,000	0	0	0	0
Streets	02 Patcher (replace 662)	80,000	0	0	0	0
Streets	02 Quad Cab (replace 603)	28,000	0	0	0	0
Streets	89 Hydraulic Power Unit (replace 659)	18,000	0	0	0	0
Streets	91 Patcher (replace 642)	102,000	0	0	0	0
Streets	95 Vib Comp (replace 636)	45,000	0	0	0	0
Streets	96 Ir Comp (replace 685)	24,000	0	0	0	0
Streets	96 Tire Roll (replace 635)	85,000	0	0	0	0
Streets	99 Bucket Truck (replace 615)	110,000	0	0	0	0
Streets	Backhoe (replace 632)	75,000	0	0	0	0
Streets	Loader (replace 647)	70,000	0	0	0	0
Streets	Replacement Ford F250	30,500	0	0	0	0

**CAPITAL IMPROVEMENT PLAN**

CAPITAL OUTLAY SCHEDULE FISCAL YEARS 2009 - 2014						
Department	Project	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Capital Replacement Projects</b>						
Streets	Cab/Chassis (replace 2675)	40,000	0	0	0	0
Streets	Pickup 2500 (replace 2676)	28,000	0	0	0	0
Streets	Pickup 1500 (replace 2677)	28,000	0	0	0	0
Streets	Replace Tandem Dump Truck	140,000	0	0	0	0
Wastewater	Replace Service Truck	0	95,000	0	0	0
<b>TOTAL - CAPITAL REPLACEMENT PROJECTS</b>		<b>1,925,500</b>	<b>2,669,700</b>	<b>1,069,000</b>	<b>278,000</b>	<b>1,465,200</b>
<b>Impact Fees</b>						
Animal Control	IIP - Pickup Truck & Trailer	0	0	0	0	25,000
Animal Control	IIP - Pickup Truck w/Box (2)	0	0	0	0	88,000
Collections	IIP - 1/2 Ton Pickup	0	0	0	0	19,000
Collections	IIP - 2 Ton Dump Truck	0	0	0	0	14,000
Collections	IIP - 3/4 Ton Pickup	0	0	0	0	25,000
Collections	IIP - 3/4 Ton 4x4 Pickup	0	0	0	0	28,000
Collections	IIP - Chipper	0	0	0	0	26,000
Collections	IIP - Chipper Truck	0	0	0	0	55,000
Collections	IIP - Front Load Refuse Truck (3)	0	0	0	0	540,000
Collections	IIP - Rear Load Refuse Truck	0	0	0	0	150,000
Collections	IIP - Roll Off Container Truck (4)	0	0	0	0	315,000
Collections	IIP - Side Load Refuse Truck (5)	0	0	0	0	940,000
Collections	IIP - Small Loaders (3)	0	0	0	0	165,000
Collections	Curbtender Truck	0	250,000	250,000	250,000	250,000
Collections	Roll Off Truck	0	167,400	0	0	0
Collections	Side Load Truck	0	240,000	0	0	0
Collections	Uncontained Trash Crew Cab Truck	0	27,500	0	0	0
Collections	Uncontained Trash Utility Tractor & Trailer	0	65,000	0	0	0
Fire	IIP - 55' Skyboom Truck	0	0	0	0	575,000
Fire	IIP - 100' Platform Trucl	0	0	0	0	1,150,000
Fire	IIP - AVL/Mapping	0	0	0	0	30,000
Fire	IIP - Brush Truck	0	0	0	0	75,000
Fire	IIP - Burn Trailer	0	0	0	0	78,000
Fire	IIP - Cars/Light Trucks (2)	0	0	0	0	70,000
Fire	IIP - Command Vehicle	0	0	0	0	45,000
Fire	IIP - Fire Dispatch Radio System	0	0	0	0	60,000
Fire	IIP - Fire Engine (3)	0	0	0	0	1,785,000
Fire	IIP - Heavy Rescue	0	0	0	0	450,000
Fire	IIP - Mass Casualty Trailer	0	0	0	0	25,000
Fire	IIP - Rescue Ambulance	0	0	0	0	125,000
Fire	IIP - SCBA Compressor Trailer	0	0	0	0	86,000
Fire	IIP - Telestaff Software	0	0	0	0	32,000
Fire	IIP - Thermal Imaging Camera	0	0	0	0	53,000
Fire	IIP - Trail Gator and Trailer	0	0	0	0	25,000
Fire	IIP - Utility Truck	0	0	0	0	100,000
Fire	IIP - Video Conference Training	0	0	0	0	33,000
Fire	Fire Chief Vehicle	0	35,000	0	0	0
Fire	Joint Command Vehicle - PD/FD	0	0	0	0	750,000
Fire	New Technical Rescue Response	0	0	0	1,200,000	0
Fire	New Water Tender	0	0	490,000	0	0
Fire	Station Land & Construction	0	0	0	420,000	7,000,000
Fire	Station Construction - 503	0	0	0	0	4,500,000
Fire	Station Construction - 505	0	0	0	0	5,200,000
Fire	Station Pumper - 505	0	0	0	0	600,000
Landfill	IIP - Bull Dozer	0	0	0	0	160,000
Landfill	IIP - Forklift & Utility Vehicle	0	0	0	0	25,000
Landfill	IIP - Landfill Compactor	0	0	0	0	398,000
Landfill	IIP - Loader	0	0	0	0	150,000
Landfill	IIP - Mower	0	0	0	0	55,000
Landfill	IIP - Scraper	0	0	0	0	500,000
Landfill	IIP - Trailer (10)	0	0	0	0	50,000
Parks	IIP - 1/2 Ton Pickup Truck (9)	0	0	0	0	144,000
Parks	IIP - 3/4 Ton Pickup Truck (3)	0	0	0	0	84,000
Parks	IIP - Ampitheater	0	0	0	0	300,000
Parks	IIP - Archery Range	0	0	0	0	50,000
Parks	IIP - Area Lighting by Pole (79)	0	0	0	0	158,000
Parks	IIP - BBQ Grills (19)	0	0	0	0	14,300

**CAPITAL IMPROVEMENT PLAN**

CAPITAL OUTLAY SCHEDULE FISCAL YEARS 2009 - 2014						
Department	Project	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Impact Fees</b>						
Parks	IIP - BBQ Grills (16) & Ramadas	0	0	0	0	32,000
Parks	IIP - Basketball Court	0	0	0	0	25,000
Parks	IIP - Camping (3)	0	0	0	0	30,000
Parks	IIP - Concession Stands (3)	0	0	0	0	195,000
Parks	IIP - Concession Stand & Maintenance	0	0	0	0	130,000
Parks	IIP - Crew Cab Pickup Truck	0	0	0	0	36,000
Parks	IIP - Dump Trucks (2)	0	0	0	0	130,000
Parks	IIP - Fitness Course	0	0	0	0	30,000
Parks	IIP - Flail Mower (2)	0	0	0	0	28,000
Parks	IIP - Hiking Trails (2)	0	0	0	0	100,000
Parks	IIP - Jogging Trail	0	0	0	0	50,000
Parks	IIP - Lift Gate Flat Bed Truck	0	0	0	0	40,000
Parks	IIP - Lighted Baseball Field	0	0	0	0	400,000
Parks	IIP - Lighted Basketball Courts	0	0	0	0	100,000
Parks	IIP - Lighted Football Field	0	0	0	0	750,000
Parks	IIP - Lighted Racquetball Courts	0	0	0	0	400,000
Parks	IIP - Lighted Sand Volley Ball Courts	0	0	0	0	375,000
Parks	IIP - Lighted Tennis Courts (3)	0	0	0	0	225,000
Parks	IIP - Massey Ferguson Tractor	0	0	0	0	40,000
Parks	IIP - Maxi Van	0	0	0	0	40,000
Parks	IIP - Mini Picnic Ramadas (16)	0	0	0	0	320,000
Parks	IIP - Parking Area - 25 spaces	0	0	0	0	741,000
Parks	IIP - Picnic Tables (46)	0	0	0	0	32,200
Parks	IIP - Picnic Tables (87)	0	0	0	0	60,900
Parks	IIP - Playground Equipment	0	0	0	0	675,000
Parks	IIP - Ramadas - Large (2)	0	0	0	0	100,000
Parks	IIP - Ramadas - Large (3)	0	0	0	0	150,000
Parks	IIP - Ramadas - Medium (11)	0	0	0	0	242,000
Parks	IIP - Restrooms (4)	0	0	0	0	260,000
Parks	IIP - Restrooms (6)	0	0	0	0	325,000
Parks	IIP - Rifle Range	0	0	0	0	400,000
Parks	IIP - Rodeo Grounds	0	0	0	0	300,000
Parks	IIP - Security Lighting by Pole	0	0	0	0	207,500
Parks	IIP - Sedan	0	0	0	0	25,000
Parks	IIP - Skate Park	0	0	0	0	250,000
Parks	IIP - Soccer Field - Large (4)	0	0	0	0	400,000
Parks	IIP - Soccer Field - Medium (2)	0	0	0	0	150,000
Parks	IIP - Soccer Field - Small (3)	0	0	0	0	150,000
Parks	IIP - Softball Fields (6)	0	0	0	0	1,800,000
Parks	IIP - Softball Fields (4)	0	0	0	0	400,000
Parks	IIP - Tot Lot (2)	0	0	0	0	44,000
Parks	IIP - Trailer (7)	0	0	0	0	28,000
Parks	IIP - Trencher	0	0	0	0	38,000
Parks	IIP - Van (4)	0	0	0	0	88,000
Parks	IIP - Various Equipment	0	0	0	0	130,000
Parks	IIP - Volleyball Court	0	0	0	0	50,000
Parks	IIP - Volleyball Courts (2)	0	0	0	0	100,000
Parks	IIP - Water Truck	0	0	0	0	50,000
Parks	IIP - Youth Multi-purpose Fields	0	0	0	0	50,000
Parks	Land Acquisition - West	0	0	0	4,250,000	5,000,000
Parks	Maintenance Shop Building	0	0	0	35,000	350,000
Parks	Regional Park Land Acquisition	0	0	300,000	3,000,000	0
Parks	Regional Park Land Design	0	500,000	2,500,000	2,500,000	0
Parks	Santa Cruz Linear Wash Trail	0	150,000	900,000	900,000	900,000
Parks	Trail System Development	0	0	0	100,000	900,000
Police	IIP - Base/Mobile Relay System	0	0	0	0	40,000
Police	IIP - Computer Infrastructure	0	0	0	0	75,000
Police	IIP - Dispatch Consoles (2)	0	0	0	0	120,000
Police	IIP - Dispatch Room Support Equipment	0	0	0	0	80,000
Police	IIP - ID Van	0	0	0	0	25,000
Police	IIP - Microwave 10G Main	0	0	0	0	100,000
Police	IIP - Mobile Command Post	0	0	0	0	110,000
Police	IIP - Mobile Data Computers (24)	0	0	0	0	216,000
Police	IIP - Mobile Radios (42)	0	0	0	0	84,000
Police	IIP - Patrol 4x4 (3)	0	0	0	0	136,500

**CAPITAL IMPROVEMENT PLAN**

CAPITAL OUTLAY SCHEDULE						
FISCAL YEARS 2009 - 2014						
Department	Project	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Impact Fees</b>						
Police	IIP - Patrol Motorcycle	0	0	0	0	23,000
Police	IIP - Patrol Sedan (24)	0	0	0	0	1,092,000
Police	IIP - Portable Radios (81)	0	0	0	0	162,000
Police	IIP - Prisoner Van (2)	0	0	0	0	68,000
Police	IIP - Support Sedan (14)	0	0	0	0	392,000
Police	Additional Marked Patrol Vehicles	0	215,000	0	234,000	0
Police	Additional Police Radio Frequency	0	250,000	0	0	0
Police	CG Mountain Equipment	0	50,000	0	0	0
Police	Communications Center Vehicle	0	44,000	0	0	0
Police	Communications Console	0	40,000	0	0	0
Police	Microwave Links	0	100,000	100,000	100,000	100,000
Police	Patrol Motorcycle	0	27,000	0	0	0
Police	Radio Receiver	0	125,000	130,000	135,000	0
Public Works - Admin.	North Operations Center Phase 2	0	500,000	0	0	0
Recycling	IIP - Recycle Trailer	0	0	0	0	35,000
Recycling	IIP - Recycle Trailer w/Compactor	0	0	0	0	132,000
Recycling	IIP - Recycle Truck	0	0	0	0	55,000
Streets Maintenance - HURF	IIP - 2 Ton Crewcab Dump Truck	0	0	0	0	80,000
Streets Maintenance - HURF	IIP - 2 1/2 Ton Crewcab Truck	0	0	0	0	48,000
Streets Maintenance - HURF	IIP - 4,000 Gal Water Truck	0	0	0	0	220,000
Streets Maintenance - HURF	IIP - Arterial Interchanges I-10 & Kortsen	0	0	0	0	25,000,000
Streets Maintenance - HURF	IIP - Arterial Interchanges I-10 & Val Vista	0	0	0	0	25,000,000
Streets Maintenance - HURF	IIP - Backhoe (3)	0	0	0	0	237,000
Streets Maintenance - HURF	IIP - Bucket Truck	0	0	0	0	95,000
Streets Maintenance - HURF	IIP - Dump Truck (3)	0	0	0	0	360,000
Streets Maintenance - HURF	IIP - Flyover Jimmie Kerr Blvd & Kortsen	0	0	0	0	25,000,000
Streets Maintenance - HURF	IIP - Gannon	0	0	0	0	48,500
Streets Maintenance - HURF	IIP - Loader (2)	0	0	0	0	300,000
Streets Maintenance - HURF	IIP - Mower	0	0	0	0	55,000
Streets Maintenance - HURF	IIP - Patch Sprayer	0	0	0	0	40,000
Streets Maintenance - HURF	IIP - Patch Truck	0	0	0	0	102,000
Streets Maintenance - HURF	IIP - Paver	0	0	0	0	44,000
Streets Maintenance - HURF	IIP - Road Grader	0	0	0	0	267,000
Streets Maintenance - HURF	IIP - Roller (2)	0	0	0	0	62,000
Streets Maintenance - HURF	IIP - Sign Machine	0	0	0	0	32,000
Streets Maintenance - HURF	IIP - Street Sweeper (3)	0	0	0	0	540,000
Streets Maintenance - HURF	IIP - Swaploader	0	0	0	0	70,000
Streets Maintenance - HURF	IIP - Trailer Mounted Crackseal	0	0	0	0	31,000
Streets Maintenance - HURF	IIP - Various Items	0	0	0	0	184,000
Streets Maintenance - HURF	IIP - Vibrating Compactor	0	0	0	0	33,000
Streets Maintenance - HURF	IIP - Wheel Roller	0	0	0	0	65,000
Streets Maintenance - HURF	Crack Seal Applicator	0	0	42,000	0	0
Streets Maintenance - HURF	Kick Broom Sweeper	0	0	0	0	30,000
Streets Maintenance - HURF	Lowboy Transport	0	0	195,000	0	0
Streets Maintenance - HURF	Mobile Concrete Mixer	0	0	185,000	0	0
Streets Maintenance - HURF	Street Sweeper	0	0	0	170,000	0
Streets Maintenance - HURF	Streets South Operations Center	0	0	0	0	600,000
Streets Maintenance - HURF	Traffic Signal Operations Center	0	0	25,000	0	0
Streets Maintenance - HURF	Traffic Signals	0	700,000	700,000	700,000	700,000
Wastewater	Burriss Rd Sewer Construction	0	1,100,000	0	0	0
Wastewater	Dump Truck	0	140,000	0	0	0
Wastewater	East Side Sewer Expansion	0	3,574,000	0	0	0
Wastewater	IIP - Backhoe	0	0	0	0	69,000
Wastewater	IIP - Boom Crane Truck	0	0	0	0	85,000
Wastewater	IIP - Camera Truck	0	0	0	0	120,000
Wastewater	IIP - Combination Truck	0	0	0	0	220,000
Wastewater	IIP - Pickup Truck 3/4 Ton	0	0	0	0	25,000
Wastewater	IIP - Pickup Truck 4x4	0	0	0	0	28,000
Wastewater	IIP - Pickup Trucks (3)	0	0	0	0	57,000
Wastewater	IIP - Pickup Trucks (3)	0	0	0	0	57,000
Wastewater	IIP - Rodeo Sewer Construction	0	0	0	0	43,000,000
Wastewater	IIP - Service Truck	0	0	0	0	80,000
Wastewater	IIP - Sewer Jet Rodder	0	0	0	0	45,000
Wastewater	IIP - Sewer Rotator Jet on Trailer	0	0	0	0	45,000
Wastewater	IIP - Tractor	0	0	0	0	35,000

**CAPITAL IMPROVEMENT PLAN**

CAPITAL OUTLAY SCHEDULE						
FISCAL YEARS 2009 - 2014						
Department	Project	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Impact Fees</b>						
Wastewater	IIP - Trailer & Hydrojet	0	0	0	0	21,000
Wastewater	IIP - Water Pump	0	0	0	0	37,000
Wastewater	Kortsen Rd Sewer Design & Construction	0	4,500,000	0	0	0
Wastewater	Land Acquisition	0	3,000,000	0	0	0
<b>TOTAL - IMPACT FEES</b>		<b>0</b>	<b>15,799,900</b>	<b>5,817,000</b>	<b>13,994,000</b>	<b>171,660,900</b>
<b>Airport Capital Improvements</b>						
Municipal Airport	Airfield Lights - Design & Construction	250,000	0	0	0	0
Municipal Airport	Airport Aprons	1,200,000	0	0	0	0
Municipal Airport	Airport Parking	133,000	50,000	0	0	0
Municipal Airport	Runway Extension Design	180,000	100,000	2,300,000	0	0
<b>TOTAL - AIRPORT CAPITAL IMPROVEMENTS</b>		<b>1,763,000</b>	<b>150,000</b>	<b>2,300,000</b>	<b>0</b>	<b>0</b>
<b>Capital Development Projects</b>						
Community Services	Community Recreation Center Design	1,500,000	18,600,000	0	0	0
Fire	Fire Station 504 - Construction	2,300,000	0	0	0	0
Police	Public Safety Facility	19,000,000	0	0	0	0
Teen Recreation	Len Colla Renovation	1,400,000	0	0	0	0
<b>TOTAL - CAPITAL DEVELOPMENT PROJECTS</b>		<b>24,200,000</b>	<b>18,600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Municipal Golf Course Fund</b>						
Municipal Golf Course	Apron Mower	0	27,500	0	0	0
Municipal Golf Course	Beverage Cart	14,200	0	0	0	0
Municipal Golf Course	Clubhouse Improvements	0	250,000	0	0	0
Municipal Golf Course	Driving Range Lights	0	110,000	0	0	0
Municipal Golf Course	Fairway Mower	37,200	0	0	0	0
Municipal Golf Course	Front Deck Mower	21,000	0	0	0	0
Municipal Golf Course	Front End Loader Tractor	0	35,000	0	0	0
Municipal Golf Course	Golf Cart Replacement	0	76,000	78,200	40,500	0
Municipal Golf Course	Golf Course Improvements	130,000	25,000	25,000	25,000	25,000
Municipal Golf Course	Greens Mower	27,500	0	0	0	0
Municipal Golf Course	Landscape Gravel	24,500	0	0	0	0
Municipal Golf Course	Reel Grinder	0	30,000	0	0	0
Municipal Golf Course	Rough Mower	0	54,600	0	0	0
Municipal Golf Course	Spray Rig	0	0	0	29,500	0
<b>TOTAL - MUNICIPAL GOLF COURSE FUND</b>		<b>254,400</b>	<b>608,100</b>	<b>103,200</b>	<b>95,000</b>	<b>25,000</b>
<b>Wastewater Fund</b>						
Wastewater Treatment	6" Water Pump	38,000	0	0	0	0
Wastewater Treatment	Aeration Gear Drive Rehabilitation	0	0	0	0	100,000
Wastewater Treatment	Biofilter Media Replacement	30,000	0	10,000	0	0
Wastewater Treatment	Burris Sewer Line	1,100,000	0	0	0	0
Wastewater Treatment	Effluent Pump Rehabilitation	0	30,000	30,000	35,000	35,000
Wastewater Treatment	Grit Tank Replacement	0	0	0	0	70,000
Wastewater Treatment	Liftstation Rehabilitation	40,000	40,000	40,000	40,000	40,000
Wastewater Treatment	Local Limits Study	0	75,000	0	0	0
Wastewater Treatment	Managed Recharge Facility	500,000	700,000	0	0	0
Wastewater Treatment	Managed Recharge System	0	2,000,000	9,000,000	6,800,000	0
Wastewater Treatment	Manhole Rehabilitation	250,000	200,000	200,000	200,000	0
Wastewater Treatment	Monitor Wells at Santa Cruz Channel	0	300,000	0	0	0
Wastewater Treatment	New Fork Lift	0	0	40,000	0	0
Wastewater Treatment	Service Truck	0	95,000	0	0	0
Wastewater Treatment	UPRR Crossing Upgrades	200,000	100,000	0	0	0
Wastewater Treatment	Wastewater Treatment Plant Expansion	38,000,000	18,000,000	0	0	0
Wastewater Treatment	Water Truck	0	170,000	0	0	0
<b>TOTAL - WASTEWATER FUND</b>		<b>40,158,000</b>	<b>21,710,000</b>	<b>9,320,000</b>	<b>7,075,000</b>	<b>245,000</b>
<b>Sanitation Fund</b>						
Collections	Front End Truck (replace 537)	250,000	0	0	0	0
Collections	Front Load Truck	0	255,000	0	255,000	0
Collections	Rear Load Truck	0	200,000	0	200,000	0
Collections	Retro Fitted Curbtender Body	0	120,000	0	0	0
Collections	Roll Off Truck (replace 526)	165,000	0	0	0	0
Collections	Roll Off Truck	165,000				
Collections	Roll Off Truck	165,000				

**CAPITAL IMPROVEMENT PLAN**

CAPITAL OUTLAY SCHEDULE						
FISCAL YEARS 2009 - 2014						
Department	Project	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Sanitation Fund</b>						
Collections	Side Load (replace 519)	250,000	0	0	0	0
Collections	Side Load (replace 522)	250,000	0	0	0	0
Collections	Side Load Truck	250,000				
Collections	Side Load Truck	250,000	0	0	0	0
Equipment Maintenance	GPS Monitoring	0	50,000	50,000	0	0
Landfill	Entrance Improvements	0	132,000	0	0	0
Landfill	Fuel Tank	0	55,000	0	0	0
Landfill	Land Purchase	0	0	5,000,000	0	0
Landfill	Portable Water Tower	0	71,000	0	0	0
Landfill	Transfer Facility	0	0	0	531,000	0
Landfill	Water Truck	0	0	160,000	0	0
Recycling	Cab Chassis Truck (replace 512)	36,000	0	0	0	0
Recycling	Recycling / Collection Side Load	0	240,000	0	0	0
Recycling	Materials Recycling/Recovery	0	0	680,000	0	0
Recycling	Recycling Trailer (replace 576)	70,000	0	0	0	0
Recycling	Recycling Truck (replace 515)	70,000	0	0	0	0
Recycling	Wrangler Loader	0	60,000	0	0	0
<b>TOTAL - SANITATION FUND</b>		<b>1,921,000</b>	<b>1,183,000</b>	<b>5,890,000</b>	<b>986,000</b>	<b>0</b>
<b>Copper Mountain Water</b>						
Copper Mountain Water	Storage Tank Replacement	500,000	0	0	0	0
Copper Mountain Water	Water Facilities	450,000	0	0	0	0
Copper Mountain Water	Backup Well Development	750,000	0	0	0	0
Copper Mountain Water	Water Main Upgrade	500,000	0	0	0	0
<b>TOTAL - COPPER MOUNTAIN WATER</b>		<b>2,200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Equipment Maintenance</b>						
Equipment Maintenance	Automated Vehicle/Equipment	0	400,000	0	0	0
Equipment Maintenance	Lube Fuel Service Truck	0	250,000	0	0	0
Equipment Maintenance	South Operations Fuel Site	0	50,000	0	0	0
Equipment Maintenance	Welding/Fabrication Addition	0	350,000	0	0	0
<b>TOTAL - FLEET MAINTENANCE</b>		<b>0</b>	<b>1,050,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Court Enhancement</b>						
City Court	Furnishings and Equipment for New Building	507,000	0	0	0	0
<b>TOTAL - COURT ENHANCEMENT</b>		<b>507,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REQUESTS</b>		<b>100,930,560</b>	<b>85,556,660</b>	<b>45,547,310</b>	<b>33,802,980</b>	<b>200,959,740</b>

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>Aquatic Improvements</b>	<b>NOTES:</b> Drain Covers = \$20,000 Awning = \$1,250 Speakers = \$3,800			
<b>DEPARTMENT:</b>	Community Services				
<b>PROJECT COST:</b>	\$25,050				
<b>FUNDING SOURCE:</b>	General Fund				
<b>PROJECT DESCRIPTION:</b>	Inspect, test and possibly replace two drain covers and two trench covers at Palm Island Pool; purchase of two awnings for shade; replacement of speakers				
<b>PROJECT JUSTIFICATION:</b>	A federal regulation requires pools meet the requirements of the Virginia Graeme Baker Act to prevent suction entrapment accidents at pools				
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks and Amenities				
<b>FISCAL IMPACTS:</b>	<b>FISCAL YEARS</b>				
	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
<b>PROJECT TITLE:</b>	<b>Court Facility</b>	<b>NOTES:</b> Increased operating costs are associated with the ongoing maintenance and upkeep of the new facility and the addition of a security function.			
<b>DEPARTMENT:</b>	City Courts				
<b>PROJECT COST:</b>	\$3,572,500				
<b>FUNDING SOURCE:</b>	General \$3,000,000; Court Enhancement \$507,000; Court Probationary \$65,500				
<b>PROJECT DESCRIPTION:</b>	Design and construction of a new City Court				
<b>PROJECT JUSTIFICATION:</b>	Current facility is inadequate: parking, storage and security are a few issues to be remedied with the construction of a new facility.				
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Public Safety				
<b>FISCAL IMPACTS:</b>	<b>FISCAL YEARS</b>				
	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
	-	43,560	50,210	87,780	90,440
	-	-	-	-	-
	-	-	-	-	-
<b>PROJECT TITLE:</b>	<b>Parking Lot Improvements</b>	<b>NOTES:</b> Various parking lots will be renovated to extend useful life.			
<b>DEPARTMENT:</b>	Community Services				
<b>PROJECT COST:</b>	\$220,000				
<b>FUNDING SOURCE:</b>	General				
<b>PROJECT DESCRIPTION:</b>	Provide preventative and restorative maintenance on recreation facility parking lots				
<b>PROJECT JUSTIFICATION:</b>	Increase pavement life through proper maintenance procedures				
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks and Amenities				
<b>FISCAL IMPACTS:</b>	<b>FISCAL YEARS</b>				
	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>Re-tile back room Len Colla Center</b>	<b>NOTES:</b> This project will be completed after current reconstruction at Len Colla is complete.
<b>DEPARTMENT:</b>	Community Services	
<b>PROJECT COST:</b>	\$85,000	
<b>FUNDING SOURCE:</b>	General	
<b>PROJECT DESCRIPTION:</b>	Complete renovations not included with new construction	
<b>PROJECT JUSTIFICATION:</b>	Facility was built in 1980 and needs some updating	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks and Amenities	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -
<b>PROJECT TITLE:</b>	<b>City Hall Door Replacements</b>	<b>NOTES:</b> This facility is a renovated high school and continues to require minor improvements.
<b>DEPARTMENT:</b>	Public Works	
<b>PROJECT COST:</b>	\$8,000	
<b>FUNDING SOURCE:</b>	General	
<b>PROJECT DESCRIPTION:</b>	Replace the front doors at City Hall	
<b>PROJECT JUSTIFICATION:</b>	The doors do not shut properly	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -
<b>PROJECT TITLE:</b>	<b>Heating and Cooling Units</b>	<b>NOTES:</b> There may be operational savings with more energy efficient units.
<b>DEPARTMENT:</b>	Public Works	
<b>PROJECT COST:</b>	\$10,230	
<b>FUNDING SOURCE:</b>	General	
<b>PROJECT DESCRIPTION:</b>	Replace units at Parks and Recreation building and Womens Club	
<b>PROJECT JUSTIFICATION:</b>	Units are inoperable due to leaks	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>Parking Lot Resurfacing</b>	<b>NOTES:</b> Ongoing maintenance is critical to extending pavement life and enhancing aesthetics.
<b>DEPARTMENT:</b>	Public Works	
<b>PROJECT COST:</b>	\$7,000	
<b>FUNDING SOURCE:</b>	General	
<b>PROJECT DESCRIPTION:</b>	Apply sealant and restripe approximately 2,700 sq yds of asphalt	
<b>PROJECT JUSTIFICATION:</b>	Building B asphalt areas were cracksealed and patched last year and need sealant	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-           -           -           -           -
	Operating Revenue	-           -           -           -           -
	Operating Savings	-           -           -           -           -
<b>PROJECT TITLE:</b>	<b>Accounting Software</b>	<b>NOTES:</b> This represents implementation of cash receipting and HR/payroll modules. The operating costs are for entire conversion.
<b>DEPARTMENT:</b>	Finance	
<b>PROJECT COST:</b>	\$100,000	
<b>FUNDING SOURCE:</b>	General	
<b>PROJECT DESCRIPTION:</b>	Conversion to an integrated financial system	
<b>PROJECT JUSTIFICATION:</b>	Continue move to one database for one set of records	
<b>RELATION TO ADOPTED PLANS:</b>	Information Technology Strategic Plan	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-           50,000    50,000    50,000    50,000
	Operating Revenue	-           -           -           -           -
	Operating Savings	-           -           -           -           -
<b>PROJECT TITLE:</b>	<b>Monitor Defibrillators</b>	<b>NOTES:</b> These are upgrades and will not require additional operating expenses.
<b>DEPARTMENT:</b>	Fire	
<b>PROJECT COST:</b>	\$26,000	
<b>FUNDING SOURCE:</b>	General	
<b>PROJECT DESCRIPTION:</b>	Upgrade the existing five (5) LP12 monitor defibrillators	
<b>PROJECT JUSTIFICATION:</b>	These multifunction diagnostic devices are the tools that our paramedics use to interpret critical patient signs such as cardiac EKG's.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Public Safety	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-           -           -           -           -
	Operating Revenue	-           -           -           -           -
	Operating Savings	-           -           -           -           -

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>Fertilizer Spreader</b>	<b>NOTES:</b> This project may result in staff time savings.
<b>DEPARTMENT:</b>	Community Services	
<b>PROJECT COST:</b>	\$3,800	
<b>FUNDING SOURCE:</b>	General	
<b>PROJECT DESCRIPTION:</b>	Pull behind friction driver	
<b>PROJECT JUSTIFICATION:</b>	More efficient method of fertilizing	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks and Amenities	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>Irrigation Controller Upgrade</b>	<b>NOTES:</b> This project may result in staff time savings.
<b>DEPARTMENT:</b>	Community Services	
<b>PROJECT COST:</b>	\$14,000	
<b>FUNDING SOURCE:</b>	General	
<b>PROJECT DESCRIPTION:</b>	Replace worn irrigation controllers	
<b>PROJECT JUSTIFICATION:</b>	Controllers were installed in 1995 and will be replaced with computerized controllers to save staff time	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks and Amenities	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>Restrooms - Dave White Park</b>	<b>NOTES:</b> Project is a carryforward from prior fiscal year.
<b>DEPARTMENT:</b>	Community Services	
<b>PROJECT COST:</b>	\$117,000	
<b>FUNDING SOURCE:</b>	General	
<b>PROJECT DESCRIPTION:</b>	Construct restrooms at Dave White Park	
<b>PROJECT JUSTIFICATION:</b>	Most heavily used park in system	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks and Amenities	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	3,500    9,000    9,000    9,000    9,000
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>Park Restrooms</b>	<b>NOTES:</b> These projects are a carry forward from prior fiscal year. Ed Hooper - \$162,000 Peart - \$115,000
<b>DEPARTMENT:</b>	Community Services	
<b>PROJECT COST:</b>	\$277,000	
<b>FUNDING SOURCE:</b>	General (\$162,000) and Impact Fees (\$115,000)	
<b>PROJECT DESCRIPTION:</b>	Construct restroom facilities	
<b>PROJECT JUSTIFICATION:</b>	Required amenity	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks and Amenities	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	3,500    9,000    9,000    9,000    9,000
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -
<b>PROJECT TITLE:</b>	<b>Storage Building</b>	<b>NOTES:</b> This project is a carry forward from prior fiscal year.
<b>DEPARTMENT:</b>	Community Services	
<b>PROJECT COST:</b>	\$53,100	
<b>FUNDING SOURCE:</b>	General	
<b>PROJECT DESCRIPTION:</b>	Add 800 square feet of storage at Ed Hooper Park	
<b>PROJECT JUSTIFICATION:</b>	Provide storage of equipment for Northern park areas of City	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks and Amenities	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -
<b>PROJECT TITLE:</b>	<b>Trail System Design</b>	<b>NOTES:</b> The department is working with the National Parks Service, Rivers and Trails program to develop a comprehensive multi-use trails plan for CG Mountain.
<b>DEPARTMENT:</b>	Community Services	
<b>PROJECT COST:</b>	\$50,000	
<b>FUNDING SOURCE:</b>	General	
<b>PROJECT DESCRIPTION:</b>	Design of trail system for Casa Grande Mountain	
<b>PROJECT JUSTIFICATION:</b>	Provide a public trail that links existing trail system identified in General Plan 2010 and creates a trailhead. Initiates the creation of a dedicated and formal trail system.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks and Amenities	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>Channel 11 Installation and Broadcast</b>	<b>NOTES:</b> Programming will be expanded also.			
<b>DEPARTMENT:</b>	City Manager				
<b>PROJECT COST:</b>	\$87,000				
<b>FUNDING SOURCE:</b>	General				
<b>PROJECT DESCRIPTION:</b>	Remodel Council Chambers and install equipment to broadcast Council meetings				
<b>PROJECT JUSTIFICATION:</b>	Council is expanding access to decision making through live broadcast of meetings				
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Government Coordination and Image - Public Information				
<b>FISCAL IMPACTS:</b>	<b>FISCAL YEARS</b>				
	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
<b>PROJECT TITLE:</b>	<b>AED for Dorothy Powell Senior Center</b>	<b>NOTES:</b> Automated External Defibrillator (AED) is used in cases of life threatening cardiac arrhythmias which may lead to cardiac arrest.			
<b>DEPARTMENT:</b>	Community Services				
<b>PROJECT COST:</b>	\$1,500				
<b>FUNDING SOURCE:</b>	General				
<b>PROJECT DESCRIPTION:</b>	Heartstart FRx Defibrilator including cabinet, carrying case and supplies				
<b>PROJECT JUSTIFICATION:</b>	Ensure staff is able to respond adequately to patrons who need medical attention				
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks and Amenities				
<b>FISCAL IMPACTS:</b>	<b>FISCAL YEARS</b>				
	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
<b>PROJECT TITLE:</b>	<b>Val Vista Corridor Alignment Study</b>	<b>NOTES:</b> SATS is the small area transportation study.			
<b>DEPARTMENT:</b>	Public Works - Engineering				
<b>PROJECT COST:</b>	\$600,000				
<b>FUNDING SOURCE:</b>	Street Maintenance 1/2 cent sales				
<b>PROJECT DESCRIPTION:</b>	Study to determine location and characteristics for "Expressway" identified by the SATS from I-10 to Russell Road				
<b>PROJECT JUSTIFICATION:</b>	Provides guidance for private development and public works projects in this area consistent with long range planning goals of the SATS				
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement -Street Development				
<b>FISCAL IMPACTS:</b>	<b>FISCAL YEARS</b>				
	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>In Street Crosswalk Lighting Systems (2)</b>	<b>NOTES:</b> The additional operating costs associated with this item are for maintenance.
<b>DEPARTMENT:</b>	Public Works - Streets	
<b>PROJECT COST:</b>	\$67,000	
<b>FUNDING SOURCE:</b>	Streets Maintenance	
<b>PROJECT DESCRIPTION:</b>	Provide in ground solar powered street lighting for crosswalks at heavy traffic crosswalks	
<b>PROJECT JUSTIFICATION:</b>	Continuation of project begun in the last few years to provide safe routes to schools	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	190    190    190    190    190
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>Traffic Signals</b>	<b>NOTES:</b> Arizona/McMurray Kortsen/Peart McCartney/Peart 2 TBD intersections
<b>DEPARTMENT:</b>	Public Works - Streets	
<b>PROJECT COST:</b>	\$1,600,000	
<b>FUNDING SOURCE:</b>	Streets Maintenance (\$650,000), Impact Fees (\$950,000)	
<b>PROJECT DESCRIPTION:</b>	Part of ongoing traffic management system improvements	
<b>PROJECT JUSTIFICATION:</b>	Traffic warrants justify placement of signals	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Street Development	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	20,000    20,000    20,000    20,000    20,000
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>Downtown Traffic Circulation Study</b>	<b>NOTES:</b> This is a carrforward item from the prior year budget.
<b>DEPARTMENT:</b>	Public Works - Engineering	
<b>PROJECT COST:</b>	\$255,000	
<b>FUNDING SOURCE:</b>	Street Maintenance	
<b>PROJECT DESCRIPTION:</b>	Provide planning for downtown area optimal traffic circulation	
<b>PROJECT JUSTIFICATION:</b>	This study is a pivotal part of the overall Downtown Redevelopment plan	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Economic Development - Downtown Redevelopment	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>Hydraulic Power Unit</b>	<b>NOTES:</b> The unit improves efficiency and reduces the risk of injury.
<b>DEPARTMENT:</b>	Public Works - Streets	
<b>PROJECT COST:</b>	\$9,000	
<b>FUNDING SOURCE:</b>	Streets Maintenance	
<b>PROJECT DESCRIPTION:</b>	Gas powered generator with hose reel and fittings	
<b>PROJECT JUSTIFICATION:</b>	Provide power for sign driver, puller, auger and misc tools for street sign truck	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Street Development	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>Local Street Reconstruction</b>	<b>NOTES:</b> Properly designed and constructed hot mix asphalt pavements will last 50 years or more with occasional maintenance.
<b>DEPARTMENT:</b>	Public Works - Streets	
<b>PROJECT COST:</b>	\$250,000	
<b>FUNDING SOURCE:</b>	Streets Maintenance	
<b>PROJECT DESCRIPTION:</b>	Ongoing street maintenance to prolong the useful life of City streets	
<b>PROJECT JUSTIFICATION:</b>	Maintenance of streets is essential to maintaining an acceptable pavement condition	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Street Development	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>Pavement Management System</b>	<b>NOTES:</b> This project is a carryforward from prior year budget.
<b>DEPARTMENT:</b>	Public Works - Streets	
<b>PROJECT COST:</b>	\$300,000	
<b>FUNDING SOURCE:</b>	Streets Maintenance	
<b>PROJECT DESCRIPTION:</b>	Implement a system to monitor pavement condition, determine maintenance needs and cost data	
<b>PROJECT JUSTIFICATION:</b>	Provides data to plan appropriate maintenance and determine pavement conditions	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Street Development	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    60,000    60,000    60,000    60,000
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>Community Art</b>	<b>NOTES:</b> Costs for development of visual arts in public places.
<b>DEPARTMENT:</b>	City Clerk	
<b>PROJECT COST:</b>	\$48,000	
<b>FUNDING SOURCE:</b>	Community Arts Fund	
<b>PROJECT DESCRIPTION:</b>	The Arts & Humanities Commission will continue to expand visual arts in public places	
<b>PROJECT JUSTIFICATION:</b>	Continuation of ongoing program for displaying art work in City parks	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-           -           -           -           -
	Operating Revenue	-           -           -           -           -
	Operating Savings	-           -           -           -           -
<b>PROJECT TITLE:</b>	<b>Parts Washer</b>	<b>NOTES:</b> Allows shop to use bio-degradable cleaning detergent instead of solvents.
<b>DEPARTMENT:</b>	Public Works - Fleet	
<b>PROJECT COST:</b>	\$8,500	
<b>FUNDING SOURCE:</b>	Fleet Operations	
<b>PROJECT DESCRIPTION:</b>	Purchase enclosed cabinet parts washer	
<b>PROJECT JUSTIFICATION:</b>	Provide thorough cleaning of components through an automated system with a high temperature and high pressure cleaning.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Government Structure and Finance	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-           -           -           -           -
	Operating Revenue	-           -           -           -           -
	Operating Savings	-           -           -           -           -
<b>PROJECT TITLE:</b>	<b>Len Colla Remodel</b>	<b>NOTES:</b> Len Colla is a Recreation Center located at 1011 E. 4th St. The Center focus of the center is youth services.
<b>DEPARTMENT:</b>	Community Services	
<b>PROJECT COST:</b>	\$1,900,000	
<b>FUNDING SOURCE:</b>	Impact fees (\$500,000) and General Obligation Bonds (\$1,400,000)	
<b>PROJECT DESCRIPTION:</b>	Construct a gymnasium, renovate the existing facility, restrooms and bring the building up to code for ADA accessibility and safety	
<b>PROJECT JUSTIFICATION:</b>	The center is 20 years old and no major improvements were done since. The building is not ADA compliant. The center needs more space for indoor activities.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks and Amenities	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-           50,000    50,000    50,000    50,000
	Operating Revenue	-           1,000      1,000      1,000      1,000
	Operating Savings	-           -           -           -           -

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>Mower</b>	<b>NOTES:</b> Growth in park land requires additional equipment to maintain service ratios.
<b>DEPARTMENT:</b>	Community Services	
<b>PROJECT COST:</b>	\$26,000	
<b>FUNDING SOURCE:</b>	Impact Fees	
<b>PROJECT DESCRIPTION:</b>	New mower for Parks	
<b>PROJECT JUSTIFICATION:</b>	Additional 10 acres of turf areas are added to Parks inventory requiring one new mower	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks and Amenities	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	5,300    5,500    5,800    6,000    6,200
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>Library Collection</b>	<b>NOTES:</b> The level of service for library circulation is 0.88 units per person
<b>DEPARTMENT:</b>	Community Services	
<b>PROJECT COST:</b>	\$315,000	
<b>FUNDING SOURCE:</b>	Impact Fees	
<b>PROJECT DESCRIPTION:</b>	Provide additional library materials	
<b>PROJECT JUSTIFICATION:</b>	Each new person in the community increases the need for material to circulate	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks and Amenities	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>Facility Security Enhancement</b>	<b>NOTES:</b> Improve security at the North Operations Center.
<b>DEPARTMENT:</b>	Public Works - Facilities	
<b>PROJECT COST:</b>	\$66,000	
<b>FUNDING SOURCE:</b>	Impact Fees	
<b>PROJECT DESCRIPTION:</b>	Install card read security system	
<b>PROJECT JUSTIFICATION:</b>	Complete building improvements	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Government Facility Strategy	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>North Operations Center Site Work</b>	<b>NOTES:</b> Complete site work at North Operations Center Improvements to provide security.			
<b>DEPARTMENT:</b>	Public Works				
<b>PROJECT COST:</b>	\$2,000,000				
<b>FUNDING SOURCE:</b>	Impact Fees				
<b>PROJECT DESCRIPTION:</b>	Completion of site work for the North Operations Center				
<b>PROJECT JUSTIFICATION:</b>	Provide fencing, and improvements to fueling area				
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Government Facility Strategies				
<b>FISCAL IMPACTS:</b>	<b>FISCAL YEARS</b>				
	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-
<b>PROJECT TITLE:</b>	<b>Fire Station 504</b>	<b>NOTES:</b> This project is a carry forward from the prior fiscal year. \$200,000 was spent to date. Personnel for the station are already in place.			
<b>DEPARTMENT:</b>	Fire				
<b>PROJECT COST:</b>	\$4,300,000				
<b>FUNDING SOURCE:</b>	Impact Fees (\$2,000,000) and GO Bonds (\$2,300,000)				
<b>PROJECT DESCRIPTION:</b>	Additional fire station				
<b>PROJECT JUSTIFICATION:</b>	Expansion of services due to greater area and number of citizens served				
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Public Safety - General Public Safety Strategies				
<b>FISCAL IMPACTS:</b>	<b>FISCAL YEARS</b>				
	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
Operating Costs	-	10,000	10,000	12,000	15,000
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-
<b>PROJECT TITLE:</b>	<b>Impact Fee Study</b>	<b>NOTES:</b> Need to update impact fees to correspond to current and future growth related capital projects.			
<b>DEPARTMENT:</b>	Administrative Services				
<b>PROJECT COST:</b>	\$80,000				
<b>FUNDING SOURCE:</b>	Impact Fees				
<b>PROJECT DESCRIPTION:</b>	Provide the impact fee financial analysis and planning				
<b>PROJECT JUSTIFICATION:</b>	Requires complex analysis to relate the level of service to required growth related capital improvements				
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Government Structure and Finance - Financial Planning Strategy				
<b>FISCAL IMPACTS:</b>	<b>FISCAL YEARS</b>				
	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>Additional Frequencies</b>	<b>NOTES:</b> This project's additional fiscal impact is to provide maintenance and operational expenditures.
<b>DEPARTMENT:</b>	Police	
<b>PROJECT COST:</b>	\$140,000	
<b>FUNDING SOURCE:</b>	Impact Fees	
<b>PROJECT DESCRIPTION:</b>	Provide additional frequencies (\$100,000) and communication improvements (\$40,000)	
<b>PROJECT JUSTIFICATION:</b>	Additional radio frequencies require equipment in the form of a transmitter. This project involves adding one additional public works frequency.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Public Safety - General Public Safety Strategies	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-           -           -           -           -
	Operating Revenue	-           -           -           -           -
	Operating Savings	-           -           -           -           -

<b>PROJECT TITLE:</b>	<b>Public Safety Facility</b>	<b>NOTES:</b> This project is a carry forward from the prior fiscal year.
<b>DEPARTMENT:</b>	Police	
<b>PROJECT COST:</b>	\$20,500,000	
<b>FUNDING SOURCE:</b>	Impact Fees (\$1,500,000) and GO Bonds (\$19,000,000)	
<b>PROJECT DESCRIPTION:</b>	Provide a new Public Safety Facility at Val Vista and Pinal	
<b>PROJECT JUSTIFICATION:</b>	Public Safety Facility is not adequate in size or functionality based on todays population	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Government Facility Strategy	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-           50,000    50,000    50,000    50,000
	Operating Revenue	-           -           -           -           -
	Operating Savings	-           -           -           -           -

<b>PROJECT TITLE:</b>	<b>Cottonwood Lane</b>	<b>NOTES:</b> The project is a carry forward from the prior fiscal year. The project is also funded with construction sales tax.
<b>DEPARTMENT:</b>	Public Works - Streets	
<b>PROJECT COST:</b>	\$4,000,000	
<b>FUNDING SOURCE:</b>	Impact Fees	
<b>PROJECT DESCRIPTION:</b>	Replace and widen Cottonwood Lane to a four lane arterial standard from Hennis to Trekkel	
<b>PROJECT JUSTIFICATION:</b>	Continued increase in traffic due to population growth & increased commercial businesses	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Street Development	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	10,000    20,000    20,000    25,000    25,000
	Operating Revenue	-           -           -           -           -
	Operating Savings	-           -           -           -           -

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>Airport Ground Support</b>	<b>NOTES:</b> Additional aircraft brings in more economic development opportunities and more fuel sales.
<b>DEPARTMENT:</b>	Public Works - Airport	
<b>PROJECT COST:</b>	\$9,500	
<b>FUNDING SOURCE:</b>	Airport Operating	
<b>PROJECT DESCRIPTION:</b>	Purchase a ground power unit (\$6,000) and an aircraft lavatory cart (\$3,500)	
<b>PROJECT JUSTIFICATION:</b>	Provide additional services to aircraft to entice more air traffic	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Economic Development - Airport	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>Runway Maintenance</b>	<b>NOTES:</b> Failure to conduct timely pavement rehabilitation of the Airport pavement will adversely affect safe aviation operations.
<b>DEPARTMENT:</b>	Public Works -Airport	
<b>PROJECT COST:</b>	\$70,000	
<b>FUNDING SOURCE:</b>	Airport Operating	
<b>PROJECT DESCRIPTION:</b>	Contract for sealing and/or repair of cracks larger than 1/8"	
<b>PROJECT JUSTIFICATION:</b>	ADOT-Aeronautics requires the City of Casa Grande to complete necessary and needed preventative maintenance of the airports pavements areas as a condition of their financing and completing more extensive and expensive pavement maintenance	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Economic Development - Airport	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    1,000    1,000    1,000    1,000
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>T-Hangers</b>	<b>NOTES:</b> This project will have minimal upkeep.
<b>DEPARTMENT:</b>	Public Works -Airport	
<b>PROJECT COST:</b>	\$1,150,000	
<b>FUNDING SOURCE:</b>	Airport Revenue Lease	
<b>PROJECT DESCRIPTION:</b>	Construction of leased T-Hangers at airport	
<b>PROJECT JUSTIFICATION:</b>	Revenues from rentals would offset expense of construction	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Economic Development - Airport	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	5,000    8,000    10,000    10,000    10,000
	Operating Revenue	8,000    8,000    8,000    8,000    8,000
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>Rodeo Park Improvements</b>	<b>NOTES:</b> This project is a carryforward from the prior fiscal year. The grant funding from State was placed on hold.
<b>DEPARTMENT:</b>	Community Services	
<b>PROJECT COST:</b>	\$278,000	
<b>FUNDING SOURCE:</b>	Grants	
<b>PROJECT DESCRIPTION:</b>	Provide new restrooms/concession stand for rodeo facility at Rodeo Park	
<b>PROJECT JUSTIFICATION:</b>	Rodeo Park is a community park with rodeo facilities, outdoor ampitheater and archery range. The rodeo facility area requires a restroom and concession stand.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks and Amenities	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    1,500    2,000    2,000    2,000
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>Armored Rescue Vehicle</b>	<b>NOTES:</b> Vehicle is a joint use by the Pinal County SWAT team and the City of Casa Grande.
<b>DEPARTMENT:</b>	Police	
<b>PROJECT COST:</b>	\$250,000	
<b>FUNDING SOURCE:</b>	Grant	
<b>PROJECT DESCRIPTION:</b>	Specialized truck capable of safely transporting Officers and Citizens in an armored enclosure	
<b>PROJECT JUSTIFICATION:</b>	Armored rescue vehicles are an invaluable tool in critical situations involving armed offenders. Police Officers can be safely moved while citizens in harms way are safely evacuated.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Public Safety - General Public Safety Strategies	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    22,900    22,900    23,600    24,300
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>City Hall Complex Renovations</b>	<b>NOTES:</b> The City Complex includes that need renovation. City Hall was built in 1921, Building B in 1972 and Community Services in 1963.
<b>DEPARTMENT:</b>	Public Works - Facilities	
<b>PROJECT COST:</b>	\$2,136,280	
<b>FUNDING SOURCE:</b>	Redevelopment District	
<b>PROJECT DESCRIPTION:</b>	Renovate building B and other projects as determined	
<b>PROJECT JUSTIFICATION:</b>	Building B needs additional remodeling including exterior stucco, ADA compliance and interior renovations.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Government Facility Strategies	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>Downtown Streets Phase II</b>	<b>NOTES:</b> This project is a carryforward from prior year.																														
<b>DEPARTMENT:</b>	Public Works - Streets																															
<b>PROJECT COST:</b>	\$250,000																															
<b>FUNDING SOURCE:</b>	Redevelopment District																															
<b>PROJECT DESCRIPTION:</b>	Second phase of downtown street upgrades																															
<b>PROJECT JUSTIFICATION:</b>	Continuation of multi-year program based on street age, traffic counts and commercial marketing																															
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Economic Development - Downtown Redevelopment																															
<b>FISCAL IMPACTS:</b>	<table border="1"> <thead> <tr> <th></th> <th colspan="5">FISCAL YEARS</th> </tr> <tr> <th></th> <th>09/10</th> <th>10/11</th> <th>11/12</th> <th>12/13</th> <th>13/14</th> </tr> </thead> <tbody> <tr> <td>Operating Costs</td> <td>-</td> <td>8,000</td> <td>10,000</td> <td>15,000</td> <td>20,000</td> </tr> <tr> <td>Operating Revenue</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Operating Savings</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>			FISCAL YEARS						09/10	10/11	11/12	12/13	13/14	Operating Costs	-	8,000	10,000	15,000	20,000	Operating Revenue	-	-	-	-	-	Operating Savings	-	-	-	-	-
	FISCAL YEARS																															
	09/10	10/11	11/12	12/13	13/14																											
Operating Costs	-	8,000	10,000	15,000	20,000																											
Operating Revenue	-	-	-	-	-																											
Operating Savings	-	-	-	-	-																											

<b>PROJECT TITLE:</b>	<b>Downtown Library Expansion</b>	<b>NOTES:</b> The library circulates about 100,000 items annually.																														
<b>DEPARTMENT:</b>	Community Services																															
<b>PROJECT COST:</b>	\$100,000																															
<b>FUNDING SOURCE:</b>	Construction Sales Tax																															
<b>PROJECT DESCRIPTION:</b>	Design the approximately 4,000 sq ft expansion to Downtown Library																															
<b>PROJECT JUSTIFICATION:</b>	The library provides a variety of resources for citizens - better education opportunities for children, resources for job building skills, spaces for lifelong learners and the newly retired, as well as recreational reading opportunities.																															
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks and Amenities																															
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	FISCAL YEARS																															
	09/10	10/11	11/12	12/13	13/14																											
Operating Costs	-	-	-	-	-																											
Operating Revenue	-	-	-	-	-																											
Operating Savings	-	-	-	-	-																											

<b>PROJECT TITLE:</b>	<b>Splash Play Area Design</b>	<b>NOTES:</b> No additional costs to be incurred until splash play area is constructed.																														
<b>DEPARTMENT:</b>	Community Services																															
<b>PROJECT COST:</b>	\$20,000																															
<b>FUNDING SOURCE:</b>	Construction Sales Tax																															
<b>PROJECT DESCRIPTION:</b>	Develop proto-type drawings for a splash play area to be constructed in a city park.																															
<b>PROJECT JUSTIFICATION:</b>	A splash play area gives the community another aquatics amenity to enjoy and stay cool with. It adds another feature to an existing park to attract community use the park.																															
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks and Amenities																															
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	FISCAL YEARS																															
	09/10	10/11	11/12	12/13	13/14																											
Operating Costs	-	-	-	-	-																											
Operating Revenue	-	-	-	-	-																											
Operating Savings	-	-	-	-	-																											

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>DOTS Phase II</b>	<b>NOTES:</b> Part of a phased plan.			
<b>DEPARTMENT:</b>	Public Works - Streets				
<b>PROJECT COST:</b>	\$3,000,000				
<b>FUNDING SOURCE:</b>	Construction Sales Tax				
<b>PROJECT DESCRIPTION:</b>	Street and storm water improvements				
<b>PROJECT JUSTIFICATION:</b>	To improve street condition and traffic flow in downtown area				
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Street Development				
<b>FISCAL IMPACTS:</b>	<b>FISCAL YEARS</b>				
	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-

<b>PROJECT TITLE:</b>	<b>McMurray Blvd Reconstruction</b>	<b>NOTES:</b> Street condition warrants complete pavement replacement.			
<b>DEPARTMENT:</b>	Public Works - Streets				
<b>PROJECT COST:</b>	\$1,200,000				
<b>FUNDING SOURCE:</b>	Construction Sales Tax				
<b>PROJECT DESCRIPTION:</b>	Reconstruction of McMurray Blvd from Hennes Rd. to Pinal Ave. Mill and replace with rubberized asphalt pavement and ancillary concrete repair.				
<b>PROJECT JUSTIFICATION:</b>	McMurray Blvd has a very rough ride and numerous pavement failures and cracks.				
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Street Development				
<b>FISCAL IMPACTS:</b>	<b>FISCAL YEARS</b>				
	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-

<b>PROJECT TITLE:</b>	<b>Pueblo Drive Reconstruction</b>	<b>NOTES:</b> Future year maintenance costs are for storm drainage.			
<b>DEPARTMENT:</b>	Public Works - Streets				
<b>PROJECT COST:</b>	\$1,500,000				
<b>FUNDING SOURCE:</b>	Construction Sales Tax				
<b>PROJECT DESCRIPTION:</b>	Remove and replace Pueblo Drive from Luna to Rodeo including drainage corrections				
<b>PROJECT JUSTIFICATION:</b>	Replace the existing crowned street with an inverted crown street to convey the drainage away from the adjacent private properties in response to flooding.				
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Street Development				
<b>FISCAL IMPACTS:</b>	<b>FISCAL YEARS</b>				
	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
	3,000	8,000	8,000	8,000	8,000
	-	-	-	-	-
	-	-	-	-	-

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>Fleet Replacements</b>	<b>NOTES:</b> Since these are replacements, the operating costs are already included in the respective department budgets.
<b>DEPARTMENT:</b>	Various	
<b>PROJECT COST:</b>	\$1,925,500	
<b>FUNDING SOURCE:</b>	Replacement Fund	
<b>PROJECT DESCRIPTION:</b>	Fleet recommends replacement of vehicles based on useful life, mileage and repair history	
<b>PROJECT JUSTIFICATION:</b>	Operating funds contribute through interfund transfer to future replacement based on estimated useful life of vehicles.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Government Structure and Finance - Financial Planning Strategy	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-           -           -           -           -
	Operating Revenue	-           -           -           -           -
	Operating Savings	-           -           -           -           -

<b>PROJECT TITLE:</b>	<b>Storage Tank</b>	<b>NOTES:</b> Operating costs are due to ongoing maintenance and upkeep.
<b>DEPARTMENT:</b>	Public Works - Water Company	
<b>PROJECT COST:</b>	\$500,000	
<b>FUNDING SOURCE:</b>	Water Company	
<b>PROJECT DESCRIPTION:</b>	Water facilities repairs and storage tank replacement	
<b>PROJECT JUSTIFICATION:</b>	Demands of the water company and needs of the customers	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	1,000    2,000    2,000    2,000    2,000
	Operating Revenue	-           -           -           -           -
	Operating Savings	-           -           -           -           -

<b>PROJECT TITLE:</b>	<b>Water Main Upgrade</b>	<b>NOTES:</b> Operating costs are due to ongoing maintenance and upkeep.
<b>DEPARTMENT:</b>	Public Works - Water Company	
<b>PROJECT COST:</b>	\$500,000	
<b>FUNDING SOURCE:</b>	Water Company	
<b>PROJECT DESCRIPTION:</b>	Water facilities repairs and water main upgrade	
<b>PROJECT JUSTIFICATION:</b>	Demands of the water company and needs of the customers	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-           1,800    2,200    2,500    3,000
	Operating Revenue	-           -           -           -           -
	Operating Savings	-           -           -           -           -

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>Backup Well Development</b>	<b>NOTES:</b> Operating costs include power and chemicals.			
<b>DEPARTMENT:</b>	Public Works - Water Company				
<b>PROJECT COST:</b>	\$1,200,000				
<b>FUNDING SOURCE:</b>	Water Company				
<b>PROJECT DESCRIPTION:</b>	Water facilities repairs (\$450,000) and backup well development (\$750,000)				
<b>PROJECT JUSTIFICATION:</b>	Demands of the water company and needs of the customers				
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management				
<b>FISCAL IMPACTS:</b>	<b>FISCAL YEARS</b>				
	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
Operating Costs	-	25,000	25,000	25,000	25,000
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

<b>PROJECT TITLE:</b>	<b>Airfield Lights</b>	<b>NOTES:</b> Costs for airfield lights are already in operating budget. This is a replacement project.			
<b>DEPARTMENT:</b>	Public Works - Airport				
<b>PROJECT COST:</b>	\$250,000				
<b>FUNDING SOURCE:</b>	Federal Grant, State Grant, Airport Operating				
<b>PROJECT DESCRIPTION:</b>	Design and Construction of the Airfield Lighting				
<b>PROJECT JUSTIFICATION:</b>	Replacement of the runway and taxiway lighting needed because light bulbs are continually burning out and transformer is turning off due to increased deterioration of the wiring.				
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Economic Development - Airport				
<b>FISCAL IMPACTS:</b>	<b>FISCAL YEARS</b>				
	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

<b>PROJECT TITLE:</b>	<b>Airport Aprons</b>	<b>NOTES:</b> Operating costs are dependent on project completion.			
<b>DEPARTMENT:</b>	Public Works - Airport				
<b>PROJECT COST:</b>	\$1,200,000				
<b>FUNDING SOURCE:</b>	Federal Grant, State Grant, Airport Operating				
<b>PROJECT DESCRIPTION:</b>	Construction of a South Apron area dependent on grant funding				
<b>PROJECT JUSTIFICATION:</b>	Provide infrastructure for future hanger sites				
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Economic Development - Airport				
<b>FISCAL IMPACTS:</b>	<b>FISCAL YEARS</b>				
	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>Airport Parking</b>	<b>NOTES:</b> Project dependent on grant funding. Federal 95%, State 2.5%, City 2.5%.
<b>DEPARTMENT:</b>	Public Works - Airport	
<b>PROJECT COST:</b>	\$133,000	
<b>FUNDING SOURCE:</b>	Federal Grant, State Grant, Airport Operating	
<b>PROJECT DESCRIPTION:</b>	Design and construct additional airport parking	
<b>PROJECT JUSTIFICATION:</b>	Additional auto parking needed to serve area near Native Air building as it develops	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Economic Development - Airport	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>Runway Extension Design</b>	<b>NOTES:</b> All airport improvements are explained in the Airport Master Plan adopted by the Council in September, 2009.
<b>DEPARTMENT:</b>	Public Works - Airport	
<b>PROJECT COST:</b>	\$180,000	
<b>FUNDING SOURCE:</b>	Federal Grant, State Grant, Airport Operating	
<b>PROJECT DESCRIPTION:</b>	Design of the runway extension based on the FAA approved Airport Layout Plan	
<b>PROJECT JUSTIFICATION:</b>	The runway at the airport needs to be extended to provide for larger aircraft, primarily mid sized General Aviation Jets and Turboprop aircraft.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Economic Development - Airport	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>Community Recreation Center</b>	<b>NOTES:</b> Operating costs are dependent on construction schedule. Budget is only for design.
<b>DEPARTMENT:</b>	Community Services	
<b>PROJECT COST:</b>	\$1,500,000	
<b>FUNDING SOURCE:</b>	Impact Fees	
<b>PROJECT DESCRIPTION:</b>	Design of a community recreation/aquatics facility between 55,000 to 65,000 sq ft.	
<b>PROJECT JUSTIFICATION:</b>	The facility would include indoor aquatics, a running track, gymnasium, fitness center and meeting rooms.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks and Amenities	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>Golf Course Equipment</b>	<b>NOTES:</b> Beverage Cart \$14,200 Fairway Mower \$37,200 Front Deck Mower \$21,000 Greens Mower \$27,500
<b>DEPARTMENT:</b>	Community Service - Golf	
<b>PROJECT COST:</b>	\$99,900	
<b>FUNDING SOURCE:</b>	Golf Course Operations	
<b>PROJECT DESCRIPTION:</b>	Replacement and new equipment to effectively operate and maintain the Course.	
<b>PROJECT JUSTIFICATION:</b>	Proper equipment is critical to maintain the course and met customer expectations.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks and Amenities	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    23,000    23,000    23,000    23,000
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -
<b>PROJECT TITLE:</b>	<b>Golf Course Improvements</b>	<b>NOTES:</b> Operating costs are due to ongoing maintenance and upkeep.
<b>DEPARTMENT:</b>	Community Service - Golf	
<b>PROJECT COST:</b>	\$154,500	
<b>FUNDING SOURCE:</b>	General Obligation Bonds and Golf Course Operations	
<b>PROJECT DESCRIPTION:</b>	Clubhouse improvements (\$130,000) and landscape gravel (\$24,500)	
<b>PROJECT JUSTIFICATION:</b>	Complete the back nine landscaping and renovate 1,768 sq ft clubhouse built in 1984	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks and Amenities	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -
<b>PROJECT TITLE:</b>	<b>Pump</b>	<b>NOTES:</b> This is a replacement project.
<b>DEPARTMENT:</b>	Public Works - Wastewater	
<b>PROJECT COST:</b>	\$38,000	
<b>FUNDING SOURCE:</b>	Wastewater Operations	
<b>PROJECT DESCRIPTION:</b>	Replace pump	
<b>PROJECT JUSTIFICATION:</b>	Replacement of equipment before the end of the useful life results in less unplanned downtime	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>Biofilter Media Replacement</b>	<b>NOTES:</b> Part of ongoing maintenance and treatment plant.
<b>DEPARTMENT:</b>	Public Works - Wastewater	
<b>PROJECT COST:</b>	\$30,000	
<b>FUNDING SOURCE:</b>	Wastewater Operations	
<b>PROJECT DESCRIPTION:</b>	Replaced media in odor control system at headworks	
<b>PROJECT JUSTIFICATION:</b>	Required maintenance	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -
<b>PROJECT TITLE:</b>	<b>Burriss Sewer Line</b>	<b>NOTES:</b> Completion of a project begun in prior fiscal year.
<b>DEPARTMENT:</b>	Public Works -Wastewater	
<b>PROJECT COST:</b>	\$1,100,000	
<b>FUNDING SOURCE:</b>	Impact Fees	
<b>PROJECT DESCRIPTION:</b>	Install a 36"sewer main from South of Hwy 84 to the existing Water Reclamation Facility up Burriss Road from Peters to Kortsen Road.	
<b>PROJECT JUSTIFICATION:</b>	Necessary to stimulate growth in a predominately industrial area and to relieve excess flow from the existing collection system.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    3,000    3,000    3,500    4,000
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -
<b>PROJECT TITLE:</b>	<b>Lift Station Rehabilitation</b>	<b>NOTES:</b> Operating costs are due to ongoing maintenance and upkeep.
<b>DEPARTMENT:</b>	Public Works - Wastewater	
<b>PROJECT COST:</b>	\$40,000	
<b>FUNDING SOURCE:</b>	Municipal Golf Course - Fund Balance	
<b>PROJECT DESCRIPTION:</b>	Replace pumps and other equipment as necessary. Repair damage to the concrete wet well due to age and hydrogen sulfide gas deterioration.	
<b>PROJECT JUSTIFICATION:</b>	Extend the life of the Liftstation and prevent SSO's (Sanitary Sewer Overflows). One Liftstation to be rehab each year.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PLAN**

**CAPITAL IMPROVEMENTS PROGRAM**

<b>PROJECT TITLE:</b>	<b>Managed Recharge Facility</b>	<b>NOTES:</b> Operating costs will be determined when the best recharge option is selected.
<b>DEPARTMENT:</b>	Public Works - Wastewater	
<b>PROJECT COST:</b>	\$500,000	
<b>FUNDING SOURCE:</b>	Wastewater Operations	
<b>PROJECT DESCRIPTION:</b>	Design a managed recharge facility	
<b>PROJECT JUSTIFICATION:</b>	Necessary to recharge the City effluent from the Water Reclamation Facility to receive recharge credits.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>Manhole Rehabilitation</b>	<b>NOTES:</b> Cleaning the manhole and removing corroded/deteriorated materials. Applying one of the approved coating systems.
<b>DEPARTMENT:</b>	Public Works - Wastewater	
<b>PROJECT COST:</b>	\$250,000	
<b>FUNDING SOURCE:</b>	Wastewater Operating	
<b>PROJECT DESCRIPTION:</b>	Contract for 50 manhole covers per year, extending the life by 20 years	
<b>PROJECT JUSTIFICATION:</b>	Existing manholes are in disrepair and decaying due to hydrogen sulfide gas.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>UPRR Crossing Upgrades</b>	<b>NOTES:</b> UPRR will contribute funding for these upgrades.
<b>DEPARTMENT:</b>	Public Works - Wastewater	
<b>PROJECT COST:</b>	\$200,000	
<b>FUNDING SOURCE:</b>	Sewer Capacity and Union Pacific Railroad	
<b>PROJECT DESCRIPTION:</b>	Upgrade pipe casings at UPRR crossings as a result of double tracking	
<b>PROJECT JUSTIFICATION:</b>	UPRR is upgrading their tracks and all pipeline crossings need to have the casings extended. There are three double crossings.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>09/10    10/11    11/12    12/13    13/14</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

## CAPITAL IMPROVEMENTS PROGRAM

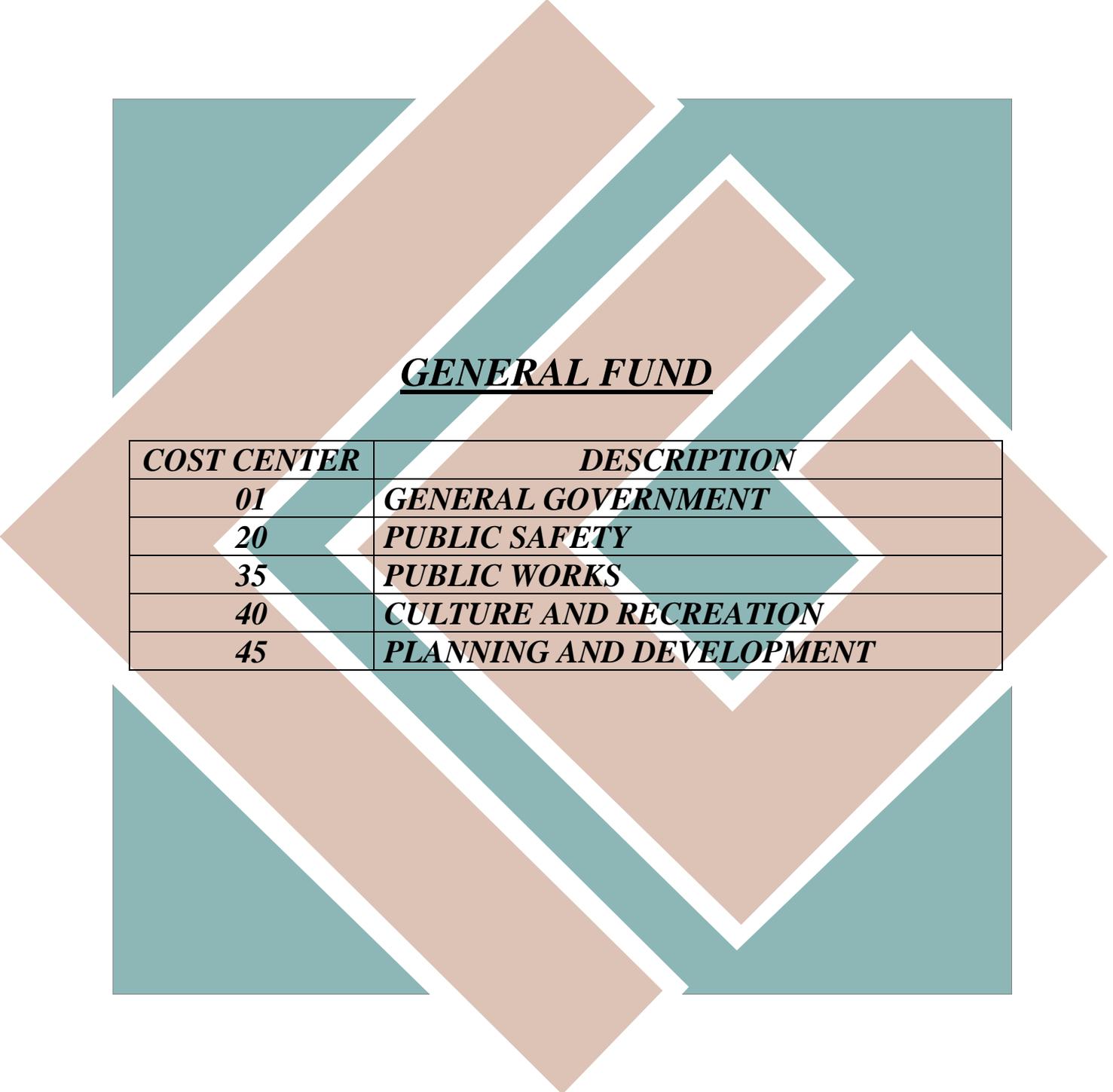
<b>PROJECT TITLE:</b>	<b>Wastewater Treatment Plant Expansion</b>	<b>NOTES:</b> This is a multi-year project with a total estimated cost of \$64,000,000.			
<b>DEPARTMENT:</b>	Public Works - Wastewater				
<b>PROJECT COST:</b>	\$38,000,000				
<b>FUNDING SOURCE:</b>	Water Infrastructure Finance Authority Loan				
<b>PROJECT DESCRIPTION:</b>	Expansion of existing 6 MGD treatment plant to a 12 MGD treatment plant				
<b>PROJECT JUSTIFICATION:</b>	Necessary to accommodate City growth. The contract was awarded in December, 2008 and be completed by 2011.				
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Wastewater Strategies				
<b>FISCAL IMPACTS:</b>	<b>FISCAL YEARS</b>				
	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
Operating Costs	-	85,000	87,550	90,180	92,880
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-
<b>PROJECT TITLE:</b>	<b>Sanitation Equipment</b>	<b>NOTES:</b> Includes: 4 side load trucks, 3 roll offs, 1 front load, 2 recyclings and a cab chasis. Operating cost includes transfer for replacement.			
<b>DEPARTMENT:</b>	Public Works - Sanitation				
<b>PROJECT COST:</b>	\$1,875,000				
<b>FUNDING SOURCE:</b>	Sanitation Operations				
<b>PROJECT DESCRIPTION:</b>	New and replacement equipment as required for effective operations				
<b>PROJECT JUSTIFICATION:</b>	Ongoing plan of replacement and expansion				
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Wastewater Strategies				
<b>FISCAL IMPACTS:</b>	<b>FISCAL YEARS</b>				
	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
Operating Costs	431,500	433,000	435,000	438,000	440,000
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-



# **DEPARTMENTAL BUDGETS**

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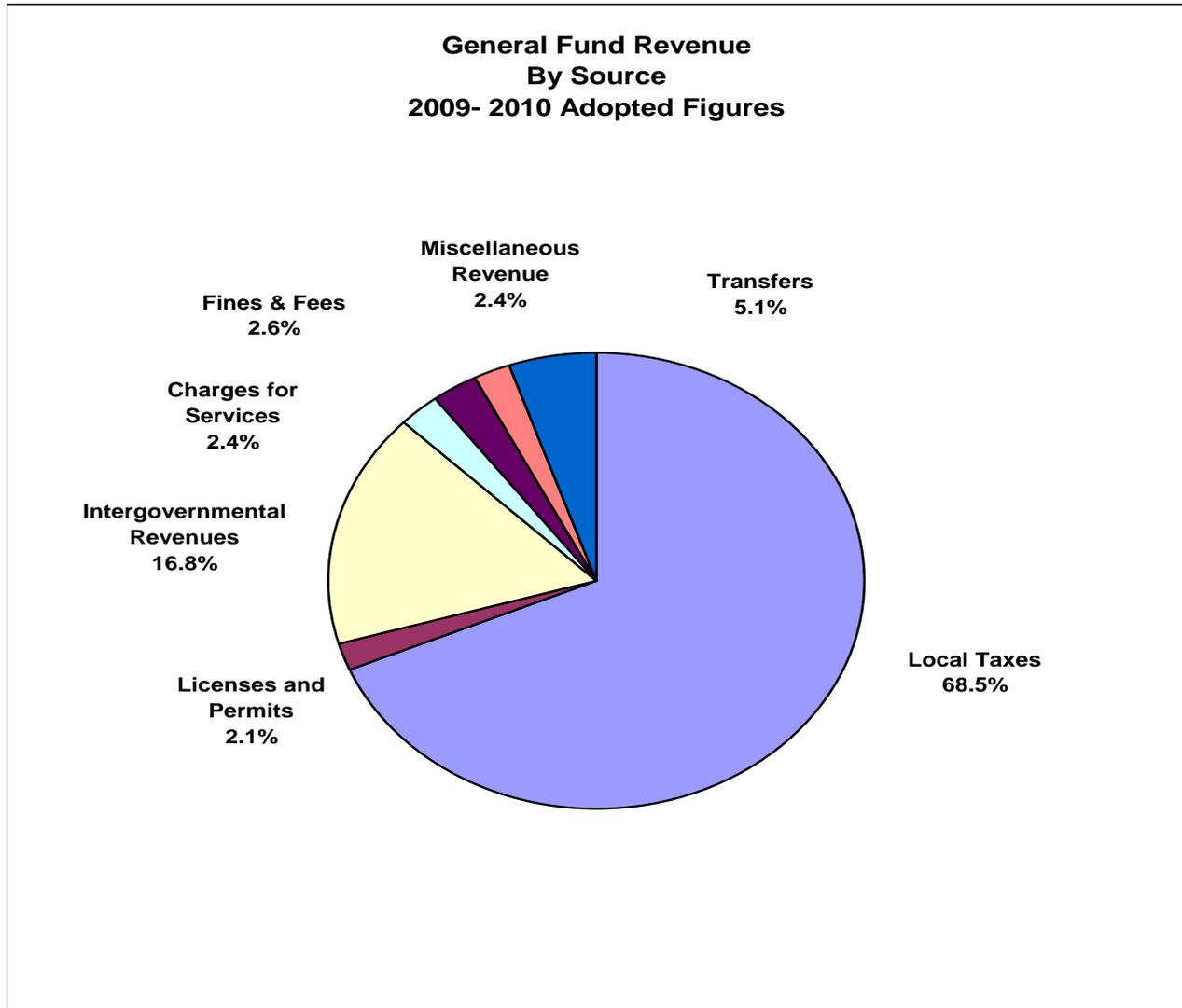
**GENERAL FUND**

<b><i>COST CENTER</i></b>	<b><i>DESCRIPTION</i></b>
<b><i>01</i></b>	<b><i>GENERAL GOVERNMENT</i></b>
<b><i>20</i></b>	<b><i>PUBLIC SAFETY</i></b>
<b><i>35</i></b>	<b><i>PUBLIC WORKS</i></b>
<b><i>40</i></b>	<b><i>CULTURE AND RECREATION</i></b>
<b><i>45</i></b>	<b><i>PLANNING AND DEVELOPMENT</i></b>

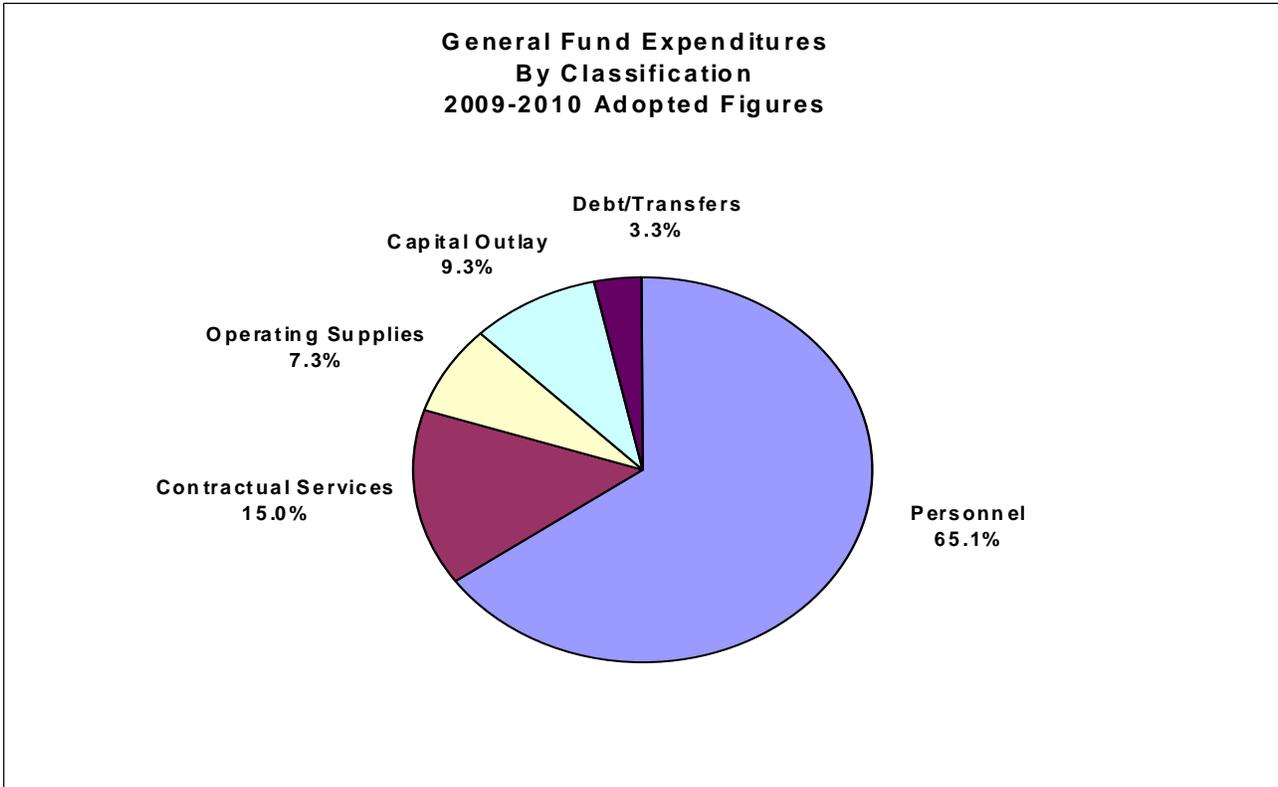
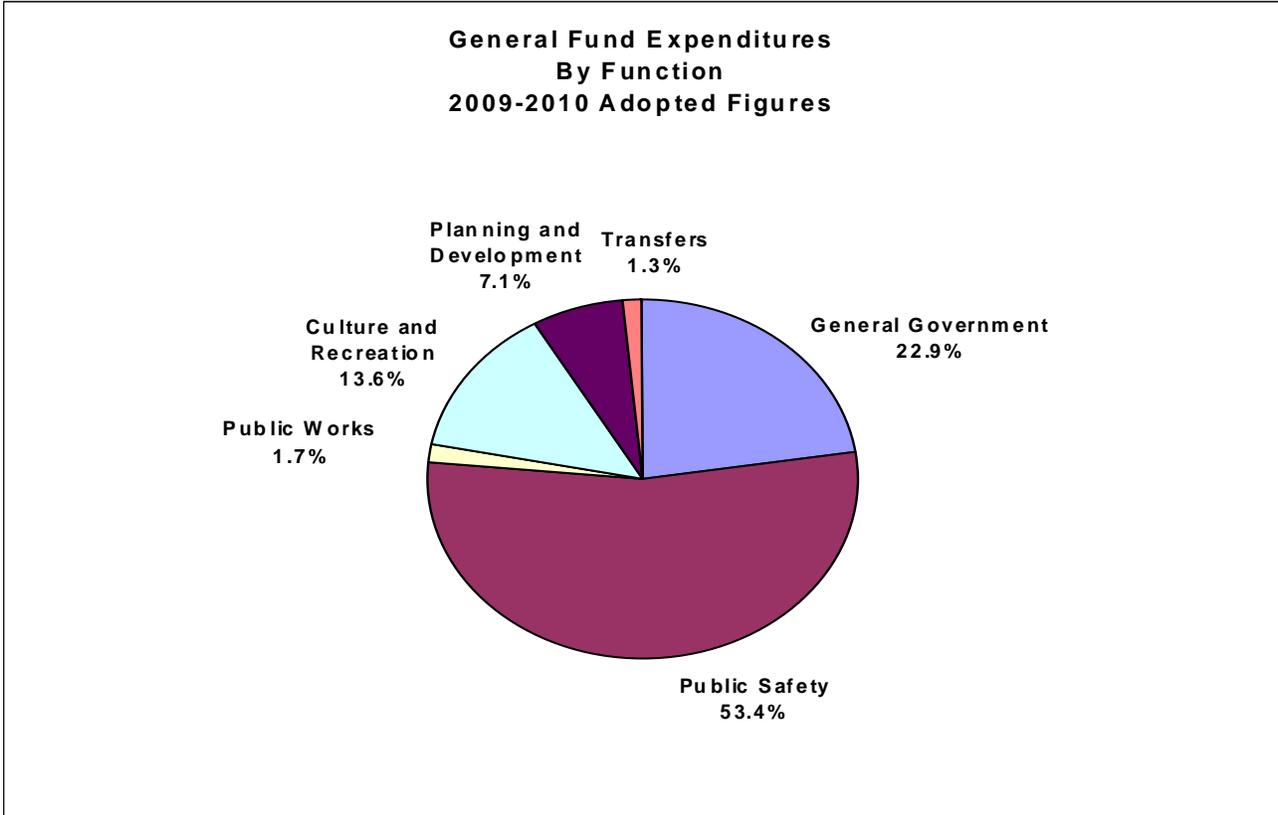
**DEPARTMENTAL BUDGET**

**General Fund - Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$27,480,247	\$33,120,593	\$33,120,593	\$33,556,492
<b>REVENUE SOURCES:</b>				
Taxes	25,069,103	20,643,300	22,940,910	24,037,910
Licenses and Permits	1,881,951	3,560,000	808,410	725,000
Intergovernmental Revenues	9,776,085	9,423,400	9,538,880	5,892,090
Charges for Services	1,726,480	552,300	768,620	860,000
Fines & Forfeitures	815,081	2,052,100	1,092,330	929,000
Miscellaneous Revenue	1,389,404	1,028,600	882,130	855,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	1,994,677	1,564,700	1,727,300	1,806,710
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$42,652,781</b>	<b>\$38,824,400</b>	<b>\$37,758,580</b>	<b>\$35,105,710</b>
<b>EXPENDITURES:</b>				
Personnel	\$23,395,059	\$27,166,900	\$25,728,240	\$26,651,580
Contractual Services	5,119,931	10,858,700	5,122,891	6,127,160
Operating Supplies	3,581,532	2,541,300	2,861,620	2,991,680
Capital Outlay	630,453	5,371,100	1,254,530	3,824,600
Debt Service	616,843	72,700	246,240	84,210
<b>OTHER USES:</b>				
Transfers Out	3,668,613	1,991,500	2,109,150	1,251,400
Payment to Refunded Bond Escrow Agent	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$37,012,431</b>	<b>\$48,002,200</b>	<b>\$37,322,671</b>	<b>\$40,930,630</b>
<b>Operating Result</b>	<b>\$5,640,350</b>	<b>(\$9,177,800)</b>	<b>\$435,909</b>	<b>(\$5,824,920)</b>
Plus: Designated Reserves	2,548,121	2,548,121	3,153,554	2,500,000
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	30,572,472	21,394,672	30,402,945	27,731,572
<b>Ending Fund Balance</b>	<b>\$33,120,593</b>	<b>\$23,942,793</b>	<b>\$33,556,499</b>	<b>\$30,231,572</b>



Local taxes include sales, property & franchise. Intergovernmental revenue includes state shared income tax, state shared sales tax and auto in lieu.



**DEPARTMENTAL BUDGET**

**General Fund Expenditures**

DIVISION	PERSONNEL	CONTRACTUAL SERVICES	OPERATING SUPPLIES	CAPITAL OUTLAY / DEBT SERVICE	TRANSFERS
Mayor and Council/Contingency	\$154,190	\$424,880	\$11,700	\$0	\$0
Contingency	0	2,618,000	0	0	0
City Attorney	597,920	37,810	18,300	11,000	0
City Manager	679,850	164,660	12,050	0	0
City Clerk	323,410	40,400	3,500	0	5,000
Elections	0	11,000	19,000	0	0
Finance	828,170	153,610	49,110	100,000	0
Information Systems	733,000	353,910	244,100	415,000	0
Administrative Services	446,280	65,140	11,700	0	0
Public Information	168,920	100,340	17,300	87,000	0
Risk Management	0	0	0	0	0
Public Works Administration	437,040	7,380	4,500	9,290	0
City Court	442,330	69,220	19,400	3,000,000	0
Animal Control	236,200	9,420	40,900	0	11,950
Police Administration	566,060	200,130	13,400	5,530	287,480
Police Communication Division	1,242,680	115,200	34,450	0	0
Police Patrol Division	5,050,160	373,400	202,460	0	0
Police Criminal Investigation	1,968,830	109,500	76,350	0	0
Police Special Operations Div.	951,840	14,950	24,300	0	0
Fire Department	5,709,240	458,840	292,210	26,200	299,190
Public Works Operations	68,450	19,080	3,700	0	44,080
Public Works - Fac. Maint.	219,880	131,880	208,590	25,230	318,400
Library	619,420	39,900	94,600	0	0
Vista Grande Library	418,420	15,040	67,600	0	0
Senior Adult Services	127,940	38,350	58,400	1,500	0
Parks Maintenance	1,180,230	244,390	642,800	669,560	41,360
Recreation Programs	64,400	47,050	56,000	0	200,000
Len Colla Center	91,710	3,320	32,700	85,000	0
Aquatics	144,500	22,790	66,100	25,050	0
Keep America Beautiful	15,200	420	300	0	0
General Recreation	545,050	38,630	43,800	0	7,900
Women's Club	0	0	9,400	0	0
Downtown Development	0	0	0	0	0
Development Center	2,031,840	156,870	18,610	6,760	17,820
Engineering	588,420	41,650	11,770	24,270	18,220
<b>General Fund Totals</b>	<b>\$26,651,580</b>	<b>\$6,127,160</b>	<b>\$2,409,100</b>	<b>\$4,491,390</b>	<b>\$1,251,400</b>
<b>% of Total</b>	<b>65.1%</b>	<b>15.0%</b>	<b>5.9%</b>	<b>11.0%</b>	<b>3.1%</b>

**TOTAL GENERAL FUND EXPENDITURES**

\$40,930,630

**DEPARTMENTAL BUDGET**

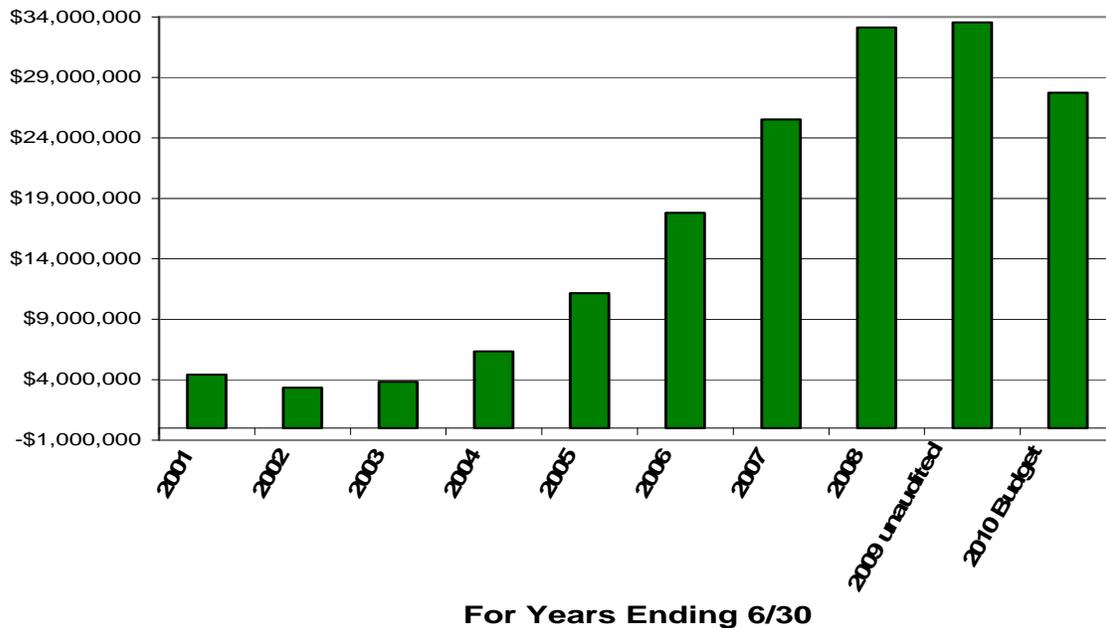
**General Fund Expenses by Division**

DIVISION	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Mayor and Council	\$1,445,830	\$3,268,980	\$1,881,280	\$3,208,770
City Attorney	532,189	588,820	596,080	665,030
City Manager	586,020	716,100	734,380	856,560
City Clerk	344,060	377,800	387,460	367,310
Elections	3	71,400	90,450	30,000
Finance	942,430	1,126,990	1,024,020	1,130,890
Information Systems	1,478,963	1,846,500	1,897,670	1,746,010
Administrative Services-Personnel	545,302	483,400	462,550	523,120
Public Information	160,873	371,600	171,950	373,560
Risk Management	722,909	789,500	856,820	0
Public Works Administration	888,019	478,030	485,940	458,210
<b>GENERAL GOVERNMENT</b>	<b>\$7,646,598</b>	<b>\$10,119,120</b>	<b>\$8,588,600</b>	<b>\$9,359,460</b>
City Court	\$428,747	\$2,868,520	\$491,190	\$3,530,950
Animal Control	252,544	293,300	276,780	298,470
Police	11,319,140	11,502,340	11,284,990	11,236,720
Fire	5,797,536	6,316,400	6,349,690	6,785,680
<b>PUBLIC SAFETY</b>	<b>\$17,797,967</b>	<b>\$20,980,560</b>	<b>\$18,402,650</b>	<b>\$21,851,820</b>
Public Works Operations	\$191,118	\$115,700	\$137,770	\$91,230
Public Works - Facilities Maintenance	546,925	516,830	575,100	604,060
<b>PUBLIC WORKS</b>	<b>\$738,043</b>	<b>\$632,530</b>	<b>\$712,870</b>	<b>\$695,290</b>
Library	\$875,959	\$770,300	\$842,360	\$753,920
Vista Grande Library	0	37,560	6,750	501,060
Senior Adult Services	159,227	176,700	172,890	226,190
Parks Maintenance	2,585,933	2,784,700	2,396,960	2,778,340
Recreation Programs	223,107	200,400	196,360	167,450
Len Colla Center	110,122	289,000	145,870	212,730
Aquatics	300,880	258,600	233,280	258,440
Keep America Beautiful	18,875	13,000	19,280	15,920
General Recreation	564,695	771,100	653,950	635,380
Women's Club	6,141	9,400	6,460	9,400
<b>CULTURE AND RECREATION</b>	<b>\$4,844,939</b>	<b>\$5,310,760</b>	<b>\$4,674,160</b>	<b>\$5,558,830</b>
Development Center	\$2,594,597	\$2,465,110	\$2,292,160	\$2,231,900
Downtown Development	4,476	0	500	0
Engineering	583,703	558,780	542,420	684,330
<b>PLANNING AND DEVELOPMENT</b>	<b>\$3,182,776</b>	<b>\$3,023,890</b>	<b>\$2,835,080</b>	<b>\$2,916,230</b>
Subtotal	<b>\$34,210,323</b>	<b>\$40,066,860</b>	<b>\$35,213,360</b>	<b>\$40,381,630</b>
Transfers Out	\$2,802,113	\$1,552,500	\$2,109,320	\$549,000
<b>TRANSFERS</b>	<b>\$2,802,113</b>	<b>\$1,552,500</b>	<b>\$2,109,320</b>	<b>\$549,000</b>
<b>General Fund Expenditure Totals</b>	<b>\$37,012,436</b>	<b>\$41,619,360</b>	<b>\$37,322,680</b>	<b>\$40,930,630</b>

**Unrestricted General Fund Balance History**

Fiscal Year Ending 6/30	Fund Balance at FY Ending 6/30	Amount inc/ (dec)	Percent inc/ (dec)
2001	4,422,980	(492,586)	-10%
2002	3,338,675	(1,084,305)	-25%
2003	3,823,320	484,645	15%
2004	6,343,317	2,519,997	66%
2005	11,150,642	4,807,325	76%
2006	17,796,454	6,645,812	60%
2007	25,521,015	7,724,561	43%
2008	33,120,593	7,599,578	30%
2009 unaudited	33,556,485	435,892	1%
2010 Budget	27,731,565	(5,824,920)	-17%

**General Fund Balance  
10 Year History**



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## **GENERAL GOVERNMENT**

<b><i>DEPARTMENT</i></b>	<b><i>DESCRIPTION</i></b>
<b><i>010</i></b>	<b><i>MAYOR &amp; COUNCIL</i></b>
<b><i>030</i></b>	<b><i>CITY ATTORNEY</i></b>
<b><i>100</i></b>	<b><i>CITY MANAGER</i></b>
<b><i>110</i></b>	<b><i>CITY CLERK</i></b>
<b><i>120</i></b>	<b><i>ELECTIONS</i></b>
<b><i>200</i></b>	<b><i>FINANCIAL SERVICES</i></b>
<b><i>225</i></b>	<b><i>INFORMATION SYSTEMS</i></b>
<b><i>250</i></b>	<b><i>ADMINISTRATIVE SERVICES</i></b>
<b><i>251</i></b>	<b><i>PUBLIC INFORMATION</i></b>
<b><i>255</i></b>	<b><i>RISK MANAGEMENT</i></b>
<b><i>400</i></b>	<b><i>PUBLIC WORKS ADMINISTRATION</i></b>

<b>General Government</b>	<b>Mayor and Council</b>	<b>Cost Center 101.01.010</b>
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**GENERAL INFORMATION**

The City Council consists of the Mayor and six Council Members. The City Council provides a forum for active public participation in establishing and communicating City Policy.

**MISSION**

The Mayor and City Council are responsible for setting public policy that establishes the direction necessary to meet community needs. The Mayor and Council interact with local citizens on a regular basis, which requires their attendance at numerous community functions.

**2008-2009 ACCOMPLISHMENTS**

- Continued the implementation of the 2005-2010 Strategic and Financial Plans.
- Continued to follow Strategic and Financial Plans for Fiscal Year 2007-2012.
- Continued the implementation of the Central City Redevelopment District activities for downtown improvements, traffic circulation project, landscaping and support housing and commercial ventures.
- Adopted the 2010 General Plan.
- Continued participation in various governmental and private associations to keep Casa Grande informed of legislative (both state and federal) issues or concerns.
- Approved the issuance of bonds for the Casa Grande Performance Institute.
- Approved issuance of GO bonds for construction of new Public Safety building.

**GOALS & OBJECTIVES**

To provide a safe, pleasant community for all citizens.

- Ensure the safety of the community through aggressive public safety efforts and programs.
- Respond to the needs of the community by promoting communications and accessibility.
- Value the tax dollar and maintain a fiscal policy that keeps taxes low.
- Incorporate safeguards to ensure fairness and equitable treatment of all citizens.
- Continue to evaluate the municipal services and ourselves to ensure quality.
- Endeavor to hire the best people we can find and help them develop their abilities.

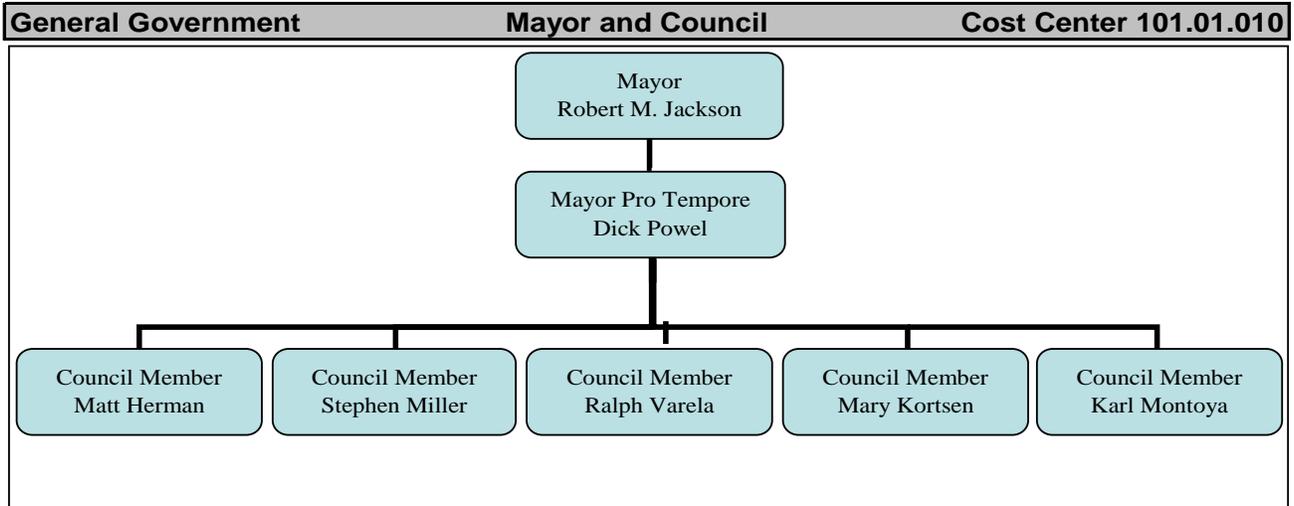
**BUDGET HIGHLIGHTS**

The council adopted the 2009-2010 Budget on June 22, 2009.

In this year's budget the council focused on the following:

- ❖ Approved budget that would maintain existing levels of service.
- ❖ Continued partnerships with Central Arizona Regional Economic Development Foundation, Main Street, Historical Society, Chamber of Commerce, and Boys and Girls Club.

**DEPARTMENTAL BUDGET**



Funding Sources	Amount	% of Funding
General Fund	\$3,208,770	100.00%
<b>Total Funding</b>	<b>\$3,208,770</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$144,049	\$141,400	\$132,360	\$154,190
Contractual Services	1,273,737	3,095,880	1,628,900	3,042,880
Operating Supplies	28,044	21,700	39,350	11,700
Capital Outlay	0	10,000	80,670	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$1,445,830</b>	<b>\$3,268,980</b>	<b>\$1,881,280</b>	<b>\$3,208,770</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Mayor	1.00	1.00	1.00
Mayor Pro Tempore	1.00	1.00	1.00
Council members	5.00	5.00	5.00
<b>TOTAL POSITIONS</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

General Government

City Attorney

Cost Center 101.01.030

**GENERAL INFORMATION**

The City Attorney’s Office has the duty of representing and advising the City of Casa Grande on all legal matters. This includes representation of the Mayor and Council and consulting with department heads, furnishing oral and written legal opinions on legal issues, representing the City of Casa Grande in all actions in City Court, Superior Court and Appellate Courts, and answering legal questions by citizens concerning various City functions.

**MISSION**

The mission of the City Attorney’s Office is to timely, qualitatively and proactively represent and advise the City of Casa Grande on all legal matters so that the City can operate in the best interests of its citizens. In its prosecutorial function, the mission of the City Attorney’s Office is to timely and justly prosecute criminal misdemeanors and ordinance violations, which occur within the City limits.

**2008-2009 ACCOMPLISHMENTS**

- Hosted or co-hosted a number of Victim’s Rights events to help publicize the assistance available to victims of abuse and other crime.
- Worked with multiple city departments and user groups regarding the annexation of the Francisco Grande, and the acquisition and construction of the Casa Grande Sports Complex.
- Worked with Code Enforcement to “clean and lien” hundreds of vacant properties to eliminate weeds and unsightly waste.
- Worked with Public Works department to acquire necessary rights-of-way from landowners to build the Cottonwood Lane expansion project.
- Partnered with local organizations and other municipalities to create a Social Host Ordinance for the City of Casa Grande.
- Worked with other City Departments to negotiate the acquisition of approximately 250 acres of land for future City use.
- With the Finance Department, established new collection documents and policies to help significantly reduce outstanding sewer and trash bills.

**GOALS & OBJECTIVES**

Enhance the efficiency and effectiveness of the City Attorney’s services.

- Conduct a legal analysis on two city departments to help ensure statutory compliance and identify areas of potential risk and claim reduction.
- Provide prompt service to the Mayor, City Council and City Departments by providing opinions on 90% of routine matters within 4 days and 80% of non-routine matters within 30 days.

Enhance the promotion of and participation in Victim’s Rights services and programs.

- Create a comprehensive victim’s rights and crime prevention handbook to provide up to date and relevant information to victims of crime and citizens in general concerning the criminal process.

**BUDGET HIGHLIGHTS**

- ❖ Acquisition and implementation of a case management software application.
- ❖ Increased General Fund allocation of Victim’s Rights Specialist in anticipation of reduced grant funding.

**DEPARTMENTAL BUDGET**

<b>General Government</b>	<b>City Attorney</b>	<b>Cost Center 101.01.030</b>
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PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE
Ordinances/Resolutions	439	388	263	250
City Court Trials	137	239	177	200
Superior Court Appeals	2	1	3	5
Jury Trials	17	13	12	15
Pre-Trial Conferences	2,080	3,072	3,344	3,400
Contracts Reviewed/Drafted	210	210	200	200

Funding Sources	Amount	% of Funding
General Fund	\$665,030	100.00%
<b>Total Funding</b>	<b>\$665,030</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$495,520	\$550,600	\$570,090	\$597,920
Contractual Services	18,525	21,220	9,260	37,810
Operating Supplies	18,144	17,000	16,730	18,300
Capital Outlay	0	0	0	11,000
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$532,189</b>	<b>\$588,820</b>	<b>\$596,080</b>	<b>\$665,030</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
City Attorney	1.00	1.00	1.00
Assistant City Attorney	1.00	1.00	1.00
Prosecutor	1.00	1.00	1.00
Support Specialist	0.50	0.00	0.00
Victims' Rights Specialist	0.60	0.60	1.00
Administrative Assistant	1.00	1.00	1.00
Office Assistant	1.00	1.50	1.50
<b>TOTAL POSITIONS</b>	<b>6.10</b>	<b>6.10</b>	<b>6.50</b>

<b>General Government</b>	<b>City Manager</b>	<b>Cost Center 101.01.100</b>
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**GENERAL INFORMATION**

The City Manager is appointed by the City Council. City Manager ensures that all Council policies and directions are carried out and coordinates activities of the various City departments. Other duties include handling citizen inquiries, keeping Council informed about Major City Activities, working with other government agencies, and representing the City at numerous meetings.

- Continue to research private/public partnerships to assist with cost-savings and better use of resources, both monetary and staffing.
- Assisted in the selection of new Kiosk sign program.
- Through the ICMA the City now participates in the Performance Measurement Program.
- Presented Downtown Redevelopment Plan.
- Continue with internal effectiveness reviews.

**MISSION**

To provide clear centralized direction and leadership for the effective administration and operation of all municipal services for the City of Casa Grande as directed by the Mayor & City Council, and serve as the focal point for administrative direction, communication and coordination of the City’s departmental operations.

To direct the City’s operations and activities effectively and efficiently and guide it with the use of the City’s policies and principles.

**GOALS & OBJECTIVES**

Provide support services and information to both the Council and departments to allow the organization to best fulfill citizen expectations.

- Increase organization cost savings or improve processes by conducting business practice evaluations.
- Coordinate and facilitate the revitalization of the central city and down town areas.

**2008-2009 ACCOMPLISHMENTS**

- Secured building sites for Public Safety facility, City Court, and Multi-generational Center.
- Coordinated Mid-manager level training seminars to include college credit hours for each participant.
- Maintained role in intergovernmental affairs in Pinal County.
- Continued employee involvement programs.
- Began project to preserve the historic Train Depot and its contents.
- Procured land and operational agreements in a private/public partnership to begin the Casa Grande Performance Institute which will expand Community Services resources to the city.
- Developing a Procurement manual to better organize and streamline the flow of ordering materials and supplies.
- Assisted in the completion of the city’s digital Zoning Map and Zoning Search application.

**BUDGET HIGHLIGHTS**

- ❖ Increased professional services for ICMA involvement.
- ❖ Increased allocation of Management Analyst as this position will focus more on projects with a city wide benefit.

**DEPARTMENTAL BUDGET**

<b>General Government</b>	<b>City Manager</b>	<b>Cost Center 101.01.100</b>
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PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE
Responds to Citizen Inquiries	590	700	800	900
Communicates about projects and major activities to public and media	70	70	80	100
Develops and implements Council policies	40	50	70	80
Total cost savings	\$195,000	\$51,350	\$10,000	\$10,000
% increase in TIFF revenue	5.4%	2.7%	3.0%	3.0%

Funding Sources	Amount	% of Funding
General Fund	\$856,560	100.00%
<b>Total Funding</b>	<b>\$856,560</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$572,084	\$668,500	\$682,730	\$679,850
Contractual Services	6,702	31,800	47,660	164,660
Operating Supplies	7,235	15,800	3,990	12,050
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$586,020</b>	<b>\$716,100</b>	<b>\$734,380</b>	<b>\$856,560</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
City Manager	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00
Senior Management Analyst	1.00	1.00	1.00
Management Analyst	0.33	0.33	0.75
Executive Secretary	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>4.33</b>	<b>4.33</b>	<b>4.75</b>

<b>General Government</b>	<b>City Clerk</b>	<b>Cost Center 101.01.110</b>
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**GENERAL INFORMATION**

The City Clerk’s Department prepares and assembles Council packets, maintains accurate records of actions taken by Council, ensures posting and publication requirements as required by Arizona State Statutes and City Charter, coordinates public auctions, administers the ongoing records retention program, and coordinates all City elections. The City Clerk’s department acts as an information center that provides information to staff and the public on current and historical events of the City of Casa Grande. The City Clerk serves as Staff Liaison to the Arts & Humanities Commission and member/secretary to the Casa Grande Police and Fire Personnel Retirement Boards.

**GOALS & OBJECTIVES**

Improve the method by which records (hard copies) are stored, retrieved, and destroyed.

- Reduce the amount of departmental time to store, retrieve, and destroy records.

Increase participation of Public Meetings by the Public.

- Provide venue for Public to view public meetings via the Internet.
- Fully implement the Agenda Management Program.

**BUDGET HIGHLIGHTS**

- ❖ Continue the Imaging Program for the City.

**MISSION**

To provide quality services to internal and external customers in areas relating to: research, elections, board appointments, contracts, community arts, and the Public Safety Retirement System.

**2008-2009 ACCOMPLISHMENTS**

- Served on the International Institute of Municipal Clerks’ Policy Review Committee.
- Arts & Humanities Commission processed a naming opportunity for Pinal Avenue Plaza to be formally named “Cook Plaza”.
- Promoted passport services and information by offering formal presentations to various places in the City.
- Selected artists to design, construct and install a Memorial for Fallen Employees.
- Fully implemented an Agenda Management program, which includes processing the Council packet electronically, posting of complete agendas and legal actions on the City’s website.

**DEPARTMENTAL BUDGET**

<b>General Government</b>	<b>City Clerk</b>	<b>Cost Center 101.01.110</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Number of City Council actions	720	661	596	626
Number of Ordinances & Resolutions processed	396	348	240	252
Number of official meetings posted	548	449	492	517
Research Projects	299	289	360	378
Request for Copies	11,056	4,412	3,321	3,487
Citizens Registered	62	19	46	48
Voter's Information	190	34	176	185
Liens & Releases	14	7	268	281
Documents Notarized	347	268	309	324
Bids processed	86	58	45	47
Liquor License Processed	41	40	29	30
Passport Applications Processed	498	629	571	600

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$372,310	100.00%
<b>Total Funding</b>	<b>\$372,310</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$285,697	\$287,500	\$320,790	\$323,410
Contractual Services	39,534	35,300	29,900	40,400
Operating Supplies	6,607	4,000	3,770	3,500
Capital Outlay	12,223	51,000	33,000	0
Debt Service	0	0	0	0
Transfers	0	0	0	5,000
<b>DEPARTMENTAL TOTALS</b>	<b>\$344,060</b>	<b>\$377,800</b>	<b>\$387,460</b>	<b>\$372,310</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
City Clerk	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00
Office Assistant	1.50	1.50	1.50
Telephone Operator	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>

<b>General Government</b>	<b>City Clerk - Elections</b>	<b>Cost Center 101.01.120</b>
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**GENERAL INFORMATION**

The City Clerk's Election Department is responsible for conducting all City related elections, regular City elections, initiative elections, and bond elections.

**GOALS & OBJECTIVES**

Not applicable to this department.

**MISSION**

To effectively and efficiently conduct all City related elections, such as City Council, initiative, referendum and bond elections.

**BUDGET HIGHLIGHTS**

The department's budget includes funds to hold 1 Special Election for the 2020 General Plan, if needed.

**2008-2009 ACCOMPLISHMENTS**

- Successfully conducted two elections: 2009 Primary and General Elections.

**DEPARTMENTAL BUDGET**

<b>General Government</b>	<b>City Clerk-Elections</b>	<b>Cost Center 101.01.120</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Elections conducted	2	0	2	1

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$30,000	100.00%
<b>Total Funding</b>	<b>\$30,000</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	40,400	59,820	11,000
Operating Supplies	3	31,000	30,630	19,000
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$3</b>	<b>\$71,400</b>	<b>\$90,450</b>	<b>\$30,000</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Not applicable to this department			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>General Government</b>	<b>Financial Services</b>	<b>Cost Center 101.01.200</b>
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**GENERAL INFORMATION**

Financial Services Department provides internal and external customer service. Besides financial planning and accounting, the following are managed by this department: cash management, payroll, utility collections billing, animal licenses, business licenses, and accounts payable.

**MISSION**

To provide timely, accurate and meaningful financial information and services to internal/external stakeholders while safeguarding public assets.

**2008-2009 ACCOMPLISHMENTS**

- ❖ Received the GFOA’s award on excellence in reporting the financial statements.
- ❖ Received the GFOA’s Distinguished Budget Presentation Award.
- ❖ Further implementation of Innoprise computer software included application of the monthly billing statement and availability of on-line bill pay.
- ❖ Agreements for Wastewater & Solid Waste rate studies were conducted to evaluate cost of service and revenue requirements for long-term financial plans.
- ❖ The City issued a WIFA loan to finance wastewater treatment plant expansion and associated costs.
- ❖ Coordinated the implementation of ICMA Performance Measurement program with department performance and units of measurement.
- ❖ A cost of service study and report was drafted.

**GOALS & OBJECTIVES**

Provide information and services to customers fairly, accurately, and timely with a high level of customer satisfaction.

- Return voicemail within one working day.
- Issue accounts payable checks for properly documented and received invoices by Friday each week.
- Increase sure pay and on-line payments by 15%.
- Ensure financial information and forms are available on the City web site.

Provide accurate financial reports and projections to stakeholders for legal compliance, fiscal planning and management tools.

- Submit Comprehensive Annual Financial Report by December 31, 2009.
- Submit Budget for review by October 30, 2009.
- Provide AD-HOC report training to departments to enable self reporting.
- Complete CIP effective July 1, 2010.

Safeguard public assets through accurate reporting and city wide internal control compliance.

- Utility collection at 95%.
- Meet with departments periodically to ensure proper cash handling techniques are followed.
- Provide information to other department leadership to improve accountability and internal controls.

**BUDGET HIGHLIGHTS**

- ❖ Two positions are frozen until the economy improves.

**DEPARTMENTAL BUDGET**

<b>General Government</b>	<b>Financial Services</b>	<b>Cost Center 101.01.200</b>
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PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE
Sales tax audits completed	18	19	27	20
Sales tax assessments	\$32,816	\$183,054	\$529,048	\$75,000
Sewer & sanitation bills	119,045	132,991	147,555	150,000
Business license issued	590	595	513	550
Special Assessment accounts	150	149	100	0
Accounts payable checks written	9,600	9,730	8,419	8,570
Payroll checks written	10,750	11,883	12,770	13,000
Increase in sure bill	3%	4%	5%	8%
Increase in on-line payments	N/A	N/A	2%	30%
Utility accounts delinquent	N/A	N/A	13%	10%

Funding Sources	Amount	% of Funding
General Fund	\$950,890	84.08%
Business Licenses	180,000	15.92%
<b>Total Funding</b>	<b>\$1,130,890</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$736,324	\$794,190	\$793,670	\$828,170
Contractual Services	112,466	171,500	172,340	153,610
Operating Supplies	47,891	61,300	50,510	49,110
Capital Outlay	45,749	100,000	7,500	100,000
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$942,430</b>	<b>\$1,126,990</b>	<b>\$1,024,020</b>	<b>\$1,130,890</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Finance Director	0.75	0.75	0.75
Finance Manager	1.00	1.00	0.00
Supervising Accountant	1.00	1.00	1.00
Senior Budget Analyst	1.00	1.00	0.00
Budget Analyst	1.00	1.00	1.00
Accountant	1.00	1.00	1.00
Grants Coordinator	1.00	1.00	1.00
Management Analyst	0.33	0.33	0.00
Senior Accounting Clerk	3.00	3.00	3.00
Admin. Assistant	1.00	1.00	1.00
Accounting Clerk	3.00	3.00	3.00
<b>TOTAL POSITIONS</b>	<b>14.08</b>	<b>14.08</b>	<b>11.75</b>

**General Government**

**Information Systems**

**Cost Center 101.01.225**

**GENERAL INFORMATION**

The Information Technology Department provides support for a network of 1180 nodes distributed between 25 locations. IT provides assistance in purchasing and deploying specialty software, integrating data from various sources, and transforming data into information. In addition, the department is responsible for the telephony system consisting of about 500 devices.

**MISSION**

Facilitate using technology as a strategic asset by creating and maintaining a robust physical and logical network, integrating data for increased efficiency of processes and providing tools for meaningful data extraction.

**2008-2009 ACCOMPLISHMENTS**

- Completed the renovation of the east end of Building B to create a data center and office space and moved the majority of IT operations into the building.
- Worked with the webmaster to deployed web-based newsletter software used to keep the public informed.
- Assisted in identifying and deploying hardware and software communication devices at the library to increase the safety of library staff.
- Assisted with deployment of dynamically interactive web-based registration for Parks and Recreation programs.
- Collaborated with Public Works to identify and map existing sewer lines for use in meeting their goal of cleaning 100% of the sewer lines every 11 months.
- Worked with the Fire Department to create a process for geographically locating buildings with a layout of hazardous locations useful for proactive inspections and pre-incident planning.
- Assisted in deployment of software used by the Fire Department to automate staffing processes and track employee hours.
- Acquired and deployed a Storage Attached Network (SAN) system to consolidate storage needs and provide replication to a fail-over system for many of our most critical software applications.

**GOALS & OBJECTIVES**

Provide responsive, agile, integrated and defendable hardware and software infrastructure and support.

- Increase the number of databases integrated with ESRI (GIS mapping) from three to five.
- Maintain or increase Internal Customer Satisfaction level.
- Resolve most software problems within 24 hours.

**BUDGET HIGHLIGHTS**

- ❖ Add helpdesk support for the City of Eloy for an annual fee.
- ❖ Deploy new Human Resources and Payroll software to streamline processes, reduce duplication of efforts, and provide adequate reporting capabilities.
- ❖ Push the hardware replacement program out from 3 years to 4 years to cut expenses.
- ❖ Continue implementation of technology to facilitate Business Continuity through virtualization, server consolidation, storage consolidation, and a hardware solution for recoverability.

**DEPARTMENTAL BUDGET**

<b>General Government</b>	<b>Information Systems</b>	<b>Cost Center 101.01.225</b>
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PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE
Help Desk Requests	2,164	2,798	2,643	2,800
Network Uptime	99%	99%*	99%	99%
Integrated databases	0	3	5	7
Service satisfaction survey scale of 1-4 1 being the best	1.2	1.2	1.2	1.1
		*server room move		

Funding Sources	Amount	% of Funding
General Fund	\$1,746,010	100.00%
<b>Total Funding</b>	<b>\$1,746,010</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$553,215	\$690,700	\$688,620	\$733,000
Contractual Services	320,923	311,000	400,950	353,910
Operating Supplies	400,304	254,800	413,960	244,100
Capital Outlay	204,522	590,000	394,140	415,000
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$1,478,963</b>	<b>\$1,846,500</b>	<b>\$1,897,670</b>	<b>\$1,746,010</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Finance Director	0.25	0.25	0.25
Information Technology Manager	1.00	1.00	1.00
Programmer Analyst	1.00	0.00	0.00
Network Administrator	1.00	1.00	1.00
Database Analyst	0.00	1.00	1.00
GIS Analyst	0.00	1.00	1.00
GIS Coordinator	1.00	0.00	0.00
GIS Technician	2.00	2.00	2.00
Senior Information Technology Technician	1.00	1.00	1.00
Information Technology Technician	2.00	2.00	2.00
GIS Intern	0.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>9.25</b>	<b>10.25</b>	<b>10.25</b>

<b>General Government</b>	<b>Administrative Services - Personnel</b>	<b>Cost Center 101.01.250</b>
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**GENERAL INFORMATION**

The Administrative Services Department is responsible in administration of personnel, risk management, employee training and development, employee benefits, public information and special projects.

**MISSION**

To provide effective, quality support services to other City departments in the area of personnel, risk management, employee training, employee benefits, public information and development in order to assist them in their provision of services to the public and to minimize risk to the taxpayers of the City of Casa Grande.

**2008-2009 ACCOMPLISHMENTS**

- Began Comprehensive Development Fee Study update.
- Transitioned employee health insurance into self funding effective July 1, 2009.
- Ran successful 2009 Casa Grande Leadership Academy.
- Began employee wellness program.
- Replaced manual job interest card system with website auto-notice subscription system.
- Assisted with update and distribution of annual employee Total Compensation Report.
- Implemented new insurance program for volunteers.

**GOALS & OBJECTIVES**

Provide timely and effective consultation and support to City departments.

- Reduce the number of employee grievances and appeals to zero.
- Ensure supervisory employees receive current information on HR-related laws, regulations and policies.

Retain a qualified and skilled workforce.

- Keep the employee turnover rate under 7% (annualized).

**BUDGET HIGHLIGHTS**

- ❖ Project changes to employee health insurance will yield significant savings over time.

**DEPARTMENTAL BUDGET**

**General Government      Administrative Services-Personnel      Cost Center 101.01.250**

<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Personnel actions:				
New employees processed	65	111	29	20
Employees leaving City service	45	47	30	20
Applications processed	1,600	3,893	2,012	2,000
Interest cards received	1,100	2,588	0	0
Website auto-notice subscription	0	0	15,233	15,000
Number of formal employee grievances/appeals	3	1	3	2
Number of training sessions	1	1	0	1

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$523,120	100.00%
<b>Total Funding</b>	<b>\$523,120</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$408,039	\$404,300	\$402,950	\$446,280
Contractual Services	122,482	67,400	50,170	65,140
Operating Supplies	12,347	11,700	9,430	11,700
Capital Outlay	2,434	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$545,302</b>	<b>\$483,400</b>	<b>\$462,550</b>	<b>\$523,120</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Administrative Services Director	1.00	1.00	1.00
Human Resources Analyst	2.00	2.00	2.00
Management Analyst	0.33	0.33	0.00
Secretary	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>4.33</b>	<b>4.33</b>	<b>4.00</b>

General Government

Public Information

Cost Center 101.01.251

**GENERAL INFORMATION**

The Public Information division was a part of the Administrative Services Department, but was moved to City Manager’s office in 2007/08.

**MISSION**

To support the City’s mission and strategic directions through news media relations, internal and external communications, and marketing/outreach activities.

**2008-2009 ACCOMPLISHMENTS**

- Continued to update City’s local government access cable channel.

**GOALS & OBJECTIVES**

To enhance communication efforts from the City to our citizens.

- Increase programming on Channel 11 with more community affairs and PSAs.
- Expand the use and availability of website related resources.
- Promote positive stories and community service/involvement from City Departments and employees.

**BUDGET HIGHLIGHTS**

- ❖ Conduct City’s biennial Community Attitude Survey.

**DEPARTMENTAL BUDGET**

<b>General Government</b>	<b>Public Information</b>	<b>Cost Center 101.01.251</b>
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PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE
Number of planned events	New Measure	12	14	15
Number of Internal Communications Products Written	New Measure	15	16	18
Number of City Web page "hits"	New Measure	4,988,779	11,589,970	12,000,000
Hours of programming aired per week	2 - 7	10 - 15	30 - 35	40 - 45
Percentage change in website	10%	50%	60%	70%
Number of stories promoted	0	386	450	550

Funding Sources	Amount	% of Funding
General Fund	\$373,560	100.00%
<b>Total Funding</b>	<b>\$373,560</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$91,669	\$149,900	\$67,490	\$168,920
Contractual Services	51,791	87,200	34,530	100,340
Operating Supplies	9,638	14,700	69,930	17,300
Capital Outlay	7,775	119,800	0	87,000
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$160,873</b>	<b>\$371,600</b>	<b>\$171,950</b>	<b>\$373,560</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Public Information Officer	1.00	1.00	1.00
Web Master	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

<b>General Government</b>	<b>Administrative Services–Risk Management</b>	<b>Cost Center 101.01.255</b>
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**GENERAL INFORMATION**

The risk management activities of the City are managed by the Administrative Services Department. The City of Casa Grande is a member of the Arizona Municipal Risk Retention Pool, where it is insured for property and liability insurance coverage, subject to various deductibles depending on the type of insurance.

**GOALS & OBJECTIVES**

To expand safety and loss control efforts in the City organization.

- Reduce the number of reportable accidents/incidents by 10%.
- To reduce the number of employee work days lost due to industrial injuries by 5%.

**MISSION**

To provide processing of the worker's compensation claims by City employees and administration of the City's property and liability insurance program.

**BUDGET HIGHLIGHTS**

- ❖ Move of the employee workers' compensation program to the AMRRP should yield significant savings.
- ❖ This cost center was moved to an Internal Service Fund.

**2008-2009 ACCOMPLISHMENTS**

- Expanded safety awareness through site visits and participation in departmental safety efforts.
- Moved worker's compensation insurance program to Arizona Municipal Risk Retention Pool.
- Continued to work with Arizona Municipal Risk Retention Pool representatives and attorneys to move claims and lawsuits to resolution.
- Updated City Risk Management Manual.
- Saw reduction in worker's comp claims filed from prior year as well as a reduction in the number of auto/property/liability claims filed.

**DEPARTMENTAL BUDGET**

**General Government      Administrative Services-Risk Management      Cost Center 101.01.255**

<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Worker's Compensation claims	47	59	41	45
Worker's Compensation claims per FTE	0.13	0.14	0.09	0.10
Insurance Claims/incidents filed	70	63	35	40
Reportable accidents/incidents	9%	20%	-38%	-10%
Employee work days lost due to industrial injuries	N/A	-38%	102%	-60%

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$0	0.00%
<b>Total Funding</b>	<b>\$0</b>	<b>0.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET*</b>
Personnel	\$33,832	\$81,500	\$98,370	\$0
Contractual Services	688,300	705,000	757,740	0
Operating Supplies	777	3,000	710	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$722,909</b>	<b>\$789,500</b>	<b>\$856,820</b>	<b>\$0</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Safety/Risk Mgmt Specialist *	1.00	1.00	0.00
<b>TOTAL POSITIONS</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>

\*Position and expenses moved to Internal Service Insurance Fund (603) in FY10

<b>General Government</b>	<b>Public Works-Administration</b>	<b>Cost Center 101.01.400</b>
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**GENERAL INFORMATION**

Public Works - Administration provides general direction and coordination to the public works divisions of streets, solid waste, wastewater, engineering, equipment maintenance, airport, facilities maintenance, and water. Staying current with regulatory requirements by the State and Federal governments and implementing the programs is a major portion of this division. City's liaison with ADOT, ADEQ, EPA, and Pinal County's Public Works Department.

**MISSION**

To provide reliable, cost effective, friendly customer service in the areas of infrastructure, public services, technical standards, design services, engineering studies and long term planning.

**2008-2009 ACCOMPLISHMENTS**

Accomplishments are reflected within each Public Works Division.

**GOALS & OBJECTIVES**

To provide efficient and effective service to the residents of Casa Grande.

- Respond to service requests in a timely manner.

**BUDGET HIGHLIGHTS**

Reallocated lease expense of Public Works Facility to use of space. Portion of Management Analyst allocated to assist with Public Works projects.

**DEPARTMENTAL BUDGET**

**General Government                      Public Works - Administration                      Cost Center 101.01.400**

<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Requests from citizens	5,699	5,576	5,926	6,300
Percentage of service requests completed within 5 days (items that can be reasonably completed)	49%	44%	68%	75%

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$458,210	100.00%
<b>Total Funding</b>	<b>\$458,210</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$264,313	\$304,530	\$307,720	\$437,040
Contractual Services	917	700	60	7,380
Operating Supplies	5,946	6,300	6,250	4,500
Capital Outlay	0	0	0	0
Debt Service	616,843	166,500	171,910	9,290
<b>DEPARTMENTAL TOTALS</b>	<b>\$888,019</b>	<b>\$478,030</b>	<b>\$485,940</b>	<b>\$458,210</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Public Works Director	1.00	1.00	1.00
Deputy Public Works Director	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00
Management Analyst	0.00	0.00	0.25
Administrative Assistant	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>4.00</b>	<b>4.00</b>	<b>4.25</b>

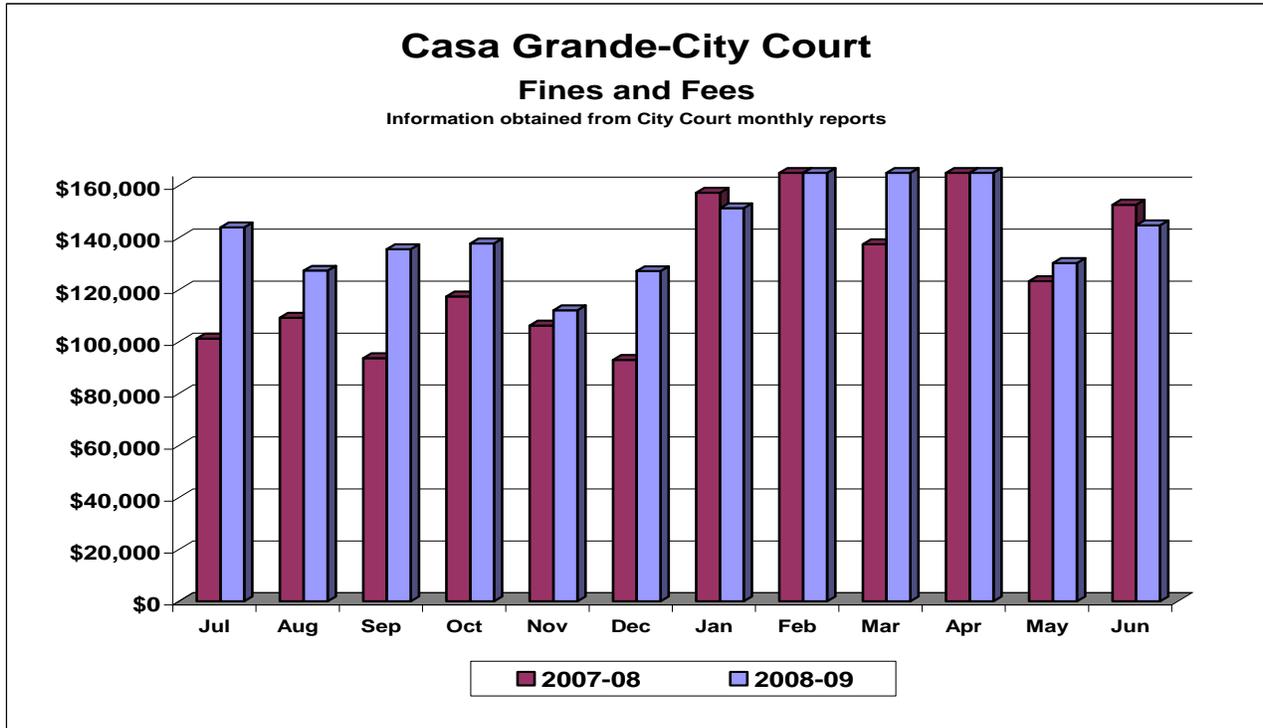
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**PUBLIC SAFETY**

<b><i>DEPARTMENT</i></b>	<b><i>DESCRIPTION</i></b>
<b><i>040</i></b>	<b><i>CITY COURT</i></b>
<b><i>440</i></b>	<b><i>ANIMAL CONTROL</i></b>
<b><i>610</i></b>	<b><i>POLICE ADMINISTRATION</i></b>
<b><i>611</i></b>	<b><i>POLICE COMMUNICATIONS</i></b>
<b><i>612</i></b>	<b><i>POLICE PATROL</i></b>
<b><i>613</i></b>	<b><i>POLICE CRIMINAL INVESTIGATIONS</i></b>
<b><i>614</i></b>	<b><i>POLICE SPECIAL OPERATIONS</i></b>
<b><i>700</i></b>	<b><i>FIRE DEPARTMENT</i></b>





FINES & FEE STATISTICS		
	2007-08	2008-09
Jul	\$101,182	\$144,016
Aug	109,157	127,349
Sep	93,649	135,599
Oct	117,386	137,794
Nov	106,157	112,088
Dec	92,928	127,157
Jan	157,313	151,382
Feb	179,152	225,579
Mar	137,527	220,768
Apr	170,615	180,992
May	123,317	130,288
Jun	152,767	144,840
<b>Total</b>	<b>\$1,541,150</b>	<b>\$1,837,851</b>

**Public Safety**

**City Court**

**Cost Center 101.20.040**

**GENERAL INFORMATION**

The Casa Grande Municipal Court is the judicial branch of Casa Grande City government. The Presiding Judge is appointed by the Mayor and City Council, pursuant to the City Charter. The Court is of limited jurisdiction and deals with misdemeanors, petty offenses, and civil violations, including traffic and City ordinances. The court also issues orders of protection and injunctions against harassment.

**MISSIONS**

To promptly and fairly process all criminal and traffic violations filed in court and to effectively obtain compliance of the court's orders.

Our municipal court serves the public and contributes to the quality of life in our community by fairly, impartially, and promptly administering justice in an effective, efficient, and professional manor.

**2008-2009 ACCOMPLISHMENTS**

- Implemented FARE program (Fines, Fees & Restitution Enforcement).
- 100% of pre-trials scheduled within 60 days.
- Continued to offset jail expense by collecting jail fees from offenders.

**GOALS & OBJECTIVES**

Provide court users with timely resolution in the processing of filings and case adjudication.

- Maintain the waiting period for scheduling of trials/pretrial between 30-60 days for at least 90% of cases.

**BUDGET HIGHLIGHTS**

- ❖ Capital items reflect updated cost associated with design and construction of new court facility.

**DEPARTMENTAL BUDGET**

**Public Safety City Court Cost Center 101.20.040**

<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
DUI cases filed	502	437	522	542
Other traffic filed	1,086	1,196	1,184	1,204
DUI adjudicated	443	449	656	595
Other traffic adjudicated	1,035	1,045	1,136	1,176
Criminal misdemeanors filed	2,063	2,586	2,629	2,702
Criminal misdemeanors adjudicated	1,927	2,242	3,003	3,106
Traffic trials held	10	5	6	4
Criminal misdemeanor trials	46	33	27	25
Order of protection filed	94	76	70	85
Civil cases filed	5,762	6,338	6,489	7,208
Civil cases adjudicated	5,732	5,995	6,292	8,324
Civil hearings held	105	109	154	100
Order of harassments filed	85	68	108	75
Serious filed	77	85	45	75
Serious adjudicated	65	96	58	80

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$2,636,950	74.68%
Fines	894,000	25.32%
<b>Total Funding</b>	<b>\$3,530,950</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$353,064	\$435,120	\$411,370	\$442,330
Contractual Services	56,256	69,100	62,450	69,220
Operating Supplies	19,427	19,300	17,370	19,400
Capital Outlay	0	2,345,000	0	3,000,000
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$428,747</b>	<b>\$2,868,520</b>	<b>\$491,190</b>	<b>\$3,530,950</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
City Judge	1.00	1.00	1.00
Deputy Judge	0.50	0.50	0.00
Senior Court Clerk	1.00	1.00	1.00
Security Officer	1.00	1.00	0.00
Court Clerk	4.00	4.00	4.00
Clerical Assistant	0.00	0.00	0.50
<b>TOTAL POSITIONS</b>	<b>7.50</b>	<b>7.50</b>	<b>6.50</b>

<b>Public Safety</b>	<b>Public Safety-Animal Control</b>	<b>Cost Center 101.20.440</b>
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**GENERAL INFORMATION**

Public Safety - Animal Control provides animal licensing, rabies control and general animal control throughout the City. The office also provides citizen assistance concerning dangerous, vicious, stray, sick, injured, and unowned animals.

**MISSION**

It is the mission of Animal Control employees to provide quality service to the citizens, while dedicating themselves to improving the co-existence of animals and humans.

To protect citizens of Casa Grande from zoonotic diseases, primarily rabies, and provide security to citizens from annoyance, intimidation, irritation and injury from animals.

To protect animals from improper use, abuse, neglect and inhumane treatment. To protect animals from hazards, primarily rabies, which is regulated through issuance of licenses; and to encourage responsible pet ownership, as well as reducing animal population through spaying and neutering.

**2008-2009 ACCOMPLISHMENTS**

- Sheltered animals available for adoption featured on the city’s channel 11 cable station, and on Petfinder.com.
- Construction started on new shelter.
- Held ribbon cutting ceremony for new Animal Care & Adoption Center.
- Held 2 low cost rabies vaccination and license clinics.
- Participated in National Night Out.
- Attended and spoke about animal control at the Citizens Academy.

**GOALS & OBJECTIVES**

- To enhance the effectiveness of Animal Patrol Services.
- Increase the number of licensed animals within the City by 5%.

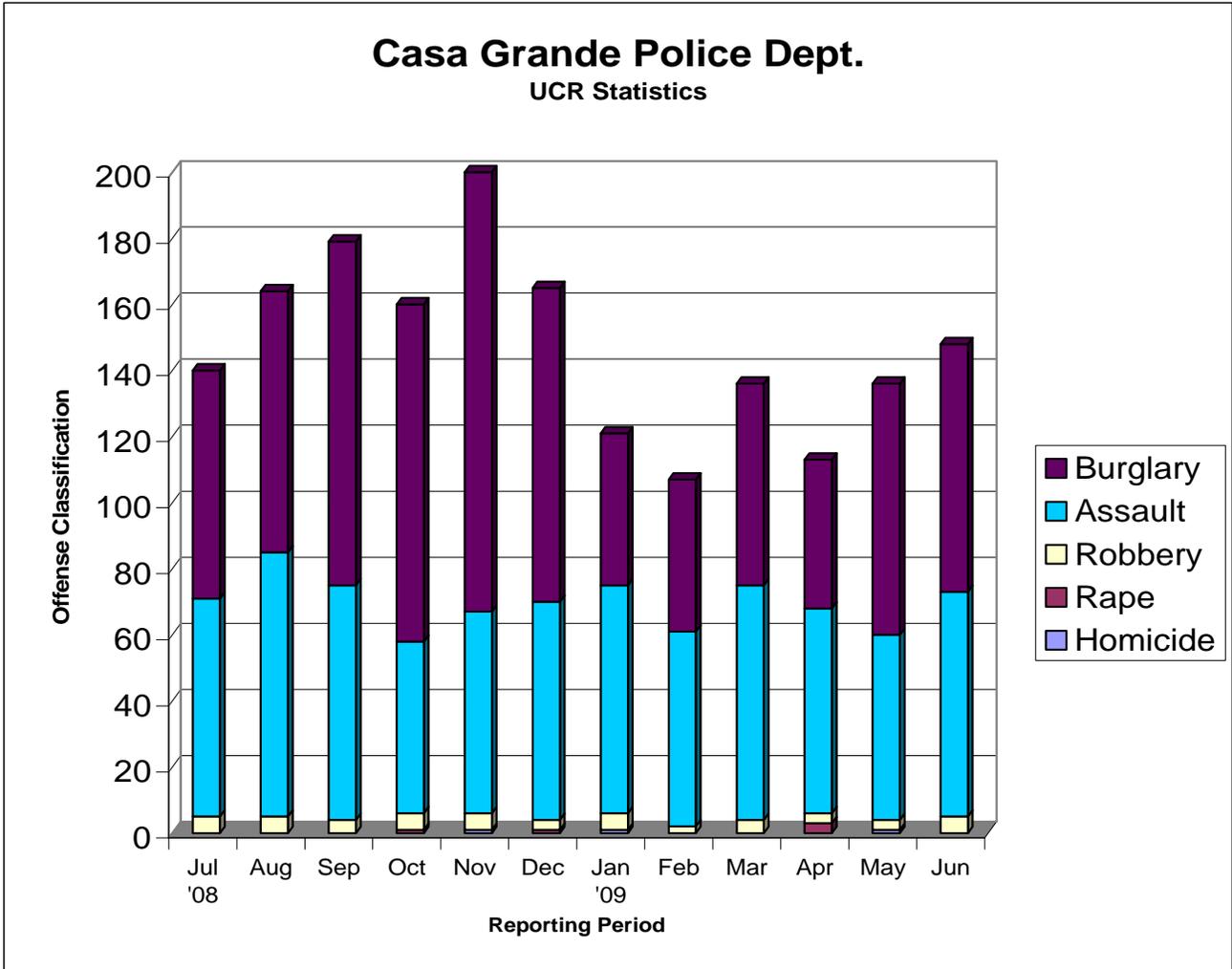
**BUDGET HIGHLIGHTS**

Expenditures are the regular operational expenses; the major change from the fiscal year 2008-2009 is the completion of the new Animal Care and Adoption Center.



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	Homicide	Rape	Robbery	Assault	Burglary
Jul '08	0	0	5	66	69
Aug	0	0	5	80	79
Sep	0	0	4	71	104
Oct	0	1	5	52	102
Nov	1	0	5	61	133
Dec	0	1	3	66	95
Jan '09	1	0	5	69	46
Feb	0	0	2	59	46
Mar	0	0	4	71	61
Apr	0	3	3	62	45
May	1	0	3	56	76
Jun	0	0	5	68	75
<b>TOTALS</b>	<b>3</b>	<b>5</b>	<b>49</b>	<b>781</b>	<b>931</b>

**Public Safety**

**Police Administration**

**Cost Center 101.20.610**

**GENERAL INFORMATION**

The Police Department provides for the protection of life and property from criminal related activities in the community. Other responsibilities include the safe and expeditious movement of traffic, crime prevention, narcotics-gang interdiction and intelligence, school-liaison, DARE, and other community service programs. The department maintains close relations with other County, State and Federal Law Enforcement Agencies.

**GOALS AND OBJECTIVES**

Goals and Objectives are reflected within each Police Division.

**MISSION**

The Casa Grande Police Department, as part of, and empowered by the community is committed to protecting the lives, property, and rights of all people, to maintain order, and enforce the law impartially. Acting as partners with the community, we will respond to, and prevent crimes. We will promote safety and security while safeguarding the Constitutional Rights of all people. We will endeavor to detect and investigate criminal activity, apprehend offenders, recover stolen property, and safely regulate the movement of vehicle traffic, while maintaining the highest level of professionalism, through proper training and direction.

**BUDGET HIGHLIGHTS**

The department’s budget includes the following change:  
❖ Specific budget cost centers were established in FY 2009 and will continue to be monitored separately for each division and displayed individually for comparative purposes in this document.

**2008-2009 ACCOMPLISHMENTS**

- Conducted national recruitment to fill an approved Deputy Police Chief position.
- Continued working with the Citizen’s Police Advisory Board to address issues of public concern.
- Continue to work with design group on the new Public Safety Facility.

**DEPARTMENTAL BUDGET**

<b>Public Safety</b>	<b>Police Administration</b>	<b>Cost Center 101.20.610</b>
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PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE
Included in operating cost centers				

Funding Sources	Amount	% of Funding
General Fund	\$1,072,600	100.00%
<b>Total Funding</b>	<b>\$1,072,600</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$599,100	\$671,810	\$566,060
Contractual Services	0	44,100	32,420	200,130
Operating Supplies	0	28,800	127,620	13,400
Capital Outlay	0	4,600	0	0
Debt Service	0	300	4,760	5,530
Transfers	0	0	0	287,480
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$676,900</b>	<b>\$836,610</b>	<b>\$1,072,600</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Police Chief	0.00	0.00	1.00
Deputy Police Chief	0.00	0.00	1.00
Police Sergeant	0.00	0.00	1.00
Administrative Assistant	0.00	0.00	1.00
Management Analyst	0.00	0.00	0.25
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>4.25</b>

<b>Public Safety</b>	<b>Police Communications</b>	<b>Cost Center 101.20.611</b>
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**GENERAL INFORMATION**

The Police Department provides for the protection of life and property from criminal related activities in the community. Other responsibilities include the safe and expeditious movement of traffic, crime prevention, narcotics-gang interdiction and intelligence, school-liaison, DARE, and other community service programs. The department maintains close relations with other County, State and Federal Law Enforcement Agencies.

**MISSION**

The Casa Grande Police Department, as part of, and empowered by the community is committed to protecting the lives, property, and rights of all people, to maintain order, and enforce the law impartially. Acting as partners with the community, we will respond to, and prevent crimes. We will promote safety and security while safeguarding the Constitutional Rights of all people. We will endeavor to detect and investigate criminal activity, apprehend offenders, recover stolen property, and safely regulate the movement of vehicle traffic, while maintaining the highest level of professionalism, through proper training and direction.

**2008-2009 ACCOMPLISHMENTS**

- Obtained an access license from Az Army National Guard for access to the towers on CG Mountain.
- Awarded equipment and installation for an additional 9-1-1 dispatcher position.
- Created an IGA with Central Arizona College for microwave bandwidth and communications.
- Hired three additional dispatchers.

**GOALS AND OBJECTIVES**

Improve the gathering and disseminating of information for emergency services.

- Answer and dispatch priority one calls within one minute and thirty seconds.
- Meet 100% of local, state and federally mandated training requirements.

**BUDGET HIGHLIGHTS**

No significant changes.

**DEPARTMENTAL BUDGET**

<b>Public Safety</b>	<b>Police Communications</b>	<b>Cost Center 101.20.611</b>
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PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE
Average time Priority 1 call start to dispatch	1.18min	1.24min	1.14min	1.10min
New Department in FY 2008-09				

Funding Sources	Amount	% of Funding
General Fund	\$1,392,330	100.00%
<b>Total Funding</b>	<b>\$1,392,330</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$1,516,100	\$1,197,300	\$1,242,680
Contractual Services	0	137,600	123,810	115,200
Operating Supplies	0	76,500	11,130	34,450
Capital Outlay	0	13,300	0	0
Debt Service	0	900	0	0
Transfers				
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$1,744,400</b>	<b>\$1,332,240</b>	<b>\$1,392,330</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Public Safety Communications Manager	0.00	0.00	1.00
Public Safety Support Supervisor	0.00	0.00	1.00
Public Safety Dispatcher	0.00	0.00	14.00
911 Call Taker / Public Safety Clerk	0.00	0.00	2.50
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>18.50</b>

<b>Public Safety</b>	<b>Police Patrol</b>	<b>Cost Center 101.20.612</b>
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**GENERAL INFORMATION**

The Police Department provides for the protection of life and property from criminal related activities in the community. Other responsibilities include the safe and expeditious movement of traffic, crime prevention, narcotics-gang interdiction and intelligence, school-liaison, DARE, and other community service programs. The department maintains close relations with other County, State and Federal Law Enforcement Agencies.

**MISSION**

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**2008-2009 ACCOMPLISHMENTS**

- Installed 4 new lojack units and 3 video cameras into patrol vehicles.
- Received funding for 1 license plate reader system, 1 Chevy Tahoe, and an additional K-9.
- Acquired 6 new patrol vehicles.
- Established a 2 person bicycle patrol unit, a part-time commercial vehicle inspection unit, and a "Post Academy" for newly hired police officers.

**GOALS AND OBJECTIVES**

To meet or exceed the community's service expectations in response to their law enforcement assistance and concerns.

- Increase resident customer service satisfaction by reducing complaints on patrol by 5%.
- Increase response time, in seconds, to top priority calls by 10%.
- Reduce the amount of residential and vehicle burglaries by 5%.

**BUDGET HIGHLIGHTS**

Planned reduction in overtime.

**DEPARTMENTAL BUDGET**

<b>Public Safety</b>	<b>Police Patrol</b>	<b>Cost Center 101.20.612</b>
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PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE
Change in number of complaints filed	37%	27%	2%	4%
Average response time change for top priority calls *	6%	6%	11%	4%
Change in # of residential and vehicle burglaries**	9%	10%	4%	2%
Avg response priority 1 calls dispatch to arrival time	3.14min	3.29min	3.54min	3.68min
* Increase				
**Decrease				

Funding Sources	Amount	% of Funding
General Fund	\$5,626,020	100.00%
<b>Total Funding</b>	<b>\$5,626,020</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$5,126,400	\$5,260,490	\$5,050,160
Contractual Services	0	396,400	542,690	373,400
Operating Supplies	0	228,100	270,790	202,460
Capital Outlay	0	39,200	0	0
Debt Service	0	2,700	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$5,792,800</b>	<b>\$6,073,970</b>	<b>5,626,020</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Police Commander	0.00	0.00	1.00
Police Sergeant	0.00	0.00	6.00
Police Corporal	0.00	0.00	5.00
Police Officer	0.00	0.00	38.00
Police Transport Officers	0.00	0.00	6.00
Police Aide	0.00	0.00	1.00
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>57.00</b>

<b>Public Safety</b>	<b>Police Criminal Investigations</b>	<b>Cost Center 101.20.613</b>
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**GENERAL INFORMATION**

The Police Department provides for the protection of life and property from criminal related activities in the community. Other responsibilities include the safe and expeditious movement of traffic, crime prevention, narcotics-gang interdiction and intelligence, school-liaison, DARE, and other community service programs. The department maintains close relations with other County, State and Federal Law Enforcement Agencies.

**MISSION**

The Casa Grande Police Department, as part of, and empowered by the community is committed to protecting the lives, property, and rights of all people, to maintain order, and enforce the law impartially. Acting as partners with the community, we will respond to, and prevent crimes. We will promote safety and security while safeguarding the Constitutional Rights of all people. We will endeavor to detect and investigate criminal activity, apprehend offenders, recover stolen property, and safely regulate the movement of vehicle traffic, while maintaining the highest level of professionalism, through proper training and direction.

**2008-2009 ACCOMPLISHMENTS**

- Held a Vehicle Theft Awareness Education fair with the Watch Your Car program and VIN etching.
- Presented 2 drug recognition classes.
- Maintained over a 90% victim contact rate for cases assigned to Criminal Investigations.
- Recovered 2 children who were abducted by a non custodial parent.
- Successfully cleared all 3 homicides.

**GOALS AND OBJECTIVES**

Enhance and monitor the overall responsiveness of Detectives to victims of crime.

- Maintain a 95% contact rate, by General Investigation and Special Enforcement Officers, for initial contact and all case status changes.
- Maintain an arrest clearance rate for Arizona Part 1 UCR crimes, assigned to general investigators, consistent with and equal to clearance rate of other Arizona agencies.

**BUDGET HIGHLIGHTS**

No significant changes.

**DEPARTMENTAL BUDGET**

**Public Safety Police Criminal Investigations Cost Center 101.20.613**

<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Victim contacts made	0	0	95%	95%

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$2,154,680	100.00%
<b>Total Funding</b>	<b>\$2,154,680</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$0	\$1,885,700	\$1,926,950	\$1,968,830
Contractual Services	0	153,800	51,340	109,500
Operating Supplies	0	90,700	16,520	76,350
Capital Outlay	0	14,900	21,120	0
Debt Service	0	1,000	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$2,146,100</b>	<b>\$2,015,930</b>	<b>\$2,154,680</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Public Safety Support Supervisor	0.00	0.00	1.00
Police Commander	0.00	0.00	1.00
Police Sergeant	0.00	0.00	3.00
Police Officer	0.00	0.00	11.00
Public Safety Dispatcher POC	0.00	0.00	0.50
Police ID Technician	0.00	0.00	2.00
Secretary	0.00	0.00	1.00
Public Safety Clerk	0.00	0.00	2.50
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>22.00</b>

<b>Public Safety</b>	<b>Police Special Operations</b>	<b>Cost Center 101.20.614</b>
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**GENERAL INFORMATION**

The Police Department provides for the protection of life and property from criminal related activities in the community. Other responsibilities include the safe and expeditious movement of traffic, crime prevention, narcotics-gang interdiction and intelligence, school-liaison, DARE, and other community service programs. The department maintains close relations with other County, State and Federal Law Enforcement Agencies.

**MISSION**

The Casa Grande Police Department, as part of, and empowered by the community is committed to protecting the lives, property, and rights of all people, to maintain order, and enforce the law impartially. Acting as partners with the community, we will respond to, and prevent crimes. We will promote safety and security while safeguarding the Constitutional Rights of all people. We will endeavor to detect and investigate criminal activity, apprehend offenders, recover stolen property, and safely regulate the movement of vehicle traffic, while maintaining the highest level of professionalism, through proper training and direction.

**2008-2009 ACCOMPLISHMENTS**

- Continued to expand our Neighborhood Blockwatch and Crime Free Multi-Housing programs.
- Implemented a Crime Free Rental-Housing program.
- Expanded Volunteer Services program, and increased volunteered hours.
- Held annual “Night Out Against Crime” celebration to raise funds for the Silent Witness program.
- Conducted a Citizen Volunteer Academy.
- Continued the Graffiti Abatement program in partnership with other agencies, businesses, and volunteers.
- Implemented Alarm Permits program to reduce responses to false alarms.

**GOALS AND OBJECTIVES**

Reduce crime and enhance safety in the community through the various programs.

- Increase the number of active participants in Blockwatch and Crime-Free Multi-Housing programs by 10%.
- Reduce the City’s traffic collision rate (per 1,000 populations) by 5%.
- Increase the dollar value of volunteer hours donated by 10%.
- Decrease office response costs for false alarms by 10%.

**BUDGET HIGHLIGHTS**

No significant changes.

**DEPARTMENTAL BUDGET**

**Public Safety                                      Police Special Operations                                      Cost Center 101.20.614**

<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Change in participants	*0	*0	20.6%	10.0%
Change in collision rate	*0	*0	-15.9%	-5.0%
Change in value of donated hours	*0	*0	27.5%	10.0%
Change in Officer response costs for false alarms	*0	*0	-16.8%	-10.0%
*New Department in FY 2008-09				

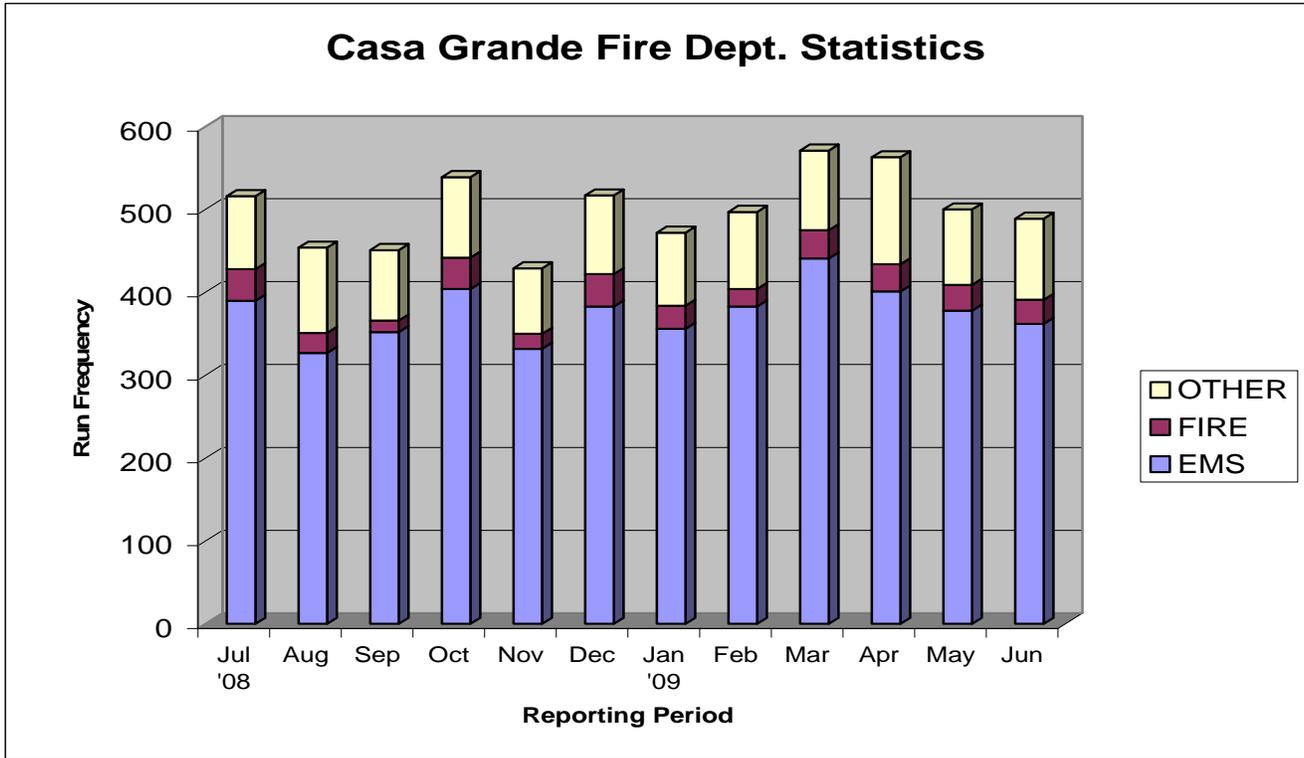
<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$931,090	93.95%
Alarm Permits & Fines	60,000	6.05%
<b>Total Funding</b>	<b>\$991,090</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$0	\$942,200	\$979,080	\$951,840
Contractual Services	0	68,400	37,470	14,950
Operating Supplies	0	36,900	9,690	24,300
Capital Outlay	0	6,300	0	0
Debt Service	0	400	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$1,054,200</b>	<b>\$1,026,240</b>	<b>\$991,090</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Police Commander	0.00	0.00	1.00
Police Sergeant	0.00	0.00	1.00
Police Officer	0.00	0.00	6.00
Alarm/Graffiti Coordinator	0.00	0.00	1.00
Police Volunteer Coordinator	0.00	0.00	1.00
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>10.00</b>

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MONTHLY BREAKDOWN:

2008-09			
	EMS	FIRE	OTHER
Jul '08	390	38	88
Aug	327	24	103
Sep	352	14	85
Oct	404	38	97
Nov	332	18	79
Dec	383	39	95
Jan '09	356	28	88
Feb	383	21	93
Mar	441	34	96
Apr	401	33	129
May	378	31	91
Jun	362	29	98
	<b>4,509</b>	<b>347</b>	<b>1,142</b>

<b>Public Safety</b>	<b>Fire Department</b>	<b>Cost Center 101.20.700</b>
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**GENERAL INFORMATION**

The Casa Grande Fire Department provides a complete range of public safety and fire protection services to the City, its residents, businesses, and visitors. The purpose of the Fire Department is to save life and property, control and extinguish fires, provide effective rescues, contain and control hazardous material incidents, provide comprehensive emergency medical assistance, prevent fire through occupancy inspections, code and ordinance development and enforcement, fire and arson investigation, and educate the public to become fire safe.

**MISSION**

To provide a fire management system, meeting the needs of the customers of Casa Grande, residents, businesses, and visitors through a highly trained customer service oriented work force, delivering services in the most ethical, cost effective and efficient manner possible. To uphold this commitment through quality emergency services and a proactive emphasis on public education, code enforcement, hazard investigation, innovative life, and fire safety awareness and community service.

**2008-2009 ACCOMPLISHMENTS**

- Responded to 5,998 emergencies, of which 4,509 (75.17%) involved emergency medical services, averaging a response time for all incidents of 5 minutes 54 seconds.
- Maintained a department commitment for excellence in public education by initiating in excess of 24,100 public contacts.
- Continued its ongoing K-6 fire safety education program within the Elementary School District.
- Met customer service demands for facility plan review and inspection services in a timely and effective manner.
- Worked within the adopted 2008-2009 FY Annual Budget to provide a cost effective delivery of fire services.
- Met the training needs of department personnel as identified in the department Goals and Objectives.
- Continued our wellness/fitness program for the department.
- Secured grant funding from the Arizona Department of Homeland Security (ADHS) for equipment to go on the Haz Mat response vehicle.
- Continued mentoring the Casa Grande Fire Explorers (young adults ages 14-20).
- Renewed Tohono O’ dham grant for Wildfire PPE and fire prevention van.

**GOALS AND OBJECTIVES**

To enhance the operational efficiency of the Fire Department.

- Reduce response times by an average of 20 seconds.
- Reduce life loss and property damage as a result of fire.
- Improve the morbidity rates through the delivery of emergency medical service care.

To provide a comprehensive, all-risk training program that improves services and provides for maximum safety for fire department personnel.

- Complete 100% of the annual minimum training requirements for ISO.
- Provide 2 hours of specialty operations training for Hazardous Material Technicians.
- Meet 100% of OSHA required training.

Provide fire inspection services and prevention guidance to the commercial business building owners.

- Reduce fire loss by performing inspections on commercial structures.

Reduce the potential for loss of life in residential structure fires.

- Educate young children in proper fire exit drills.

**BUDGET HIGHLIGHTS**

The department’s budget includes entire year funding for:

- ❖ Firefighters for Station 4 which will begin construction in FY 2010. The firefighters are housed in Fire Station #1 currently.

**DEPARTMENTAL BUDGET**

<b>Public Safety</b>	<b>Fire Department</b>	<b>Cost Center 101.20.700</b>
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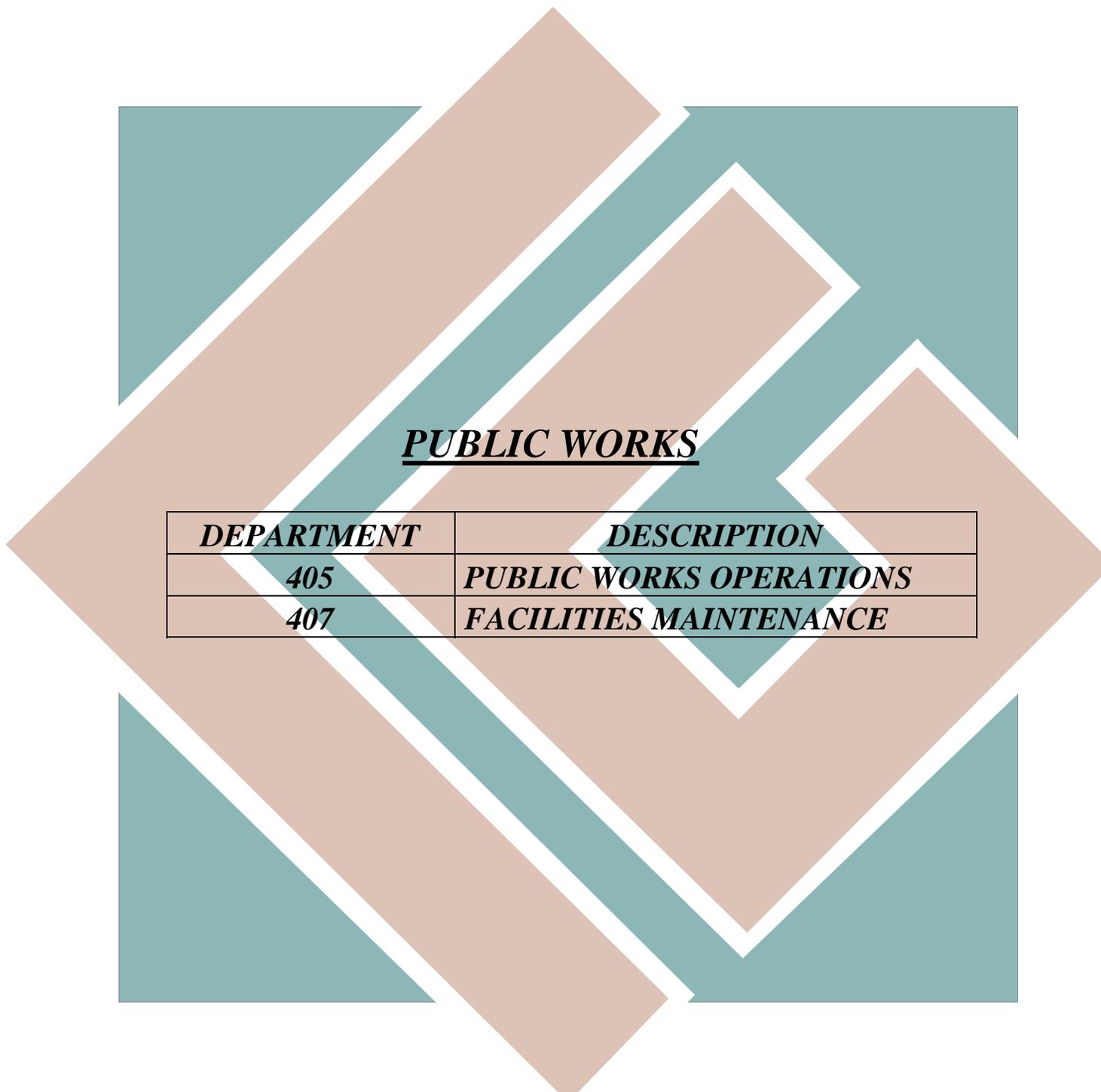
PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE
Fire suppression calls	390	410	347	361
Emergency Medical Service calls	3,800	3,990	4,509	4,689
Inspections/Plan Reviews	1,500	1,575	1,415	1,472
Investigations	25	28	32	33
Public relations/Fire safety education	10,000	10,500	24,100	25,064
Achieve response time average of 5 min., 90% of time	N/A	N/A	N/A	90%
Achieve 5hrs of OSHA training per employee per year	N/A	N/A	100%	100%
Achieve 42hrs of Haz Mat training per quarter	N/A	N/A	75%	100%

Funding Sources	Amount	% of Funding
General Fund	\$6,684,680	98.51%
Fees	101,000	1.49%
<b>Total Funding</b>	<b>\$6,785,680</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$4,666,767	\$5,266,300	\$5,362,630	\$5,709,240
Contractual Services	359,473	302,600	263,620	458,840
Operating Supplies	267,784	248,100	300,930	292,210
Capital Outlay	208,511	499,400	422,510	26,200
Debt Service	0	0	0	0
Transfers	0	0	0	299,190
<b>DEPARTMENTAL TOTALS</b>	<b>\$5,502,535</b>	<b>\$6,316,400</b>	<b>\$6,349,690</b>	<b>\$6,785,680</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Fire Chief	1.00	1.00	1.00
Assistant Fire Chief	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00
Fire Marshal	1.00	1.00	1.00
Fire Captain	12.00	12.00	12.00
Fire Engineer	12.00	12.00	12.00
Firefighters	27.00	29.00	30.00
Management Analyst	0.68	0.33	0.25
Plans Reviewer/Inspector	1.00	1.00	1.00
Fire Prevention Officer	1.00	1.00	1.00
Office Assistant	0.75	0.75	1.00
<b>TOTAL POSITIONS</b>	<b>60.43</b>	<b>62.08</b>	<b>63.25</b>





**PUBLIC WORKS**

<b><i>DEPARTMENT</i></b>	<b><i>DESCRIPTION</i></b>
<b><i>405</i></b>	<b><i>PUBLIC WORKS OPERATIONS</i></b>
<b><i>407</i></b>	<b><i>FACILITIES MAINTENANCE</i></b>

Health & Sanitation

Public Works-Operations

Cost Center 101.35.405

**GENERAL INFORMATION**

Public Works-Operations is part of street maintenance, which is funded through general fund revenue. Primarily, this department provides for the effective maintenance of alleys and drainage ways to ensure that the facilities fulfill the function for which it is designed.

**MISSION**

This division provides support for alleys and drainage structure maintenance and repair. This division also provides support for city voluntary demolition and O’Odham Tash, and various other civic events.

**2008-2009 ACCOMPLISHMENTS**

- Continued to maintain roads and alleys.
- Maintained roads at North Mountain Park.
- Continued to mow ditches, roads, and retentions.

**GOALS AND OBJECTIVES**

Do all mowing and grading of storm drain ditches for proper storm runoff.

- Inspect storm drains and drainage ditches regularly. Complete all City voluntary demolition programs.
- Provide timely response to requests for demolitions.

To provide support for O’Odham Tash and other civic events.

- Coordinate with O’Odham Tash and other civic event committees to assure all work is complete prior to the event.

Maintain Peart Park storm drain pumping station.

**BUDGET HIGHLIGHTS**

The department’s budget includes funding to accomplish the regular operational expenses. There was a reallocation of utility expenses.

**DEPARTMENTAL BUDGET**

**Health & Sanitation                      Public Works - Operations                      Cost Center 101.35.405**

<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Drainage ditch grading (miles)	71	82	29	35
Drainage ditch mowing (miles)	70	139	283	280
Alley grading (miles)	8	13	126	126

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$135,310	100.00%
<b>Total Funding</b>	<b>\$135,310</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$88,233	\$68,300	\$107,940	\$68,450
Contractual Services	8,020	11,700	10,770	19,080
Operating Supplies	94,865	35,700	19,060	3,700
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	0	0	0	44,080
<b>DEPARTMENTAL TOTALS</b>	<b>\$191,118</b>	<b>\$115,700</b>	<b>\$137,770</b>	<b>\$135,310</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Heavy Equipment Operator	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

Health & Sanitation

Facilities Maintenance

Cost Center 101.35.407

**GENERAL INFORMATION**

Facilities Maintenance activities are centralized under the Public Works Department.

**GOALS AND OBJECTIVES**

Provide timely and effective maintenance services for City buildings.

- ❖ Reduce the amount of time spent on ordering and purchasing supplies.
- ❖ Help to reduce blight on the south side of the City, by improving the appearance of the Facilities Maintenance shop.

**MISSION**

To provide the general public and city employees with an environment that is both safe and orderly. To maintain all city buildings with a standard of excellence, with regards to general maintenance, preventative maintenance and overall presentation and cleanliness.

**BUDGET HIGHLIGHTS**

Expenditures are for regular operation expenses. The Capital Outlay is to replace air conditioning units at the Women’s Club and Community Services building.

**2008-2009 ACCOMPLISHMENTS**

- Replaced 40 ton air conditioner at Library.
- Replaced air conditioners at North Operation Center, Parks & Recreation Department, and the Golf Course Pro Shop.
- Upgraded software on chiller cooling system at City Hall Main.
- Utilizing old Equipment Maintenance shop as Facilities Maintenance shop for offices, inventory, storage and repair shop.
- Reduced amount of janitorial cleaning chemicals from ten down to four, using new chemical dilution system.

**DEPARTMENTAL BUDGET**

<b>Health &amp; Sanitation</b>	<b>Facilities Maintenance</b>	<b>Cost Center 101.35.407</b>
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PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE
Service requests completed.	641	700	720	730
City owned buildings maintained.	31	31	38	38
Hours spent on purchasing	120	120	120	80

Funding Sources	Amount	% of Funding
General Fund	\$903,980	100.00%
<b>Total Funding</b>	<b>\$903,980</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$219,876	\$212,430	\$222,370	\$219,880
Contractual Services	102,324	80,500	115,230	131,880
Operating Supplies	195,187	223,900	237,500	208,590
Capital Outlay	18,538	0	0	25,230
Debt Service	0	0	0	0
Transfers	0	0	0	318,400
<b>DEPARTMENTAL TOTALS</b>	<b>\$535,925</b>	<b>\$516,830</b>	<b>\$575,100</b>	<b>\$903,980</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Facilities Maintenance Supervisor	1.00	1.00	1.00
HVAC Technician	1.00	1.00	1.00
Senior Custodian	1.00	1.00	0.00
Custodian	2.00	2.00	2.00
<b>TOTAL POSITIONS</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>

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## **COMMUNITY SERVICES**

<b><i>DEPARTMENT</i></b>	<b><i>DESCRIPTION</i></b>
<b><i>360</i></b>	<b><i>DOWNTOWN PUBLIC LIBRARY</i></b>
<b><i>365</i></b>	<b><i>VISTA GRANDE PUBLIC LIBRARY</i></b>
<b><i>510</i></b>	<b><i>SENIOR ADULT SERVICES</i></b>
<b><i>515</i></b>	<b><i>PARKS MAINTENANCE</i></b>
<b><i>525</i></b>	<b><i>RECREATION PROGRAMS</i></b>
<b><i>530</i></b>	<b><i>LEN COLLA CENTER</i></b>
<b><i>540</i></b>	<b><i>AQUATICS</i></b>
<b><i>545</i></b>	<b><i>KEEP CASA GRANDE BEAUTIFUL</i></b>
<b><i>550</i></b>	<b><i>GENERAL RECREATION</i></b>
<b><i>562</i></b>	<b><i>WOMEN'S CLUB</i></b>

Community Services

Downtown Public Library

Cost Center 101.40.360

**GENERAL INFORMATION**

In May of 2005, the Library Advisory Board created a five year strategic plan based on input received from the community. This plan is intended to serve the greatest library needs in our community with a focus on Adult Literacy, Lifelong Learning, and Commons. The Library intends to assist in workforce development by providing a one-on-one adult literacy tutoring program, bookmobile services, and materials. The library provides various collections and programs to encourage lifelong learning so that our public will gain the knowledge necessary for a competitive workforce and to increase the quality of life. We provide a welcoming space for our community with a special focus on teens, creating a “third place” for teens and for the general community is a major objective.

**GOALS AND OBJECTIVES**

Provide learning opportunities in an efficient way to enhance the quality of life for the community.

- Increase participation of Tweens (8-12 year olds) and Teens during school year by 10%
- Increase number of educational computer classes offered to patrons by 10%.
- Increase number of adult literacy tutors by 10%.

**BUDGET HIGHLIGHTS**

No significant changes.

**MISSION**

The mission of the Casa Grande Downtown Public Library is to provide a diversity of material that reflects the interests of the community and our commitment to provide equal access to information: freedom to read is essential to our democracy.

**2008-2009 ACCOMPLISHMENTS**

- Awarded a Library Services and Technology Act (L.S.T.A.) grant to provide funding for a city-wide gaming program in an effort to attract “tweens” to the Library.
- Conducted several gaming nights at the Library that attracted numerous young adults.
- Adult Literacy Program continues to grow with a steady increase of adult learners requiring assistance and adult tutors providing that assistance.
- Worked closely with the Casa Grande Union High School District to construct a joint use library on the Vista Grande High School campus to meet the needs of the Vista Grande students and faculty, as well as the growing needs of the community for library services.

**DEPARTMENTAL BUDGET**

**Community Services                      Downtown Public Library                      Cost Center 101.40.360**

<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Total tweens/teens participating in programs	176	202	220	242
Computer classes offered	60	44	50	55
Adult literacy tutors per month	7	8	9	10
% increase in tweens/teen programs	N/A	N/A	N/A	10%

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$733,920	97.35%
Library fines	20,000	2.65%
<b>Total Funding</b>	<b>\$753,920</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$631,145	\$635,600	\$634,320	\$619,420
Contractual Services	42,059	33,500	34,580	39,900
Operating Supplies	192,731	96,200	141,780	94,600
Capital Outlay	10,024	5,000	31,680	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$875,959</b>	<b>\$770,300</b>	<b>\$842,360</b>	<b>\$753,920</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Library Manager	1.00	1.00	1.00
Librarian	3.00	3.00	3.00
Library Circulation Supervisor	1.00	1.00	1.00
Senior Library Assistant	3.00	3.00	3.00
Library Assistant	3.00	3.50	4.00
Library Page	1.50	2.00	1.50
<b>TOTAL POSITIONS</b>	<b>12.50</b>	<b>13.50</b>	<b>13.50</b>

Community Services

Vista Grande Library

Cost Center 101.40.365

**GENERAL INFORMATION**

Provide various collections and programs to encourage lifelong learning so that our public will gain the knowledge necessary for a competitive workforce and to increase the quality of life. We provide a welcoming space for our community with a special focus on teens, creating a “third place” for teens and for the general community is a major objective.

**MISSION**

To provide a diversity of material that reflects the interests of the community and our commitment to provide equal access to information: freedom to read is essential to our democracy.

**2008-2009 ACCOMPLISHMENTS**

- Library opened in August, 2009.

**GOALS AND OBJECTIVES**

Provide learning opportunities in an efficient way to enhance the quality of life for the community.

- Increase participation of Tweens (8-12 year olds) and Teens during school year by 10%
- Identify and improve bookmobile stops to increase the number of patrons served by 10%.
- Maintain circulation while decreasing operating and maintenance expenditures, per item circulated by 5%.

**BUDGET HIGHLIGHTS**

New operation.

**DEPARTMENTAL BUDGET**

<b>Community Services</b>	<b>Vista Grande Public Library</b>	<b>Cost Center 101.40.365</b>
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PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE
Total Circulation Transactions	*	*	*	120,000
*New department in FY 2008-2009				

Funding Sources	Amount	% of Funding
General Fund	\$501,060	100.00%
Library Fines	0	0.00%
<b>Total Funding</b>	<b>\$501,060</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$3,600	\$0	\$418,420
Contractual Services	0	2,000	0	15,040
Operating Supplies	0	31,960	6,750	67,600
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$37,560</b>	<b>\$6,750</b>	<b>\$501,060</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Librarian	2.00	2.33	3.00
Library Assistant	4.50	4.33	5.00
Library Page	2.00	1.50	1.50
<b>TOTAL POSITIONS</b>	<b>8.50</b>	<b>8.16</b>	<b>9.50</b>

**Community Services**

**Senior Adult Services**

**Cost Center 101.40.510**

**GENERAL INFORMATION**

Dorothy Powell Senior Adult Center provides a multipurpose facility that primarily serves senior adults, although we also have year-round community programs and special interest classes. During the summer months we maximize its use by holding most of our children’s programs at the center. While the main function of the center is to be a “Senior Center,” it is utilized on a full time basis with programs, classes, and events for all ages.

**MISSION**

The Dorothy Powell Senior Adult Center provides the senior adult community of our City, social, educational, recreational activities, and referral information for seniors and their families concerning issues that affect seniors. We offer a large variety of classes, clubs and other social interaction as well as a daily lunch program. The Dorothy Powell Senior Adult Center also administers the Home Delivered Meal Program for this area as well as being the only contribution based transportation program for seniors and the disabled. We also provide ceramics and lapidary opportunities to the community at Peart Center.

**2008-2009 ACCOMPLISHMENTS**

- Completed plans for remodel of the Dorothy Powell Senior Adult Center kitchen.
- Coordinated and implemented Senior Expo & Craft Fair, Ice Cream Social & Craft Fair, Senior Prom, Senior Fair & Bazaar, Little Sweethearts Fashion Show, Fall & Spring Concert Series.
- Served a total of 20,318 meals, delivered a total of 21,641 meals to our Meals on Wheels participants and provided a total of 3,056 transportation units.
- Increased fundraising efforts to support and provide quality programs at Dorothy Powell Senior Adult Center.
- Received a new 16-18 passenger Mini-bus.
- For the third year, staff & volunteers from the Dorothy Powell Senior Adult Center helped build 32 backpacks for children in need. Pens, pencils, paper, etc. were donated.
- Received an “E” for excellent rating from Pinal County Health Department for the inspection of the food preparation area.

**GOALS AND OBJECTIVES**

To provide the Casa Grande community with quality social, recreational, and informational programs for seniors.

- Increase participation in all programs offered at the Dorothy Powell Senior Adult Center and Peart Center.
- Modify and/or change programs that do not meet the needs of the community.
- Survey participants programming needs on a regular basis.
- Continue to advertise our programs and encourage more people to participate.
- Continue to increase and maintain current programs and activities offered to our senior participants.
- Continue to seek additional funding for senior programming needs.
- Continue to work with the Area Agency on Aging and the state agencies to offer the seniors of Casa Grande reliable information on senior needs and issues.

**BUDGET HIGHLIGHTS**

- ❖ Re-allocation of personnel costs to more closely reflect actual time spent.

**DEPARTMENTAL BUDGET**

<b>Community Services</b>	<b>Senior Adult Services</b>	<b>Cost Center 101.40.510</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Senior Meals	46,400	46,413	43,435	46,000

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$151,190	66.84%
Recreation fees	75,000	33.16%
<b>Total Funding</b>	<b>\$226,190</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$75,321	\$85,500	\$85,520	\$127,940
Contractual Services	26,543	32,000	35,980	38,350
Operating Supplies	52,747	59,200	51,390	58,400
Capital Outlay	4,616	0	0	1,500
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$159,227</b>	<b>\$176,700</b>	<b>\$172,890</b>	<b>\$226,190</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Recreation Prog. Coordinator	0.75	0.75	1.00
Recreation Program Clerk	2.00	2.00	0.50
Ceramics Supervisor	0.00	0.00	0.50
Kitchen Aide	0.00	0.00	0.50
Lapidary Instructor	0.00	0.00	0.50
Lapidary Super Sub	0.00	0.00	0.13
Recreation Aide	0.00	0.00	0.50
Recreation Aide – Sr. Center	0.00	0.00	0.13
<b>TOTAL POSITIONS</b>	<b>2.75</b>	<b>2.75</b>	<b>3.76</b>

Community Services

Parks Maintenance

Cost Center 101.40.515

**GENERAL INFORMATION**

The Parks Maintenance Division is in charge of providing quality development and upkeep of the City’s park system. Some of the basic functions of this division include fertilization, irrigation, construction, beautification, mowing, trimming, and plant care.

**GOALS AND OBJECTIVES**

Ensure the longevity and sustainability of the Community Services resources and facilities.

- Maintain the overall service level of all parks, open space and trails, without increasing cost.
- Minimize city park equipment liability and increase safety by conducting park inspections for all park facilities at least once per week.

**MISSION**

To provide the citizens of Casa Grande a parks system that is clean and safe for its users. To maintain all landscape Right of Ways and to provide assistance to other community based organizations in their special event efforts.

**BUDGET HIGHLIGHTS**

No significant changes.

**2008-2009 ACCOMPLISHMENTS**

- Installed playground equipment for Dave White Park.
- City Council accepted the Casa Grande Mountain Park Trails Master Plan.
- Accepted Villago Community Park (approximately 16 acres) into the City Parks system.
- Completed landscape on two (2) medians on Peart Rd. south of Rodeo and south of Florence Blvd.
- Installed new slide and engineered wood fibers at O’Neil Park.
- Completed installation of new backstops at Villago Park.
- Installed a new play structure and shade protection structure at Ed Hooper Rodeo Park inside Paul Mason Sportsplex.
- Installation of a new composite play structure at Rancho Grande Park includes update to engineered wood fibers for the resilient surface underneath.
- Began prototype restroom buildings construction of three units at Peart Park, Dave White and Ed Hooper Parks.

**DEPARTMENTAL BUDGET**

<b>Community Services</b>	<b>Parks Maintenance</b>	<b>Cost Center 101.40.515</b>
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PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE
Cost per developed acre	\$3,851	\$4,425	\$4,172	\$4,152

Funding Sources	Amount	% of Funding
General Fund	\$2,595,340	93.41%
Rental	183,000	6.59%
<b>Total Funding</b>	<b>\$2,778,340</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$1,201,543	\$1,254,900	\$1,176,990	\$1,180,230
Contractual Services	169,771	197,700	210,870	244,390
Operating Supplies	717,332	568,500	727,060	642,800
Capital Outlay	497,287	707,700	232,250	619,900
Debt Service	0	55,900	49,790	49,660
Transfers	0	0	0	41,360
<b>DEPARTMENTAL TOTALS</b>	<b>\$2,585,933</b>	<b>\$2,784,700</b>	<b>2,396,960</b>	<b>\$2,778,340</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Parks Superintendent	1.00	1.00	1.00
Crew Leader	2.00	2.00	2.00
Grounds Keeper	1.00	1.00	1.00
Senior Maintenance Worker	2.00	2.00	2.00
Maintenance Worker	12.00	12.00	12.00
Park Ranger	0.00	0.00	1.25
<b>TOTAL POSITIONS</b>	<b>18.00</b>	<b>18.00</b>	<b>19.25</b>

Community Services

Recreation Programs

Cost Center 101.40.525

**GENERAL INFORMATION**

The Recreation Program Division is the area in which all recreation programs are funded.

**MISSION**

The mission is to provide a diversified, quality recreational experience for persons of all ages. Among these are youth and adult sports, summer recreation, therapeutic programs for the physically and mentally challenged, seasonal special events, outdoor adventures, cultural events, outdoor adventures, cultural programs, art programs and teen activities.

**2008-2009 ACCOMPLISHMENTS**

- Increased attendance of Desert Grande Triathlon.
- Awarded “most outstanding sports program population 25,000-100,000” from Arizona Parks & Recreation Association for 2008 Desert Grande Triathlon.
- Increased maximum capacity for adult softball leagues.
- Hosted the summer 2009 Junior Golf program in conjunction with golf professionals from Dave White Golf Course.
- Received the Media Award through Arizona Parks & Recreation Association for outstanding partnership with Casa Grande Valley Newspaper, Inc.
- Received the Outstanding Program Award (Community Neighborhood Special Event for populations 25k-100k) through Arizona Parks & Recreation Association for our annual Electric Light Parade/Tree Lighting Ceremony.
- Held first annual Playtopia, Day of Play, with over 400 people attending. We had over 22 game stations hosted by community groups, businesses in the area and advisory groups.
- Annual 4<sup>th</sup> of July celebration was held at the Paul Mason Sportsplex, with an estimated 7000 attendees.

**GOALS AND OBJECTIVES**

To provide safe life enhancing experiences to the community in order to improve social, recreational, educational, and fitness opportunities.

- Maintain overall direct cost recovery for recreation programs at 100%.
- Increase number of classes meeting or exceeding full-cost recovery.

**BUDGET HIGHLIGHTS**

The budget includes a decrease in temporary wages through efficient use of current staff.

**DEPARTMENTAL BUDGET**

<b>Community Services</b>	<b>Recreation Programs</b>	<b>Cost Center 101.40.525</b>
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PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE
Cost recovery for programs	76%	78%	80%	100%
% increase in number of classes	N/A	N/A	43%	45%

Funding Sources	Amount	% of Funding
Recreation Fees	\$367,450	100.00%
<b>Total Funding</b>	<b>\$367,450</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$101,765	\$98,300	\$90,670	\$64,400
Contractual Services	57,011	45,000	51,300	47,050
Operating Supplies	54,060	56,000	54,390	56,000
Capital Outlay	10,271	1,100	0	0
Debt Service	0	0	0	0
Transfers				200,000
<b>DEPARTMENTAL TOTALS</b>	<b>\$223,107</b>	<b>\$200,400</b>	<b>\$196,360</b>	<b>\$367,450</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Community Services</b>	<b>Len Colla Center</b>	<b>Cost Center 101.40.530</b>
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**GENERAL INFORMATION**

The Len Colla Center is located on the east side of town near the Palo Verde School and primarily serves minority youth. Year-round activities include, but are not limited to: arts and crafts, youth dances, table and board games, teen and youth life workshops, and other related social programs.

**MISSION**

The Len Colla Recreation Center’s mission is to provide area youth a variety of alternative recreational and educational programs in a joint effort among nonprofit and private agencies to enhance their self-esteem, social and leadership skills.

**2008-2009 ACCOMPLISHMENTS**

- Assisted with the Black History and Juneteenth Celebration.
- Continue to work on architectural drawings for the addition of a gymnasium.
- Partnered with the Boys and Girls Club to provide activities on Friday nights for youth and teens.
- Conducted Back to School fashion show.

**GOALS AND OBJECTIVES**

To provide safe, life enhancing experiences to the community in order to improve social, recreational, educational, and fitness opportunities.

- To increase overall number of participants in pre-teen/teen programming and to maintain or reduce cost per participant expenditures.

**BUDGET HIGHLIGHTS**

The budget includes funding to accomplish the following:

- ❖ Complete improvements during construction and renovation.

**DEPARTMENTAL BUDGET**

<b>Community Services</b>	<b>Len Colla Center</b>	<b>Cost Center 101.40.530</b>
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PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE
Attendance	11,892	11,334	10,882	12,000
Cost per participant	\$8.46	\$9.71	\$15.03	\$10.37

Funding Sources	Amount	% of Funding
Recreation Fees	\$75,000	35.26%
General Fund	137,730	64.74%
<b>Total Funding</b>	<b>\$212,730</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$94,561	\$167,800	\$120,170	\$91,710
Contractual Services	0	0	0	3,320
Operating Supplies	15,561	31,200	25,700	32,700
Capital Outlay	0	90,000	0	85,000
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$110,122</b>	<b>\$289,000</b>	<b>\$145,870</b>	<b>\$212,730</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Recreation Program Coordinator	1.00	1.00	1.00
Recreation Aide	2.00	2.00	0.50
Teen Center Assistant Site Director	0.00	0.00	0.25
Recreation Instructor	0.00	0.00	0.25
Teen Site Directaor	0.00	0.00	0.25
<b>TOTAL POSITIONS</b>	<b>3.00</b>	<b>3.00</b>	<b>2.25</b>

**Community Services**

**Aquatics**

**Cost Center 101.40.540**

**GENERAL INFORMATION**

Palm Island Family Aquatics Park provides participants of all ages with diversified aquatic programs. Temporary salaries keep this budget in line since it is a seasonal department. User fees generate almost 40% of the revenues for this department, with the major portion of the revenues acquired in May and June.

**GOALS AND OBJECTIVES**

To enhance participant’s quality of living through providing an atmosphere of community with exceptional aquatic facilities, programs, and services.

- Determine and maintain a cost per hour of operation for Palm Island Family Aquatics Center.

**MISSION**

The Aquatics Department mission is to enhance participant’s quality of living through providing an atmosphere of community with exceptional aquatic facilities, programs, and services.

**BUDGET HIGHLIGHTS**

The budget includes funding to accomplish the following:

- ❖ Capital outlay includes replacement of drains, awnings, and stereo system.

**2008-2009 ACCOMPLISHMENTS**

- Staff remodeled the guard room, and repaired or replaced lifeguard chairs, vacuum cleaners, diving boards, and stucco work on the pump house building.
- Added additional shade areas to the deck.
- Worked with the Aquatic Design Group to develop a splash pad design for two park areas.
- Partnered with Youth Commission to provide the movie Twilight.
- Held first Doggie Dive In.



Community Services

Keep Casa Grande Beautiful

Cost Center 101.40.545

**GENERAL INFORMATION**

Casa Grande became a member of the Keep Casa Grande Beautiful network in 1990-91. This program, under the direction of the board of directors, is responsible for a number of programs relating to community beautification efforts.

**GOALS AND OBJECTIVES**

To remain a certified Keep Casa Grande Beautiful Community.

- Reduce city subsidy by maintaining the number of volunteer hours donated to the Keep Casa Grande Beautiful program.

**MISSION**

Keep Casa Grande Beautiful is dedicated to providing education and other support to promote improved solid waste management, recycling, litter prevention, beautification, and conservation to citizens, businesses, and local government.

**BUDGET HIGHLIGHTS**

Expenditures are the regular operational expenses.

**2008-2009 ACCOMPLISHMENTS**

- Hosted citywide cleanups.
- Expanded the “Keep Casa Grande Beautiful” poster contest for 3<sup>rd</sup>, 4<sup>th</sup> and 5<sup>th</sup> grade students.
- Adopt A Street program has gained 14 new groups to assist with cleaning the streets during the yearly clean ups.
- Advisory Board purchased 400 new vests.

**DEPARTMENTAL BUDGET**

<b>Community Services</b>	<b>Keep Casa Grande Beautiful</b>	<b>Cost Center 101.40.545</b>
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PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE
Donated hours	905	1,295	1,683	1,700

Funding Sources	Amount	% of Funding
General Fund	\$15,920	100.00%
<b>Total Funding</b>	<b>\$15,920</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$18,308	\$12,500	\$18,780	\$15,200
Contractual Services	150	200	200	420
Operating Supplies	417	300	300	300
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$18,875</b>	<b>\$13,000</b>	<b>\$19,280</b>	<b>\$15,920</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Recreation Program Coordinator	0.25	0.25	0.25
<b>TOTAL POSITIONS</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>

<b>Community Services</b>	<b>General Recreation</b>	<b>Cost Center 101.40.550</b>
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**GENERAL INFORMATION**

The General Recreation Department surrounds the administration of all our recreation programs. Included in this division are primarily salaries and operating costs. This is the administrative arm of the Community Services Department.

**GOALS AND OBJECTIVES**

To provide safe, life enhancing experiences to the community in order to improve social, recreational, educational, and fitness opportunities.

- To increase the number of recreation programs reaching maximum registration by 5%.

**MISSION**

The mission of the General Recreation Department is to work together to provide prompt, efficient, and courteous service to the public through quality recreation programs.

**BUDGET HIGHLIGHTS**

A Landscape Planner position was frozen for the current budget year.

**2008-2009 ACCOMPLISHMENTS**

- Developed and implemented a hosted online program registration.
- Developed and implemented program for residents to look up availability of park ramadas online at the city website.
- Set up Adult softball schedule and team standings that is available for participants to view online.
- Developed a business plan and conceptual drawing for the new Recreation Center.
- Continue to provide musical entertainment for the community in our Concert In The Park series.

**DEPARTMENTAL BUDGET**

<b>Community Services</b>	<b>General Recreation</b>	<b>Cost Center 101.40.550</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Management indicators are listed under the Recreation Programs division				

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$635,380	100.00%
<b>Total Funding</b>	<b>\$635,380</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$480,940	\$611,700	\$561,840	\$545,050
Contractual Services	37,736	25,500	25,120	38,630
Operating Supplies	40,019	44,900	41,740	43,800
Capital Outlay	6,000	89,000	25,250	0
Debt Service	0	0	0	0
Transfers	0	0	0	7,900
<b>DEPARTMENTAL TOTALS</b>	<b>\$564,695</b>	<b>\$771,100</b>	<b>\$653,950</b>	<b>\$635,380</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Community Services Director	1.00	1.00	1.00
Recreation Program Superintendent	1.00	1.00	1.00
Management Analyst	1.33	1.33	1.00
Recreation Program Coordinator	4.00	2.75	1.00
Admin. Assistant	1.00	1.00	1.00
Recreation Programmer	1.00	1.00	1.75
Landscape Planner	1.00	1.00	0.00
<b>TOTAL POSITIONS</b>	<b>10.33</b>	<b>9.08</b>	<b>6.75</b>

**DEPARTMENTAL BUDGET**

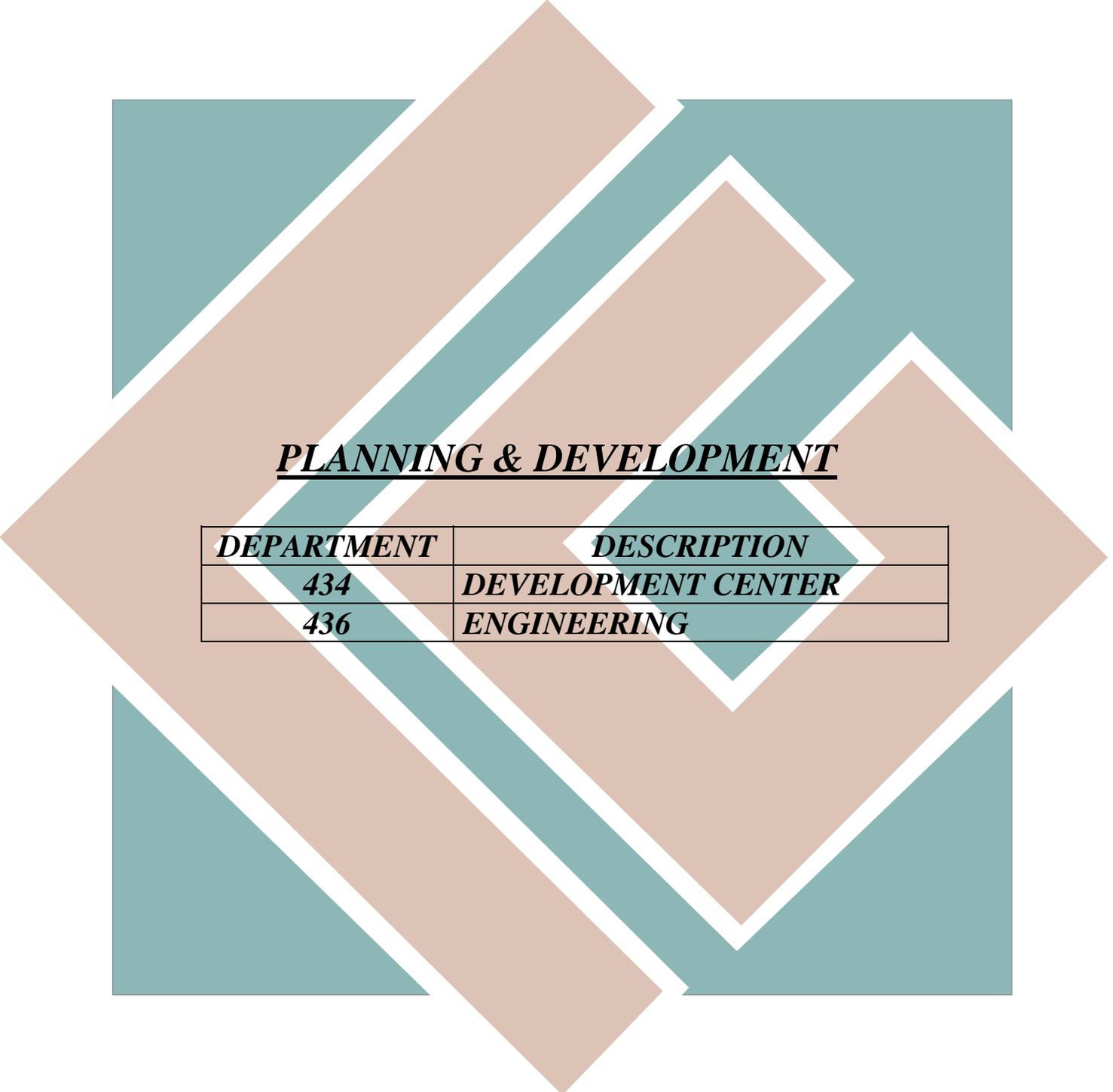
<b>Community Services</b>	<b>Women's Club</b>	<b>Cost Center 101.40.562</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
None available				

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$9,400	100.00%
<b>Total Funding</b>	<b>\$9,400</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	6,141	9,400	6,460	9,400
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$6,141</b>	<b>\$9,400</b>	<b>\$6,460</b>	<b>\$9,400</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



**PLANNING & DEVELOPMENT**

<b><i>DEPARTMENT</i></b>	<b><i>DESCRIPTION</i></b>
<b><i>434</i></b>	<b><i>DEVELOPMENT CENTER</i></b>
<b><i>436</i></b>	<b><i>ENGINEERING</i></b>

<b>Planning &amp; Development</b>	<b>Development Center</b>	<b>Cost Center 101.45.434</b>
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**GENERAL INFORMATION**

The Development Center is a one stop permitting function coordinating the intake and processing of all activities that require city permits and Planning and Zoning Commission approval.

**MISSION**

The mission of the Development Center is to manage development by efficiently processing plan reviews, permits, and inspections, thereby enhancing the quality of life in our community.

**2008-2009 ACCOMPLISHMENTS**

- Completed work on a digital Zoning map to help make zoning ordinances available on a parcel based system.
- Created a number of Building Permit and Planning Project process reports available online to the general public.
- Continue preparation for the upcoming Census 2010.
- Development Center staff assists with the Downtown Redevelopment Commission, Mainstreet, and Historic Preservation committees.
- Code Enforcement implemented Weed Abatement Program on unfinished subdivisions.
- Adopted 2003 International Building Codes.

**GOALS AND OBJECTIVES**

Improve the Development Center’s level of service.

- Educate customers and potential customers on Casa Grande’s business friendly attitude and history.
- 95% of all tenant improvement plans reviewed within a 10 day period.
- Develop Code Enforcement measures.
- Develop Permitting Measures.

**BUDGET HIGHLIGHTS**

The department’s budget includes funding to accomplish the following:

- ❖ Continue to increase the efficiencies of the Department.
- ❖ Prepare to adopt 2009 International Codes.
- ❖ One position frozen and two re-allocated to other cost centers.

**DEPARTMENTAL BUDGET**

**Planning & Development                      Development Center                      Cost Center 101.45.434**

<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Permit applications received	3,358	3,400	1,749	2,661
Permit applications processed	3,202	2,643	1,637	2,468
Planning & Zoning cases received	171	200	90	174
Planning & Zoning cases processed	115	190	61	105
Permit plan review	12,202	8,636	4,901	6,500
Project plan review	891	1,109	440	775
Field inspections	42,152	46,259	22,534	36,826
Code Enforcement complaints received	980	1,150	1,331	1,110
Code Enforcement complaints processed	980	1,150	1,331	1,110
Variances requested	3	1	1	1
Variances granted	3	1	1	1
Tenant Improvement's completed within 10 days	37%	63%	85%	95%

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$1,656,900	74.24%
Permits & Fees	575,000	25.76%
<b>Total Funding</b>	<b>\$2,231,900</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$1,826,051	\$1,970,610	\$1,956,430	\$2,031,840
Contractual Services	702,016	452,300	298,870	156,870
Operating Supplies	47,022	34,700	30,080	18,610
Capital Outlay	20,355	0	0	0
Debt Service	0	7,500	6,780	6,760
Transfers	0	0	0	17,820
<b>DEPARTMENTAL TOTALS</b>	<b>\$2,595,444</b>	<b>\$2,465,110</b>	<b>\$2,292,160</b>	<b>\$2,231,900</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Planning & Development Director	1.00	1.00	1.00
Chief Building Official	1.00	1.00	1.00
Civil Engineer	2.00	2.00	2.00
Development Center Manager	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00
Redevelopment Planner	1.00	1.00	0.00
Planner	3.00	3.00	3.00
Plans Examiner	3.00	3.00	1.00
Building Inspector	7.00	7.00	7.00
Code Enforcement Inspector	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00
Permit Technician	3.00	3.00	3.00
Secretary	2.00	2.00	2.00
Office Assistant	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>29.00</b>	<b>29.00</b>	<b>26.00</b>

**Public Works**

**Engineering**

**Cost Center 101.45.436**

**GENERAL INFORMATION**

The Engineering Department provides services to support the City staff. Major services include review of Public Works maintenance contracts, and inspection of Public Works construction. Additional services include preparation of request for proposals, and impact to the Geographic Information Systems. (GIS)

**MISSION**

The mission of the Engineering Department is to provide safe and efficient infrastructure systems. To provide upgrades and additions to the City’s infrastructure system to accommodate growth. To provide technical advice and guidance to the public and City management.

**2008-2009 ACCOMPLISHMENTS**

- Completed construction of the Airport sewer extension.
- Started downtown traffic circulation study.
- Started construction of the Cottonwood Lane project.
- Completed public transit feasibility study.
- Conducted the city-wide traffic counts.
- Started Burris Rd extension.
- Approved all ADEQ delegated projects.
- Started construction on Wastewater Treatment Plant expansion.
- Prepared RFQ for Countrywalk drainage analysis.
- Prepared RFQ for 2010 intersection designs.
- Completed plans & specifications for 2009 intersection designs.

**GOALS AND OBJECTIVES**

Complete all Capital Improvement projects on time and within budget limits.

- Manage the Capital Improvement program projects in conformance with the construction documents and approved budgets.

**BUDGET HIGHLIGHTS**

The department’s budget includes funding to accomplish the following:

- ❖ Completed projects begun in FY 2009.

**DEPARTMENTAL BUDGET**

<b>Public Works</b>	<b>Engineering</b>	<b>Cost Center 101.45.436</b>
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PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE
Major Site Plans Reviewed	40	38	36	24
Capital Improvement Projects	10	10	8	8
Street Maintenance Projects	2	2	2	2
Airport Projects	7	2	2	2
Subdivision Construction Plans	250	200	0	0
Right of Way Permits Issued	370	390	0	0
Reviewed T.I.A.	0	0	14	10
Construction completed within approved budgets	N/A	N/A	N/A	90%
Construction completed within established schedule	N/A	N/A	N/A	90%

Funding Sources	Amount	% of Funding
General Fund	\$583,330	85.24%
Engineering Fees	101,000	14.76%
<b>Total Funding</b>	<b>\$684,330</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$484,958	\$468,580	\$494,010	\$588,420
Contractual Services	43,208	49,000	18,540	41,650
Operating Supplies	17,373	15,500	16,870	11,770
Capital Outlay	38,164	11,300	0	11,300
Debt Service	0	14,400	13,000	12,970
Transfers	0	0	0	18,220
<b>DEPARTMENTAL TOTALS</b>	<b>\$583,703</b>	<b>\$558,780</b>	<b>\$542,420</b>	<b>\$684,330</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Senior Civil Engineer	1.00	1.00	0.00
Civil Engineer	2.00	2.00	2.00
Traffic Engineer	0.00	0.00	1.00
Project Manager	1.00	1.00	0.00
Construction Inspector	3.00	3.00	3.00
Engineering Technician	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>8.00</b>	<b>8.00</b>	<b>7.00</b>

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## **SPECIAL REVENUE FUNDS**

*These funds are used to account for specific revenue sources that are legally restricted for expenditures of expressed purposes.*

<b>FUND</b>	<b>DESCRIPTION</b>																		
201	<b>STREET MAINTENANCE HURF</b> <i>1/2 Cent Sales Tax</i>																		
205	<b>MUNICIPAL AIRPORT</b>																		
206	<b>PARKS DEVELOPMENT</b>																		
210	<b>COMMUNITY ARTS</b>																		
215	<b>WILDLAND FIREFIGHTING</b>																		
220	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;"><b>GRANTS &amp; SUBSIDIES</b></td> <td style="width: 50%; border: none;"></td> </tr> <tr> <td style="border: none;"><i>AZ Attorney General's Office</i></td> <td style="border: none;"><i>AZ. State Parks – Heritage Funds</i></td> </tr> <tr> <td style="border: none;"><i>AZ Commission of The Arts</i></td> <td style="border: none;"><i>Pinal County Library District</i></td> </tr> <tr> <td style="border: none;"><i>AZ Criminal Justice Commission</i></td> <td style="border: none;"><i>Pinal County Sheriff Dept.</i></td> </tr> <tr> <td style="border: none;"><i>AZ Dept. of Health</i></td> <td style="border: none;"><i>Senior Meals Program</i></td> </tr> <tr> <td style="border: none;"><i>AZ Dept. of Homeland Security</i></td> <td style="border: none;"><i>Tohono O'Odham Nation</i></td> </tr> <tr> <td style="border: none;"><i>AZ Dept. of Public Safety</i></td> <td style="border: none;"><i>U.S. Dept. of Energy</i></td> </tr> <tr> <td style="border: none;"><i>AZ Dept. of Trans. LTAF II</i></td> <td style="border: none;"><i>U.S. Dept. of Homeland Security</i></td> </tr> <tr> <td style="border: none;"><i>AZ G.O.H.S. – Police Dept.</i></td> <td style="border: none;"><i>U.S. Dept. of Justice (JAG)</i></td> </tr> </table>	<b>GRANTS &amp; SUBSIDIES</b>		<i>AZ Attorney General's Office</i>	<i>AZ. State Parks – Heritage Funds</i>	<i>AZ Commission of The Arts</i>	<i>Pinal County Library District</i>	<i>AZ Criminal Justice Commission</i>	<i>Pinal County Sheriff Dept.</i>	<i>AZ Dept. of Health</i>	<i>Senior Meals Program</i>	<i>AZ Dept. of Homeland Security</i>	<i>Tohono O'Odham Nation</i>	<i>AZ Dept. of Public Safety</i>	<i>U.S. Dept. of Energy</i>	<i>AZ Dept. of Trans. LTAF II</i>	<i>U.S. Dept. of Homeland Security</i>	<i>AZ G.O.H.S. – Police Dept.</i>	<i>U.S. Dept. of Justice (JAG)</i>
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<i>AZ G.O.H.S. – Police Dept.</i>	<i>U.S. Dept. of Justice (JAG)</i>																		
225	<b>REDEVELOPMENT FUND</b>																		
230	<b>PROMOTION &amp; TOURISM</b>																		
235	<b>COURT ENHANCEMENT FUND</b>																		
236	<b>PROBATIONARY FUND</b>																		
241, 242, 250, 251, 252, 255, 260	<b>COMMUNITY ENRICHMENT</b> <i>Housing Programs</i>																		

## **TRUST & AGENCY FUNDS**

*These funds are used to account for specific revenue sources that are legally restricted for expenditures of expressed purposes.*

<b><i>FUND</i></b>	<b><i>DESCRIPTION</i></b>
<b><i>702</i></b>	<b><i>POLICE TRUST FUND</i></b>
<b><i>703</i></b>	<b><i>EMERGENCY MEDICAL SERVICES TRUST FUND</i></b>
<b><i>704</i></b>	<b><i>ESPERANZA CENTER</i></b>
<b><i>705</i></b>	<b><i>BOND &amp; PERFORMANCE TRUST</i></b>
<b><i>710</i></b>	<b><i>VOLUNTEERS RETIREMENT FUND</i></b>
<b><i>749</i></b>	<b><i>CDBG ESCROW FUND</i></b>

**DEPARTMENTAL BUDGET**

**Consolidated Special Revenues-Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$42,705,521	\$48,997,246	\$48,997,246	\$37,837,852
<b>REVENUE SOURCES:</b>				
Taxes	\$570,190	\$330,000	\$580,910	\$350,000
Licenses and Permits	0	0	490	0
Intergovernmental Revenues	6,101,464	5,185,630	6,219,343	5,314,040
Grants	3,391,630	6,093,500	2,590,960	6,574,000
Charges for Services	1,337,802	2,315,900	1,369,220	1,416,000
Development Impact Fees	8,289,841	9,989,000	513,857	2,127,000
Fines & Forfeitures	61,976	51,500	0	54,000
Miscellaneous Revenue	2,585,376	2,013,800	0	1,154,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	505,731	14,671,800	938,186	5,000
Proceeds from Lease Purchase	0	1,150,000	0	1,150,000
Proceeds from Bonds	0	2,631,200	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$22,844,010</b>	<b>\$44,432,330</b>	<b>\$12,212,966</b>	<b>\$18,144,040</b>
<b>EXPENDITURES:</b>				
Personnel	\$1,836,673	\$3,079,000	\$2,357,383	\$2,065,290
Contractual Services	2,869,703	8,261,600	2,867,793	4,334,700
Operating Supplies	2,589,054	3,914,600	3,100,230	3,490,440
Capital Outlay	6,440,716	27,660,400	13,689,017	21,763,760
Debt Service	227,994	285,300	279,600	175,670
<b>OTHER USES:</b>				
Transfers Out	2,588,145	1,160,300	1,078,337	1,042,880
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$16,552,285</b>	<b>\$44,361,200</b>	<b>\$23,372,360</b>	<b>\$32,872,740</b>
<b>Ending Fund Balance</b>	<b>\$48,997,246</b>	<b>\$49,068,376</b>	<b>\$37,837,852</b>	<b>\$23,109,152</b>

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**DEPARTMENTAL BUDGET**

**Street Maintenance Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$8,506,242	\$8,783,884	\$8,783,884	\$8,854,540
<b>REVENUE SOURCES:</b>				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	6,092,742	5,108,000	4,977,053	5,242,420
Charges for Services	0	130,000	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	348,390	490,000	72,127	370,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	749,176	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$6,441,132</b>	<b>\$5,728,000</b>	<b>\$5,798,356</b>	<b>\$5,612,420</b>
<b>EXPENDITURES:</b>				
Personnel	\$1,144,797	\$1,504,600	\$1,268,830	\$1,333,780
Contractual Services	393,590	864,600	384,553	1,261,010
Operating Supplies	852,690	1,004,400	1,400,180	799,460
Capital Outlay	2,805,330	3,360,000	1,787,260	2,407,000
Debt Service	121,010	178,300	172,620	68,830
<b>OTHER USES:</b>				
Transfers Out	846,073	325,900	714,257	625,500
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$6,163,490</b>	<b>\$7,237,800</b>	<b>\$5,727,700</b>	<b>\$6,495,580</b>
<b>Ending Fund Balance</b>	<b>\$8,783,884</b>	<b>\$7,274,084</b>	<b>\$8,854,540</b>	<b>\$7,971,380</b>
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
<b>Ending Unreserved Fund Balance</b>	<b>\$8,783,884</b>	<b>\$7,274,084</b>	<b>\$8,854,540</b>	<b>\$7,971,380</b>

<b>Street Maintenance</b>	<b>Highway User Revenue Fund</b>	<b>Cost Center 201.25.430</b>
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**GENERAL INFORMATION**

This fund receives revenues from the State as one of the State shared revenues available to communities. Constitutionally, fund is restricted solely to street and highway purposes. Eligible expenditures include right-of-way acquisitions, construction/reconstruction, maintenance, repair, roadside development within City and Town roads, bridges, and payment of principal and interest on street and highway bonds.

**MISSION**

To maintain all City street infrastructures, including curbs, gutters, sidewalks, streets, streetlights, traffic signals and signs in safe condition and in a cost effective manner.

**2008-2009 ACCOMPLISHMENTS**

- Replaced broken, raised and cracked sidewalks at numerous locations around the City.
- Installed several new handicap ramps throughout the City as warranted.
- Replaced/installed 412 signs city wide.
- Installed 2 in ground lighted crosswalks.
- Implemented new sweeper schedule and posted on city website.
- Performed asphalt improvements at North Operation Center.
- Landscape improvements to Dave White Municipal Golf course.
- Re-paved 18 holes of cart paths.
- Assisted in parking/pedestrian improvement at the new Animal Control facility.
- Constructed concrete pad and block enclosure for air condition units & generator at City Hall Building B.

**GOALS AND OBJECTIVES**

Maintain city infrastructure in a safe and cost effective manner.

- Complete collection of data for core performance measures.
- Reduce the number of customer complaints for sidewalk maintenance.
- Increase the amount of pavement placed by 5%.

**BUDGET HIGHLIGHTS**

Includes implementation of payment management system, a dump truck, traffic signals, and crosswalk systems for schools.

**DEPARTMENTAL BUDGET**

**Street Maintenance Highway User Revenue Fund Cost Center 201.25.430**

<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Cold mix (tons)	40	50	24	30
Signs (each)	530	650	742	700
Sign posts (each)	500	600	335	350
Hot mix (tons)	1,080	1,200	3,405	2,000
Concrete (sq yds)	274	350	328	350
Crack sealing (lbs)	93,000	100,000	62,084	75,000
Handicap ramps (each)	4	6	4	6
Change in complaints	-62%	37%	9%	3%
Change in tons of asphalt placed	91%	76%	73%	5%

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
HURF	\$2,745,620	54.94%
Interest Income	100,000	2.00%
Misc. Income	90,000	1.80%
Use of Fund Balance	2,061,760	41.26%
<b>Total Funding</b>	<b>\$4,997,380</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$1,144,797	\$1,504,600	\$1,268,830	\$1,333,780
Contractual Services	325,616	537,600	283,690	1,006,010
Operating Supplies	852,694	694,400	1,400,180	799,460
Capital Outlay	82,340	960,000	170,820	1,807,000
Debt Service	17,547	160,700	68,810	51,130
<b>DEPARTMENTAL TOTALS</b>	<b>\$2,422,994</b>	<b>\$3,857,300</b>	<b>\$3,192,330</b>	<b>\$4,997,380</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Streets Superintendent	1.00	1.00	1.00
Traffic Engineer	1.00	1.00	0.00
Streets Supervisor	1.00	1.00	1.00
Crew Leader	2.00	2.00	2.00
Signal Light Technician	1.00	1.00	1.00
Heavy Equipment Operator	9.00	8.00	7.00
Signal Light Tech. Assistant	1.00	1.00	1.00
Senior Maintenance Worker	2.00	2.00	0.00
Maintenance Worker	3.00	4.00	5.00
Accounting Clerk	1.00	1.00	0.00
Office Assistant	0.00	0.00	1.00
<b>TOTAL POSITIONS</b>	<b>22.00</b>	<b>22.00</b>	<b>19.00</b>

<b>Street Maintenance</b>	<b>1/2 Percent Sales Tax</b>	<b>Cost Center 201.25.431</b>
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**GENERAL INFORMATION**

Half percent Sales Tax is authorized by voters in Pinal County to provide revenue that funds major street construction. Funds are continually being accumulated for construction and widening of several major roadways. The City receives its share of the transaction privilege tax collections based on its population in relation to the total incorporated population of the county.

**GOALS AND OBJECTIVES**

Render protective maintenance on all the streets and alleys in the City to secure that the streets are safe for public's use.

- Prepare Val Vista corridor study.

**MISSION**

The mission of this department is the same as the Highway User Revenue Fund.

**BUDGET HIGHLIGHTS**

- Downtown streets circulation study funding.
- Val Vista corridor study.

**2008-2009 ACCOMPLISHMENTS**

Accomplishments are reflected in the Highway User Revenue Fund.

**DEPARTMENTAL BUDGET**

<b>Street Maintenance</b>	<b>1/2 Percent Sales Tax</b>	<b>Cost Center 201.25.431</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Street improvements (miles)	0.00	2.50	1.00	2.50
Street construction (miles)	3.00	1.00	1.00	2.00

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
1/2 Cent Sales Tax	\$2,000,000	100.00%
<b>Total Funding</b>	<b>\$2,000,000</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	300,000	38,440	255,000
Operating Supplies	0	250,000	0	0
Capital Outlay	2,722,990	2,250,000	1,616,440	600,000
Debt Service	103,467	17,600	103,810	17,700
<b>DEPARTMENTAL TOTALS</b>	<b>\$2,826,457</b>	<b>\$2,817,600</b>	<b>\$1,758,690</b>	<b>\$872,700</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>PAY RANGE</b>	<b>NUMBER OF PERSONNEL</b>		
		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Not applicable to this department.				
<b>TOTAL POSITIONS</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**DEPARTMENTAL BUDGET**

**System Development Revenues/Expenditures/Changes in Fund Balance**

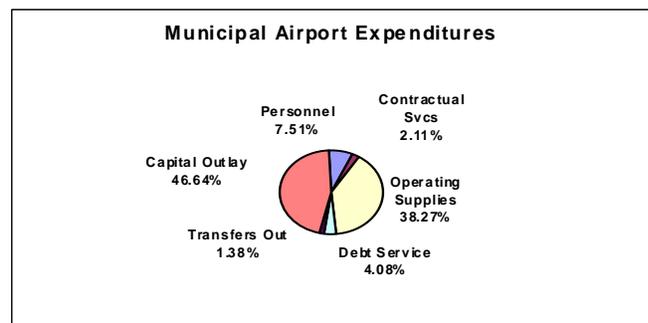
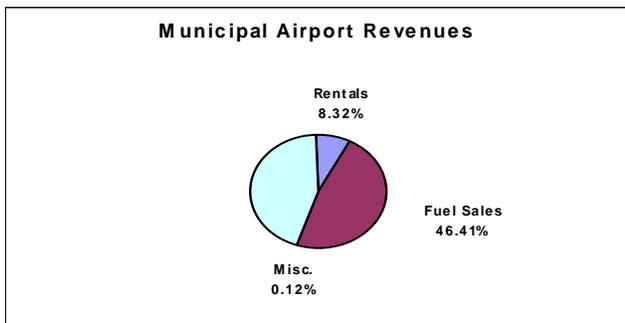
	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$32,192,753	\$37,316,169	\$37,316,169	\$27,046,769
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Development Impact Fees	8,272,277	9,789,000	1,322,300	2,027,000
Fines & Forfeitures	0	0	0	0
Interest	1,274,722	1,400,000	246,260	300,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$9,546,999</b>	<b>\$11,189,000</b>	<b>\$1,568,560</b>	<b>\$2,327,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	24,067	101,000	1,240	0
Operating Supplies	0	280,000	275,980	0
Capital Outlay	2,690,644	21,919,600	11,156,660	12,736,000
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	1,708,872	405,000	404,080	375,000
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$4,423,583</b>	<b>\$22,705,600</b>	<b>\$11,837,960</b>	<b>\$13,111,000</b>
<b>Ending Fund Balance</b>	<b>\$37,316,169</b>	<b>\$25,799,569</b>	<b>\$27,046,769</b>	<b>\$16,262,769</b>
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$37,316,169</b>	<b>\$25,799,569</b>	<b>\$27,046,769</b>	<b>\$16,262,769</b>

<b>Projects for FY 2009-10:</b>			
Buildings	2,066,000	Streets - Traffic Signals	950,000
Public Safety Building	1,500,000	Streets - Cottonwood Lane	4,000,000
Fire Station - 504	2,000,000	Police Communications	184,000
Parks	641,000	Len Colla Remodel	500,000
Library Collection	315,000	Impact Fee Study	80,000

**DEPARTMENTAL BUDGET**

**Municipal Airport-Revenues/Expenditures/Other Sources and Uses**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$353,058	\$255,988	\$255,988	\$110,358
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Interest	0	0	0	0
Charges for Services	1,343,105	1,277,900	1,297,770	1,394,000
Miscellaneous Revenue	11,233	9,000	2,280	3,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	40,400	0	0
Proceeds from Lease Purchase	0	1,150,000	0	1,150,000
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$1,354,338</b>	<b>\$2,477,300</b>	<b>\$1,300,050</b>	<b>\$2,547,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$165,488	\$196,200	\$207,530	\$196,440
Contractual Services	48,114	27,100	34,990	55,140
Operating Supplies	1,097,622	956,600	1,066,180	1,000,900
Capital Outlay	0	1,160,400	0	1,220,000
Debt Service	106,984	107,000	106,980	106,840
<b>OTHER USES:</b>				
Transfers Out	33,200	30,000	30,000	36,190
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$1,451,408</b>	<b>\$2,477,300</b>	<b>\$1,445,680</b>	<b>\$2,615,510</b>
<b>Ending Fund Balance</b>	<b>\$255,988</b>	<b>\$255,988</b>	<b>\$110,358</b>	<b>\$41,848</b>
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$255,988</b>	<b>\$255,988</b>	<b>\$110,358</b>	<b>\$41,848</b>



<b>Public Works</b>	<b>Municipal Airport</b>	<b>Cost Center 205.30.260</b>
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**GENERAL INFORMATION**

The Casa Grande Municipal Airport, constructed as Williams Auxiliary Field #4 during World War II, has grown and developed into an outstanding modern airport facility. The Airport features a 5,200' by 100' runway and full parallel taxiway, along with a full instrument landing system, automated weather observing station, and terminal building. General aviation aircraft, business jets, and military aircraft are all a part of this busy facility.

**GOALS & OBJECTIVES**

Enhance airport customer service levels through improved infrastructure and operations.

- Complete 10% of the identified pavement preventive maintenance required for the airport's primary runway, taxiways, and interior taxi lanes.
- Increase the amount of aviation fuel sold by 5%.

**MISSION**

To provide a safe and efficient airport, provide for upgrades and additions to the airport to accommodate growth.

**BUDGET HIGHLIGHTS**

The department's budget includes funding to accomplish the following:

- ❖ Pavement maintenance.

**2008-2009 ACCOMPLISHMENTS**

- Hosted the 50<sup>th</sup> Annual Cactus Fly-In.
- Conducted monthly Airport Advisory Board meetings.
- Operated Airport Industrial Park Design Review Committee meetings.
- Hosted the Copperstate Regional Fly-In.
- Hosted annual Boy Scout Venturing Fly-In.
- Hired Airport Manager.

**DEPARTMENTAL BUDGET**

<b>Public Works</b>	<b>Municipal Airport</b>	<b>Cost Center 205.30.260</b>
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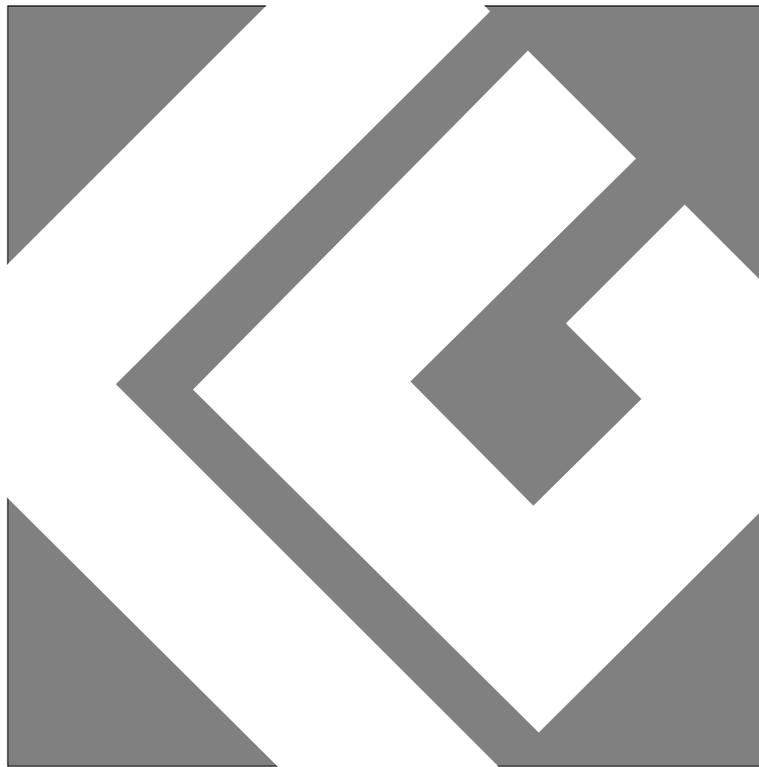
<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Pavement maintenance completed	N/A	N/A	5%	5%

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
User Fees & Sales	\$1,394,000	54.73%
Interest	2,000	0.08%
Miscellaneous	1,000	0.04%
Lease Proceeds	1,150,000	45.15%
<b>Total Funding</b>	<b>\$2,547,000</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$165,488	\$196,200	\$207,530	\$196,440
Contractual Services	48,114	27,100	34,990	55,140
Operating Supplies	1,097,622	956,600	1,066,180	1,000,900
Capital Outlay	0	1,160,400	0	1,220,000
Debt Service	106,984	107,000	106,980	106,840
Transfers	33,200	30,000	40,400	36,190
<b>DEPARTMENTAL TOTALS</b>	<b>\$1,451,408</b>	<b>\$2,477,300</b>	<b>\$1,456,080</b>	<b>\$2,615,510</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Manager	1.00	1.00	1.00
Maintenance Worker	2.00	2.00	2.00
<b>TOTAL POSITIONS</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

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**DEPARTMENTAL BUDGET**

**Parks Development Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$154,190	\$771,467	\$771,467	\$791,067
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	748,631	66,800	63,920	39,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$748,631</b>	<b>\$66,800</b>	<b>\$63,920</b>	<b>\$39,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	41,259	20,000	31,480	580,000
Operating Supplies	0	0	0	0
Capital Outlay	90,095	46,800	12,840	0
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$131,354</b>	<b>\$66,800</b>	<b>\$44,320</b>	<b>\$580,000</b>
<b>Ending Fund Balance</b>	<b>\$771,467</b>	<b>\$771,467</b>	<b>\$791,067</b>	<b>\$250,067</b>
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$771,467</b>	<b>\$771,467</b>	<b>\$791,067</b>	<b>\$250,067</b>

<b>Community Services</b>	<b>Parks Development Fund</b>	<b>Cost Center 206.40.535</b>
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**INFORMATION**

The program goal of the Parks Development Fund is to provide funding for capital projects relating to the upgrade of existing facilities and for the construction of new facilities.

**GOALS & OBJECTIVES**

- Upgrade playground areas and ramadas in parks as needed.

**MISSION**

To provide funding for capital projects relating to the upgrade of existing facilities and for the construction of new facilities.

**BUDGET HIGHLIGHTS**

Includes payment for design of freeway interchange to support future site development.

**2008-2009 ACCOMPLISHMENTS**

- Electrical improvements for Kiwanis field.

**DEPARTMENTAL BUDGET**

<b>Community Services</b>	<b>Parks Development Fund</b>	<b>Cost Center 206.40.535</b>
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PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE
Not applicable to this department.				

Funding Sources	Amount	% of Funding
Rental Income	\$31,000	79.49%
Interest Income	8,000	20.51%
<b>Total Funding</b>	<b>\$39,000</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	27,671	20,000	31,480	580,000
Operating Supplies	0	0	0	0
Capital Outlay	103,683	46,800	12,840	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$131,354</b>	<b>\$66,800</b>	<b>\$44,320</b>	<b>\$580,000</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**DEPARTMENTAL BUDGET**

**Community Arts Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$12,586	\$2,257	\$2,257	\$10,447
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	238	500	17,030	20,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	5,000	5,000	5,000	5,000
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$5,238</b>	<b>\$5,500</b>	<b>\$22,030</b>	<b>\$25,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	567	1,200	850	0
Operating Supplies	0	4,300	5,550	0
Capital Outlay	15,000	20,000	7,440	48,000
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$15,567</b>	<b>\$25,500</b>	<b>\$13,840</b>	<b>\$48,000</b>
<b>Ending Fund Balance</b>	<b>\$2,257</b>	<b>(\$17,743)</b>	<b>\$10,447</b>	<b>(\$12,553)</b>
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$2,257</b>	<b>(\$17,743)</b>	<b>\$10,447</b>	<b>(\$12,553)</b>

**DEPARTMENTAL BUDGET**

<b>City Clerk</b>	<b>Community Arts Fund</b>	<b>Cost Center 210.40.044</b>
<b>General Information:</b>		
The Arts and Humanities Commission works towards raising cultural awareness in the community, and to promote a cultural identity recognizing the City's historical heritage.		

Funding Sources	Amount	% of Funding
Transfer In	\$5,000	20.00%
Donation	20,000	80.00%
<b>Total Funding</b>	<b>\$25,000</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	567	1,200	850	0
Operating Supplies	0	4,300	5,550	0
Capital Outlay	15,000	20,000	7,440	48,000
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$15,567</b>	<b>\$25,500</b>	<b>\$13,840</b>	<b>\$48,000</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**DEPARTMENTAL BUDGET**

<b>Culture and Recreation</b>	<b>Wildland Firefighting</b>	<b>Cost Center 215.20.705</b>
<b>General Information:</b>		
<p>This fund accounts for firefighter activities while serving in wildland firefighting capacities. This is the first year the separate accounting exists. Goals for this area include developing protocol and procedures and establish training objectives.</p>		

Funding Sources	Amount	% of Funding
State Grant	\$60,000	100.00%
<b>Total Funding</b>	<b>\$60,000</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$0	\$0	\$48,060
Contractual Services	0	0	0	600
Operating Supplies	0	0	0	11,340
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
positions charged as they are called out on emergencies			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**DEPARTMENTAL BUDGET**

**Grants and Subsidies Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$106,149	(\$20,836)	(\$20,836)	(\$335,406)
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	1,684,186	3,932,000	1,258,460	5,184,000
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	26,228	0	0	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	\$500,731	\$0	\$184,010	\$0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$2,211,145</b>	<b>\$3,932,000</b>	<b>\$1,442,470</b>	<b>\$5,184,000</b>
<b>EXPENDITURES:</b>				
Personnel	212,984	525,200	653,143	155,250
Contractual Services	1,593,688	1,836,800	337,530	400,000
Operating Supplies	352,974	1,345,000	363,050	1,354,740
Capital Outlay	178,484	225,000	403,317	3,028,000
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$2,338,130</b>	<b>\$3,932,000</b>	<b>\$1,757,040</b>	<b>\$4,937,990</b>
<b>Ending Fund Balance</b>	<b>(\$20,836)</b>	<b>(\$20,836)</b>	<b>(\$335,406)</b>	<b>(\$89,396)</b>
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>(\$20,836)</b>	<b>(\$20,836)</b>	<b>(\$335,406)</b>	<b>(\$89,396)</b>

**DEPARTMENTAL BUDGET****GRANTS & SUBSIDIES**

<b>FUNDING SOURCE</b>	<b>GRANT</b>	<b>AWARD AMOUNT</b>	<b>CITY MATCH</b>	<b>TOTAL GRANT</b>
Arizona Attorney General's Office	Cover a portion of the Victim's Rights and Assistance Specialist's salary.	\$1,580	\$1,580	\$3,160
Arizona Commission of The Arts	Provide services or activities designed to increase access to the arts for people with disabilities, including guest artists from outside the community.	\$1,200	\$600	\$1,800
Arizona Criminal Justice Commission	Cover a portion of the Victim's Rights and Assistance Specialist's salary.	\$14,000	\$14,000	\$28,000
Arizona Department of Health Services	Provide nutrition, physical activity, and healthy lifestyle education to youth and seniors.	\$9,659	\$19,318	\$28,977
Arizona Department of Homeland Security	Hazard Detection Equipment	\$103,577	\$0	\$103,577
Arizona Department of Homeland Security	Purchase of equipment & overtime expenses for interdiction activities of smuggling of narcotics, weapons, and illegal aliens in & out of the United States through Casa Grande.	\$137,564	\$0	\$137,564
Arizona Department of Homeland Security	Purchase basic & specialized equipment for new Hazardous Materials Unit.	\$245,728	\$0	\$245,728
Arizona Department of Public Safety	Assign a Casa Grande Police Officer to the Pinal County Unit of the Gang Task Force to assist agencies with investigation and suppression of gang crimes and violence.	\$77,250	\$25,750	\$103,000
Arizona Department of Transportation LTAFII	Purchase of van to transport teens to the Teen Center and Senior Center transportation expenses.	\$76,357	\$19,089	\$95,446
Arizona Governor's Office of Highway Safety	Out-of-state travel expenses for two police officers to attend training conference on drugs, alcohol, and impaired driving.	\$1,140	\$0	\$1,140
Arizona State Parks - Heritage Funds	Additional rodeo arena, replace existing bleachers, install restroom at Ed Hooper rodeo grounds.	\$277,543	\$277,544	\$555,087
Pinal County Library District	Service delivery expenses	\$1,770	\$0	\$1,770
Pinal County Library District	Variety of library services	\$49,000	\$0	\$49,000
Pinal County Sheriff Department	Reimbursement for police overtime expenses incurred while participating in the GOHS High Visibility Impaired Driving Enforcement Program.	\$13,000	\$0	\$13,000
Pinal Gila Council for Senior Citizens	Provide home delivered & congregated meals, educational, social & recreational activities & transportation services to senior citizens.	\$147,465	\$44,711	\$192,176

**DEPARTMENTAL BUDGET****GRANTS & SUBSIDIES**

<b>FUNDING SOURCE</b>	<b>GRANT</b>	<b>AWARD AMOUNT</b>	<b>CITY MATCH</b>	<b>TOTAL GRANT</b>
Tohono O'Odham Nation	Purchase 9 Patrol mountain bikes	\$11,997	\$0	\$11,997
Tohono O'Odham Nation	Purchase & install new video arraignment equip.	\$175,000	\$0	\$175,000
United States Department of Energy	Fund facility assessment & energy audit of all city owned buildings, as well as solar lighting in City parks.	\$164,300	\$0	\$164,300
United States Department of Homeland Security	Provide partial funding for 6 firefighters over a 5 year period.	\$632,550	\$1,263,847	\$1,896,397
United States Department of Justice (JAG)	Bullet proof vests	\$6,073	\$6,073	\$12,146
United States Department of Justice (JAG)	Purchase automated crime mapping software for the computer aided dispatch system.	\$35,309	\$0	\$35,309
United States Department of Justice (JAG)	Fund overtime expenses for various community policing programs.	\$152,000	\$0	\$152,000
Contingency				\$931,416

**TOTAL \$4,937,990****AIRPORT GRANTS**

<b>FUNDING SOURCE</b>	<b>GRANT</b>	<b>AWARD AMOUNT</b>	<b>CITY MATCH</b>	<b>ADOT MATCH</b>	<b>TOTAL GRANT</b>
Arizona Department of Transportation	West terminal utilities	\$45,000	\$5,000	\$0	\$50,000
Arizona Department of Transportation	South Apron	\$74,127	\$8,236	\$0	\$82,363
Arizona Department of Transportation	East terminal parking & utilities	\$90,000	\$10,000	\$0	\$100,000
Arizona Department of Transportation	Master plan update	\$135,000	\$15,000	\$0	\$150,000
United States Department of Transportation	Environmental Assessment	\$153,551	\$8,082	\$0	\$161,633
United States Department of Transportation	West apron expansion	\$1,030,623	\$13,561	\$13,561	\$1,057,745
United States Department of Transportation	Airport fencing	\$596,367	\$15,695	\$15,695	\$627,757

**TOTAL \$2,229,498**

**DEPARTMENTAL BUDGET**

**Redevelopment Fund Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$1,935,832	\$2,277,791	\$2,277,791	\$2,295,801
<b>REVENUE SOURCES:</b>				
Taxes	\$403,748	\$230,000	\$337,490	\$250,000
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	75,870	61,000	16,450	20,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$479,618</b>	<b>\$291,000</b>	<b>\$353,940</b>	<b>\$270,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	47,536	100,000	13,400	250,000
Operating Supplies	11,806	16,000	1,030	0
Capital Outlay	78,317	1,769,500	321,500	2,136,280
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$137,659</b>	<b>\$1,885,500</b>	<b>\$335,930</b>	<b>\$2,386,280</b>
<b>Ending Fund Balance</b>	<b>\$2,277,791</b>	<b>\$683,291</b>	<b>\$2,295,801</b>	<b>\$179,521</b>
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$2,277,791</b>	<b>\$683,291</b>	<b>\$2,295,801</b>	<b>\$179,521</b>

**DEPARTMENTAL BUDGET**

Planning & Development	Redevelopment Fund	Cost Center 225.45.323
<b>General Information:</b>		
<p>The City plans to raise local revenue to help improve areas that need to be redeveloped within the City through tax increment financing. The City started with the conversion of the old high school to a new City Hall in fiscal year 1997-98. The new City Hall was occupied in January of 1999. The City's Library and Senior Center have also been refurbished. Improvements continue with landscaping and other building modifications.</p>		

PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ESTIMATE	2009-10 ESTIMATE
Not applicable to this department.				

Funding Sources	Amount	% of Funding
Property Tax Incrmnt	\$250,000	92.59%
Interest	20,000	7.41%
<b>Total Funding</b>	<b>\$270,000</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	47,536	100,000	13,400	250,000
Operating Supplies	11,806	16,000	1,030	0
Capital Outlay	78,317	1,769,500	321,500	2,136,280
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$137,659</b>	<b>\$1,885,500</b>	<b>\$335,930</b>	<b>\$2,386,280</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**DEPARTMENTAL BUDGET**

**Promotion & Tourism Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$140,194	\$210,039	\$210,039	\$355,069
<b>REVENUE SOURCES:</b>				
Taxes	\$166,442	\$100,000	\$243,420	\$100,000
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	3,403	0	1,610	2,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$169,845</b>	<b>\$100,000</b>	<b>\$245,030</b>	<b>\$102,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	100,000	100,000	100,000	100,000
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>
<b>Ending Fund Balance</b>	<b>\$210,039</b>	<b>\$210,039</b>	<b>\$355,069</b>	<b>\$357,069</b>
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$210,039</b>	<b>\$210,039</b>	<b>\$355,069</b>	<b>\$357,069</b>

**DEPARTMENTAL BUDGET**

Planning & Development	Promotion & Tourism	Cost Center 230.01.012
<b>General Information:</b>		
<p>On January 1, 1996, the city tax code was amended imposing a tax on transient lodging, restaurants and bars. The tax levied an additional tax in an amount equal to two percent (2%) of the gross income from business activity. In 1997 voters repealed the tax on restaurants and bars. The tax on transient lodging is still in effect.</p>		

PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ESTIMATE	2009-10 ESTIMATE
Not applicable to this department				

Funding Sources	Amount	% of Funding
Bed Tax	\$100,000	100.00%
<b>Total Funding</b>	<b>\$100,000</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	100,000	100,000	100,000	100,000
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**DEPARTMENTAL BUDGET**

**Court Enhancement Fund Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$646,682	\$657,327	\$657,327	\$739,817
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	6,500	8,460	9,000
Charges for Services	0	0	0	0
Fines & Forfeitures	0	50,000	71,090	54,000
Miscellaneous Revenue	10,645	7,500	2,940	3,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	352,000	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$10,645</b>	<b>\$416,000</b>	<b>\$82,490</b>	<b>\$66,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	18,000
Operating Supplies	0	0	0	0
Capital Outlay	0	416,000	0	518,670
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$0</b>	<b>\$416,000</b>	<b>\$0</b>	<b>\$536,670</b>
<b>Ending Fund Balance</b>	<b>\$657,327</b>	<b>\$657,327</b>	<b>\$739,817</b>	<b>\$269,147</b>
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$657,327</b>	<b>\$657,327</b>	<b>\$739,817</b>	<b>\$269,147</b>

**DEPARTMENTAL BUDGET**

Public Safety	Court Enhancement Fund	Cost Center 235.20.041
<b>General Information:</b>		
<p>Any person convicted of a criminal offense, petty offense, found responsible of a civil offense, or placed in a court authorized diversion program in the city court shall pay a City Court Enhancement Fee in the amount of twenty dollars (\$20.00) for each offense for which they were convicted, found responsible, or the prosecution was suspended. The Court Enhancement Fund is used exclusively to enhance the technological, operational and security capabilities of the City Court.</p>		

PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ESTIMATE	2009-10 ESTIMATE
Not applicable to this department				

Funding Sources	Amount	% of Funding
Court Enhancement f	\$177,170	33.01%
Interest Income	7,500	1.40%
Fund Balance	352,000	65.59%
<b>Total Funding</b>	<b>\$536,670</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	18,000
Operating Supplies	0	0	0	0
Capital Outlay	0	416,000	0	518,670
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$416,000</b>	<b>\$0</b>	<b>\$536,670</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**DEPARTMENTAL BUDGET**

**Probationary Fund Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$125,382	\$125,382	\$125,382	\$126,232
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Interest	0	2,500	490	1,000
Intergovernmental Revenues	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	1,500	360	0
Miscellaneous Revenue	0	0	0	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$0</b>	<b>\$4,000</b>	<b>\$850</b>	<b>\$1,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	65,500	0	69,950
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$0</b>	<b>\$65,500</b>	<b>\$0</b>	<b>\$69,950</b>
<b>Ending Fund Balance</b>	<b>\$125,382</b>	<b>\$63,882</b>	<b>\$126,232</b>	<b>\$57,282</b>
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$125,382</b>	<b>\$63,882</b>	<b>\$126,232</b>	<b>\$57,282</b>

**DEPARTMENTAL BUDGET**

<b>Public Safety</b>	<b>Probationary Fund</b>	<b>Cost Center 236.20.042</b>
<b>General Information:</b>		
<p>This fund will be used to support the new Court Monitor/Victim Assistance Specialist position. The position will be responsible for monitoring whether defendants have complied with court orders regarding sentencing or deferred prosecutions. The position will also be responsible for complying with victim rights notification requirements and providing support services to victims of crimes filed in the City Court.</p>		

<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ESTIMATE</b>	<b>2009-10 ESTIMATE</b>
Not applicable to this department				

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Interest	\$1,000	100.00%
<b>Total Funding</b>	<b>\$1,000</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	65,500	0	69,950
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$65,500</b>	<b>\$0</b>	<b>\$69,950</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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**DEPARTMENTAL BUDGET**

**Housing Rehabilitation Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$0	\$0	\$0	\$0
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$0	\$0	\$0	\$0
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	0	0	0	250,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	\$0	\$0	\$0	\$250,000
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	250,000
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	\$0	\$0	\$0	\$250,000
<b>Ending Fund Balance</b>	\$0	\$0	\$0	\$0
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	\$0	\$0	\$0	\$0

**Community Enrichment                      Housing Rehab-Leveraged Funds                      Cost Center 241.50.341**

**GENERAL INFORMATION**

The Housing Division is an extension of the Planning & Community Development Department. It provides a variety of Housing and Neighborhood Improvement Services. One of the major tasks of the division is to work closely with other service providers and funding agencies. In doing this, the City is forming a Referral Network to improve the socio-economic well being of our citizens and obtaining the necessary funding to accomplish this. Given the fact that the City’s fiscal year is not always in concert with grant funding cycles, this leverage account provides the flexibility to spend unforeseen funds that may become available anytime during the fiscal year.

**GOALS & OBJECTIVES**

To rehabilitate 10-12 owner-occupied units using current available funding (HOME, CDBG, and CDBG Program Income), and any additional dollars available from Pinal County.

**FUNDED BY**

Usually funded by USDA-RD 504 grants, and Pinal County for Colonial Del Sol.

**MISSION**

To anticipate and be prepared for any funding opportunities that may occur during the fiscal year that may complement existing housing and revitalization efforts.

**FUNDING STATUS**

USDA-RD continues to fund 504 grants on an individual basis, anticipate approximately \$100,000 from Federal sources.

**2008-2009 ACCOMPLISHMENTS**

- Were able to leverage other resources in FY 08-09 from mainly Community Action Human Resources Agency (CAHRA).

**DEPARTMENTAL BUDGET**

**Community Enrichment      Housing Rehab - Leveraged Funds      Cost Center 241.50.341**

PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE
Not applicable to this department				

Funding Sources	Amount	% of Funding
CAHRA	\$250,000	100.00%
<b>Total Funding</b>	<b>\$250,000</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	500,000	500,000	250,000
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$250,000</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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**DEPARTMENTAL BUDGET**

**Community Development Block Grant Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$557,336	\$556,058	\$556,058	\$514,798
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	112,800
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$557,336	\$556,058	\$556,058	\$401,998
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	607,628	928,000	230,270	300,000
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	0	0	26,260	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	\$1,164,964	\$1,484,058	\$812,588	\$701,998
<b>EXPENDITURES:</b>				
Personnel	\$27,433	\$0	\$28,420	\$0
Contractual Services	571,807	928,000	261,730	300,000
Operating Supplies	9,666	0	7,640	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	\$608,906	\$928,000	\$297,790	\$300,000
<b>Ending Fund Balance</b>	\$556,058	\$556,058	\$514,798	\$401,998
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	112,800
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	\$556,058	\$556,058	\$514,798	\$514,798

<b>Community Enrichment</b>	<b>C.D.B.G</b>	<b>Cost Center 242.50.300</b>
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**GENERAL INFORMATION**

The Housing Division works closely with the Central Arizona Association of Governments (CAAG) and the State of Arizona to obtain Community Development Block Grant Funds (CDBG). Intergovernmental Agreements and Partnerships have been formed for successful completion of a variety of neighborhood improvement projects. Our City has been recognized as a model CDBG Community for outstanding performance and compliance.

**2008-2009 ACCOMPLISHMENTS**

- Completed 10 housing rehab projects.
- Completed 65 counseling and referral sessions.
- Wrote and awarded 3 grant applications to continue Housing Rehab and Revitalization activities.
- Continued the collaborative partnership between the City and Pinal County, to implement the Revitalization Plan for Colonial Del Sol. Awarded 5 housing replacement contracts.

**MISSION**

- To bring and maximize a variety of Federal, State, Regional, Private, and other resources to assist in broad-based neighborhood improvement and redevelopment efforts.
- To abate, through a comprehensive approach, the problems which cause physical blight, loss of investor confidence, and negative public images for our neighborhoods.
- To bring and encourage private investment and pride of ownership into the neighborhoods to develop a solid, healthy, socio-economic environment for our citizens.
- To utilize this fund to complement other revitalization efforts in target neighborhoods.
- To implement a comprehensive Housing Rehabilitation program using CDBG funds in the form of low interest loans, conditional deferred payment loans, and grants to assist low-moderate income families in upgrading their living conditions and to preserve our affordable housing stock for 20-30 years.
- To implement several projects that will improve the socio-economic and environmental conditions in the targeted neighborhoods.

**GOALS AND OBJECTIVES**

- ❖ Assist approximately 12 low and moderate-income families in the rehabilitation of their homes by providing loans, deferred loans, and/or grants.
- ❖ Obtain CDBG funding from Central Arizona Association of Governments (CAAG) to continue our Housing Rehab Program (approximately 15 homes).

**DEPARTMENTAL BUDGET**

<b>Community Enrichment</b>	<b>C. D. B. G.</b>	<b>Cost Center 242.50.300</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Housing Rehabilitation	12	12	10	12
Homeownership Counseling Sessions	20	50	65	80

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Federal Grants	\$300,000	100.00%
<b>Total Funding</b>	<b>\$300,000</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$27,433	\$0	\$28,420	\$0
Contractual Services	571,807	928,000	261,730	300,000
Operating Supplies	9,666	0	7,640	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$608,906</b>	<b>\$928,000</b>	<b>\$297,790</b>	<b>\$300,000</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Housing Program Mgr.	0.50	0.50	0.50
<b>TOTAL POSITIONS</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>

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**DEPARTMENTAL BUDGET**

**Housing Application Fund-Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$84,063	\$77,848	\$77,848	\$77,538
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	7,500
Less: Undesignated Reserves	41,697	39,097	39,097	11,707
<b>Appropriated Fund Balance</b>	\$42,366	\$38,751	\$38,751	\$58,331
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	50,000	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	0	0	1,400	50,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	\$42,366	\$88,751	\$40,151	\$108,331
<b>EXPENDITURES:</b>				
Personnel	\$6,215	\$50,000	\$1,710	\$50,000
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	\$6,215	\$50,000	\$1,710	\$50,000
<b>Ending Fund Balance</b>	\$36,151	\$38,751	\$38,441	\$58,331
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	7,500
Plus: Undesignated Reserves	41,697	39,097	39,097	11,707
<b>Ending Fund Balance</b>	\$77,848	\$77,848	\$77,538	\$77,538

<b>Community Enrichment</b>	<b>Housing Mini Grants</b>	<b>Cost Center 250.50.344</b>
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**GENERAL INFORMATION**

This fund is for training workshops for the State, etc. This is independent from grant awards. Expenditures are approved costs that are not budgeted in any of the housing grants and have no constraints or regulations.

**2008-2009 ACCOMPLISHMENTS**

- Division Staff has contracted with State to conduct extensive Housing Rehab Training Workshops.
- City has contracted with other communities to implement Housing Rehab programs to share capacity and produce income.

**MISSION**

To create a flexible fund using “mini-grant” revenues created by housing staff expertise (workshop training, loan preparation and additional counseling fees) to cover expenses not eligible under strict Federal and State parameters such as:

- exploring new funding opportunities, office furnishings, etc.

**FUNDING STATUS**

No new contracts at present.

**DEPARTMENTAL BUDGET**

<b>Community Enrichment</b>	<b>Housing Mini Grants</b>	<b>Cost Center 250.50.344</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Not Applicable to this department.				

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Fund Balance	\$50,000	100.00%
<b>Total Funding</b>	<b>\$50,000</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$6,215	\$50,000	\$1,810	\$50,000
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$6,215</b>	<b>\$50,000</b>	<b>\$1,810</b>	<b>\$50,000</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



**DEPARTMENTAL BUDGET**

**Rural Development - Self Help Assistance Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$0	(\$76,188)	(\$76,188)	\$6,532
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$0	(\$76,188)	(\$76,188)	\$6,532
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	262,309	430,000	224,090	435,000
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	1,106	7,000	10,660	7,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$263,415</b>	<b>\$360,812</b>	<b>\$158,562</b>	<b>\$448,532</b>
<b>EXPENDITURES:</b>				
Personnel	\$243,066	\$345,500	\$109,150	\$281,760
Contractual Services	94,187	60,900	40,850	0
Operating Supplies	2,350	30,600	2,030	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$339,603</b>	<b>\$437,000</b>	<b>\$152,030</b>	<b>\$281,760</b>
<b>Ending Fund Balance</b>	<b>(\$76,188)</b>	<b>(\$76,188)</b>	<b>\$6,532</b>	<b>\$166,772</b>
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	<b>(\$76,188)</b>	<b>(\$76,188)</b>	<b>\$6,532</b>	<b>\$166,772</b>

<b>Community Enrichment</b>	<b>Rural Development-Self Help</b>	<b>Cost Center 251.50.340</b>
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**GENERAL INFORMATION**

In accordance with policy, goals, and objectives described in the City’s General Plan Update, the Housing Division included new construction to its menu of housing services. The City, in partnership with the USDA Rural Development, provides the necessary technical assistance to low-mod income families in building their own homes. Rural Development provides the mortgage financing. The City provides construction, instruction and inspection, loan packaging, escrow account management, and home ownership counseling.

**GOALS AND OBJECTIVES**

- We propose to complete an additional 25 homes during the fiscal year.

**FUNDED BY**

Rural Development (RD-formerly Farmers Home Administration) through a two-year Technical Assistance Grant for administration. RD also provides the mortgage financing to families (approx. \$1,875,000 per year).

**MISSION**

To provide home ownership opportunities to low - moderate-income families willing to provide 65% of the labor required to build their homes.

To provide educational opportunities in budgeting and home ownership responsibilities as well as in the construction trades.

To implement a program that provides investment in older neighborhoods in need of re-development and revitalization opportunities.

**FUNDING STATUS**

2 year grant effective 10/1/07 for \$600,000 to assist 50 families construct their own home. Will submit new 2 year application in the fall of 2009.

**2008-2009 ACCOMPLISHMENTS**

- Completed an additional 25 new Self-Help homes.
- Successful in obtaining Congressional Wavier for Rural eligibility to continue USDA funded Self-Help Program thru September 2010.
- Provided Homeownership & Budget Counseling to 100 families.
- Provided information/referral services to approximately 325 families.

**DEPARTMENTAL BUDGET**

<b>Community Enrichment</b>	<b>Rural Development-Self Help</b>	<b>Cost Center 251.50.340</b>
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PERFORMANCE INDICATORS:	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE
New home constructions	25	25	25	25

Funding Sources	Amount	% of Funding
Farmer's Home Administration	\$281,760	100.00%
<b>Total Funding</b>	<b>\$281,760</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$243,066	\$345,500	\$109,150	\$281,760
Contractual Services	94,187	60,900	40,850	0
Operating Supplies	2,350	30,600	2,030	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$339,603</b>	<b>\$437,000</b>	<b>\$152,030</b>	<b>\$281,760</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2007-08	2008-09	2009-10
Housing Program Mgr.	0.50	0.50	0.50
Housing Construction Superintendent	0.50	0.50	0.50
Housing Intake & Financing Spec.	1.00	1.00	1.00
Housing Program Office Specialist	2.00	2.00	2.00
<b>TOTAL POSITIONS</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

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**DEPARTMENTAL BUDGET**

**HOME Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	(\$168,609)	\$508,666	\$508,666	\$769,176
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	(\$168,609)	\$508,666	\$508,666	\$769,176
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	810,275	825,000	753,870	750,000
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	0	0	0	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$641,666</b>	<b>\$1,333,666</b>	<b>\$1,262,536</b>	<b>\$1,519,176</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$90,500	\$88,600	\$0
Contractual Services	133,000	734,000	404,500	750,000
Operating Supplies	0	300	260	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$133,000</b>	<b>\$824,800</b>	<b>\$493,360</b>	<b>\$750,000</b>
<b>Ending Fund Balance</b>	<b>\$508,666</b>	<b>\$508,866</b>	<b>\$769,176</b>	<b>\$535,606</b>
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$508,666</b>	<b>\$508,866</b>	<b>\$769,176</b>	<b>\$535,606</b>

<b>Community Enrichment</b>	<b>HOME-Housing Program</b>	<b>Cost Center 255.50.343</b>
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**GENERAL INFORMATION**

HOME is one of a variety of HUD programs Congress approved to provide affordable housing. The State of Arizona, on behalf of rural Arizona, applied and successfully received funding for two fiscal years.

The City as a sub-grantee to the State, and will use these funds to complement other sources (mainly CDBG) for the Housing Rehabilitation Program.

These funds will be awarded in the form of grants to low income homeowners to reduce the principal CDBG loan amount for affordability, or to combine with other grants where there is no repayment ability (poverty level). The City of Casa Grande has been recognized at the State and Regional levels for having the best and most comprehensive Housing Rehabilitation Program. The creative financing techniques (combination of different funds) and Rehab standard (long-term benefits) have been used as a model for other communities.

**MISSION**

To provide financial assistance to low-moderate income families participating in our Housing Rehabilitation Program and to use this fund to stretch the CDBG and other funding sources used in our neighborhood revitalization efforts.

**2008-2009 ACCOMPLISHMENTS**

- Ten low-moderate income families (30 persons) were assisted using HOME Conditional Deferred Payment loans for the purposes of abating code violations found in their units through the Housing Rehabilitation Program.
- Wrote 3 grant applications to continue Housing Rehab and Revitalization activities.

**GOALS & OBJECTIVES**

To assist 12-15 low-moderate income families in upgrading their living conditions through our Rehabilitation Program using Conditional Deferred Payment loans. New application for funding (\$500,000) will be submitted for Fiscal Year 2009-10.

**FUNDED BY**

HUD/HOME funds administered by the Arizona Department of Housing.

**FUNDING STATUS**

Awaiting notice of funding availability.

**DEPARTMENTAL BUDGET**

**Community Enrichment                      HOME - Housing Program                      Cost Center 255.50.343**

<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Housing rehabilitation	12	12	10	12

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Federal Grant	\$750,000	100.00%
<b>Total Funding</b>	<b>\$750,000</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$0	\$90,500	\$88,600	\$0
Contractual Services	133,000	734,000	404,500	750,000
Operating Supplies	0	300	260	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$133,000</b>	<b>\$824,800</b>	<b>\$493,360</b>	<b>\$750,000</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Housing Construction Superintendent	0.15	0.15	0.15
Housing Program Office Specialist	0.10	0.10	0.10
<b>TOTAL POSITIONS</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>

**DEPARTMENTAL BUDGET**

**Housing Development Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$77,529	\$277,529	\$277,529	\$314,359
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	118,785	118,785	118,785	14,938
<b>Appropriated Fund Balance</b>	(\$41,256)	\$158,744	\$158,744	\$299,421
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	200,000	206,000	25,600	300,000
Charges for Services	0	0	10,200	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	0	0	2,920	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$158,744</b>	<b>\$364,744</b>	<b>\$197,464</b>	<b>\$599,421</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	206,000	1,890	300,000
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$0</b>	<b>\$206,000</b>	<b>\$1,890</b>	<b>\$300,000</b>
<b>Ending Fund Balance</b>	\$158,744	\$158,744	\$195,574	\$299,421
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	118,785	118,785	118,785	14,938
<b>Ending Fund Balance</b>	<b>\$277,529</b>	<b>\$277,529</b>	<b>\$314,359</b>	<b>\$314,359</b>

**DEPARTMENTAL BUDGET**

<b>Community Enrichment</b>	<b>Housing Development Fees</b>	<b>Cost Center 260.50.345</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Not applicable to this department				

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Housing-Dev't Fees	\$300,000	100.00%
<b>Total Funding</b>	<b>\$300,000</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	206,000	1,890	300,000
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$206,000</b>	<b>\$1,890</b>	<b>\$300,000</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**DEPARTMENTAL BUDGET**

**TRUST FUNDS**

<b>NAME</b>	<b>DESCRIPTION</b>	<b>FUND #</b>	<b>FY 10 Budget</b>
Police Trust Fund	Accumulation of resources for designated police activities.	702	\$0
Emergency Medical Services	Donations to the Fire Department for various projects, such as EMS equipment, rescue bears for children involved in traumatic medical emergencies & smoke detectors for the elderly.	703	15,000
Bond & Performance	This fund accounts for performance deposits received from various businesses in order to conduct business within the City.	705	298,000
Police Volunteer	Accounts for donations to support Police Volunteer activities.	706	6,000
Volunteer Retirement Fund	This fund accounts for Casa Grande's volunteers	710	51,000
125 Plan Fund	Employee contributions & expenditures for the City's Section 125 Plan.	711	125,000
CDBG Escrow	Accounts for rehabilitation activity.		<u>1,000,000</u>
		<b>TOTAL</b>	<b>\$1,495,000</b>

## **DEBT SERVICE FUNDS**

*These funds are setup to account for the accumulation of resources and the payment of general obligation and special assessment principal and interest. This is accomplished through government resources and special assessment levies when the government is obligated in some manner for the payment.*

<b><i>FUND</i></b>	<b><i>DESCRIPTION</i></b>
<b><i>341</i></b>	<b><i>REDEVELOPMENT</i></b>
<b><i>342</i></b>	<b><i>RECREATION DEBT SERVICE</i></b>
<b><i>352</i></b>	<b><i>GENERAL OBLIGATION DEBT</i></b>
<b><i>380's</i></b>	<b><i>SPECIAL ASSESSMENT DEBT</i></b>
<b><i>391</i></b>	<b><i>IMPROVEMENT DISTRICT #38</i></b>

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**DEPARTMENTAL BUDGET**

**Consolidated Debt Service - Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$3,199,954	\$3,736,848	\$3,736,848	\$462,770
Less: Designated Reserves	3,199,954	3,736,848	3,736,848	462,770
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$0	\$0	\$0	\$0
<b>REVENUE SOURCES:</b>				
Taxes	\$956,265	\$600,000	\$3,355,580	\$2,941,870
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	137,850	221,800	48,225	135,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	\$320,000	\$320,000	\$320,000	\$299,920
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$1,414,115</b>	<b>\$1,141,800</b>	<b>\$3,723,805</b>	<b>\$3,376,790</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	7,210	270,400	4,169	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	870,011	871,400	5,636,551	3,296,710
<b>OTHER USES:</b>				
Transfers Out	0	0	1,357,163	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$877,221</b>	<b>\$1,141,800</b>	<b>\$6,997,883</b>	<b>\$3,296,710</b>
<b>Change in Fund Balance</b>	<b>\$536,894</b>	<b>\$0</b>	<b>(\$3,274,078)</b>	<b>\$80,080</b>
Designated Reserves	3,199,954	3,736,848	3,736,848	462,770
<b>Ending Fund Balance</b>	<b>\$3,736,848</b>	<b>\$3,736,848</b>	<b>\$462,770</b>	<b>\$542,850</b>

**DEPARTMENTAL BUDGET**

**Debt Service-Recreation Facilities-Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$2,008,367	\$2,598,983	\$2,598,983	\$0
Less: Designated Reserves	2,008,367	2,598,983	2,598,983	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$0	\$0	\$0	\$0
<b>REVENUE SOURCES:</b>				
Taxes	\$956,265	\$600,000	\$546,000	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Miscellaneous Revenue	68,972	75,800	21,600	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$1,025,237</b>	<b>\$675,800</b>	<b>\$567,600</b>	<b>\$0</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	2,916	247,700	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	431,705	428,100	2,953,100	0
<b>OTHER USES:</b>				
Transfers Out	0	0	213,483	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$434,621</b>	<b>\$675,800</b>	<b>\$3,166,583</b>	<b>\$0</b>
<b>Ending Fund Balance</b>	<b>\$590,616</b>	<b>\$0</b>	<b>(\$2,598,983)</b>	<b>\$0</b>
Plus: Designated Reserves	2,008,367	2,598,983	2,598,983	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$2,598,983</b>	<b>\$2,598,983</b>	<b>\$0</b>	<b>\$0</b>

**DEPARTMENTAL BUDGET**

<b>Debt Service</b>	<b>Recreation Debt Service</b>	<b>Cost Center 342.90.216</b>
<b>General Information:</b>		
<p>In 1999 voters approved an increase in the sales tax rate of 0.2 percent. Revenue generated paid the debt on a \$5,000,000 bond issue. The bonds were used for recreational facility improvements. The outstanding bonds were defeased in 2009.</p>		

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Sales Tax	\$0	0.00%
Interest	\$0	0.00%
<b>Total Funding</b>	<b>\$0</b>	<b>0.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$0	\$0	\$0	\$0
Contractual Services	2,916	247,700	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	431,705	428,100	2,953,100	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$434,621</b>	<b>\$675,800</b>	<b>\$2,953,100</b>	<b>\$0</b>

**DEPARTMENTAL BUDGET**

**Debt Service-Redevelopment-Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$3,717	\$17,691	\$17,691	\$30,516
Less: Designated Reserves	3,717	17,691	17,691	30,516
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$0	\$0	\$0	\$0
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Miscellaneous Revenue	0	0	0	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	320,000	320,000	320,000	299,920
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$320,000</b>	<b>\$320,000</b>	<b>\$320,000</b>	<b>\$299,920</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	2,700	15,500	2,699	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	303,326	304,500	304,476	299,920
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$306,026</b>	<b>\$320,000</b>	<b>\$307,175</b>	<b>\$299,920</b>
<b>Ending Fund Balance</b>	\$13,974	\$0	\$12,825	\$0
Plus: Designated Reserves	3,717	17,691	17,691	30,516
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$17,691</b>	<b>\$17,691</b>	<b>\$30,516</b>	<b>\$30,516</b>

**DEPARTMENTAL BUDGET**

Debt Service	Redevelopment Debt Service	Cost Center 341.90.216
<b>General Information:</b>		
<p>This account is set up to pay the debt borrowed for the conversion of the old high school to City Hall. The Council has allocated a portion of the primary property tax to pay for this debt. The primary property tax is received in the General Fund and transferred to this debt fund on an annual basis.</p>		

Funding Sources	Amount	% of Funding
General Fund Transfer	\$299,920	100.00%
<b>Total Funding</b>	<b>\$299,920</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	2,700	15,500	4,000	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	303,326	304,500	304,500	299,920
<b>DEPARTMENTAL TOTALS</b>	<b>\$306,026</b>	<b>\$320,000</b>	<b>\$308,500</b>	<b>\$299,920</b>

**DEPARTMENTAL BUDGET**

**Debt Service-Special Assessments-Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$1,187,870	\$1,120,174	\$1,120,174	\$254,119
Less: Designated Reserves	1,187,870	1,120,174	1,120,174	254,119
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$0	\$0	\$0	\$0
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Interest Income	39,187	5,800	5,530	0
Special Assessments	29,691	140,200	21,095	135,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$68,878</b>	<b>\$146,000</b>	<b>\$26,625</b>	<b>\$135,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	1,594	7,200	1,220	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	134,980	138,800	142,280	137,020
<b>OTHER USES:</b>				
Transfers Out	0	0	749,180	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$136,574</b>	<b>\$146,000</b>	<b>\$892,680</b>	<b>\$137,020</b>
<b>Ending Fund Balance</b>	<b>(\$67,696)</b>	<b>\$0</b>	<b>(\$866,055)</b>	<b>(\$2,020)</b>
Plus: Designated Reserves	1,187,870	1,120,174	1,120,174	254,119
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$1,120,174</b>	<b>\$1,120,174</b>	<b>\$254,119</b>	<b>\$252,099</b>

**DEPARTMENTAL BUDGET**

Debt Service	Improvement District # 38	Cost Center 391.90.217
<b>General Information:</b>		
This fund is for the debt service portion of Improvement District #38. Below is a description of the project.		
Improvement District #38 consisted of construction of streets, curbs, gutters, sidewalks, traffic controls and storm drains. The improved areas include Kortsen Road from Pinal Avenue to Thornton, Doan Street from Arizola Road to Pottebaum Avenue, Grant & Jefferson Avenue, and Rodeo Road from Pinal Avenue to Casa Grande Avenue.		

Funding Sources	Amount	% of Funding
Special Assessment Payments	\$137,020	100.00%
<b>Total Funding</b>	<b>\$137,020</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	1,520	7,200	500	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	134,980	138,800	138,770	137,020
<b>DEPARTMENTAL TOTALS</b>	<b>\$136,500</b>	<b>\$146,000</b>	<b>\$139,270</b>	<b>\$137,020</b>

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## **CAPITAL IMPROVEMENTS FUND**

*This fund is established to account for the acquisition and construction of major capital facilities other than those financed by proprietary funds and trust funds.*

<b><i>FUND</i></b>	<b><i>DESCRIPTION</i></b>
<b><i>403</i></b>	<b><i>CONSTRUCTION SALES TAX PROJECTS</i></b>
<b><i>404</i></b>	<b><i>CAPITAL REPLACEMENT FUND</i></b>
<b><i>406</i></b>	<b><i>RECREATION CONSTRUCTION</i></b>
<b><i>409</i></b>	<b><i>AIRPORT CAPITAL IMPROVEMENTS</i></b>
<b><i>420</i></b>	<b><i>CAPITAL DEVELOPMENT PROJECTS</i></b>
<b><i>492</i></b>	<b><i>IMPROVEMENT DISTRICT #39</i></b>

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**DEPARTMENTAL BUDGET**

**Consolidated Capital Improvements Fund-Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$11,143,765	\$29,052,276	\$29,052,276	\$29,866,314
Less: Designated Reserves	1,273,790	10,213,380	10,213,380	6,437,350
Less: Cash Reserve	190,800	1,477,500	333,556	5,412,855
Less: Undesignated Reserves	0	0	0	2,579,468
<b>Appropriated Fund Balance</b>	\$9,679,175	\$17,361,396	\$18,505,340	\$15,436,641
<b>REVENUE SOURCES:</b>				
Taxes	\$6,098,330	\$2,000,000	\$3,697,320	\$2,500,000
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	1,545,759	1,530,000	201,840	1,718,930
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	461,911	300,000	1,781,390	127,500
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	5,231,572	2,379,100	2,418,190	1,486,340
Proceeds from Lease Purchase	70,388	0	0	0
Proceeds from Bonds	9,120,520	13,965,000	0	39,000,000
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$32,207,655</b>	<b>\$37,535,496</b>	<b>\$26,604,080</b>	<b>\$60,269,411</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	994,100	0	0
Operating Supplies	9,525	0	0	0
Capital Outlay	4,110,444	20,694,300	4,500,482	53,708,500
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	500,000	0	1,284,220	1,720,000
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$4,619,969</b>	<b>\$21,688,400</b>	<b>\$5,784,702</b>	<b>\$55,428,500</b>
<b>Ending Fund Balance</b>	<b>\$27,587,686</b>	<b>\$15,847,096</b>	<b>\$20,819,378</b>	<b>\$4,840,911</b>
Plus: Designated Reserves	1,273,790	10,213,380	8,713,380	6,437,350
Plus: Cash Reserve	190,800	1,477,500	333,556	5,412,855
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$29,052,276</b>	<b>\$27,537,976</b>	<b>\$29,866,314</b>	<b>\$16,691,116</b>

**DEPARTMENTAL BUDGET**

**Sales Tax Capital Improvement - Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$4,623,220	\$10,925,178	\$10,925,178	\$14,712,948
<b>REVENUE SOURCES:</b>				
Taxes	\$6,098,330	\$2,000,000	\$3,697,320	\$2,500,000
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Miscellaneous Revenue	203,628	100,000	1,590,450	50,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$10,925,178</b>	<b>\$13,025,178</b>	<b>\$16,212,948</b>	<b>\$17,262,948</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	9,000,000	0	5,820,000
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$0</b>	<b>\$9,000,000</b>	<b>\$0</b>	<b>\$5,820,000</b>
<b>Ending Fund Balance</b>	<b>\$10,925,178</b>	<b>\$4,025,178</b>	<b>\$16,212,948</b>	<b>\$11,442,948</b>
Less: Designated Reserves	0	0	(1,500,000)	0
Less: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$10,925,178</b>	<b>\$4,025,178</b>	<b>\$14,712,948</b>	<b>\$11,442,948</b>

**DEPARTMENTAL BUDGET**

Capital Improvements	Construction Sales Tax Projects	Cost Center 403.80.555
<b>General Information:</b>		
The sales tax collected for construction is allocated for one time expenses. Forty five percent is allocated to the General Fund and fifty five percent to this Construction Fund for projects.		
Projects included in the current year budget are:		
Design of Downtown Library Expansion	\$ 100,000	
Splash Pad	\$ 20,000	
Downtown Streets Project	\$3,000,000	
McMurray Blvd Reconstruction	\$1,200,000	
Pueblo Dr Reconstruction	\$1,500,000	

Funding Sources	Amount	% of Funding
Sales Tax Collections	\$5,820,000	100.00%
<b>Total Funding</b>	<b>\$5,820,000</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	9,000,000	4,000,000	5,820,000
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$9,000,000</b>	<b>\$4,000,000</b>	<b>\$5,820,000</b>

**DEPARTMENTAL BUDGET**

**Capital Replacement Fund-Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$4,756,857	\$7,324,122	\$7,324,122	\$8,195,742
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$4,756,857	\$7,324,122	\$7,324,122	\$8,195,742
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous	0	0	58,390	0
Interest	187,895	165,000	56,720	30,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	3,897,700	2,379,100	2,408,190	1,442,260
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$8,842,452</b>	<b>\$9,868,222</b>	<b>\$9,847,422</b>	<b>\$9,668,002</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	694,100	0	0
Operating Supplies	0	0	0	0
Capital Outlay	1,018,330	1,878,300	367,460	1,925,500
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	500,000	0	1,284,220	1,720,000
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$1,518,330</b>	<b>\$2,572,400</b>	<b>\$1,651,680</b>	<b>\$3,645,500</b>
<b>Ending Fund Balance</b>	<b>\$7,324,122</b>	<b>\$7,295,822</b>	<b>\$8,195,742</b>	<b>\$6,022,502</b>
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$7,324,122</b>	<b>\$7,295,822</b>	<b>\$8,195,742</b>	<b>\$6,022,502</b>

**DEPARTMENTAL BUDGET**

Capital Improvements		Capital Replacement Fund		Cost Center 404.80.201	
<b>General Information:</b>					
This fund provides for replacement of vehicles and other equipment. Transfers in are determined based on annual depreciation of each vehicle or piece of equipment.					
<b>Use of current fiscal year's funding:</b>					
Police Motorcycle (2)	\$ 54,000	Streets Tire Roll	\$ 85,000		
Patrol Cars (7)	\$ 469,000	Streets Vibrating Compactor	\$ 45,000		
Police Cargo Van	\$ 35,000	Streets Patcher	\$ 102,000		
Golf Cart Replacement	\$ 76,000	Streets Hydraulic Power	\$ 18,000		
Parks Pickups (4)	\$ 108,000	Streets Patcher	\$ 80,000		
Streets Paver	\$ 60,000	Streets Crackseal	\$ 60,000		
Streets Backhoe	\$ 75,000	Streets Comp	\$ 24,000		
Streets Quad Cab	\$ 28,000	Streets Loader	\$ 70,000		
Streets Buck Truck	\$ 110,000	Other Equipment	\$ 206,500		
Streets Sweeper	\$ 220,000				

Funding Sources	Amount	% of Funding
Transfers In	\$1,895,500	98.44%
Interest	30,000	1.56%
<b>Total Funding</b>	<b>\$1,925,500</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	694,100	0	0
Operating Supplies	0	0	0	0
Capital Outlay	982,823	1,815,300	1,815,300	1,925,500
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$982,823</b>	<b>\$2,509,400</b>	<b>\$1,815,300</b>	<b>\$1,925,500</b>

**DEPARTMENTAL BUDGET**

**Airport Capital Improvements-Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$29,310	\$76,250	\$76,250	\$83,178
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$46,940	\$76,250	\$76,250	\$83,178
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	1,545,759	1,530,000	201,840	1,718,930
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Miscellaneous Revenue	0	0	0	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	10,000	44,080
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$1,592,699</b>	<b>\$1,606,250</b>	<b>\$288,090</b>	<b>\$1,846,188</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	9,525	0	0	0
Capital Outlay	1,506,924	1,530,000	281,162	1,763,000
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$1,516,449</b>	<b>\$1,530,000</b>	<b>\$281,162</b>	<b>\$1,763,000</b>
<b>Ending Fund Balance</b>	\$76,250	\$76,250	\$83,178	\$90,116
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$76,250</b>	<b>\$76,250</b>	<b>\$83,178</b>	<b>\$90,116</b>

**DEPARTMENTAL BUDGET**

Capital Improvements	Airport Capital Improvements	Cost Center 409.30.260
<b>General Information:</b>		
A portion of this fund is a grant project which will be funded by the State of Arizona ADOT Aeronautics Division and the City of Casa Grande.		
<b>Use of current fiscal year's funding:</b>		
Airfield Lights	\$ 250,000	
South Apron	\$ 1,200,000	
Runway Extension Design	\$ 180,000	
Airport Parking	\$ 133,000	

Funding Sources	Amount	% of Funding
Federal Grant	\$1,674,850	95.00%
State Grant	44,080	2.50%
General Fund Transfer	44,080	2.50%
<b>Total Funding</b>	<b>\$1,763,010</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	1,506,924	1,530,000	2,242,500	1,763,000
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$1,506,924</b>	<b>\$1,530,000</b>	<b>\$2,242,500</b>	<b>\$1,763,000</b>

**DEPARTMENTAL BUDGET**

**Capital Development Projects-Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$1,273,790	\$10,213,380	\$10,213,380	\$6,437,350
Less: Designated Reserves	1,273,790	10,213,380	10,213,380	6,437,350
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$0	\$0	\$0	\$0
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Miscellaneous Revenue	70,388	35,000	75,830	47,500
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	1,333,872	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	9,120,520	8,965,000	0	19,000,000
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$10,524,780</b>	<b>\$9,000,000</b>	<b>\$75,830</b>	<b>\$19,047,500</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	1,585,190	3,586,000	3,851,860	24,200,000
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$1,585,190</b>	<b>\$3,586,000</b>	<b>\$3,851,860</b>	<b>\$24,200,000</b>
<b>Ending Fund Balance</b>	<b>\$8,939,590</b>	<b>\$5,414,000</b>	<b>(\$3,776,030)</b>	<b>(\$5,152,500)</b>
Plus: Designated Reserves	1,273,790	10,213,380	10,213,380	6,437,350
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$10,213,380</b>	<b>\$15,627,380</b>	<b>\$6,437,350</b>	<b>\$1,284,850</b>

**DEPARTMENTAL BUDGET**

Capital Improvements	Capital Development Projects	Cost Center 420.80.346
<b>General Information:</b>		
This fund accounts for capital projects financed with General Obligation bonds. The bonds were approved by the voters in the amount of \$47,000,000.		
<b>Use of current fiscal year's funding:</b>		
Fire Station - 504	\$ 2,300,000	
Len Colla Renovation	\$ 1,400,000	
Public Safety Facility	\$ 19,000,000	
Community Recreation Center	\$ 1,500,000	

Funding Sources	Amount	% of Funding
Proceeds from Bonds	\$24,200,000	100.00%
<b>Total Funding</b>	<b>\$24,200,000</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	1,434,470	9,000,000	4,600,000	24,200,000
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$1,434,470</b>	<b>\$9,000,000</b>	<b>\$4,600,000</b>	<b>\$24,200,000</b>

**DEPARTMENTAL BUDGET**

**Improvement District #39-Revenues/Expenditures/Changes in Fund Balance**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>Beginning Fund Balance</b>	\$0	\$0	\$0	\$0
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$0	\$0	\$0	\$0
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Miscellaneous Revenue	0	0	0	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	5,000,000	0	20,000,000
<b>Total Revenues &amp; Other Financing Sources</b>	\$0	\$5,000,000	\$0	\$20,000,000
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	300,000	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	4,700,000	0	20,000,000
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	\$0	\$5,000,000	\$0	\$20,000,000
<b>Ending Fund Balance</b>	\$0	\$0	\$0	\$0
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	\$0	\$0	\$0	\$0

**DEPARTMENTAL BUDGET**

Capital Improvement	Improvement District #39	Cost Center 492.80.471
<b>General Information:</b>		
Improvement District #39 has been established for budget authority purposes and will be assigned to projects at a later date with City Council approval.		

Funding Sources	Amount	% of Funding
Bond Proceeds	\$20,000,000	100.00%
<b>Total Funding</b>	<b>\$20,000,000</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	300,000	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	4,700,000	0	20,000,000
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$5,000,000</b>	<b>\$0</b>	<b>\$20,000,000</b>

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## **ENTERPRISE FUNDS**

*These funds are setup to account for operations that are financed and operated in a manner similar to private business enterprises.*

<b><i>FUND</i></b>	<b><i>DESCRIPTION</i></b>
<b><i>510</i></b>	<b><i>MUNICIPAL GOLF COURSE</i></b>
	<b><i>WASTEWATER TREATMENT</i></b>
<b><i>520</i></b>	<b><i>Operations</i></b>
<b><i>521</i></b>	<b><i>Sewer Capacity</i></b>
<b><i>522</i></b>	<b><i>Expansion</i></b>
<b><i>523</i></b>	<b><i>Sewer Development</i></b>
<b><i>540</i></b>	<b><i>SOLID WASTE</i></b>
	<b><i>Collections</i></b>
	<b><i>Uncontained Trash</i></b>
	<b><i>Recycling Collection</i></b>
	<b><i>Recycling Operations</i></b>
	<b><i>Landfill</i></b>
	<b><i>Commercial Front Load</i></b>
	<b><i>Commercial Roll Off</i></b>
<b><i>550</i></b>	<b><i>WATER SYSTEM</i></b>

**DEPARTMENTAL BUDGET**

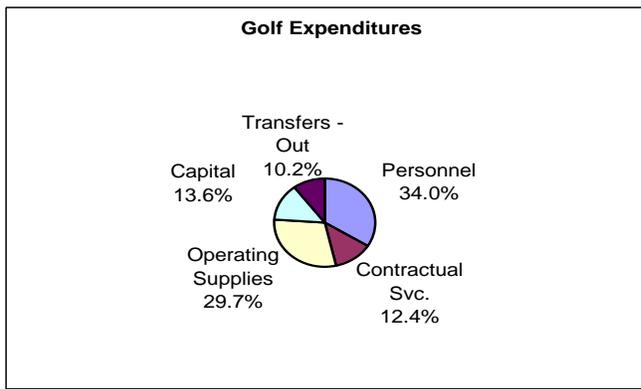
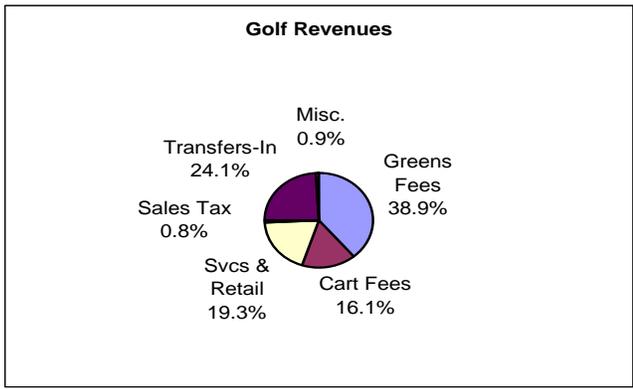
**Consolidated Enterprise Funds-Revenues/Expenditures/Other Sources and Uses**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>REVENUE SOURCES:</b>				
Taxes	\$14,203	\$9,500	\$20,610	\$16,380
Licenses & Permits	23,850	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	8,209,980	9,378,600	9,443,010	11,328,550
Impact Fees	3,130,980	3,062,000	1,249,510	1,579,000
Fines & Forfeitures	0	0	0	0
Interest Income	0	0	0	0
Miscellaneous Revenue	15,614	1,187,200	667,390	397,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	\$300,000	\$3,327,800	\$1,978,720	\$3,917,750
Proceeds from Lease Purchase	0	2,000,000	0	2,200,000
Proceeds from Bonds	0	2,000,000	0	38,130,000
Change in Closure/Post Closure	0	0	0	0
Earnings Appropriated	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$11,694,627</b>	<b>\$20,965,100</b>	<b>\$13,359,240</b>	<b>\$57,568,680</b>
<b>EXPENDITURES:</b>				
Personnel	\$3,393,410	\$4,042,300	\$3,890,020	\$3,929,430
Contractual Services	3,581,642	3,560,100	4,649,070	1,830,020
Operating Supplies	1,916,353	2,325,400	2,296,440	2,955,720
Capital Outlay	191,083	7,649,700	0	44,107,660
Debt Service	188,902	702,300	0	4,270,880
<b>OTHER USES:</b>				
Transfers Out	1,206,500	1,415,300	1,415,300	3,412,410
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$10,477,889</b>	<b>\$19,695,100</b>	<b>\$12,250,830</b>	<b>\$60,506,120</b>

**DEPARTMENTAL BUDGET**

**Municipal Golf Course-Revenues/Expenditures/Other Sources and Uses**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>REVENUE SOURCES:</b>				
Taxes	\$14,203	\$9,500	\$15,000	\$16,380
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	797,501	925,000	1,224,610	1,067,550
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Miscellaneous Revenue	14,686	10,700	198,510	10,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	300,000	300,000	300,000	200,000
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	2,000,000	0	130,000
Change in Closure/Post Closure	0	0	0	0
Earnings Appropriated	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$1,126,390</b>	<b>\$3,245,200</b>	<b>\$1,738,120</b>	<b>\$1,423,930</b>
<b>EXPENDITURES:</b>				
Personnel	\$509,560	\$577,300	\$460,000	\$487,020
Contractual Services	103,712	37,300	83,400	178,080
Operating Supplies	313,450	360,100	435,250	426,150
Capital Outlay	72,096	2,177,500	161,500	194,700
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	69,800	93,000	93,000	146,860
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$1,068,618</b>	<b>\$3,245,200</b>	<b>\$1,233,150</b>	<b>\$1,432,810</b>



**Community Services**

**Municipal Golf Course**

**Cost Center 510.40.555**

**GENERAL INFORMATION**

Dave White Municipal Golf Course is an 18 hole, par 72-championship course located along the North Branch of the Santa Cruz Wash. Dave White is the only Municipal Golf Course in Pinal County. Rounds played averaged 35,000 for the past few years.

**MISSION**

The mission of the Municipal Golf Course is to provide a quality golf experience at a reasonable cost to residents and winter visitors alike while generating sufficient revenues to cover operating expenses.

**2008-2009 ACCOMPLISHMENTS**

- Purchased 20 new gas golf carts.
- Hosted several external and internal golf tournaments.
- Completed irrigation renovation construction, installed 2 new filtered pump stations, along with an acid injector.
- Hired a Director of Golf.

**GOALS AND OBJECTIVES**

Establish and maintain a self-sustaining golf enterprise.

- Decrease the city subsidy within the golf course annual budget by increasing overall golf course revenues.

**BUDGET HIGHLIGHTS**

The department's budget includes funding to accomplish the following:

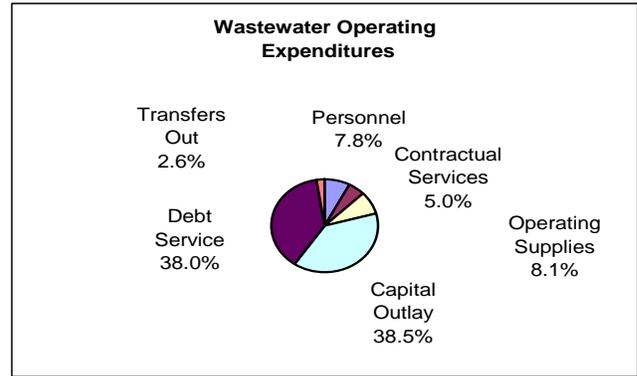
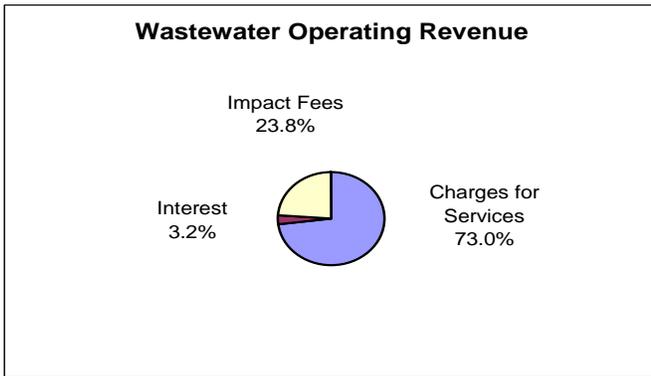
- ❖ Equipment replacement funding. (i.e.; golf carts, mowers, etc).
- ❖ Funding for the completion of the irrigation project.



**DEPARTMENTAL BUDGET**

**Wastewater System Funds-Revenues/Expenditures/Other Sources and Uses**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	23,850	45,000	0	20,000
Intergovernmental Revenue	0	0	0	0
Charges for Services	2,841,346	3,040,000	3,933,465	4,531,000
Impact Fees	3,130,980	4,662,600	1,186,322	1,475,000
Interest	827,352	830,000	181,948	178,000
Miscellaneous Revenue	888	0	20,081	20,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	4,213,836	38,000,000
Change in Closure/Post Closure	0	0	0	0
Earnings Appropriated	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$6,824,416</b>	<b>\$8,577,600</b>	<b>\$9,535,652</b>	<b>\$44,224,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$682,750	\$871,900	\$719,600	\$856,390
Contractual Services	2,422,596	2,112,600	1,096,310	553,180
Operating Supplies	811,948	747,600	820,700	896,630
Capital Outlay	22,373	4,542,200	12,855,800	42,250,750
Debt Service	666,298	130,000	1,378,790	4,200,970
<b>OTHER USES:</b>				
Transfers Out	153,600	111,100	111,100	287,450
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$4,759,565</b>	<b>\$8,515,400</b>	<b>\$16,982,300</b>	<b>\$49,045,370</b>



**Health & Sanitation      Wastewater Operations & Collector System      Cost Center 520.35.451**

**GENERAL INFORMATION**

Wastewater operations provide the most effective and economical methods for the collection and treatment of wastewater and sludge. It ensures compliance with Federal, State, and local regulations. Inclusive, it ensures a safe and properly treated effluent, which meets Federal and State regulations.

**MISSION**

To provide and maintain an effluent that meets or exceeds all Federal, State, and local regulations. To maintain an efficient collection system through scheduled cleanings and inspections that adequately serves our customers, and monitor industrial dischargers into our system.

**2008-2009 ACCOMPLISHMENTS**

- Began construction of wastewater treatment plant expansion.

**GOALS AND OBJECTIVES**

To ensure an effective and efficient wastewater system that meet user needs and environmental regulations.

- Perform preventative maintenance on 20% of the sewer lines during the fiscal year.
- Reduce wastewater line plug complaints by 10%.

**BUDGET HIGHLIGHTS**

The department's budget includes funding to accomplish the following:

- ❖ Manhole rehabilitation.
- ❖ Water Reclamation facility expansion.
- ❖ RAS pump replacement.
- ❖ One lift station rehab.
- ❖ One effluent pump rehab.

**DEPARTMENTAL BUDGET**

**Health & Sanitation                      Wastewater Operations                      Cost Center 520.35.451**

<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Chemical usage (\$)	\$108,563	\$111,507	\$105,000	\$65,700
Manholes adjusted	7	7	10	10
Line cleaning (LF)	229,606	276,827	351,041	400,000
Lift station overhaul	0	0	0	1
Wastewater treated (MG)	1,509	1,573	1,584	1,600
Treated W.W. Golf Course (MG)	221	217	228	225
Treated W.W. Discharge (MG)	1,071	1,110	1,196	1,200
Treated W.W. SRP (MG)	155	193	113	150

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Treatment Fees	\$3,234,490	100.00%
Interest	0	0.00%
Miscellaneous	0	0.00%
<b>Total Funding</b>	<b>\$3,234,490</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$678,860	\$638,300	\$600,600	\$681,740
Contractual Services	1,672,863	374,800	433,000	422,780
Operating Supplies	811,948	559,900	811,600	686,140
Capital Outlay	22,373	680,200	307,000	125,000
Debt Service	0	0	2,800	1,031,380
Transfers	153,600	111,100	111,100	287,450
<b>DEPARTMENTAL TOTALS</b>	<b>\$3,339,644</b>	<b>\$2,364,300</b>	<b>\$2,266,100</b>	<b>\$3,234,490</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
W/W Superintendent	1.00	1.00	1.00
Chief W.W.T. Plant Operator	1.00	1.00	1.00
Senior W.W.T. Plant Operator	1.00	1.00	1.00
W/W Pre-treatment Coordinator	1.00	1.00	1.00
W/W Treatment Plant Operator	1.00	1.00	0.00
Environmental Technician	0.00	1.00	0.00
W/W Environmental Technician	1.00	0.00	0.00
W/W Laboratory Technician	1.00	1.00	1.00
Industrial Pretreatment Coord	0.00	1.00	1.00
Senior Maintenance Worker	0.00	0.00	1.00
Maintenance Worker	3.00	2.00	3.00
<b>TOTAL POSITIONS</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

**DEPARTMENTAL BUDGET**

**Health & Sanitation                      Wastewater Collector System                      Cost Center 520.35.455**

<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Included in Wastewater Operations cost center				

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Treatment Fees	\$1,296,510	96%
Interest	0	0%
Miscellaneous	47,030	4%
<b>Total Funding</b>	<b>\$1,343,540</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$3,890	\$233,600	\$119,000	\$174,650
Contractual Services	0	138,700	0	130,400
Operating Supplies	0	187,700	9,100	210,490
Capital Outlay	0	200,000	0	828,000
Transfers	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$3,890</b>	<b>\$760,000</b>	<b>\$128,100</b>	<b>\$1,343,540</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
WW Treatment Plant Operator	0.00	1.00	1.00
Senior Maintenance Worker	0.00	2.00	1.00
Maintenance Worker	0.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>4.00</b>	<b>3.00</b>

**DEPARTMENTAL BUDGET**

<b>Health &amp; Sanitation</b>	<b>Sewer Capacity Fund</b>	<b>Cost Center 521.80.456</b>
<b>General Information:</b>		
The expenses in the current year are to provide for sewer pipe corrections in conjunction with work performed by the railroad at crossings.		

Funding Sources	Amount	% of Funding
Fund Balance	\$200,000	100.00%
<b>Total Funding</b>	<b>\$200,000</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	124,421	1,599,100	124,420	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	200,000
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$124,421</b>	<b>\$1,599,100</b>	<b>\$124,420</b>	<b>\$200,000</b>

**DEPARTMENTAL BUDGET**

Health & Sanitation	Wastewater Expansion	Cost Center 522.80.452
<b>General Information:</b>		
<p>This Wastewater Expansion Fund accounts for the construction and the repayment of debt for construction of the Wastewater Treatment Plant. The Plant is currently under expansion and will double in capacity from 6 MGD to 12 MGD. The expansion is funded with a loan from the Water Infrastructure Finance Authority. Repayment of the debt is from impact fees and user fees.</p>		

Funding Sources	Amount	% of Funding
Impact Fees	\$3,169,590	7.70%
Bond Proceeds	38,000,000	92.30%
<b>Total Funding</b>	<b>\$41,169,590</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	538,365	0	538,890	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	8,886,800	38,000,000
Debt Service	666,298	130,000	1,375,990	3,169,590
<b>DEPARTMENTAL TOTALS</b>	<b>\$1,204,663</b>	<b>\$130,000</b>	<b>\$10,801,680</b>	<b>\$41,169,590</b>

**DEPARTMENTAL BUDGET**

Health & Sanitation	Sewer Development Fund	Cost Center 523.350
<b>General Information:</b>		
<p>In early 1998, the Mayor and Council of the City of Casa Grande commissioned a feasibility study on Development Fees. The final draft of the Development Fee Study was released to the public in July, 1999. Briefing sessions were held to communicate the results of the Study to the Mayor and City Council, members of the development community and the community in general. The Mayor and Council chose a delayed implementation strategy, with Development Fee assessment beginning January 1, 2001.</p> <p>Development Fees collected are placed into an interest-bearing account, and as a general rule may only be expended for the specific purpose collected. Development Fees cannot be used for maintenance and operation or for personnel expenses; they must be used for public facilities or capital equipment, or for debt payment on public facilities or capital equipment.</p> <p>The projects scheduled for funding this year are completion of the Burris sewer line and transfer to the Sewer Expansion Fund for the WIFA loan repayment.</p>		

Funding Sources	Amount	% of Funding
Impact Fees	\$2,597,750	83.86%
Interest	500,000	16.14%
<b>Total Funding</b>	<b>\$3,097,750</b>	<b>100.00%</b>

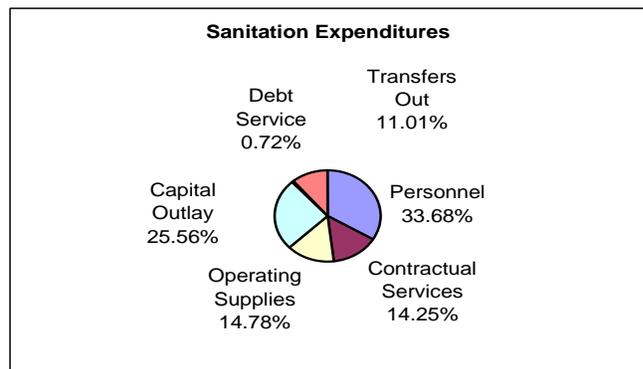
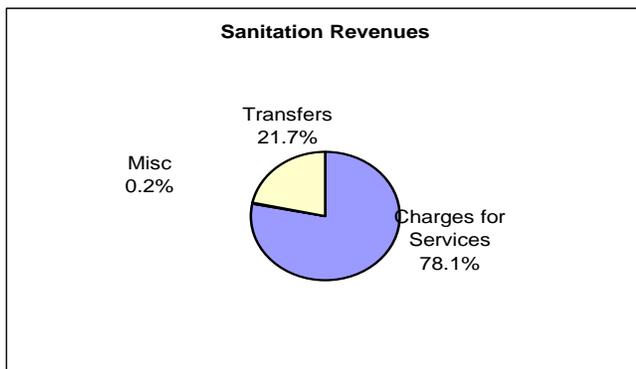
SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	86,947	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	3,662,000	3,662,000	3,097,750
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$86,947</b>	<b>\$3,662,000</b>	<b>\$3,662,000</b>	<b>\$3,097,750</b>

**DEPARTMENTAL BUDGET**

**Solid Waste Funds-Revenues/Expenditures/Other Sources and Uses**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	4,571,133	4,837,000	5,017,400	5,857,000
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Miscellaneous Revenue	40	90,000	124,800	15,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	1,625,000
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Change in Closure/Post Closure	0	0	0	0
Earnings Appropriated	0	865,100	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$4,571,173</b>	<b>\$5,792,100</b>	<b>\$5,142,200</b>	<b>\$7,497,000</b>

<b>EXPENDITURES:</b>				
Personnel	\$2,201,100	\$2,448,400	\$2,229,000	\$2,531,340
Contractual Services	987,497	1,365,000	1,315,700	1,071,360
Operating Supplies	755,871	827,700	812,600	1,110,700
Capital Outlay	87,173	898,200	862,900	1,921,000
Debt Service	9,876	129,200	126,700	54,480
<b>OTHER USES:</b>				
Transfers Out	961,200	1,081,600	1,081,600	827,400
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$5,002,717</b>	<b>\$6,750,100</b>	<b>\$6,428,500</b>	<b>\$7,516,280</b>



<b>Health &amp; Sanitation</b>	<b>Solid Waste Collections</b>	<b>Cost Center 540.35.420</b>
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**GENERAL INFORMATION**

This division is responsible for the collection of all refuse within the City. Refuse receptacles are provided by the City and are collected twice per week.

**GOALS AND OBJECTIVES**

To provide efficient residential refuse collection services to meet the needs of the community.

Increase the number of households served per residential route by 5%.

**MISSION**

To provide customer oriented, environmentally safe and cost effective sanitation service to all residents in the City.

**BUDGET HIGHLIGHTS**

The department's budget includes funding to accomplish the following:

- ❖ Purchase side load garbage trucks
- ❖ Purchase roll-off trucks
- ❖ Purchase front load truck
- ❖ Solid Waste costs were split from 3 to 7 cost centers.

**2008-2009 ACCOMPLISHMENTS**

- Participated in comprehensive rare study and cost of service model.

**DEPARTMENTAL BUDGET**

<b>Health &amp; Sanitation</b>		<b>Solid Waste Collections</b>			<b>Cost Center 540.35.420</b>
<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>	
Side load residential (tons)	17,927	18,866	18,961	19,340	
Front load pickups (tons)	14,120	12,803	12,154	12,397	
Roll off pickups (tons)	17,014	17,388	13,415	13,683	
Contained trash pickups (ton)	1,797	1,453	1,594	1,625	
Average number of containers per route	N/A	N/A	717	750	

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Charges for Service	\$2,178,750	100.00%
Interest Revenue	0	0.00%
Miscellaneous	0	0.00%
<b>Total Funding</b>	<b>\$2,178,750</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$1,400,899	\$1,615,100	\$1,427,200	\$563,910
Contractual Services	756,494	574,200	546,800	409,650
Operating Supplies	529,662	566,800	581,400	423,760
Capital Outlay	0	788,300	788,000	537,880
Debt Service	3,288	30,000	27,500	480
Transfers	661,200	616,100	616,100	243,070
<b>DEPARTMENTAL TOTALS</b>	<b>\$3,351,543</b>	<b>\$4,190,500</b>	<b>\$3,987,000</b>	<b>\$2,178,750</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Solid Waste Superintendent	0.50	0.50	0.20
Solid Waste Supervisor	1.00	1.00	0.20
Heavy Equipment Operator	11.00	11.00	5.40
Equipment Operator	4.00	4.00	0.70
Maintenance Worker	6.00	6.00	0.40
Management Analyst	0.00	0.00	0.00
<b>TOTAL POSITIONS</b>	<b>22.50</b>	<b>22.50</b>	<b>6.90</b>

<b>Health &amp; Sanitation</b>	<b>Solid Waste – Uncontained Trash</b>	<b>Cost Center 540.35.421</b>
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**GENERAL INFORMATION**

Uncontained trash collection is a service offered to residential customers to assist and maintain sanitary living conditions.

**MISSION**

To provide open trash collection service for residential customers for brush and other large items, which do not fit in available containers.

**2008-2009 ACCOMPLISHMENTS**

- Determined and implemented the six week collection routes.

**GOALS AND OBJECTIVES**

To provide refuse collection services to meet the needs of the community.

- Maintain published 6 week collection schedule for uncontained trash service.

**BUDGET HIGHLIGHTS**

Uncontained trash is a new cost center. It provides a cost breakdown for a specialized service.

**DEPARTMENTAL BUDGET**

<b>Health &amp; Sanitation</b>		<b>Solid Waste - Uncontained Trash</b>		<b>Cost Center 540.35.421</b>	
<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>	
Collected within 6 week cycle	40%	80%	100%	100%	

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Charges for Service	\$590,320	100.00%
Interest Revenue	0	0.00%
Miscellaneous	0	0.00%
<b>Total Funding</b>	<b>\$590,320</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$0	\$0	\$0	\$265,410
Contractual Services	0	0	0	72,970
Operating Supplies	0	0	0	39,990
Capital Outlay	0	0	0	153,680
Debt Service	0	0	0	230
Transfers	0	0	0	58,040
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$590,320</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Sanitation Superintendent	0.00	0.00	0.10
Sanitation Supervisor	0.00	0.00	0.20
Heavy Equipment Operator	0.00	0.00	0.20
Equipment Operator	0.00	0.00	0.30
Maintenance Worker	0.00	0.00	4.40
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>5.20</b>

<b>Health &amp; Sanitation</b>	<b>Solid Waste Recycling Collections</b>	<b>Cost Center 540.35.422</b>
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**GENERAL INFORMATION**

The City’s curbside recycling program continues to expand. All single-family homes within the City have the opportunity to recycle aluminum, tin cans, glass, scrap metals, newspaper, cardboard, and plastics. The program continues to expand gradually into the apartment complex and recruits businesses and industries.

**MISSION**

To provide efficient, low cost, environmentally sound recycling service to the citizens of Casa Grande.

**2008-2009 ACCOMPLISHMENTS**

- Eliminated the need to sort recyclables on curbside collection routes.
- Increased the amount of recyclable materials collected throughout the City by 9.2%.

**GOALS AND OBJECTIVES**

To provide recycling collection service to meet the needs of the community.

- Increase the percent of recyclables removed from the residential waste stream.

**BUDGET HIGHLIGHTS**

The department’s budget includes funding to accomplish the following:

- ❖ Purchase recycling buckets
- ❖ Purchase recycling collection vehicle
- ❖ Support recycling education programs.

**DEPARTMENTAL BUDGET**

<b>Health &amp; Sanitation</b>		<b>Solid Waste Recycling</b>		<b>Cost Center 540.35.422</b>	
<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>	
Newspaper (lbs.)	1,000,100	1,164,660	148,080	152,522	
Cardboard (lbs.)	680,000	1,187,270	673,700	693,911	
Aluminum cans (lbs.)	12,560	13,730	5,250	5,408	
Metal (lbs.)	712,300	641,800	653,849	673,464	
Plastic (lbs.)	55,160	74,610	16,380	16,871	
Chipboard (lbs.)	87,000	113,580	32,480	33,456	
Magazine	35,830	138,310	29,160	30,035	
White paper	89,540	153,610	48,080	49,522	
Co-mingled	0	0	2,044,140	2,105,464	

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Recycling Revenue	\$150,000	14.96%
User Fees	852,620	85.04%
<b>Total Funding</b>	<b>\$1,002,620</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$345,598	\$400,300	\$335,700	\$469,100
Contractual Services	36,719	69,600	61,700	67,070
Operating Supplies	75,892	101,500	90,100	122,100
Capital Outlay	0	83,100	48,100	230,520
Debt Service	0	0	0	420
Transfers	100,000	174,900	174,900	113,410
<b>DEPARTMENTAL TOTALS</b>	<b>\$558,209</b>	<b>\$829,400</b>	<b>\$710,500</b>	<b>\$1,002,620</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Superintendent	0.00	0.00	0.10
Supervisor	0.00	1.00	0.20
Heavy Equipment Operator	1.00	1.00	1.80
Equipment Operator	2.00	2.00	0.50
Maintenance Worker	5.00	4.00	6.00
<b>TOTAL POSITIONS</b>	<b>8.00</b>	<b>8.00</b>	<b>8.60</b>

<b>Health &amp; Sanitation</b>	<b>Solid Waste Recycling Operations</b>	<b>Cost Center 540.35.423</b>
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**GENERAL INFORMATION**

The City’s curbside recycling program continues to expand. All single-family homes within the city have the opportunity to recycle aluminum, tin cans, scrap metals, newspaper, cardboard, and plastics. The program continues to expand gradually into the apartment complex and recruits businesses and industries. The operations section will promote and improve the recycling program.

**MISSION**

To provide efficient, environmentally sound and cost effective recycling service to the citizens of Casa Grande.

**2008-2009 ACCOMPLISHMENTS**

- Developed recycling brochure for city-wide distribution.
- Shipped out 1,895 tons of recyclable material.

**GOALS AND OBJECTIVES**

To efficiently process recyclables for shipment to recycling facilities.

To maximize the tonnage of recyclables shipped to recycling facilities.

**BUDGET HIGHLIGHTS**

This is a new cost center to provide a better cost allocation.

**DEPARTMENTAL BUDGET**

<b>Health &amp; Sanitation</b>		<b>Solid Waste Recycling Operations</b>		<b>Cost Center 540.35.423</b>	
<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>	
Tonnage recycled	N/A	4.13%	4.93%	5.00%	
Tons shipped to recycling facilities	1,493	1,426	1,535	1,612	

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
User Fees from Landfill and Collection	\$519,470	100.00%
<b>Total Funding</b>	<b>\$519,470</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$0	\$0	\$0	\$237,270
Contractual Services	0	0	0	27,430
Operating Supplies	0	0	0	41,890
Capital Outlay	0	0	0	153,680
Debt Service	0	0	0	220
Transfers	0	0	0	58,980
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$519,470</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Superintendent	0.00	0.00	0.20
Supervisor	0.00	0.00	1.15
Heavy Equipment Operator	0.00	0.00	1.00
Maintenance Worker	0.00	0.00	1.00
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>3.35</b>

<b>Health &amp; Sanitation</b>	<b>Solid Waste Landfill</b>	<b>Cost Center 540.35.425</b>
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**GENERAL INFORMATION**

This division is responsible for the disposal of all refuse within the City.

**MISSION**

To provide a safe disposal of all non-hazardous refuse generated within the City. This division monitors and tests groundwater and landfill gas for indications of pollution. To stay current with environmental regulations regarding the operations of the landfill.

**2008-2009 ACCOMPLISHMENTS**

- Maintained compliance with all methane gas well and water well regulations required by the State and Federal Government.
- Handled 30,315 transactions and 74,116 tons of refuse.
- Completed design of storm water drainage system.

**GOALS AND OBJECTIVES**

- To maximize the life of the landfill.
- Minimize the amount of space used to dispose of wastes delivered to the landfill.

**BUDGET HIGHLIGHTS**

- The department's budget includes funding to accomplish the following:
- ❖ Contract for survey support for landfill.



<b>Health &amp; Sanitation</b>	<b>Solid Waste – Commercial Front Load</b>	<b>Cost Center 540.35.426</b>
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**GENERAL INFORMATION**

Front load trucks provide solid waste service to all non-residential customers in the city. The service type is dependent on need. Many customers provide containers and the City empties them. Containers served with front load trucks range from 300 gallons to 6 yards.

**GOALS AND OBJECTIVES**

- To increase operational efficiency of front load service.
- To reduce the ratio of front load staff hours to containers service.

**MISSION**

To provide customer oriented, environmentally safe and cost effective sanitation service for all commercial and industrial customers.

**BUDGET HIGHLIGHTS**

This is a new cost center. The cost and fees related to commercial collection are now separate in anticipation of the change to commercial operation status once the official population is greater than 50,000. The budget provides for replacement of one front end loader.

**2008-2009 ACCOMPLISHMENTS**

- Created a third route.

**DEPARTMENTAL BUDGET**

**Health & Sanitation      Solid Waste - Commercial Front Load      Cost Center 540.35.426**

<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Ratio of staff hours to number of containers served	N/A	N/A	9.37	9.43

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Charges for Service	\$915,630	100.00%
<b>Total Funding</b>	<b>\$915,630</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$0	\$0	\$0	\$307,360
Contractual Services	0	0	0	83,650
Operating Supplies	0	0	0	189,180
Capital Outlay	0	0	0	230,520
Debt Service	0	0	0	250
Transfers	0	0	0	104,670
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$915,630</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Sanitation Superintendent	0.00	0.00	0.10
Sanitation Supervisor	0.00	0.00	0.20
Heavy Equipment Operator	0.00	0.00	2.40
Equipment Operator	0.00	0.00	1.20
Maintenance Worker	0.00	0.00	0.20
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>4.10</b>

<b>Health &amp; Sanitation</b>	<b>Solid Waste – Commercial Roll Off</b>	<b>Cost Center 540.35.427</b>
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**GENERAL INFORMATION**

The roll off operation provides waste collection for large scale clean up projects. Projects include new construction sites, remodels and general clean ups. The containers are delivered and picked up at the convenience of the customer.

**MISSION**

To provide customer oriented, environmentally safe and cost effective sanitation service to all customers.

**2008-2009 ACCOMPLISHMENTS**

- Created a third route.

**GOALS AND OBJECTIVES**

To increase operational efficiency of roll-off service.

To reduce the ratio of roll off staff hours to containers serviced.

**BUDGET HIGHLIGHTS**

This is a new cost center. Roll off operations are 100% self – supporting. The budget provides for replacement of equipment.

**DEPARTMENTAL BUDGET**

**Health & Sanitation                      Solid Waste - Commercial Roll Off                      Cost Center 540.35.427**

<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Ratio of staff hours to containers served	N/A	N/A	0.494	0.500

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Charges for Service	\$651,760	100.00%
<b>Total Funding</b>	<b>\$651,760</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$0	\$0	\$0	256,390
Contractual Services	0	0	0	49,400
Operating Supplies	0	0	0	124,760
Capital Outlay	0	0	0	153,680
Debt Service	0	0	0	210
Transfers	0	0	0	67,320
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$651,760</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Sanitation Superintendent	0.00	0.00	0.10
Sanitation Supervisor	0.00	0.00	0.20
Heavy Equipment Operator	0.00	0.00	1.20
Equipment Operator	0.00	0.00	1.30
Maintenance Worker	0.00	0.00	1.00
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>3.80</b>

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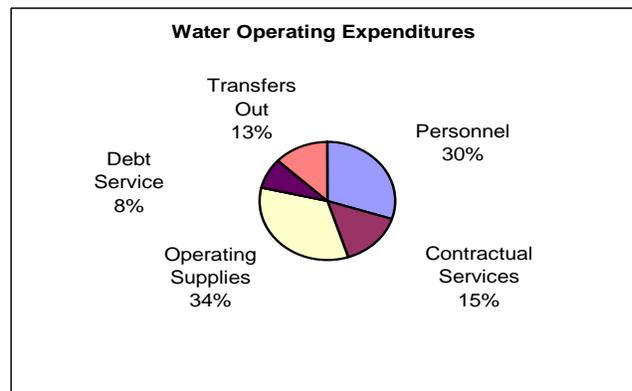
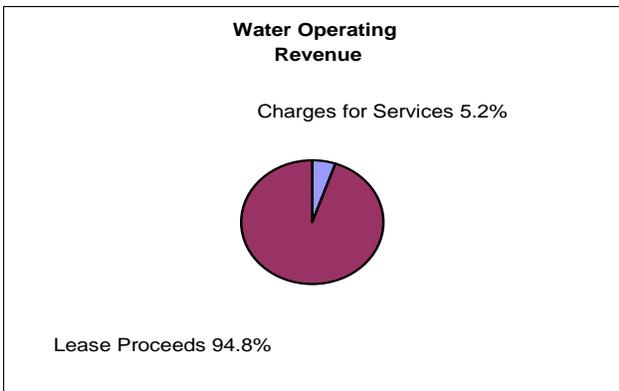


**DEPARTMENTAL BUDGET**

**Water Fund-Revenues/Expenditures/Other Sources and Uses**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	197,833	196,000	186,200	121,000
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Miscellaneous Revenue	0	0	0	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	2,200,000
Proceeds from Bonds	0	0	0	0
Change in Closure/Post Closure	0	0	0	0
Earnings Appropriated	0	168,100	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$197,833</b>	<b>\$364,100</b>	<b>\$186,200</b>	<b>\$2,321,000</b>

<b>EXPENDITURES:</b>				
Personnel	\$0	\$33,700	\$50,620	\$54,680
Contractual Services	67,837	44,900	53,710	27,400
Operating Supplies	35,084	71,100	43,880	61,200
Depreciation	0	0	0	0
Capital Outlay	9,441	2,200,000	0	2,200,000
Debt Service	5,279	15,100	4,930	15,400
<b>OTHER USES:</b>				
Transfers Out	21,900	27,400	27,400	23,790
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$139,540</b>	<b>\$2,392,200</b>	<b>\$180,540</b>	<b>\$2,382,470</b>



<b>Health &amp; Sanitation</b>	<b>Water System</b>	<b>Cost Center 550.35.460</b>
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**GENERAL INFORMATION**

The City provides maintenance and operations to supply potable water to approximately 300 customers in the Saddleback Farms and Santa Rosa subdivisions between Casa Grande and Maricopa.

**MISSION**

To provide safe drinking water to our customers that meets all drinking water standards, and to maintain the water system components to avoid or minimize water outages. It is also our mission to respond to customer service requests in a timely, efficient, and courteous manner.

**2008-2009 ACCOMPLISHMENTS**

- Delivered 51,278,937 gallons of drinking water.
- Maintained the system so that there were no system-wide outages.
- Responded to all customer service and Blue Stake requests.

**GOALS AND OBJECTIVES**

Ensure that the drinking water we provide our customers meets all drinking water standards.

- Test our drinking water at the locations and time intervals required by the Arizona Department of Environmental Quality.

Provide drinking water to our customers at the lowest possible cost.

- Monitor and inspect our water pumping and distribution system components. Replace or repair worn materials prior to them causing a system-wide outage.

**BUDGET HIGHLIGHTS**

Expenditures are for regular operational expenses, and an additional \$2,200,000 is budgeted for water system improvements as necessary.

**DEPARTMENTAL BUDGET**

<b>Health &amp; Sanitation</b>		<b>Water System</b>			<b>Cost Center 550.35.460</b>
<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>	
Water Pumped (AF)	158	170	157	170	
Meter Installations	36	36	26	30	
Chemical Usage	1,500	2,000	1,500	2,000	

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Charges for Service	\$121,000	5.21%
Lease Proceeds	\$2,200,000	94.79%
<b>Total Funding</b>	<b>\$2,321,000</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$0	\$33,700	\$50,620	\$54,680
Contractual Services	67,837	44,900	53,710	27,400
Operating Supplies	35,084	71,100	43,880	61,200
Capital Outlay	9,441	2,200,000	0	2,200,000
Debt Service	5,279	15,100	4,930	15,400
Transfers	21,900	27,400	27,400	23,790
<b>DEPARTMENTAL TOTALS</b>	<b>\$139,540</b>	<b>\$2,392,200</b>	<b>\$180,540</b>	<b>\$2,382,470</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Maintenance Worker	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

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## **INTERNAL SERVICES FUND**

*This fund accounts for financing of goods and services provided by one to another department(s) of the government on a cost-reimbursement basis.*

<b><i>FUND</i></b>	<b><i>DESCRIPTION</i></b>
<b><i>601</i></b>	<b><i>FLEET MAINTENANCE</i></b>
<b><i>603</i></b>	<b><i>INSURANCE AND RISK MANAGEMENT</i></b>

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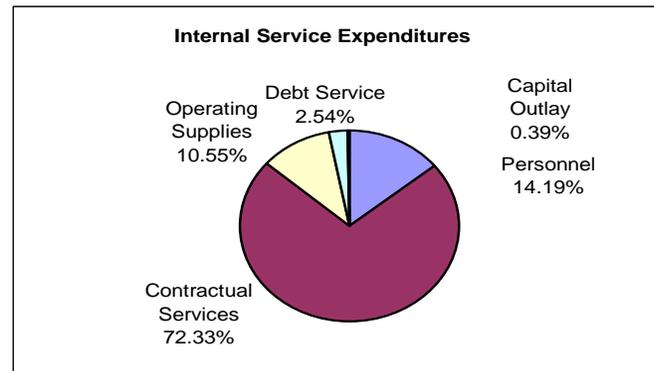
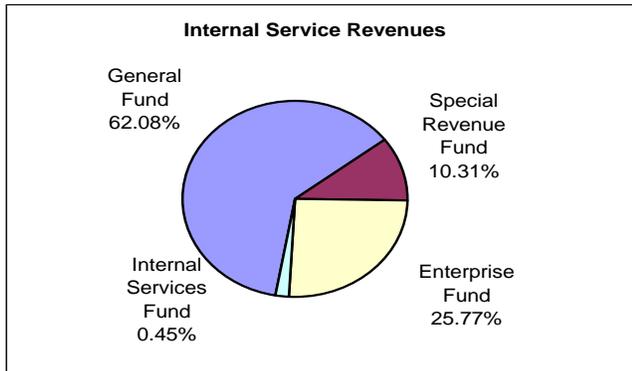


**DEPARTMENTAL BUDGET**

**Internal Services Fund-Revenues/Expenditures/Other Sources and Uses**

	2007-08 ACTUAL	2008-09 ADJUSTED	2008-09 ESTIMATED	2009-10 BUDGET
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Charges for Services	1,416,138	1,763,000	1,582,400	6,846,990
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Miscellaneous Revenues	0	0	0	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Earnings Appropriated	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$1,416,138</b>	<b>\$1,763,000</b>	<b>\$1,582,400</b>	<b>\$6,846,990</b>

<b>EXPENDITURES:</b>				
Personnel	\$448,065	\$571,600	\$504,320	\$882,070
Contractual Services	190,740	174,500	164,200	4,496,420
Operating Supplies	488,846	588,600	642,580	655,640
Capital Outlay	10,148	139,500	0	24,500
Debt Service	0	175,600	0	157,690
<b>OTHER USES:</b>				
Transfers Out	92,200	113,200	271,300	95,190
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$1,229,999</b>	<b>\$1,763,000</b>	<b>\$1,582,400</b>	<b>\$6,311,510</b>



<b>Internal Service</b>	<b>Fleet Maintenance</b>	<b>Cost Center 601.01.410</b>
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**GENERAL INFORMATION**

Equipment maintenance is responsible for maintaining the City’s vehicles and equipment in a safe and operable condition and to provide a level of service that is timely and acceptable internally and competitive externally. This division maintains a small inventory of parts to provide the fastest turnaround time on vehicle repairs.

**GOALS AND OBJECTIVES**

Maximize equipment productivity by minimizing mechanical failure.

- Reduce unscheduled maintenance hours to 30% of all maintenance hours.
- Complete 90% of all scheduled preventative maintenance.

**MISSION**

To maintain all of the City’s vehicles and equipment in a professional manner and to provide our service with the most cost effective and safe response time. To work with all user departments in the purchase of the proper new vehicles and equipment.

**BUDGET HIGHLIGHTS**

The department’s budget includes funding to accomplish the following:

- ❖ Enclose cabinet parts washer

**2008-2009 ACCOMPLISHMENTS**

- Purchased 10 specialized kinds of equipment for user departments.
- Ordered 28 vehicles for various departments.
- Rebuilt body on one automated side load refuse truck.
- Opened new fleet shop at North Operations Facility.
- Completed yearly fleet inventory.

**DEPARTMENTAL BUDGET**

<b>Internal Service</b>		<b>Fleet Maintenance</b>		<b>Cost Center 601.01.410</b>	
<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>	
Vehicle repair orders	4,250	4,300	3,710	3,500	
Billable repair hours	0	5,717	5,988	6,050	
Preventative maintenance completed	N/A	N/A	70%	75%	
Unscheduled repair hours compared to preventative maintenance hours	N/A	N/A	20%	20%	

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General	\$392,000	23.10%
Spec Revenue	295,280	17.40%
Enterprise	1,009,710	59.50%
<b>Total Funding</b>	<b>\$1,696,990</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$448,065	\$571,600	\$470,200	\$568,750
Contractual Services	190,740	174,500	101,300	198,220
Operating Supplies	488,846	588,600	554,750	652,640
Capital Outlay	10,148	139,500	139,500	24,500
Debt Service	0	175,600	158,300	157,690
Transfers	92,200	113,200	113,200	95,190
<b>DEPARTMENTAL TOTALS</b>	<b>\$1,229,999</b>	<b>\$1,763,000</b>	<b>\$1,537,250</b>	<b>\$1,696,990</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Equipment Maintenance Supervisor	1.00	1.00	1.00
Lead Equipment Mechanic	0.00	1.00	1.00
Equipment Mechanic	4.00	4.00	3.00
Emergency Vehicle Tech	0.00	0.00	1.00
Secretary	1.00	1.00	1.00
Equipment Mechanic Assistant	2.00	2.00	2.00
<b>TOTAL POSITIONS</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>

<b>Internal Service</b>	<b>Insurance &amp; Risk Management</b>	<b>Cost Center 603.01.256</b>
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**GENERAL INFORMATION**

The risk management activities of the City are managed by the Administrative Services Department. The City of Casa Grande is a member of the Arizona Municipal Risk Retention Pool, where it is insured for property and liability insurance coverage, subject to various deductibles depending on the type of insurance.

**GOALS & OBJECTIVES**

To expand safety and loss control efforts in the City organization.

- Reduce the number of reportable accidents/incidents by 10%.
- To reduce the number of employee work days lost due to industrial injuries by 5%.

**MISSION**

To provide processing of the worker's compensation claims by City employees and administration of the City's property and liability insurance program.

**BUDGET HIGHLIGHTS**

- ❖ Move of the employee workers' compensation program to the AMRRP should yield significant savings.

**2008-2009 ACCOMPLISHMENTS**

- Expanded safety awareness through site visits and participation in departmental safety efforts.
- Moved worker's compensation insurance program to Arizona Municipal Risk Retention Pool.
- Continued to work with Arizona Municipal Risk Retention Pool representatives and attorneys to move claims and lawsuits to resolution.
- Updated City Risk Management Manual.
- Saw reduction in worker's comp claims filed from prior year as well as a reduction in the number of auto/property/liability claims filed.

**DEPARTMENTAL BUDGET**

**Internal Service Insurance & Risk Management Cost Center 603.01.256**

<b>PERFORMANCE INDICATORS:</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-10 ESTIMATE</b>
Worker's Compensation claims	47	59	41	45
Worker's Compensation claims per FTE	0.13	0.14	0.09	0.10
Insurance Claims/incidents filed	70	63	35	40
% change in reportable accidents/incidents	9%	20%	-38%	-10%
% change in Employee work days lost from injuries	N/A	-38%	102%	-60%

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Charges to General Fund	\$3,592,140	74.99%
Charges to Special Revenue Funds	378,710	7.91%
Charges to Enterprise Funds	713,250	14.89%
Charges to Fleet Maintenance	105,750	2.21%
<b>Total Funding</b>	<b>\$4,789,850</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2007-08 ACTUAL</b>	<b>2008-09 ADJUSTED</b>	<b>2008-09 ESTIMATED</b>	<b>2009-10 BUDGET</b>
Personnel	\$0	\$0	0	313,320
Contractual Services	0	0	0	4,298,200
Operating Supplies	0	0	0	3,000
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,614,520</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Safety/Risk Mgmt Specialist	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

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# **BONDED DEBT SCHEDULES**

**Bonded Debt Obligations**

Bonding is a source of revenue for the City of Casa Grande. Once bonds are issued and revenue secured, a commitment is required to repay the debt on the bonds. Revenues generated from bond sales must be spent only for the purposes specified in the official statement and related bond documents. After satisfying the purposes of a bond issue, unexpended monies can only be used to retire the bonded indebtedness. Different types of bonds provide financing for various projects.

**General Obligation Bonds** –The bonds are referred to as general obligation or full faith and credit bonds because they are guaranteed by the full taxing power of the city. These bonds are usually retired from property tax funds. The amount of indebtedness which a city can incur through the issuance of general obligation bonds is limited in the state constitution. The constitution says that for general municipal purposes, a municipality cannot incur a debt exceeding six percent of the assessed valuation of taxable property in the city or town. Additional bonds amounting to twenty percent of the assessed valuation of taxable property can be issued for supplying such specific city and town services as water, streets, artificial light, sewers, and for the acquisition and development of land for open space preserves, parks, playgrounds and recreational facilities. The issuance of general obligation bonds must be submitted to the voters for approval.

The debt capacity as of 6-30-2009 was:

	<b>20%</b>	<b>6%</b>
2008-09 Secondary Assessed Value	\$ 439,085,421	\$ 439,085,421
Limit	87,817,084	26,345,125
Outstanding Debt	4,500,000	6,500,000
Debt Capacity	\$ 83,317,084	\$ 19,845,125

**Revenue Bonds** - this type of bond is used to finance a revenue producing facility such as a public utility or airport. The bonds are usually secured from revenues produced by the facility for which they were issued. Thus, if revenues are insufficient to cover the repayment of the bonds, the city or town is not obligated to provide tax funds for repayment. These bonds are not secured by taxing authority; they represent a somewhat greater risk for obligation securities. Revenue bonds may be issued for such utility undertakings as wastewater, sanitation or golf course, airport buildings or other airport facilities. Revenue bonds are not subject to the debt limitation in the State constitution; however, they must still be submitted to the voters of the community for approval.

**Street Improvement Bonds** – bonds for constructing streets and highways within the municipality can also be issued. To pay the principal and interest on this type of bond, the municipality may use its share of the highway user revenues. There are limitations on the issuance of these bonds for which HURF revenues are pledged for repayment. The annual revenue from gasoline tax must be at least two times the annual debt payment. These bonds are not subject to the debt limitation in the State constitution, however, to issue the bonds, the voters first must approve them. Street improvement bonds may also be secured by the full taxing power of a city or town, however, this is not required.

**Special Improvement District Bonds** – these bonds can be issued by a city or town to finance improvement in specific areas of the municipality. The property owners benefiting from the improvements to the area are assessed to cover the cost of retiring the bonds. This type of finance mechanism is used generally on such projects as paving streets, placement of sidewalks, extension of sewer and water lines and similar projects. As of 1996, state law permits a city or town by resolution to combine two or more municipal improvement district projects.

**BONDED DEBT SCHEDULES**

Date Payment Due	Total General Obligation & Revenue Bonds			WIFA Loan			Total Debt	
	Bonds Payable	Total Interest Due	Total Debt Due	Bonds Payable	Total Interest Due	Total Debt Due	Total Debt Due	Fiscal Year Total
1-Oct-2009	0	377,866	377,866		1,687,243	1,687,243	2,065,109	
1-Jan-2010	0	174,884	174,884			0	174,884	
1-Apr-2010	820,000	377,866	1,197,866	1,257,390	1,260,181	2,517,571	3,715,437	5,955,430
1-Jul-2010	1,225,000	174,884	1,399,884			0	1,399,884	
1-Oct-2010	0	362,891	362,891		1,234,851	1,234,851	1,597,742	
1-Jan-2011	0	153,447	153,447			0	153,447	
1-Apr-2011	850,000	362,891	1,212,891	2,208,958	1,234,851	3,443,809	4,656,700	7,807,773
1-Jul-2011	625,000	153,447	778,447			0	778,447	
1-Oct-2011	0	345,610	345,610		1,190,352	1,190,352	1,535,962	
1-Jan-2012	0	142,509	142,509			0	142,509	
1-Apr-2012	885,000	345,610	1,230,610	2,297,957	1,190,352	3,488,309	4,718,919	7,175,837
1-Jul-2012	245,000	142,509	387,509			0	387,509	
1-Oct-2012	0	327,610	327,610		1,144,059	1,144,059	1,471,669	
1-Jan-2013	0	138,222	138,222			0	138,222	
1-Apr-2013	920,000	327,610	1,247,610	2,390,542	1,144,059	3,534,601	4,782,211	6,779,611
1-Jul-2013	300,000	138,222	438,222			0	438,222	
1-Oct-2013	0	307,800	307,800		1,095,902	1,095,902	1,403,702	
1-Jan-2014	0	132,972	132,972			0	132,972	
1-Apr-2014	960,000	307,800	1,267,800	2,486,856	1,095,902	3,582,758	4,850,558	6,825,454
1-Jul-2014	300,000	132,972	432,972			0	432,972	
1-Oct-2014	0	287,100	287,100		1,045,804	1,045,804	1,332,904	
1-Jan-2015	0	127,722	127,722			0	127,722	
1-Apr-2015	1,005,000	287,100	1,292,100	2,587,052	1,045,804	3,632,856	4,924,956	6,818,554
1-Jul-2015	300,000	127,722	427,722			0	427,722	
1-Oct-2015	0	265,440	265,440		993,688	993,688	1,259,128	
1-Jan-2016	0	122,097	122,097			0	122,097	
1-Apr-2016	1,045,000	265,440	1,310,440	2,691,284	993,688	3,684,972	4,995,412	6,804,359
1-Jul-2016	300,000	122,097	422,097			0	422,097	
1-Oct-2016	0	242,890	242,890		939,472	939,472	1,182,362	
1-Jan-2017	0	116,472	116,472			0	116,472	
1-Apr-2017	1,520,000	242,890	1,762,890	2,799,717	939,472	3,739,189	5,502,079	7,223,010
1-Jul-2017	320,000	116,472	436,472			0	436,472	
1-Oct-2017	0	210,750	210,750		883,072	883,072	1,093,822	
1-Jan-2018	0	108,472	108,472			0	108,472	
1-Apr-2018	1,585,000	210,750	1,795,750	2,912,517	883,072	3,795,589	5,591,339	7,230,105
1-Jul-2018	430,000	108,472	538,472			0	538,472	
1-Oct-2018	0	171,125	171,125		824,399	824,399	995,524	
1-Jan-2019	0	97,722	97,722			0	97,722	
1-Apr-2019	1,665,000	171,125	1,836,125	3,029,862	824,399	3,854,261	5,690,386	7,322,104
1-Jul-2019	480,000	97,722	577,722			0	577,722	
1-Oct-2019	0	129,500	129,500		763,363	763,363	892,863	
1-Jan-2020	0	88,122	88,122			0	88,122	
1-Apr-2020	1,745,000	129,500	1,874,500	3,151,936	763,363	3,915,299	5,789,799	7,348,506
1-Jul-2020	540,000	88,122	628,122			0	628,122	
1-Oct-2020	0	85,875	85,875		699,867	699,867	785,742	
1-Jan-2021	0	77,322	77,322			0	77,322	
1-Apr-2021	1,835,000	85,875	1,920,875	3,278,927	699,867	3,978,794	5,899,669	7,390,855
1-Jul-2021	605,000	77,322	682,322			0	682,322	
1-Oct-2021	0	40,000	40,000		633,813	633,813	673,813	
1-Jan-2022	0	65,222	65,222			0	65,222	
1-Apr-2022	1,600,000	40,000	1,640,000	3,411,034	633,813	4,044,847	5,684,847	7,106,204
1-Jul-2022	600,000	65,222	665,222			0	665,222	
1-Oct-2022	0	0	0		565,097	565,097	565,097	
1-Jan-2023	0	53,222	53,222			0	53,222	
1-Apr-2023	0	0	0	3,548,466	565,097	4,113,563	4,113,563	5,397,104
1-Jul-2023	600,000	53,222	653,222			0	653,222	
1-Oct-2023	0	0	0		493,614	493,614	493,614	
1-Jan-2024	0	40,847	40,847			0	40,847	
1-Apr-2024	0	0	0	3,691,433	493,614	4,185,047	4,185,047	5,372,730
1-Jul-2024	635,000	40,847	675,847			0	675,847	
1-Oct-2024	0	0	0		419,250	419,250	419,250	
1-Jan-2025	0	27,750	27,750			0	27,750	
1-Apr-2025	0	0	0	3,840,161	419,250	4,259,411	4,259,411	5,382,258
1-Jul-2025	650,000	27,750	677,750			0	677,750	
1-Oct-2025	0	0	0		341,890	341,890	341,890	
1-Jan-2026	0	14,344	14,344			0	14,344	
1-Apr-2026	0	0	0	16,971,448	341,890	17,313,338	17,313,338	18,347,322
1-Jul-2026	675,000	14,344	689,344			0	689,344	
1-Oct-2026	0	0	0		1,059,416	1,059,416	1,059,416	1,748,760
	<u>\$25,265,000</u>	<u>\$9,671,608</u>	<u>\$34,936,608</u>	<u>\$62,555,540</u>	<u>\$30,543,826</u>	<u>\$93,099,366</u>	<u>\$128,035,974</u>	<u>\$128,035,974</u>

**BONDED DEBT SCHEDULES**

**ROAD CONSTRUCTION (20%) & WASTEWATER CONSTRUCTION (80%)  
EXCISE TAX REVENUE BONDS  
SERIES 2003  
\$18,120,000**

In January 2004, the City issued \$18,120,000 of Excise Tax Revenue Obligation Series 2003, to refinance the Series 1994 and 1995 Revenue Bonds that had financed the construction of a wastewater treatment plant and improved certain City streets. Additionally, the Series 2003 financed the expansion of the wastewater treatment plant. The Series 2003 revenue obligations have interest rates that range from 2.00% to 5.00%. Principal payments ranging from \$620,000 to \$1,835,000 are paid semi-annually on October 1 and April 1.

<b>Maturity Date</b>	<b>Bonds Payable</b>	<b>Interest Payable</b>	<b>Fiscal Year Total</b>
1-Oct-2009		327,906	
1-Apr-2010	620,000	327,906	1,275,812
1-Oct-2010		317,831	
1-Apr-2011	635,000	317,831	1,270,662
1-Oct-2011		305,925	
1-Apr-2012	660,000	305,925	1,271,850
1-Oct-2012		293,550	
1-Apr-2013	685,000	293,550	1,272,100
1-Oct-2013		279,850	
1-Apr-2014	710,000	279,850	1,269,700
1-Oct-2014		265,650	
1-Apr-2015	745,000	265,650	1,276,300
1-Oct-2015		250,750	
1-Apr-2016	770,000	250,750	1,271,500
1-Oct-2016		235,350	
1-Apr-2017	1,230,000	235,350	1,700,700
1-Oct-2017		210,750	
1-Apr-2018	1,585,000	210,750	2,006,500
1-Oct-2018		171,125	
1-Apr-2019	1,665,000	171,125	2,007,250
1-Oct-2019		129,500	
1-Apr-2020	1,745,000	129,500	2,004,000
1-Oct-2020		85,875	
1-Apr-2021	1,835,000	85,875	2,006,750
1-Oct-2021		40,000	
1-Apr-2022	1,600,000	40,000	1,680,000
<b>TOTAL</b>	<b><u>\$14,485,000</u></b>	<b><u>\$5,828,124</u></b>	<b><u>\$20,313,124</u></b>

**BONDED DEBT SCHEDULES**

**OLD MAIN REDEVELOPMENT BOND  
EXCISE TAX REVENUE OBLIGATIONS  
SERIES 1997  
\$3,590,000**

In October 1997, the City issued \$3,590,000 of Excise Tax Revenue Obligations Series 1997 to finance the restoration of a 1921 vintage school building for use as a new City hall. The 20-year revenue obligations have interest rates that range from 4.80% to 6.00%. Principal payments ranging from \$200,000 to \$290,000 are paid semiannually on October 1 and April 1.

<b>Maturity Date</b>	<b>Bonds Payable</b>	<b>Interest Payable</b>	<b>Fiscal Year Total</b>
1-Oct-2009	0	49,960	
1-Apr-2010	200,000	49,960	299,920
1-Oct-2010	0	45,060	
1-Apr-2011	215,000	45,060	305,120
1-Oct-2011	0	39,685	
1-Apr-2012	225,000	39,685	304,370
1-Oct-2012	0	34,060	
1-Apr-2013	235,000	34,060	303,120
1-Oct-2013	0	27,950	
1-Apr-2014	250,000	27,950	305,900
1-Oct-2014	0	21,450	
1-Apr-2015	260,000	21,450	302,900
1-Oct-2015	0	14,690	
1-Apr-2016	275,000	14,690	304,380
1-Oct-2016	0	7,540	
1-Apr-2017	290,000	7,540	305,080
<b>TOTAL</b>	<b>\$1,950,000</b>	<b>\$480,790</b>	<b>\$2,430,790</b>

**BONDED DEBT SCHEDULES**

**GENERAL OBLIGATION BONDS  
SERIES 2008  
\$11,000,000**

In June, 2008, the City issued \$11,000,000 of General Obligation Bonds for the construction of a joint use library, fire station, public safety building, and improvements to the community center and golf course. The bonds are issued pursuant to a special bond election held and approved on November 7, 2006. Interest on the 2008 obligations is payable semiannually on each January 1 and July 1. For the purpose of paying the principal of, interest and premium (if any) on early redemption and the costs of administration of the registration and payment of the Bonds as the same becomes due, such taxes to be levied, assessed and collected at the same time and manner as other taxes are levied, assessed and collected. The 2008 obligations are subject to optional and mandatory sinking fund redemption prior to maturity.

<b>Maturity Date</b>	<b>Bonds Payable</b>	<b>Interest Payable</b>	<b>Fiscal Year Total</b>
1-Jan-2010		174,884.38	
1-Jul-2010	1,225,000.00	174,884.38	1,574,768.76
1-Jan-2011		153,446.88	
1-Jul-2011	625,000.00	153,446.88	931,893.76
1-Jan-2012		142,509.38	
1-Jul-2012	245,000.00	142,509.38	530,018.76
1-Jan-2013		138,221.88	
1-Jul-2013	300,000.00	138,221.88	576,443.76
1-Jan-2014		132,971.88	
1-Jul-2014	300,000.00	132,971.88	565,943.76
1-Jan-2015		127,721.88	
1-Jul-2015	300,000.00	127,721.88	555,443.76
1-Jan-2016		122,096.88	
1-Jul-2016	300,000.00	122,096.88	544,193.76
1-Jan-2017		116,471.88	
1-Jul-2017	320,000.00	116,471.88	552,943.76
1-Jan-2018		108,471.88	
1-Jul-2018	430,000.00	108,471.88	646,943.76
1-Jan-2019		97,721.88	
1-Jul-2019	480,000.00	97,721.88	675,443.76
1-Jan-2020		88,121.88	
1-Jul-2020	540,000.00	88,121.88	716,243.76
1-Jan-2021		77,321.88	
1-Jul-2021	605,000.00	77,321.88	759,643.76
1-Jan-2022		65,221.88	
1-Jul-2022	600,000.00	65,221.88	730,443.76
1-Jan-2023		53,221.88	
1-Jul-2023	600,000.00	53,221.88	706,443.76
1-Jan-2024		40,846.88	
1-Jul-2024	635,000.00	40,846.88	716,693.76
1-Jan-2025		27,750.00	
1-Jul-2025	650,000.00	27,750.00	705,500.00
1-Jan-2026		14,343.75	
1-Jul-2026	675,000.00	14,343.75	703,687.50
	<b>\$8,830,000</b>	<b>\$3,362,693.90</b>	<b>\$12,192,693.90</b>



# **PERSONNEL DATA**

**PERSONNEL DATA**

**2009 - 2010 CLASSIFICATION PLAN**

<b>CLASS TITLE</b>	<b>SALARY RANGE</b>	<b>STEP A MINIMUM</b>	<b>STEP H MAXIMUM</b>
911 Call Taker/Public Safety Clerk	36	30,492	42,051
Accountant	56	48,225	66,551
Accounting Clerk	35	29,821	41,096
Administrative Assistant	44	36,614	50,511
Administrative Services Director	83	89,772	123,816
Airport Maintenance Worker	38	31,887	44,001
Airport Manager	55	47,088	65,053
Alarm Coordinator/Graffiti	42	34,948	48,225
Animal Control Officer	38	31,887	44,001
Assistant City Attorney	75	74,597	103,036
Assistant Fire Chief	77	78,058	107,879
Budget Analyst	56	48,225	66,551
Building Inspector	50	42,051	57,988
Chief Building Official	69	65,053	89,772
Chief Wastewater Treatment Plant Oper.	56	48,225	66,551
City Attorney	91	107,879	148,480
City Clerk	76	76,328	105,464
City Manager	101	135,595	186,826
City Prosecutor	71	68,036	93,995
Civil Engineer	66	60,701	83,715
Code Compliance Specialist	47	39,275	54,114
Community Services Director	81	85,639	118,327
Construction Inspector	50	42,051	57,988
Court Clerk	37	31,164	43,007
Court Security Officer	TBD		
Crew Leader	49	41,093	56,658
Crime Analyst	50	42,051	57,988
Custodian	27	24,797	34,134
Database Analyst	52	44,001	60,701
Deputy City Clerk	53	44,983	62,082
Deputy City Manager	91	107,879	148,480
Deputy Police Chief	78	79,918	110,410
Deputy Public Works Director	76	76,328	105,464
Development Center Manager	65	59,306	81,778
Engineering Technician	48	40,191	55,392
Equipment Maintenance Supervisor	50	42,051	57,988
Equipment Mechanic	46	38,370	52,887
Equipment Mechanic Assistant	37	31,164	43,007
Equipment Operator	40	33,372	46,042
Executive Secretary	46	38,370	52,887
Facilities Maintenance Supervisor	46	38,370	52,887
Finance Director	86	96,204	132,547
Fire Battalion Chief	73	71,213	98,412
Fire Captain	65	59,306	81,778
Fire Chief	87	98,412	135,595
Fire Engineer	58	50,511	69,625
Fire Inspector/Plans Examiner	53	44,983	62,082
Fire Marshal	73	71,213	98,412
Fire Prevention Officer	46	38,370	52,887
Fire Recruit	48	40,191	55,392

## 2009 - 2010 CLASSIFICATION PLAN

CLASS TITLE	SALARY RANGE	STEP A MINIMUM	STEP H MAXIMUM
Firefighter	52	44,001	60,701
GIS Coordinator	58	50,511	69,625
GIS/Drafting Technician	50	42,051	57,988
GIS Analyst	53	44,983	62,082
Golf Course Superintendent	64	57,988	79,918
Grants Coordinator	52	44,001	60,701
Grounds Keeper	22	22,110	30,492
Heavy Equipment Operator	46	38,370	52,887
Housing Construction Superintendent	53	44,983	62,082
Housing Intake & Financing Specialist	43	35,749	49,348
Housing Program Office Specialist	39	32,610	44,983
Housing/Revitalization Program Mgr	66	60,701	83,715
Human Resources Analyst	53	44,983	62,082
HVAC Technician	42	34,948	48,225
Industrial Pretreatment Coordinator	45	37,466	51,660
Information Technology Manager	64	57,988	79,918
Information Technology Technician	49	41,093	56,658
Kennel Assistant	30	26,566	36,614
Landfill Attendant	26	24,254	33,372
Landscaping Planner	58	50,511	69,625
Lead Equipment Mechanic	48	40,191	55,392
Librarian	52	44,001	60,701
Library Assistant	31	27,160	37,466
Library Circulation Supervisor	43	35,749	49,348
Library Manager	69	65,053	89,772
Library Page	8	16,015	22,110
Maintenance Worker	36	30,492	42,051
Management Analyst	50	42,051	57,988
Network Administrator	60	52,887	72,905
Office Assistant	29	25,972	35,749
Parks Superintendent	64	57,988	79,918
Permit Technician	40	33,372	46,042
Planner	58	50,511	69,625
Planning & Development Director	82	87,706	121,039
Planning Assistant	48	40,191	55,392
Plans Examiner	54	46,042	63,568
Police Aide	40	33,372	46,042
Police Chief	88	100,724	138,707
Police Commander	75	74,597	103,036
Police Corporal	58	50,511	69,625
Police Identification Technician	47	39,275	54,114
Police Officer	55	47,088	65,053
Police Property Technician	41	34,134	47,088
Police Recruit	51	43,007	59,306
Police Sergeant	66	60,701	83,715
Police Transport Officer	44	36,614	50,511
Police Volunteer Coordinator	44	36,614	50,511
Pro Shop Attendant	26	24,254	33,372
Pro Shop Manager	47	39,275	54,114
Project Manager	64	57,988	79,918

2009 - 2010 CLASSIFICATION PLAN

CLASS TITLE	SALARY RANGE	STEP A MINIMUM	STEP H MAXIMUM
Public Information Officer	62	55,392	76,328
Public Safety Communications Manager	69	65,053	89,772
Public Safety Communications Supervisor	51	43,007	59,306
Public Safety Dispatcher	46	38,370	52,887
Public Safety Records Supervisor	51	43,007	59,306
Public Works Director	86	96,204	132,547
Recreation Program Aide	11	17,151	23,712
Recreation Program Clerk	6	15,330	21,116
Recreation Program Coordinator	49	41,093	56,658
Recreation Program Superintendent	65	59,306	81,778
Recreation Programmer	38	31,887	44,001
Redevelopment Planner	58	50,511	69,625
Safety/Risk Management Specialist	54	46,042	63,568
Sanitation Superintendent	64	57,988	79,918
Sanitation Supervisor	55	47,088	65,053
Secretary	37	31,164	43,007
Senior Accounting Clerk	43	35,749	49,348
Senior Animal Control Officer	45	37,466	51,660
Senior Budget Analyst	65	59,306	81,778
Senior Civil Engineer	71	68,036	93,995
Senior Court Clerk	43	35,749	49,348
Senior Custodian	31	27,160	37,466
Senior Information Technology Technician	52	44,001	60,701
Senior Library Assistant	35	29,821	41,096
Senior Maintenance Worker	40	33,372	46,042
Senior Management Analyst	63	56,658	78,058
Senior Planner	65	59,306	81,778
Senior Wastewater Treatment Plant Oper.	48	40,191	55,392
Sign Technician	42	34,948	48,225
Signal Light Technician	48	40,191	55,392
Signal Light Technician Assistant	42	34,948	48,225
Streets Superintendent	65	59,306	81,778
Streets Supervisor	55	47,088	65,053
Supervising Accountant	65	59,306	81,778
Telephone Operator/Receptionist	29	25,972	35,749
Traffic Engineer	71	68,036	93,995
Victim Advocate/Probation Monitor	53	44,983	62,082
Wastewater Environmental Technician	49	41,093	56,658
Wastewater Laboratory Technician	43	35,749	49,348
Wastewater Superintendent	65	59,306	81,778
Wastewater Treatment Plant Operator	45	37,466	51,660
Web Master	60	52,887	72,905

**PERSONNEL DATA**

<b>AUTHORIZED POSITIONS BY FISCAL YEAR</b>							
<b>DEPARTMENT</b>	<b>03-04</b>	<b>04-05</b>	<b>05-06</b>	<b>06-07</b>	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>
City Manager	1.50	1.50	3.00	4.50	4.33	4.33	4.75
Public Information	0.00	0.00	1.00	1.00	2.00	2.00	2.00
City Clerk	3.50	3.50	4.00	4.00	4.50	4.50	4.50
Administrative Services	6.00	3.00	3.00	3.25	4.33	4.33	4.00
Risk Management	0.00	0.00	0.00	0.00	1.00	1.00	1.00
Finance Services	8.75	8.75	8.75	10.50	14.08	14.08	11.75
I.T. & G.I.S.	3.00	4.25	4.25	7.75	9.25	9.25	9.25
Police	89.50	97.50	97.50	108.50	120.83	119.23	111.75
Animal Control	3.00	3.00	3.00	4.00	4.00	4.00	4.00
Fire	33.00	40.75	40.75	54.75	60.43	62.08	63.25
Parks & Recreation							
General Recreation	2.75	5.00	5.00	6.50	9.30	9.08	6.75
Senior Adult Services	1.00	1.00	0.75	1.75	2.75	2.75	3.75
Keep Casa Grande Beautiful	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Len Colla Center	1.50	1.50	1.50	1.50	2.00	3.00	2.25
Golf Course	7.00	9.00	9.00	9.00	7.00	7.00	12.88
Parks Maintenance	19.00	16.00	16.00	16.50	19.00	18.00	19.25
Library	12.50	12.50	12.50	12.50	12.50	13.50	13.50
Vista Grande Public Library	0.00	0.00	0.00	0.00	8.50	8.17	9.50
Planning & Development							
Development Center	12.00	15.00	15.00	17.00	29.00	29.00	26.00
C D B G	2.25	0.50	0.50	0.50	0.50	0.50	0.50
Rural Development	2.75	3.00	3.00	3.50	4.00	3.50	3.50
Housing Programs	0.00	1.75	1.75	1.00	1.00	1.00	1.00
City Attorney	3.65	4.65	4.65	5.65	6.10	6.10	6.10
Victim's Rights	0.15	0.15	0.15	0.10	0.10	0.10	0.10
Crime Victims Assistance	0.20	0.20	0.20	0.30	0.30	0.30	0.30
City Court	5.00	5.00	5.00	5.00	7.50	7.50	6.50
Public Works							
Administration	1.50	2.00	2.00	2.00	3.00	4.00	4.25
Engineering	7.00	8.00	8.00	11.00	10.00	8.00	7.00
Equipment Maintenance	6.00	6.75	6.75	7.75	8.00	9.00	9.00
Facilities Maintenance	0.00	0.00	4.00	5.00	5.00	5.00	4.00
Street Maintenance	17.50	18.50	18.50	18.50	22.00	22.00	19.00
Operations	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Sanitation Collection	16.50	17.50	17.50	19.50	22.50	22.50	23.25
Sanitation Recycling	8.00	8.00	8.00	8.00	8.00	8.00	9.00
Sanitation Landfill	6.50	7.50	7.50	8.00	7.00	7.00	6.50
Wastewater Treatment	11.00	13.00	13.00	8.50	10.00	13.00	13.00
Water	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Municipal Airport	2.00	2.00	2.00	3.00	3.00	3.00	3.00
<b>TOTAL FUNDED POSITIONS</b>	<b>295.25</b>	<b>322.00</b>	<b>329.75</b>	<b>372.55</b>	<b>435.05</b>	<b>438.05</b>	<b>428.38</b>
Authorized and Frozen	0.00	0.00	0.00	0.00	0.00	0.00	24.00
<b>TOTAL AUTHORIZED</b>	<b>295.25</b>	<b>322.00</b>	<b>329.75</b>	<b>372.55</b>	<b>435.05</b>	<b>438.05</b>	<b>452.38</b>

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# **TAX RATE**

**TAX RATE AND FEE SCHEDULE**

**CITY OF CASA GRANDE TAX RATES**  
Effective July 01, 2009

**Privilege Tax except Retail, Utilities/Telecommunications**

<b>City of Casa Grande</b>	<b>1.80%</b>
Pinal County	1.10%
State of Arizona	5.60%
<b>Total</b>	<b>8.50%</b>

**Construction Contracting**

<b>City of Casa Grande</b>	<b>4.00%</b>
Pinal County	1.10%
State of Arizona	5.60%
<b>Total</b>	<b>10.70%</b>

**Retail \$5,000 and less & Utilities/Telecommunications**

<b>City of Casa Grande</b>	<b>2.00%</b>
Pinal County	1.10%
State of Arizona	5.60%
<b>Total</b>	<b>8.70%</b>

**Retail over \$5,000.00**

<b>City of Casa Grande</b>	<b>1.50%</b>
Pinal County	1.10%
State of Arizona	5.60%
<b>Total</b>	<b>8.20%</b>

**Hotel/Motel**

<b>City of Casa Grande</b>	<b>3.80%</b>
Pinal County	1.10%
State of Arizona	5.60%
<b>Total</b>	<b>10.50%</b>

**Commercial Rental**

<b>City of Casa Grande</b>	<b>1.80%</b>
Pinal County	0.50%
State of Arizona	0.00%
<b>Total</b>	<b>2.30%</b>

**Residential Rental**

<b>City of Casa Grande</b>	<b>1.80%</b>
Pinal County	0.00%
State of Arizona	0.00%
<b>Total</b>	<b>1.80%</b>



# **GLOSSARY**

## GLOSSARY OF TERMS

**Accrual Basis** - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Adopted** – The amount approved by Council that represents the maximum spending authority.

**Allocation** - A part of a larger dollar appropriation designated for expenditure by specific organization units and/or for special purposes, activities, or objects.

**Appropriation** - A legal authorization granted by City Council to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and duration when it may be expended.

**Assessed Valuation** - A value that is established, by the County Assessor, for real and personal property to use as a basis for levying property taxes.

**Asset** - Resource owned or held by a government, which has a monetary value.

**Available (Undesignated) Fund Balance** - Refers to the funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

**Base Budget** - The on-going expense for personnel, operating services, and the replacement of supplies and equipment to maintain existing service levels.

**Bonds** - A written instrument to pay a sum of money at a specified interest rate, on a specific date or dates in the future, called maturity dates. The interest payments and the repayment of the principal are detailed in a bond resolution or ordinance. Two common types of bonds are general obligation and revenue bonds, which are most commonly used for construction of large capital projects such as buildings, streets, and sewers. The difference between a note and a bond is that a bond is used for a longer period of time and requires more formality.

<sup>1</sup>Bonds, General Obligation (G.O.) - Bonds that finance a variety of public projects and requires voter approval. These bonds are backed by the full faith and credit of the City. Limitations for bonding capacity are set by State Statute. General obligation bonds for streets, public buildings, fire, and airport and limited to 6% of the City's assessed valuation. General obligation bonds for open space and utility operations, such as water and wastewater, are limited to 20% of the City's assessed value.

<sup>2</sup>Bonds, Highway Users Revenue - This type of revenue bond is used solely for street and highway improvements. State law imposes the maximum limitation of highway users revenue that shall be used for debt servicing of revenue bonds. The amount shall not exceed 50% of the total from highway user revenue for the previous twelve-month period. These bonds require voter authorization.

<sup>3</sup>Bonds, Revenue – A legal debt instrument which is used to finance public projects for services such as water and/or sewer. Revenue Bonds are bonds payable from a specific source of revenue and do not pledge the full faith and credit of the issuer. Revenue bonds are payable from identified sources of revenue and do not affect the property tax rate. Pledged revenues may be derived from the operation of the financed project, grants, and excise or other specified non-property tax.

**Bond Refinancing** - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**Budget** - A financial and operating plan representing an estimate of proposed expenditures and the proposed means of financing them for a given period. This official public document reflects decisions; measures service needs, establish the allocation of resources and is the spending plan for achieving goals and objectives.

<sup>1</sup>Budget, Line-Item - A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

## GLOSSARY OF TERMS

<sup>2</sup>Budget, Operating - Plan for current expenditures and the means to finance them. This budget, associated with providing on-going services to citizens, includes general expenditures such as personal services, contractual services, operating supplies, and operating capital items. The budget is the primary measure of controlling financing, acquisition, spending and delivering of services of the entity.

<sup>3</sup>Budget, Performance – A Budget that focuses on departmental goals and objectives rather than line items. Workload and unit cost data are collected in order to assess the effectiveness and efficiency of services. Typical measures collected might include average emergency response time for fire or cost per man-hour or garbage collection.

<sup>4</sup>Budget, Program – Budget that focuses on broad functions of a jurisdiction rather than upon its budget units and /or object classes of expenditures.

**Budget Calendar** – The schedule of key dates and/or events, the City followed during the preparation, adoption, and administration of this fiscal budget.

**Budget Message** - The opening section of the budget, which provides the City Council and the public with a general summary of the most important budget issues, changes from recent fiscal years, and recommendations regarding the financial policy for the coming fiscal year.

**Budgetary Adjustment** - A procedure to revise a budget appropriation either by City Council approval, through the adoption of a supplemental appropriation ordinance for any interdepartmental or interfund adjustments, or by the City Manager authorization to adjust appropriations within a departmental budget.

**Budgetary Basis** - This refers to the form of accounting used throughout the budget process. These generally take one of three forms: GAAP, Cash, Modified Accrual, or some type of statutory form. Budgets are adopted on a basis consistent with generally accepted accounting principals (GAAP) except that (a) encumbrances are considered to be an expenditure chargeable to appropriations, (b) no depreciation is budgeted for in enterprise funds, (c) investments in supply inventories and assets restricted for self-insurance

purpose are not considered to be appropriable, (d) revenues accruing to sinking funds are not appropriable, and (e) contributions into sinking funds are not budgeted. Unencumbered appropriations lapse at the close of the year.

**Budgetary Control** - The control or management of a governmental unit or enterprise in accordance with an adopted budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

**Capital Budget** - The appropriation of bonds or operating revenue for improvements or construction of facilities and other infrastructure.

**Capital Improvements** - Expenditures related to the acquisition, expansion, or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

**Capital Improvements Program** - The Capital Improvement Program (CIP) is a comprehensive plan of capital investment projects which identifies priorities as to need, method of financing, cost, and revenues during a five year period. The program is a guide for identifying current and future fiscal year requirements and becomes the basis for determining the annual capital budget.

**Capital Outlay** - Expenditures resulting in the acquisition or addition to the government's general fixed assets. These assets generally have useful life of more than one year.

**Capital Replacement Fund** – An accounting methodology to allow purchase of operating capital items over the useful life of an asset through budgeted annual payments and transfers during the fiscal year.

**Cash Basis** - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

**Contingency** - A budgetary reserve set aside for emergencies or unforeseen expenditures.

**Contractual Services** - Professional, technical, or maintenance expertise typically purchased from external sources.

## GLOSSARY OF TERMS

**Cost Center** - An organizational budget/operating unit within each City department or division, i.e., Engineering is a cost center within the Public Works Department.

**Debt** - An obligation resulting from issuing bonds or from the purchase of goods and services through a lease.

**Debt Management (Capacity) Plan** - The City's Basis to evaluate upcoming and future debt financing in relation to the impact that borrowing will have on the City's debt ratios, statutory limits and to the City's credit position as determined by the major agencies.

**Debt Service** - The amount of interest and principal the City must pay each year on net direct long-term debt plus the interest it must pay on direct short-term debt.

<sup>1</sup>Direct Debt - The sum of the total bonded debt and any unfunded debt (e.g. short-term notes) of the City for which the City has pledged its "full faith and credit." It does not include the debt of overlapping jurisdictions.

<sup>2</sup>Outstanding Tax Supported Debt - Direct debt minus self-supporting debt. Debt for which the City has pledged to repay from secondary property taxes.

<sup>3</sup>Self-Supporting Debt - Debt for which the City has pledged a repayment source separate from its general tax revenues (e.g. water bond repaid from water utility income/special assessment bonds.)

**Deficit** - The excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.

**Department** - A major administrative division of the City, which indicates overall management responsibility for an operation or a group of related operations within a functional area.

**Depreciation** - Consumption of the service life of fixed assets, due to normal wear, deterioration, environmental elements, passage of time, and obsolescence. The portion of the cost of a fixed asset charged as an expense during a specified period based on service life of the asset and ultimately expending the entire cost of the asset.

**Distinguished Budget Presentation Awards Program** - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**Division** - A group of homogenous cost centers within a department, i.e., all solid waste, residential collections, recycling and commercial collection cost centers make up the Solid Waste Division within the Public Works Department.

**Encumbrance** - The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

**Estimated Revenue** - The projected amount of revenues to be collected during any fiscal year.

**Expenditure/Expense** - Decreases in net financial resources. Expenditures include operating expenses such as the acquisition of assets or goods and services, and personnel costs.

**Expenditure Control Budgeting (ECB)** - A system of budgeting which uses a "base" budget (the previous fiscal year) on a lump sum, bottom line basis to determine the ensuing fiscal year's appropriation. The base budget is adjusted annually for population growth and inflation if projected revenues are sufficient to cover the growth and inflation factor. Any funds not expended in a given year are carried forward within the cost center to the next year.

**Expenditure Limitation** - Amendment to the Arizona State Constitution, which limits the total annual expenditures of all municipalities. The limit is set by the Economic Estimates Commission based on population growth and inflation.

**Fiscal Year** - Time period designated by the City signifying the beginning and ending period for recording financial transactions. The City has a fiscal year beginning July 1 and ending June 30 as established by the City Charter.

**Fixed Asset** - Tangible assets with a long life (generally over a year), with a value greater than \$10,000.

## GLOSSARY OF TERMS

**Franchise Fee** - A fee paid by public service business for the special privilege to use City streets, alleys, and property in providing their services to the citizens of the community. Services requiring franchise fees include electricity, telephone, natural gas, and cable television.

**Full Time Equivalent (FTE)** - A position converted to the decimal equivalent of a full-time position based on, 2,080 hours per year.

**Function** - Activity, which is performed by one or more organizational units for the purposes of accomplishing a goal. The City is divided into several major functions: (1) General Government; (2) Public Safety; (3) Public Works; (4) Culture and Recreation; (5) Sanitation; and (6) Health and Welfare.

**Fund** - An accounting entity having a set of self-balancing accounts and records all financial transactions for specific activities or government functions in attaining certain objectives governed by special regulations, restrictions, or limitation.

<sup>1</sup>Debt Service Fund - A fund organized to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

<sup>2</sup>Enterprise Fund - A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The governing body's intention is to finance or recover operation costs through user fees. The City has established Enterprise Funds for wastewater service, solid waste service, a golf course, and the operation of an airport since they are considered to be self-sufficient.

<sup>3</sup>Forfeiture Fund - A fund that is established to accept funds that are derived from the seizure of property by peace officer under the guidelines set forth by the state. These funds can be used for investigation and prosecution of any offense included under the definition of racketeering in the Arizona Revised Statutes.

<sup>4</sup>General Fund - The operating fund established to account for resources and uses of general operating functions of City departments that are not required to be accounted for in another fund. Resources are, in the majority, provided by taxes.

<sup>5</sup>Highway User Revenue Fund (HURF) - A fund whose revenues consist of state taxes collected on gasoline, vehicle, and a number of other additional transportation related fees. These funds must be used for street and highway purposes.

<sup>6</sup>Intergovernmental Fund - A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies on a cost reimbursement basis.

<sup>7</sup>Local Transportation Fund (LTAF) - A fund whose revenues are generated by the State Lottery. Distribution of these funds is based on population. Funds must be used for public transit or streets.

<sup>8</sup>Self-insurance Fund - This fund is established to account for the cost of property and public-liability claims incurred by the City under a self-insurance program instead of transferring the risk through the purchase of an insurance policy.

<sup>9</sup>Special Revenue Fund - A fund used to finance distinct activities and is created out of receipts of specific revenues.

<sup>10</sup>Trust and Agency Funds - Trust and Agency Funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds.

**Fund Balance** - Fund Balance is the excess of resources over liabilities. The beginning fund balance is the residual funds brought forward from the previous fiscal years.

**General Obligations Bonds** - Bonds that finance a variety of public projects and require voter approval. These bonds are backed by full faith and credit of the City and are repaid through property tax. Limitations for bonding capacity are set by State Statute.

**Generally Accepted Accounting Principals (GAAP)** - Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**General Governmental Revenue** - The revenues of a government other than those derived from and retained in an enterprise fund. General governmental revenues include those from the General, Debt Service, and Special Revenue Funds.

## GLOSSARY OF TERMS

**Goal** - A long-term, attainable operational result.

**Grant** - Contributions or gifts of cash or other assets from another to be used for a specified purpose, activity, or facility.

**Improvement Districts** - Improvement Districts are formed consisting of property owners desiring improvements, primarily street reconstruction, to their property. Bonds are issued to finance these improvements, which are repaid by assessments on affected property owners.

**Indirect Cost** - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned, such as administrative support, facility maintenance, or custodial services.

**Interfund Transfer** - The movement of monies between funds of the same governmental entity.

**Intergovernmental Revenue** - Revenues from other governments in the form of grant, entitlements, shared revenues, or payments in lieu of taxes.

**Internal Service Fund** - Fund used to account for goods or services provided by one department or agency of the City to other departments or agencies on a cost reimbursement basis. The services are tangible and measurable to which they benefit the individual departments or agencies within the City.

**Internal Service Charges** - The charge to a City department for service provided by other City departments. This includes Equipment Maintenance, and Insurance and Risk Management.

**Levy** - Imposed taxes for the support of government activities.

**Long Term Debt** - Debt with a maturity of more than one year after the date of issuance.

**Modified Accrual Basis** - Under the modified accrual basis of accounting, recommended for use by governmental funds, revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

**Objective** - A specific measurable and observable result of an activity, which advances the department towards its goal.

**Operating Expenses** - The cost of personnel, materials, and equipment required for a department to function.

**Operating Revenue** - Funds that the government receives as income to pay for ongoing operations. This includes such items as taxes, user fees, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Operating Supplies** - Costs of goods consumed by the City in the course of its daily operations.

**Operating Transfers** - Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended.

**Other Services and Charges** - Services rendered to the City in the form on contractual, professional, maintenance, and vehicle maintenance services. This also includes expenses for rentals, dues and memberships that may be charged by employees.

**Pay-As-You-Go Financing** - A term used to describe a financial policy by which the capital program is financed from available cash rather than through borrowing.

**Performance Indicators** - Measurable means of evaluating the effectiveness of a cost center in accomplishing its defined objectives.

**Personnel Services** - Cost related to compensating employees, included wages, insurance, payroll taxes, retirement contributions, allowances for clothing, and automobiles, training, conferences, and travel to meetings.

**Policy** - A plan, course of action, or guiding principle designed to set parameters for decisions and actions.

## GLOSSARY OF TERMS

**Property Tax Levy** - The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance. In Arizona, the property tax system is divided into a primary and secondary rate.

<sup>1</sup>Primary Property Tax - A limited tax levy used for general governmental operations. The total levy for primary taxes is restricted to a 2% annual increase, plus allowances for annexations, new construction, and population increases.

<sup>2</sup>Property Tax Rate - The amount of tax stated in terms of a unit of the tax base expressed as dollars per \$100 of equalized assess valuation.

<sup>3</sup>Secondary Property Taxes - An unlimited tax levy restricted to general bonded debt obligations and for voter approved budget overrides.

**Retained Earnings** - An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

**Reserve** - An account used to indicate that a portion of a fund's assets are legally restricted for a specific purpose and is not available for general appropriation.

**Resolution** - A special or temporary order of a legislative body requiring less formality than an ordinance or statute.

**Resources** - Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

**Revenue** - Receipts from taxes, intergovernmental sources, and user fees or resources from voter-authorized bonds, system development fees, and grants.

**Risk Management** - Organized effort to protect a government's assets against accidental loss in the most economical method available at the time.

**Secondary Property Taxes** - An unlimited tax levy restricted to general bonded debt obligations and for voter approved budget overrides.

**Source of Revenue** - Revenues are classified according to their source or point of origin.

**System Development Fees** - The funding source provided from the system development fees charged in water and wastewater that may be used for capital improvements or debt service. In the capital program, system development fees in water are used as the funding source in lieu of general obligation bonds. In wastewater, the system development fees are not used in lieu of bonds, as they are required for debt service needs of that operation.

**Tax Levy** - The product of the tax rate per \$100 is multiplied by the tax base of the property.

**Taxes** - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**Transfers In/Out** - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**Unreserved Fund Balance** - Monies available for appropriations and not designed for other purposes.

**User Charges** - The payment of a fee for direct receipt of a public service to the party who benefits from the service.

## ACRONYMS

AEMS	Arizona Emergency Medical Systems
ASRS	Arizona State Retirement System
CAFR	Comprehensive Annual Financial Report
CDBG	Community Development Block Grant
CFD	Community Facilities District
CIP	Capital Improvement Plan
COLA	Cost of Living Adjustment
COP	Certificate of Participation (Financing Mechanism)
DOR	Department of Revenue
FEMA	Federal Emergency Management Agency
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information Services
GO	General Obligation Bonds
GOHS	Governor's Office of Highway Safety
HURF	Highway User Revenue Fund (Gasoline Tax Revenues)
ID	Improvement District
JCEF	Judicial Court Education Fund
LGIP	Local Government Investment Pool
LID	Local Improvement District
LTAF	Local Transportation Assistance Fund (State Lottery Distribution)
MPC	Municipal Properties Corporation
PSPRS	Public Safety Personnel Retirement System
TEA	Transportation Enhancement Act (TEA 21 Federal Transportation Programs)
TPT	Transaction Privilege Tax (Sales Tax)
UERS	Uniform Expenditure Reporting System
VLT	Vehicle License Tax
WIFA	Water Infrastructure Financing Authority of Arizona



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