



City of Casa Grande, Arizona



2010-2011 ANNUAL BUDGET

CITY OF CASA GRANDE, ARIZONA

**Annual Budget for the fiscal year
beginning July 1, 2010 and ending June 30, 2011**

MAYOR

Robert M. Jackson

MAYOR PRO TEMPORE

Karl Montoya

COUNCIL MEMBERS

Dick Powell

Stephen Q. Miller

Mary E. Kortsen

Matt Herman

Lisa Navarro Fitzgibbons

CITY MANAGER

James Thompson

FINANCE DIRECTOR

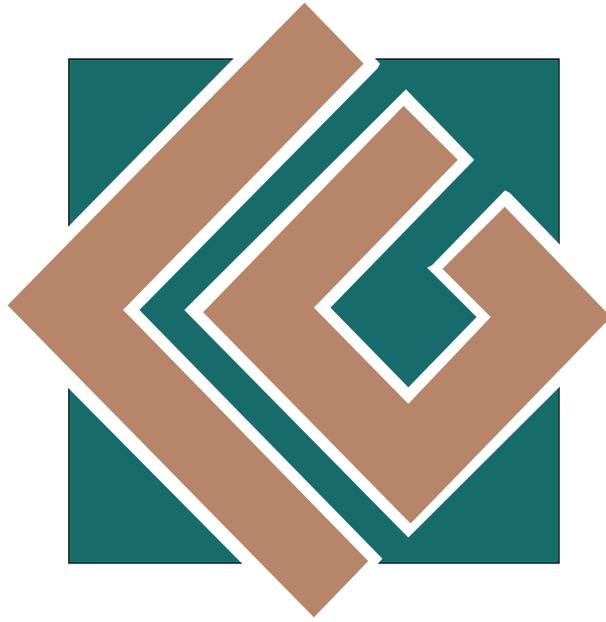
Diane Archer

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, 2009

A handwritten signature in black ink, appearing to be 'HR'.

President

A handwritten signature in black ink, appearing to be 'Jeffrey R. Emery'.

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, 2009. 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 2010-2011 Annual Budget. The budget as adopted does not include any service reductions or loss of jobs. Casa Grande is not immune to the challenges presented by the current state and national economic climate, but solid financial planning resulted in available rainy day funds 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 2010-2011 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** – Included in the budget are improvements to field lighting, trail construction on Casa Grande Mountain and tennis court remodeling. The joint use public and school library at the new Vista Grande High School opened in August, 2009. The City operates the library and the Casa Grande Unified School District maintains the library. The City developed a joint venture with a private company 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.
- **Economic Development** – The City of Casa Grande continues to maintain its relationship with the Greater Casa Grande Economic Development Foundation. In FY10, about \$13 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 1,845 in FY10 compared to 1,331 cases in FY09.
- **Transportation** – The pavement management system is under implementation and 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. Highway 10 improvements will begin during the fiscal year and will result in new amenities along the freeway corridor.
- **Environment** – 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. An audit of the wastewater treatment plant is nearing completion and will result in improved operating procedures and operations. The budget includes funding to develop a reclaimed water plan with viable options for making the best use of treated wastewater.

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 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. It is through ongoing confidence in the City staff 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 **\$177,426,730** with Interfund transfers. The primary property tax rate is increased this year to **\$0.8110** per one hundred dollars of assessed valuation from **\$0.7135**. The increase was required to raise additional revenue due to State shared revenue declines and to maintain the existing dollar level based on valuation decreases. 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 for the City. 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 2010-2011 budget is as follows:

- The **General Fund's** budget is **\$39,032,530**. This is a **\$1,898,100** decrease in expenditures from the previous fiscal year budget of **\$40,930,630**. The major changes are attributed to elimination of one time expenditure for the Court Facility construction of \$3,000,000, operational cost reductions, addition of costs for new facilities and addition of new one time capital projects.
- The total for the **Special Revenue Fund's** budgeted amount is **\$32,400,710**. 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 **\$472,030** from last year's budget of **\$32,872,740**. This decrease is attributed to fewer large capital projects.
- The **Debt Service Fund's** includes debt expenditures in the amount of **\$3,933,490**. This level of funding is **\$636,780** more than the prior fiscal year total of **\$3,296,710**. The increase is a result of a taxable and tax exempt excise tax bonds in the total amount of \$18,800,000 to finance construction of the Sports Complex that increases debt repayment expenditures. These funds also include some financial commitments for redevelopment and improvement districts.
- The **Capital Improvement Fund's** shows a decrease of **\$4,998,900** in budget with a total budget amount of **\$43,389,500**. The decrease from last year's budget of **\$48,388,400** is largely the result of rescheduled capital projects and extending the time to complete some projects. Several large projects are included - the Public Safety Facility and Fire Station 504 and \$20,000,000 for potential improvement districts. These funds also include budgeted expenditures for construction sales tax, capital replacement, and recreation construction.

- The **Enterprise Fund's**, comprised of the Dave White Golf Course, Wastewater and Sanitation operations, is budgeted at **\$48,234,240**. This is a **\$12,271,850** decrease from last year's budget of **\$60,506,090**. The decrease is due to completion of the Wastewater Treatment plant expansion during FY11.
- The **Internal Service Fund's** provide maintenance for the City's fleet and for insurance cost allocations. The insurance fund budget is **\$4,833,900**. This fund accounts for all insurance costs and allocates the cost to the appropriate cost center based on cost drivers. The Fleet Maintenance fund is budgeted at **\$1,713,090**, an increase of **\$16,100** from last year's budget of **\$1,696,990**. The increase is attributed to operating capital.

Last fiscal year's budget was created during a period the economy was nearing the bottom of 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 remain constant based on reductions in state shared revenue offset by growth in other revenue such as franchise fees, charges for services and fines.

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 2010-2011 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 2010-2011, 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 and replace the obsolete phone system. Additionally, the City will begin 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 were the 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 the Finance staff for the time spent in providing the financial information needed for the creation of this informative document. Lastly, thanks to the rest of the Executive Leadership Team for presenting requests within the parameters established to develop the 2010-2011 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.

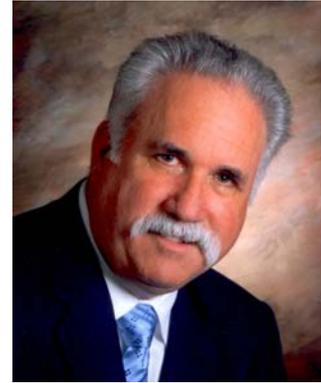
Sincerely,



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.

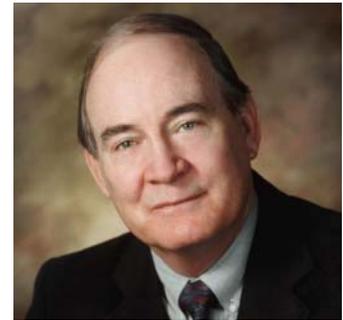


Karl Montoya

Mr. Karl Montoya is serving his first term on the City Council, extending through 2011. Mr. Montoya was elected to serve as Mayor Pro Tempore through June 2011. He 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.

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.



Dick Powell

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.



Stephen Q. Miller

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.

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.

Mary Kortsen is serving her first term on the City Council, extending through 2011. She previously served as 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.



Mary Kortsen



Matt Herman

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 Central Class XVI and the Casa Grande Leadership Academy. He is married and has two daughters.

Lisa Fitzgibbons is serving her first term on the City Council, extending through June 2011. Mrs. Fitzgibbons moved to Casa Grande in 1970 from Chicago, IL. She attended elementary and high school in Casa Grande, then to Arizona State University to receive her B.S. in Organizational Communications.

Mrs. Fitzgibbons currently serves as the President of the St. Anthony of Padua Catholic School Advisory Board, Vice President of the Latino Familia Initiative, past board member for Community Action Human Resource Agency (CAHRA), and has facilitated the Hispanic Leadership Institute for the past 5 years. She is married and has three daughters.



Lisa Fitzgibbons

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TABLE OF CONTENTS

GENERAL BUDGET INFORMATION

City Profile	1
Organizational Chart	7
Budget Guide.....	9
Budget Document Guide	12
Budget Process Overview	15
Budget Calendar	18

BUDGET SUMMARY

Budget Overview.....	22
Fund Balance Analysis.....	26
FY 2010-2011 Budget Summary - By Fund Type.....	27
Revenue Comparison	28
City Sales Tax Revenues.....	29
½ Percent County Sales Tax Revenues	30
Franchise Tax Revenues.....	31
Building Permit Revenue	32
Fines and Forfeitures.....	33
State-Shared Income Tax Revenue	34
State-Shared Sales Tax Revenue.....	35
Auto-in-Lieu Revenues	36
Local Transportation Assistance Revenue	37
Highway User Revenue.....	38
Municipal Golf Course Revenues	39
Wastewater Service Revenues.....	40
Sanitation Service Revenues	41
City Property Primary and Secondary Taxes and Rates.....	42

BUDGET RESOLUTION AND STATE REQUIRED SCHEDULES

Resolution Adopting the 2010-2011 Budget.....	44
Schedule A	45
Schedule B.....	46
Schedule C.....	47
Schedule D	52
Schedule E.....	53

TABLE OF CONTENTS

Strategic Agenda	56
Financial Strategic Plan.....	60
Fiscal Policy & Guidelines.....	68
Capital Improvement Program.....	76

DEPARTMENTAL BUDGETS

GENERAL FUND

FY 2010-2011 Budget Summary	116
General Fund Balance History	121

General Government

Mayor and Council.....	124
City Attorney.....	126
City Manager.....	128
City Clerk.....	130
City Clerk Elections	132
Financial Services.....	134
Information Systems.....	136
Administrative Services	138
Public Information.....	140
Public Works - Administration	142

Public Safety

City Court.....	148
Public Safety - Animal Control.....	150
Police - Administration	154
Police - Communications	156
Police - Patrol.....	158
Police - Criminal Investigations.....	160
Police - Special Operations	162
Fire Department.....	166

TABLE OF CONTENTS

Public Works

Public Works Operations.....	170
Facilities Maintenance.....	172

Community Services

Downtown Public Library	176
Vista Grande Library.....	178
Senior Adult Services.....	180
Parks Maintenance	182
Recreation Programs	184
Len Colla Center	186
Aquatics.....	188
Keep Casa Grande Beautiful	190
General Recreation.....	192
Women's Club.....	194

Planning & Development

Development Center.....	196
Engineering	198

SPECIAL REVENUE FUNDS

Consolidated Special Revenues Summary	202
Street Maintenance Fund Summary	203
Street Maintenance-HURF.....	204
½ Percent Sales Tax	206
System Development Fund Summary	208
Municipal Airport Fund Summary	209
Municipal Airport.....	210
Parks Development Fund Summary.....	213
Parks Development.....	214
Community Arts Fund Summary	216
Community Arts.....	217

TABLE OF CONTENTS

Wildland Firefighting	218
Grants and Subsidies Funds Summary	219
Redevelopment Fund Summary	222
Redevelopment Fund.....	223
Performance Institute Summary	224
Performance Institute	225
Promotion & Tourism Fund Summary.....	226
Promotion & Tourism	227
Court Enhancement Fund Summary	228
Court Enhancement Fund.....	229
Probationary Fund Revenues Summary	230
Probationary Fund	231
Housing Rehabilitation Fund Summary	233
Housing Rehabilitation - Leveraged Funds.....	234
CDBG Fund Summary	237
Community Development Block Grant.....	238
Housing Application Fund Summary	241
Housing Mini Grants	242
Rural Development - Self Help Fund Summary	245
Rural Development - Self Help.....	246
HOME Program Fund Summary.....	249
HOME - Housing Program	250
Housing Development Fund Summary	252
Housing Development Fees.....	253
Trust Fund Summary.....	256

TABLE OF CONTENTS

DEBT SERVICE FUNDS

Consolidated Debt Service	259
General Obligation Bonds	
Redevelopment.....	260
Recreation Facilities	262
Debt Service GO Bond 2008.....	265
Debt Service Special Assessments	266
Improvement District Bonds	
ID #38.....	267

CAPITAL IMPROVEMENT FUNDS

Consolidated Capital Improvement Fund.....	271
Sales Tax Capital Improvement Fund Summary	272
Capital Replacement Fund Summary	274
Recreation Construction	276
Airport Capital Improvement Fund Summary	278
Capital Development Projects Fund Summary	280
ID #39 Fund Summary	282

ENTERPRISE FUNDS

Consolidated Enterprise Funds Summary	286
Municipal Golf Course Fund Summary	287
Golf Course	288
Wastewater System Fund Summary.....	290
Wastewater Operations & Collector System.....	291
Sewer Capacity.....	294
Wastewater Expansion	295
Sewer Development	296
Solid Waste Funds Summary	297
Residential Collection	298
Uncontained Trash	300
Recycling Collection	302
Recycling Operations	304
Landfill	306
Commercial Front Load	308
Commercial Roll Off.....	310

TABLE OF CONTENTS

Water Fund Summary	313
Water System	314

INTERNAL SERVICES FUND

Internal Services Fund Summary	319
Fleet Maintenance	320
Insurance & Risk Management	322

BONDED DEBT SCHEDULES

Bonded Debt Obligations Summary.....	326
Total General Obligation and Revenue Bonds.....	327
Excise Tax Revenue Bonds (Series 2003)	328
Excise Tax Revenue Obligations (Series 1997).....	329
General Obligation Bonds (Series 2008).....	330
Recreational Facilities Revenue Bond (Series 2009A & B)	331
General Obligation Bonds (Series 2009).....	332

PERSONNEL DATA

2010-2011 Classification Plan	334
Seven-Year Comparison of Authorized Employee Positions	337
Tax Rates	340

GLOSSARY

Terminology	342
Acronyms	348

**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. Today, it is a leading partner in the economic development activities of Central Arizona.

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 which are all staffed with Advanced Life Support Paramedics. A new Police and Fire station are on schedule for completion this fiscal year. 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 the center of “The Megapolitan 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, restaurants, and a multiplex movie theater.

The new Performance Institute has eight football fields, a sports training and rehabilitation center, along with available sports clinics and sports medicine for both public and private use. In addition, the Grande Sports Academy will provide instructional programs in soccer, tennis, and golf along with private education for physical and mental conditioning.

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.

COMMUNITY FACILITIES

Casa Grande offers a broad range of community facilities including a senior center, youth 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 more than 25 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, three public middle schools, one alternative school, one charter high school, and two public high schools. 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 187 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 and visitors of Casa Grande have access to the Casa Grande Municipal Airport.

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 and resorts 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
Wastewater:	City of Casa Grande
Sanitation:	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

Population, 2009		45,993
Land Area		105 sq. miles
Elevation		1,398 – 2,090 ft.
Form of Government		Council/Manager
Unemployment Rate, 2010		10.5%
Labor Force		20,781
Unemployed		2,182
Average Household Income		\$43,837
Property Tax Rate per \$100 Assessed Valuation, 2010		\$1.4418
Sales Tax Rate, 2010	<u>Privilege</u>	<u>Retail</u>
City	1.5%	2.0%
County	1.1%	1.1%
State	6.6%	6.6%
Total	9.2%	9.7%
Growth Indicators, 2009-2010		
Taxable Sales (\$)		\$258,314,900
New Building Permits		210
School Enrollment		10,700
Educational Facilities	<u>Public</u>	<u>Private</u>
Elementary Schools	Y	Y
High School	Y	Y
Middle School	Y	N
Two-year Community College	Y	N
Medical Facilities & Care Providers		
Casa Grande Regional Medical Center		187 beds
Financial Facilities		
Banks		10
Credit Unions		2
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)
07-01-2009 ESTIMATES

Year	Casa Grande	Percent Increase	Pinal County	Percent Increase
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%
2009	45,993	2.0%	356,303	1.7%

POPULATION BY AGE DISTRIBUTION

(Source: United States Department of Commerce, Bureau of the Census, 2000)
2006-2008 ESTIMATES

Age	Male	Female	Total	Percent
0-4	1,767	2,221	3,988	8.5%
5-14	3,756	4,443	8,199	17.5%
15-24	3,756	3,949	7,705	16.5%
25-34	3,756	3,702	7,458	16.0%
35-44	2,650	3,208	5,858	12.5%
45-54	2,209	2,221	4,430	9.5%
55-64	1,767	1,974	3,741	8.0%
65-74	1,104	1,481	2,585	5.5%
75+	1,325	1,481	2,806	6.0%
Total	22,090	24,680	46,770	100.0%

ETHNIC CHARACTERISTICS

(Source: United State Department of Commerce, Bureau of the Census, 2000)
2006-2008 ESTIMATES

Ethnicity	City Total	City
White	30,969	66.2%
African American	1,429	3.1%
Native American	2,705	5.8%
Asian or Pacific Islander	1,061	2.3%
Other	10,606	22.6%
Total	46,770	100.0%

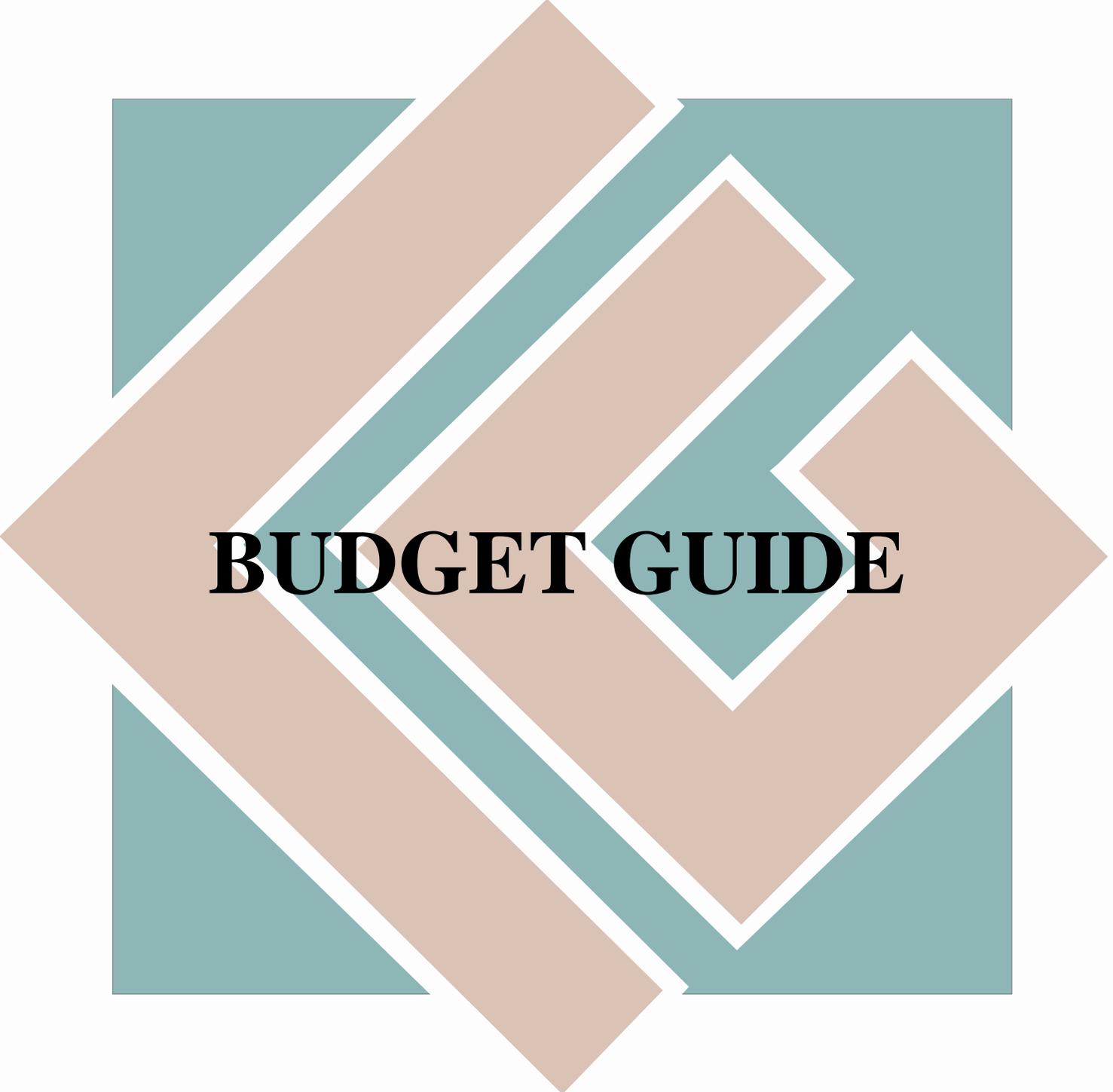
CITY OF CASA GRANDE TOTAL ASSESSED VALUE

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

Year	Valuation	Change Percentage
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%
2010-11	385,872,116	(5.29%)

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BUDGET GUIDE

FUND AND COST CENTER LISTING

Fund	Description	Fund	Cost Centers	
General Fund	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		
Special Revenue Funds	<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	various	
	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
Trust & Agency Funds	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	
Debt Service Funds	Redevelopment	341	216
	Recreation (2%) Debt Service	342	216
	General Obligation	351	000
	Improvement District #37	390	217
	Improvement District #38	391	217
Capital Improvements Fund	Recreation Capital Improvements	402	555
	Construction Sales Tax Projects	403	various
	Capital Replacement Fund	404	various
	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
Enterprise Funds	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
Internal Service Funds	Fleet Maintenance	601	410
	Insurance	603	256
Community Facilities Districts	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:

- to present an easy to read document
- 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 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 2008-2009 actual expenditures, 2009-2010 adjusted and estimated expenditures and the 2010-2011 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, 2009-2010 estimates and the 2010-2011 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, Water 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 expensed 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 expensed on a Budget basis.
- c. Capital outlays within the Enterprise Funds are recorded as assets on a GAAP basis and expensed 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 2010-2011 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).

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 goals and objectives of the organization and is used to ascertain the relative performance of various programs relative to goals. 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 major 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 are provided to each department director. 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 evaluates 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. The final budget and property tax levy is adopted after considering public input.

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 people within the City of Casa Grande are 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.

2010-2011 BUDGET CALENDAR

Date	Action Required (Deadline Set By Law)
November 25 – December 18, 2009	CIP database updates by Departments.
January 19, 2010	Consolidated Fee Schedule distributed to Departments for review.
January 19, 2010	2010-2011 budget expenditure forms made available online.
January 28 – February 25, 2010	CIP Committee review of CIP requests.
February 8, 2010	Receipt by the City of a copy of property values from the County Assessor. Notify Property Tax Oversight Commission as to agree or disagree with property tax levy limits.
February 19, 2010	Submission of completed department budget forms to Finance Department.
February 20 through February 26, 2010	Review of submitted budgets by Finance.
March 1, 2010	Send outside funding request letters.
March 1 through March 5, 2010	Departments meet with Finance to review departmental budget submittals.
March 8, 2010	Submit preliminary budget to City Manager.
March 8 through March 30, 2010	City Manager and department review of budgets.
March 8 through March 30, 2010	Prepare final revenue and expenditure projections.
April 8, 2010	Submit balanced budget to Council.
April 15 through April 30, 2010	Council's Budget Study Sessions.
May 17, 2010	Council adopt Tentative Budget (<i>on or before the third Monday in July {ARS 42-17101}</i>).
May 21, 2010	Adopt Tentative CFD's Budget Publish first "Truth in Taxation" notice – (<i>not less than fourteen or more than twenty days before tax levy hearing</i>).
May 21, 2010	First publication of 2010-2011 Tentative Budget (<i>must be published once a week for at least two consecutive weeks {ARS 42-17103}</i>).

2010-2011 BUDGET CALENDAR

Date	Action Required (Deadline Set By Law)
May 29, 2010	Publish second “Truth in Taxation” notice – <i>(not less than seven or more than ten days before tax levy hearing).</i>
May 29, 2010	Second publication of 2010-2011 Tentative Budget <i>(must be published once a week for at least two consecutive weeks {ARS 42-17103}).</i>
June 7, 2010	Hold public hearing on budget and property tax levy – “Truth in Taxation”. <i>(Tax Levy Hearing – on or before 14 days before the tax levy is adopted and on or before adoption of the final budget).</i>
	Hold public hearing on CFD’s
June 21, 2010	Adoption of the 2010-2011 final budget.
June 21, 2010	Adoption of 2010-2011 Property Tax Levy and forward certified copy of Tax Levy Ordinance to the County.
	Adopt property tax levy for CFD’s
June 25, 2010	Mail copy of Truth in Taxation notice, a statement of its publication or mailing and the result of the Council’s vote to the Property Tax Oversight Commission.
June 25, 2010	Forward certified copy of tax levy ordinance to County. <i>(Tax levy must be adopted by the Board of Supervisors on or before the third Monday in August {ARS 42-17151 A.}).</i>

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BUDGET SUMMARY

BUDGET OVERVIEW

The total City of Casa Grande budget including transfers for fiscal year 2010-2011 is \$177,426,730. Of that total, 22% or \$39,032,530 is for General Fund use, 27% or \$48,234,240 is for the Enterprise Funds, 18% or \$32,400,710 is for Special Revenue Funds, 24% or \$43,389,500 is for Capital Improvement Funds, 4% or \$6,546,990 is for the Internal Service Fund and 2% or \$3,933,490 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 \$19,530,000 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. The construction sales tax rate is 4% and construction sales tax projected revenue is \$4,200,000. Because of the volatile nature of this revenue, care is 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 2010-2011 is \$650,000. The City also has a 2% hotel and motel accommodation tax. Anticipated revenue of \$105,000 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 \$3,129,000. The primary tax rate is \$0.81 per \$100 assessed value, while the secondary rate is \$0.6308 per \$100 assessed value. The combined property tax rate is \$1.44 per \$100 assessed value. This represents approximately 13% 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 \$2,080,000. 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 \$150,000.

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 \$700,000.

SERVICE CHARGES

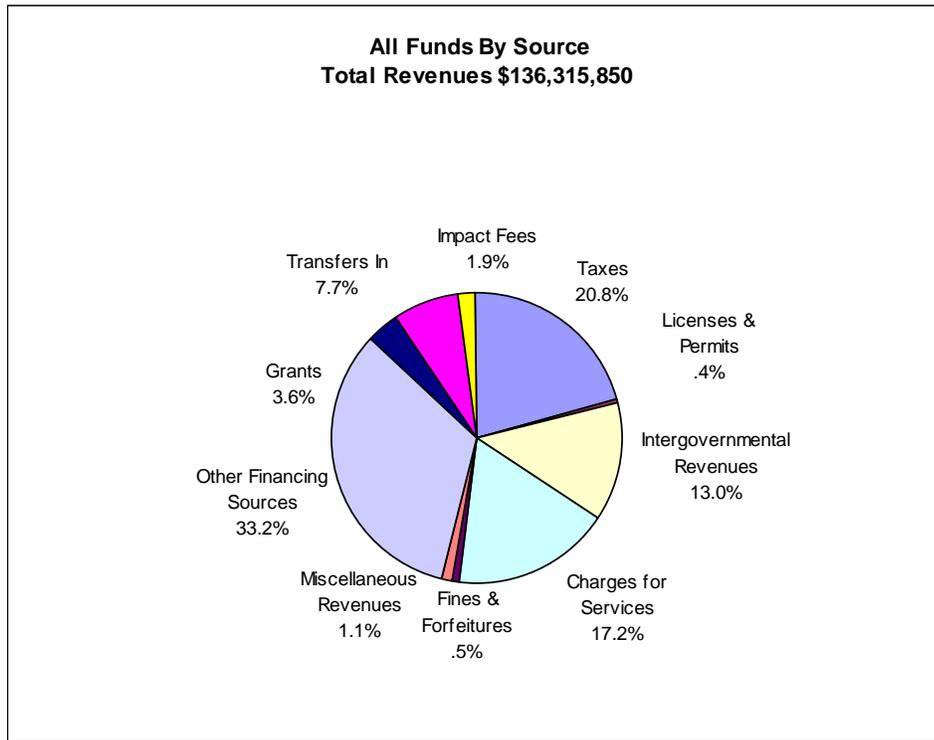
Charges for Services - Charges for services consist of Planning and Development Fees which are estimated to be \$225,000, Wastewater User Fees estimated to be \$5,278,000, Sanitation Charges estimated to be \$5,466,000, Recreation Fees estimated to be \$2,371,700 (including Golf Course and Performance Institute), Public Safety Fees estimated to be \$242,000, and Irrigation Water Fees estimated to be \$12,000 for this year. These services account for 10% 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 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 \$1,256,000.

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 \$2,727,990, which is 2% 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.

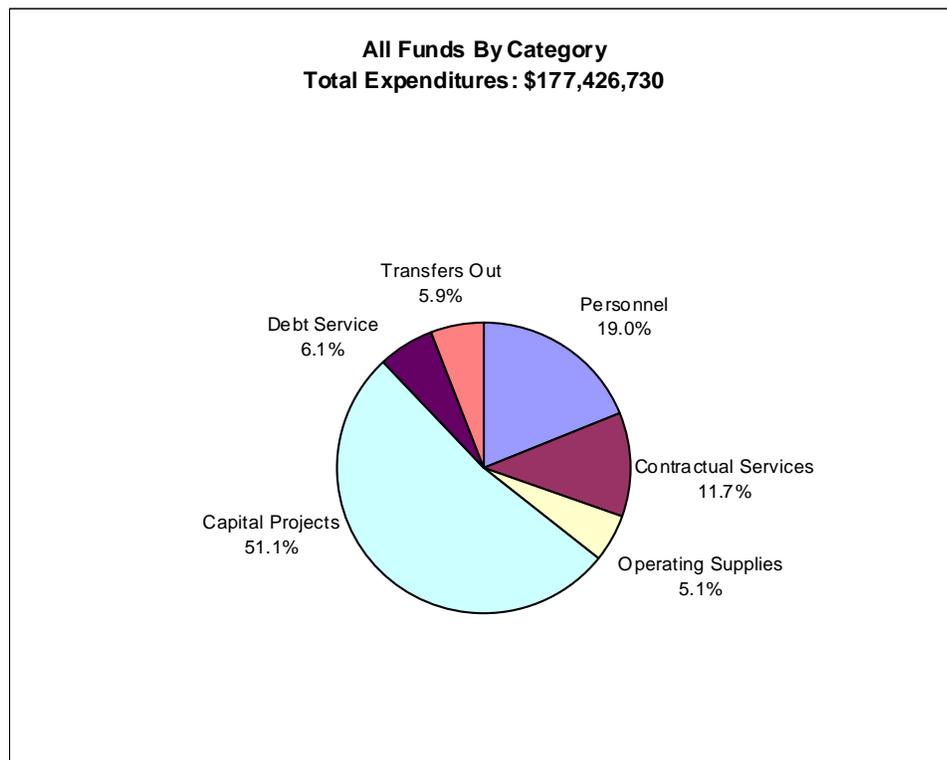
Contractual Services - These are expenditures for external professional services and maintenance contracts on grounds, buildings, computer and other equipment. Professional services include engineering, financial, computer consultants, attorneys, and etcetera.

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.



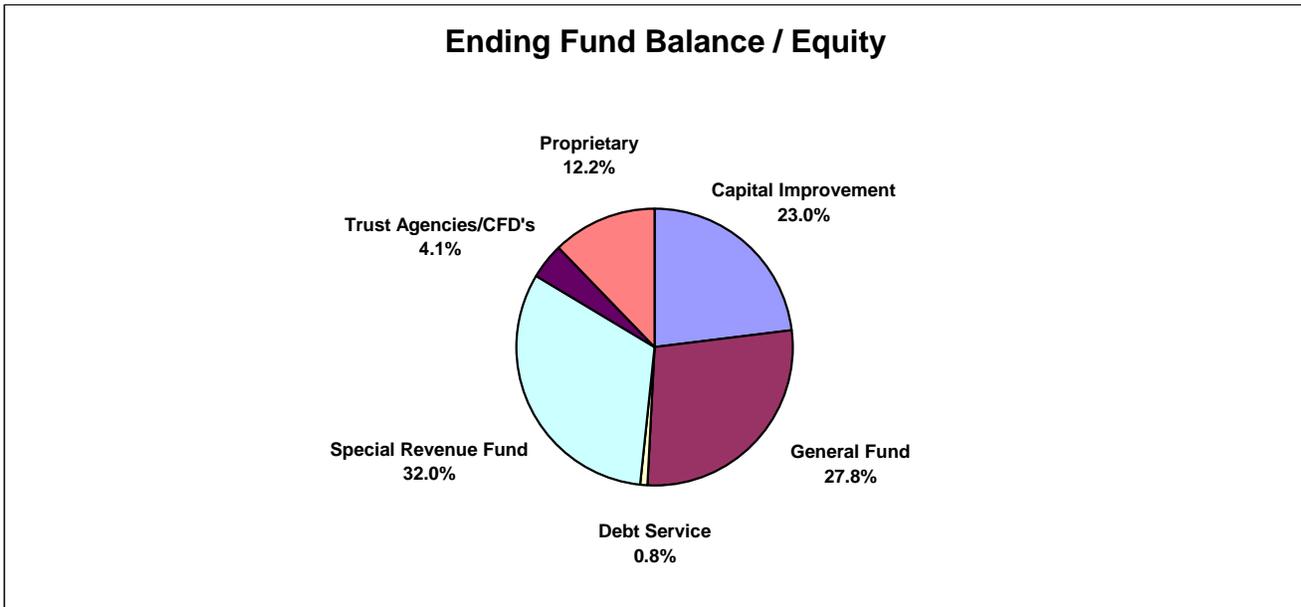
FUND BALANCE ANALYSIS

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 2010-2011 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 2010-2011 - BY FUND

	General Fund	Special Revenue	Debt Service	Capital Improvements	Proprietary	Trust Agencies CFD's	Total
Beginning Balance	\$25,204,000	\$41,114,000	\$190,000	\$31,645,000	\$16,952,000	\$3,192,000	\$118,297,000
Use of Balance	(3,723,010)	(16,403,790)	425,790	(13,863,450)	(7,505,450)	(40,970)	(\$41,110,880)
Ending Balance	<u>\$21,480,990</u>	<u>\$24,710,210</u>	<u>\$615,790</u>	<u>\$17,781,550</u>	<u>\$9,446,550</u>	<u>\$3,151,030</u>	<u>\$77,186,120</u>



BUDGET SUMMARY FOR FISCAL YEAR 2010-2011 - BY FUND TYPE

	General Fund	Special Revenue	Debt Service	Capital Imprvmt	Enterprise Fund	Internal Service	Trust and CFD's	Grand Total
Funding Sources								
Taxes	\$22,124,000	\$375,000	\$2,710,000	\$2,650,000	\$0	\$0	\$539,000	\$28,398,000
Licenses and Permits	925,000	0	0	0	0	0	0	\$925,000
Intergovernmental Revenues	7,707,760	5,302,630	0	4,668,950	0	0	0	\$17,679,340
Grants	0	4,863,890	0	0	0	0	0	\$4,863,890
Charges for Services	819,000	2,376,000	0	0	12,461,700	6,783,950	1,000,000	\$23,440,650
Impact Fees	0	1,618,000	0	0	917,000	0	0	\$2,535,000
Fines & Forfeitures	1,196,000	60,000	0	0	0	0	0	\$1,256,000
Miscellaneous Revenue	829,000	122,400	0	82,000	39,000	0	469,300	\$1,541,700
Other Financing Sources	0	1,150,000	0	20,000,000	22,200,000	0	1,840,000	\$45,190,000
Total Before Transfers	\$33,600,760	\$15,867,920	\$2,710,000	\$27,400,950	\$35,617,700	\$6,783,950	\$3,848,300	\$125,829,580
Transfers In	1,708,760	129,000	1,649,280	2,125,100	4,874,130	0	0	10,486,270
Total Financial Resources Available	\$35,309,520	\$15,996,920	\$4,359,280	\$29,526,050	\$40,491,830	\$6,783,950	\$3,848,300	\$136,315,850
Expenditures								
Personnel	\$26,122,530	\$2,517,950	\$0	\$0	\$3,586,000	\$1,440,430	\$0	\$33,666,910
Contractual Services	6,772,920	4,418,540	1,000	300,000	3,553,230	4,147,870	1,498,000	20,691,560
Operating Supplies	3,022,350	3,254,720	0	0	2,156,230	639,600	17,650	9,090,550
Capital Outlay	1,181,000	20,341,490	0	41,100,000	28,127,000	66,500	1,840,000	92,655,990
Debt Service	84,220	254,770	3,818,860	0	5,986,290	157,690	533,620	10,835,450
Other Uses	0	0	0	0	0	0	0	0
Total Before Transfers	\$37,183,020	\$30,787,470	\$3,819,860	\$41,400,000	\$43,408,750	\$6,452,090	\$3,889,270	\$166,940,460
Transfers Out	1,849,510	1,613,240	113,630	1,989,500	4,825,490	94,900	0	10,486,270
Total Budgeted Expenditures/Expenses	\$39,032,530	\$32,400,710	\$3,933,490	\$43,389,500	\$48,234,240	\$6,546,990	\$3,889,270	\$177,426,730

REVENUE COMPARISON

	2008-09 ACTUAL	2009-10 ADOPTED	2009-10 ESTIMATE	2010-11 BUDGET	PERCENT TO TOTAL
LOCAL TAXES					
Property Taxes	6,110,043	6,203,670	5,709,000	6,788,000	4.98%
Local Sales Tax	23,334,240	20,871,380	18,481,000	19,530,000	14.33%
Franchise Taxes	1,910,594	1,530,000	1,949,000	2,080,000	1.53%
Subtotal	\$31,354,877	\$28,605,050	\$26,139,000	\$28,398,000	20.83%
LICENSES & PERMITS					
Business Licenses	127,520	127,520	150,500	180,000	0.13%
Animal Licenses	45,849	45,850	40,000	45,000	0.03%
Building Permits	635,050	500,000	500,000	700,000	0.51%
Subtotal	\$808,419	\$673,370	\$690,500	\$925,000	0.68%
INTER-GOV'T					
Shared Lottery Funds - LTAF	179,388	196,800	180,000	180,000	0.13%
Shared Gasoline Tax - HURF	2,639,907	2,745,620	2,480,000	2,702,630	1.98%
Half Cent Sales Tax	2,081,402	2,300,000	1,500,000	2,300,000	1.69%
Shared Sales Tax	2,583,416	2,496,310	2,320,000	2,436,000	1.79%
Shared Income Tax	4,793,336	4,192,090	4,192,000	3,160,000	2.32%
Shared Auto-In-Lieu	2,126,092	1,700,000	2,045,000	2,020,760	1.48%
Housing Program Income	1,235,896	1,400,000	367,520	1,346,000	0.99%
Grant Revenues	2,213,262	6,892,930	1,208,820	8,373,840	6.14%
Subtotal	\$17,852,699	\$21,923,750	\$14,293,340	\$22,519,230	16.52%
SERVICE CHARGES					
Planning & Development Fees	210,969	175,000	325,790	225,000	0.17%
Wastewater Treatment Charges	3,973,134	4,561,000	5,369,250	5,440,000	3.99%
Sanitation Charges	4,450,190	5,833,000	5,361,300	5,656,000	4.15%
Water Service Charges	196,410	121,000	160,600	200,000	0.15%
Recreation Fees	1,272,753	1,388,550	1,467,300	2,371,700	1.74%
Public Safety Fees	219,904	173,000	210,200	242,000	0.18%
Internal Service Charges	1,582,398	6,846,990	6,514,990	6,773,950	4.97%
Irrigation Water Fees	8,454	7,000	11,000	12,000	0.01%
Subtotal	\$11,914,212	\$19,105,540	\$19,420,430	\$20,920,650	15.35%
FINES & FORFEITURES					
Library Fines	18,966	20,000	95,000	30,000	0.02%
Animal Control Fines	9,095	15,000	15,000	15,000	0.01%
Attorney's Fees	362	0	0	0	0.00%
City Court Fines & Fees	1,135,362	1,158,000	1,048,500	1,211,000	0.89%
Subtotal	\$1,163,785	\$1,193,000	\$1,158,500	\$1,256,000	0.92%
MISC. REVENUE					
Development Fees	2,604,476	3,930,000	2,381,100	2,573,000	1.89%
Sale of Fixed Assets	61,917	40,000	14,000	40,000	0.03%
LGIP Interest	1,046,292	1,010,800	129,730	366,500	0.27%
Sale of Maps	445	1,000	500	1,000	0.00%
Contributions and Donations	503,858	351,200	200	474,200	0.35%
Rentals, Leases & Concessions	500,097	426,000	668,700	567,000	0.42%
Aviation Fuel Sales	1,086,758	1,176,000	971,000	1,177,000	0.86%
Special Assessment Revenue	21,092	135,000	8,880	0	0.00%
Unclassified Revenue	2,380,005	1,102,630	5,514,900	422,000	0.31%
Bond Performance Receipts	637,479	1,000,000	0	1,000,000	0.73%
Subtotal	\$8,842,419	\$9,172,630	\$9,689,010	\$6,620,700	4.86%
OTHER FINANCING SOURCES					
Lease Purchase Proceeds	0	3,350,000	0	3,350,000	2.46%
Bond Proceeds	705,000	59,130,000	37,513,000	41,840,000	30.69%
Subtotal	\$705,000	\$62,480,000	\$37,513,000	\$45,190,000	33.15%
TRANSFERS					
Transfers In	7,456,971	7,515,720	7,456,970	10,486,270	7.69%
Subtotal	\$7,456,971	\$7,515,720	\$7,456,970	\$10,486,270	7.69%
Total Revenues	\$80,098,382	\$150,669,060	\$116,360,750	\$136,315,850	100.00%

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: All gross receipts - 1.80% - General Fund Plus: Construction - 2.20% - Capital Improvements Retail Sales - .20% - Recreation Bond Accommodations - 2.00% - Boys and Girls Club	2001-2002	10,565,836	
	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	28,082,890	13.1
	2008-2009	23,334,240	(16.9)
	2009-10 Bud	20,871,380	(10.6)
	2009-10 Proj	18,481,000	(20.8)
	2010-11 Bud	19,530,000	(6.4)

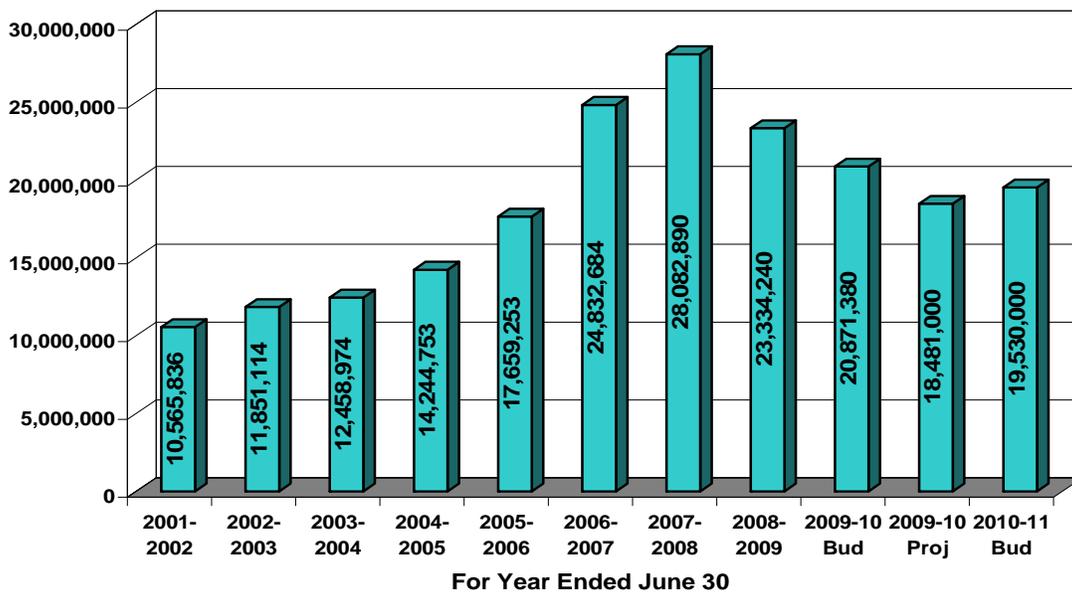
Analysis

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 trended collections over the last couple years. The analysis includes the actual slowdown in construction seen over the last few years, and includes an assumption that retail sales tax will not rebound.

Method

Current condition analysis, adjusted for economic stagnation resulting in decrease in retail sales and limited change in construction sales tax.

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, was 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 only for street improvements.	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)
	2008-2009	2,081,402	(16.9)
	2009-10 Bud	2,300,000	10.5
	2009-10 Proj	1,500,000	(27.9)
	2010-11 Bud	2,300,000	0.0

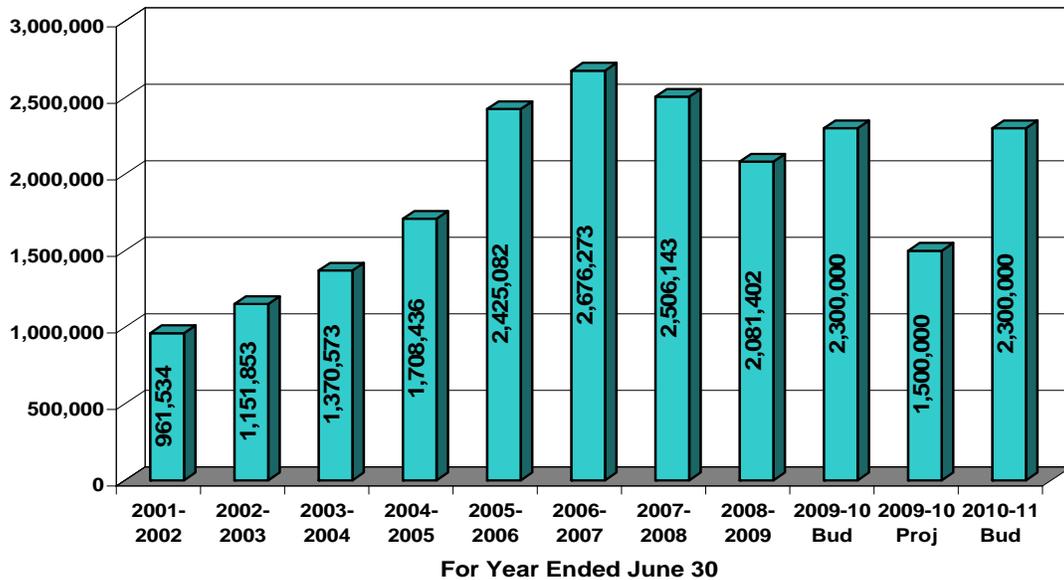
Analysis

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.

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 2% (2/3 of the APS franchise taxes are reserved for Economic Development) Southwest Gas 3% Qwest 2% Cox Communication 2% Electric District No. 2 1%	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	2,028,576	34.2
	2008-2009	1,910,594	(5.8)
	2009-10 Bud	1,530,000	(19.9)
	2009-10 Proj	1,949,000	2.0
	2010-11 Bud	2,080,000	35.9

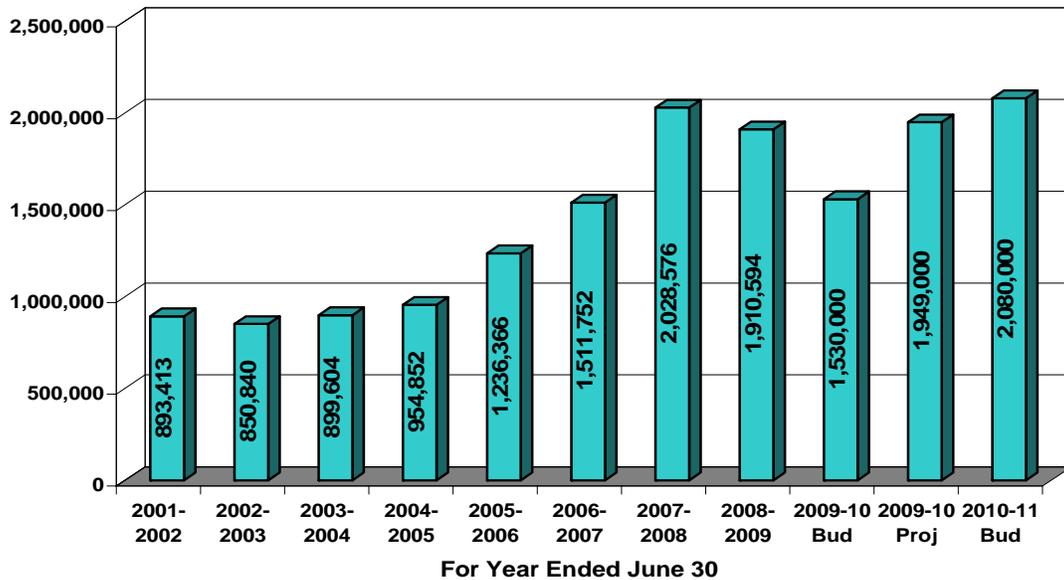
Analysis

The estimates for the current year's budget are based upon analysis of the current economic condition. Utilities are a stable commodity in that most are viewed as a necessity. As cost is increased, the consumption may go down slightly to keep the costs to consumer down so we are projecting revenue at the same levels as the past several years.

Method

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

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.	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)
	2008-2009	635,040	(62.5)
	2009-10 Bud	500,000	(21.3)
	2009-10 Proj	500,000	(21.3)
	2010-11 Bud	700,000	40.0

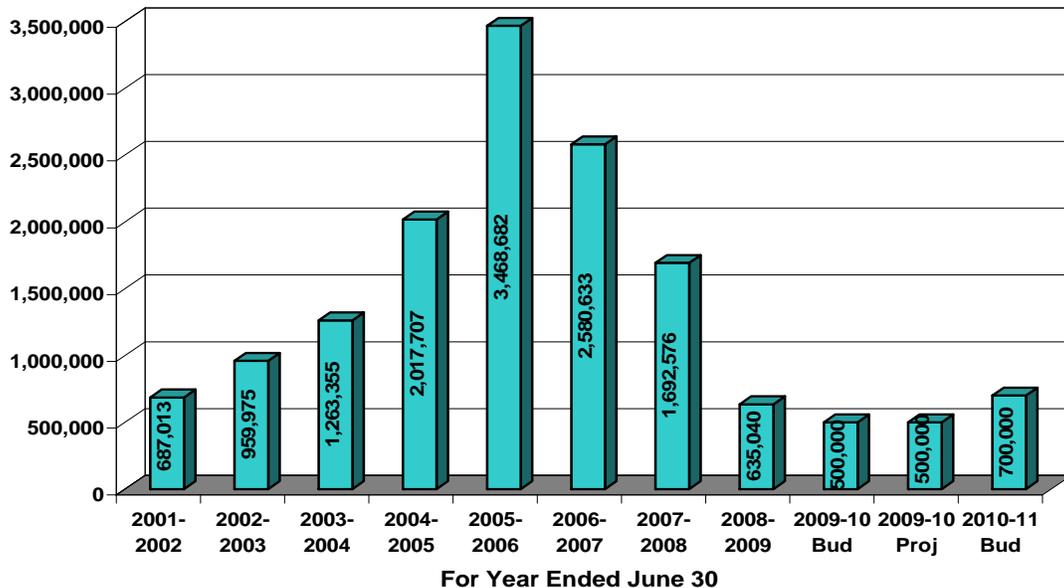
Analysis

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 and some additional commercial permits.

Method

Increase to current year estimates based on assumption of increased commercial activity.

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.	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	815,081	1.0
	2008-2009	815,213	0.0
	2009-10 Bud	1,158,000	42.0
	2009-10 Proj	1,048,500	28.6
	2010-11 Bud	1,211,000	4.6

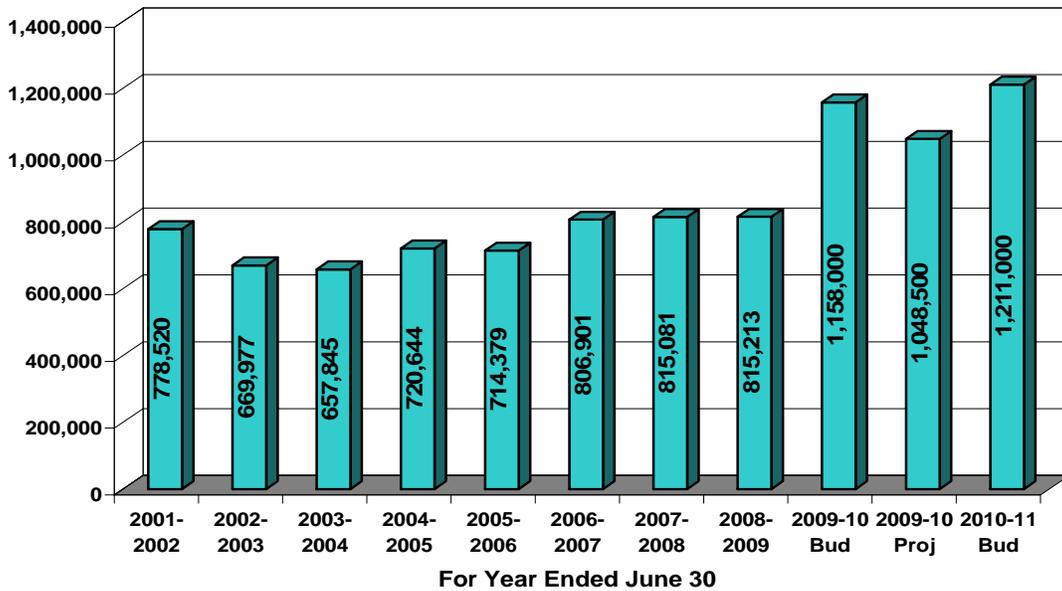
Analysis

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 all this revenue back to the state. Some increase in the amount of this revenue resulted from population growth and changes to enforcement and fine policies.

Method

Reflects an increase from current year actuals based on increased enforcement activities and traffic.

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.	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
	2008-2009	4,793,336	4.4
	2009-10 Bud	4,192,090	(12.5)
	2009-10 Proj	4,192,000	(12.5)
	2010-11 Bud	3,160,000	(24.6)

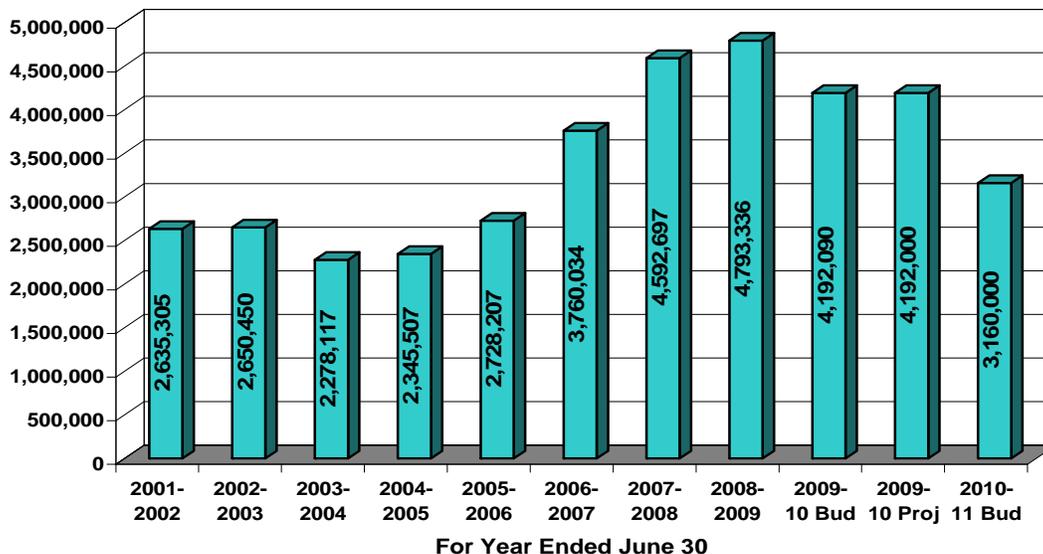
Analysis

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 2009. 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. The decrease is reflective of actual state income tax collections two years prior.

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.	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)
	2008-2009	2,583,420	(13.4)
	2009-10 Bud	2,496,310	(3.4)
	2009-10 Proj	2,320,000	(10.2)
	2010-11 Bud	2,436,000	(2.4)

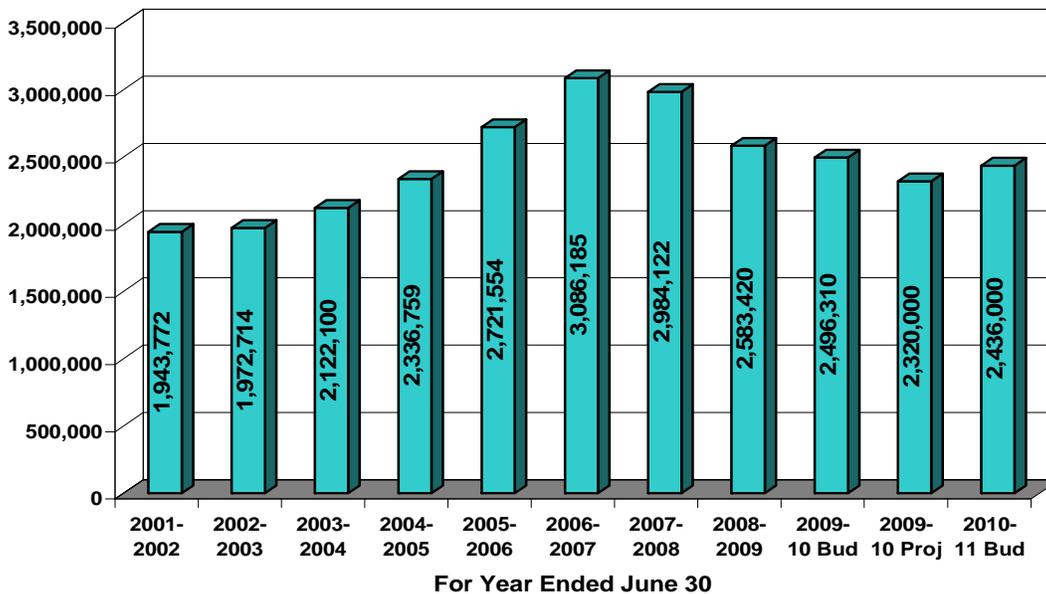
Analysis

State shared sales tax 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. With the completion of the 2010 Census, the allocation percentages will change in 2012.

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.

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.	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
	2008-2009	2,126,090	(3.3)
	2009-10 Bud	1,700,000	(20.0)
	2009-10 Proj	2,045,000	(3.8)
	2010-11 Bud	2,020,760	18.9

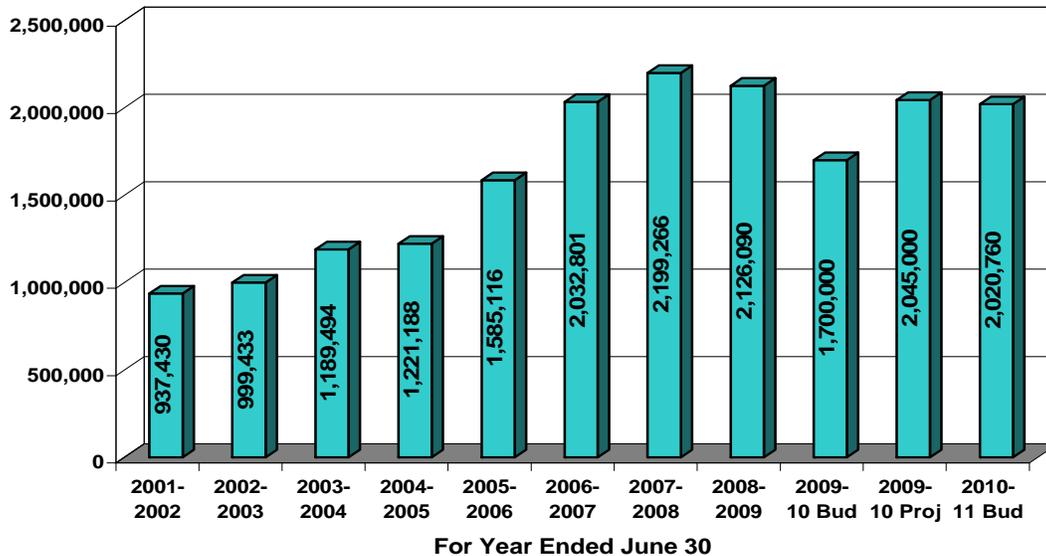
Analysis

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 based on current year projection.

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.

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.	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
	2008-2009	188,800	7.0
	2009-10 Bud	196,800	4.2
	2009-10 Proj	180,000	(4.7)
	2010-11 Bud	180,000	(8.5)

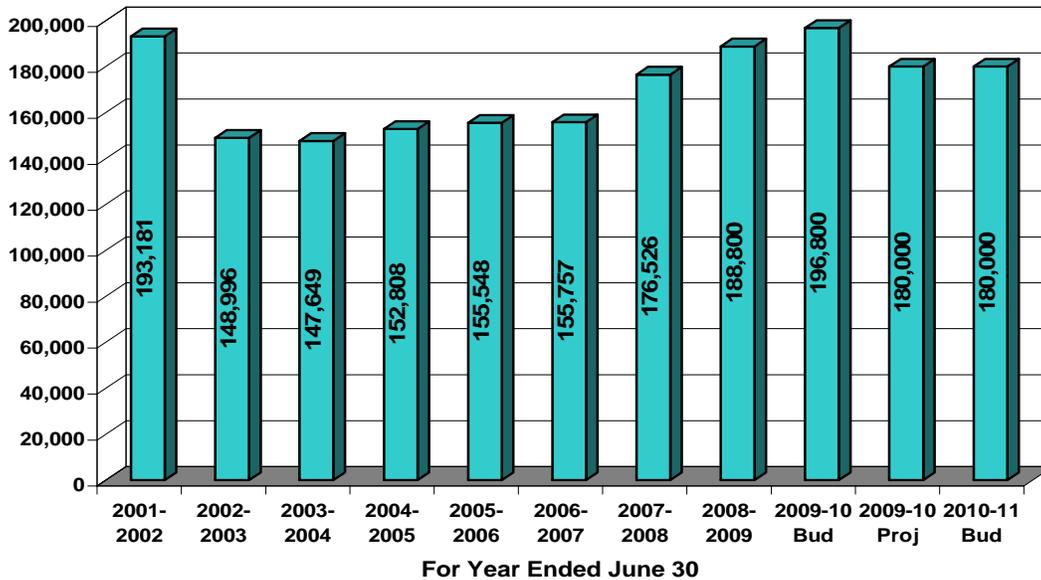
Analysis

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.

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.	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	3,223,374	3.0
	2008-2009	2,639,910	(18.1)
	2009-10 Bud	2,745,620	4.0
	2009-10 Proj	2,480,000	(6.1)
	2010-11 Bud	2,702,630	(1.6)

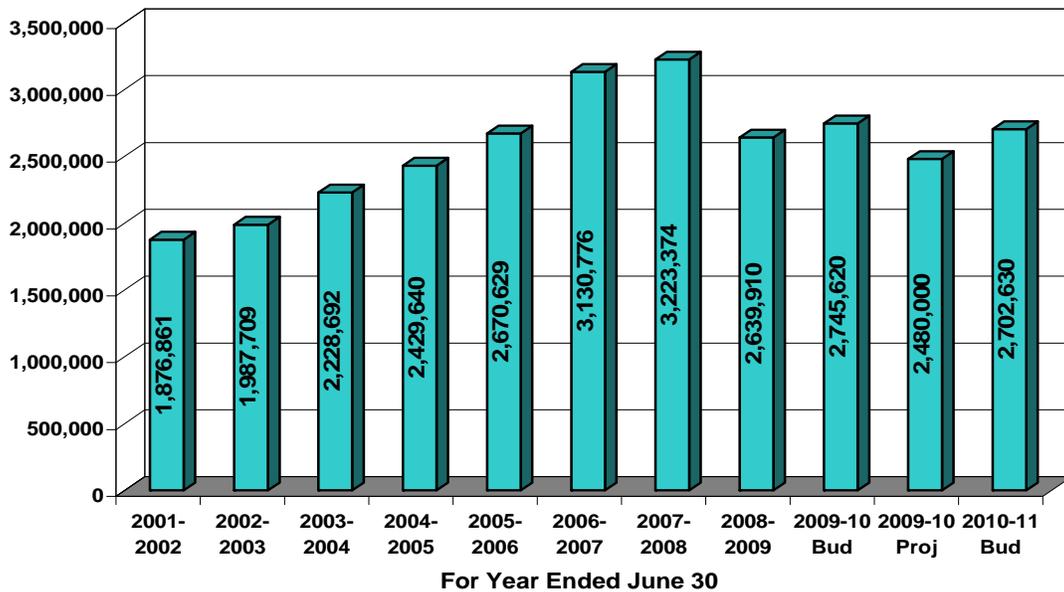
Analysis

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.

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.	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	931,332	(4.0)
	2006-2007	807,487	(13.3)
	2007-2008	826,390	2.3
	2008-2009	1,172,651	41.9
	2009-10 Bud	1,093,930	(6.7)
	2009-10 Proj	1,129,150	(3.7)
	2010-11 Bud	1,156,700	5.7

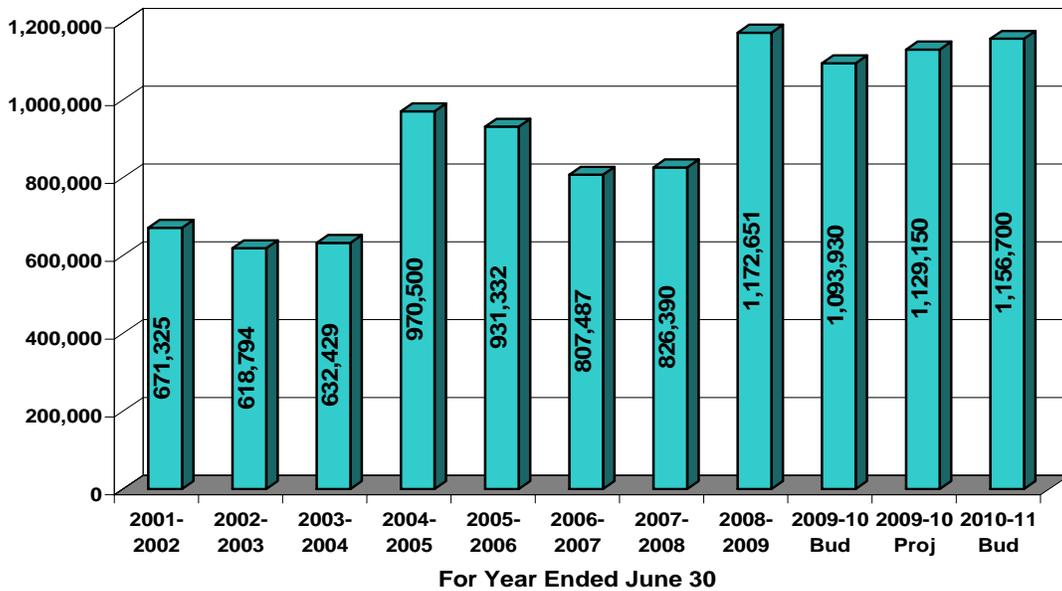
Analysis

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.

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.	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
	2008-2009	4,278,500	(22.8)
	2009-10 Bud	4,561,000	6.6
	2009-10 Proj	5,369,250	25.5
	2010-11 Bud	5,440,000	19.3

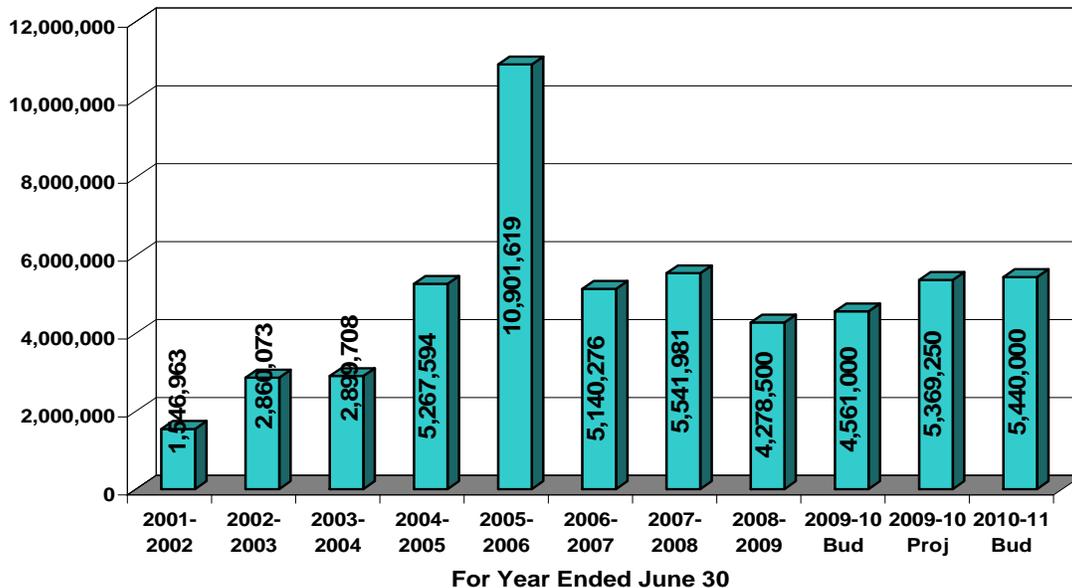
Analysis

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, FY10 and FY11 to ensure the operating fund is 100% self supporting.

Method

Estimates include a small amount of residential and commercial growth combined with rate increases.

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.	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
	2008-2009	4,689,640	(15.2)
	2009-10 Bud	5,833,000	24.4
	2009-10 Proj	5,361,300	14.3
	2010-11 Bud	5,656,000	(3.0)

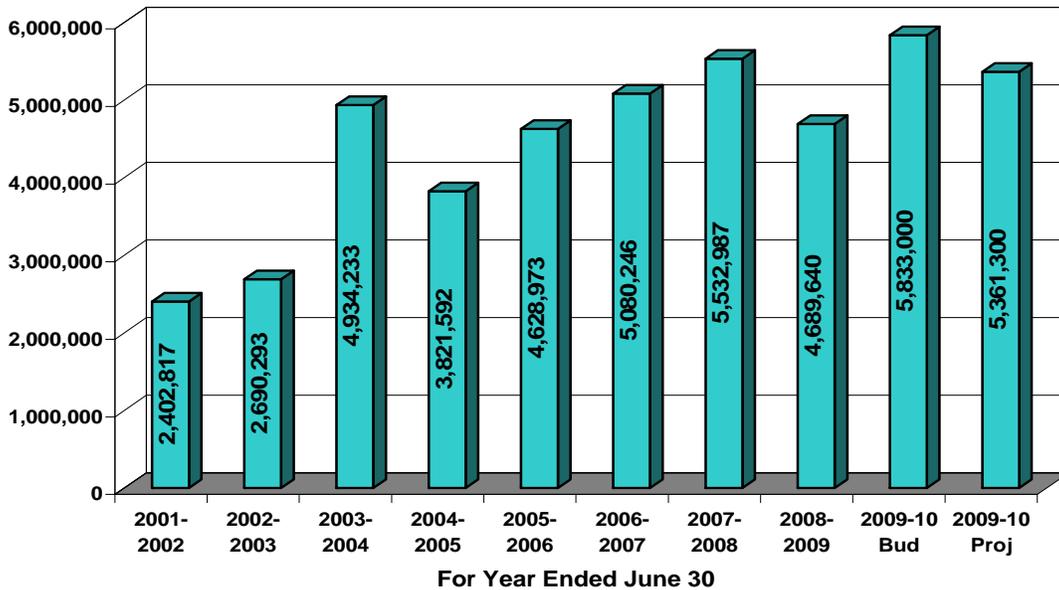
Analysis

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.

Sanitation Services

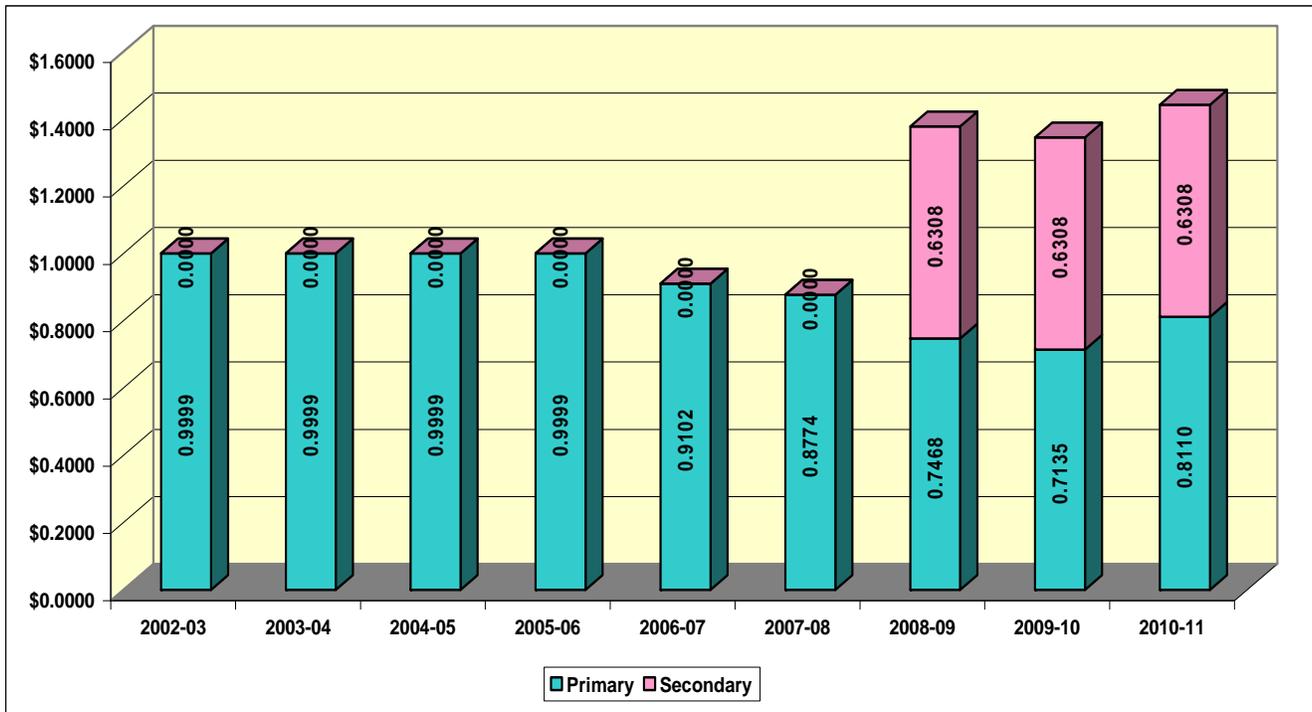


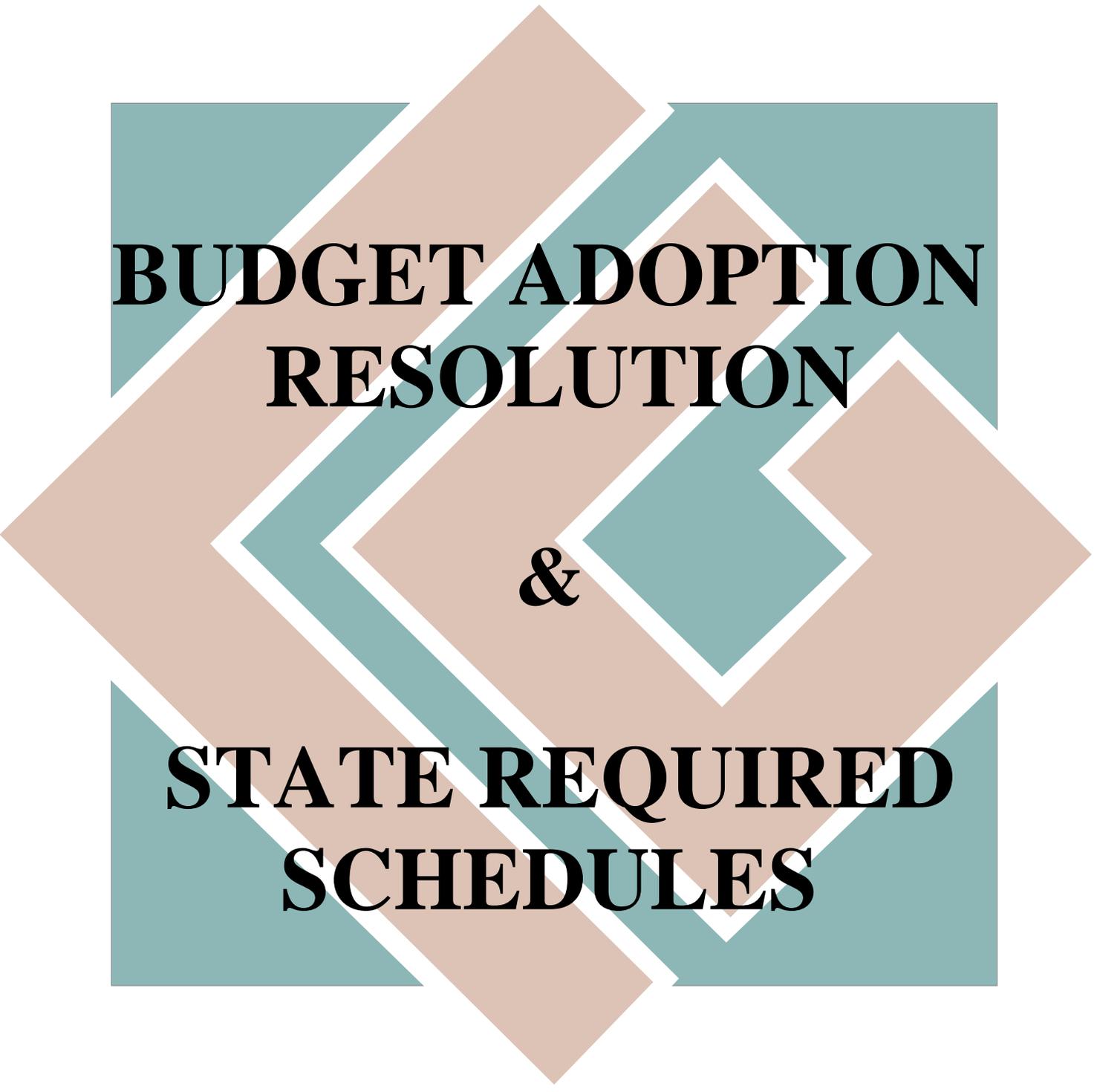
Property Taxes

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.

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Primary Valuation	129,001,970	163,891,283	157,828,570	173,510,118	210,645,688	251,428,469	343,683,875	407,387,660	385,872,116
Secondary Valuation	130,950,513	173,136,653	166,072,472	180,092,436	219,790,300	276,565,097	417,121,116	460,008,100	405,970,566
Primary Tax Levy	1,289,900	1,638,913	1,578,100	1,735,100	1,917,297	2,206,069	2,566,600	2,566,600	3,129,000
Secondary Tax Levy	0	0	0	0	0	0	2,631,200	2,941,870	2,710,000
Total Tax Levy	1,289,900	1,638,913	1,578,100	1,735,100	1,917,297	2,206,069	5,197,800	5,508,470	5,839,000
Primary Tax Rate	0.9999	0.9999	0.9999	0.9999	0.9102	0.8774	0.7468	0.7135	0.8110
Secondary Tax Rate	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.6308	0.6308	0.6308
Total Tax Rate	0.9999	0.9999	0.9999	0.9999	0.9102	0.8774	1.3776	1.3443	1.4418
Maximum Allowable Primary Tax Levy	2,310,297	2,601,610	2,599,279	2,868,990	1,917,297	2,206,069	2,566,631	2,968,634	3,154,000





**BUDGET ADOPTION
RESOLUTION**

&

**STATE REQUIRED
SCHEDULES**

RESOLUTION NO. 4473

A RESOLUTION OF THE COUNCIL OF THE CITY OF CASA GRANDE, ARIZONA, ADOPTING THE BUDGET FOR THE FISCAL YEAR 2010-2011.

WHEREAS, in accordance with the provisions of Arizona Revised Statutes, Title 42, Chapter 17, Articles 1-5, the City Council did, on the 17th day of May, 2010, 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 7th day of June, 2010, 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

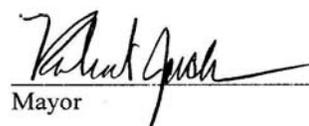
WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the City Council would meet on the 21st day of June, 2010, at the office of the Council for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; 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).

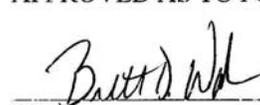
NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Casa Grande, Arizona, as follows:

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 2010-2011.

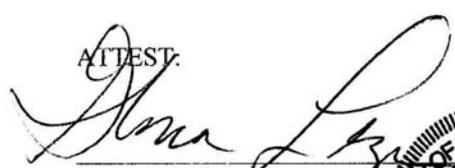
PASSED AND ADOPTED by the Mayor and Council of the City of Casa Grande, Arizona, this 21st day of June, 2010.



Mayor

APPROVED AS TO FORM:


City Attorney

ATTEST:


City Clerk



CITY OF CASA GRANDE
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2011

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2010	ACTUAL EXPENDITURES/ EXPENSES ** 2010	FUND BALANCE/ NET ASSETS*** July 1, 2010**	PROPERTY TAX REVENUES 2011	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2011	OTHER FINANCING 2011		INTERFUND TRANSFERS 2011		TOTAL FINANCIAL RESOURCES AVAILABLE 2011	BUDGETED EXPENDITURES/ EXPENSES 2011
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 39,679,230	\$ 36,295,150	\$ 26,744,000	Primary: \$ 3,129,000	\$ 30,471,760	\$	\$	\$ 1,708,760	\$ 1,849,510	\$ 60,204,010	\$ 37,183,020
2. Special Revenue Funds	32,872,740	10,891,230	39,874,000	Secondary:	14,717,920	1,150,000		129,000	1,613,240	54,257,680	30,787,470
3. Debt Service Funds Available	3,296,710	3,960,760	190,540	2,710,000				1,649,280	113,630	4,436,190	3,819,860
4. Less: Designation for Future Debt Retirement											
5. Total Debt Service Funds	3,296,710	3,960,760	190,540	2,710,000				1,649,280	113,630	4,436,190	3,819,860
6. Capital Projects Funds	75,428,500	32,673,720	33,183,500		7,400,950	20,000,000		2,125,100	1,989,500	60,720,050	41,400,000
7. Permanent Funds											
8. Enterprise Funds Available	60,506,090	47,409,400	26,071,750		13,417,700	22,200,000		4,874,130	4,825,490	61,738,090	43,408,750
9. Less: Designation for Future Debt Retirement											
10. Total Enterprise Funds	60,506,090	47,409,400	26,071,750		13,417,700	22,200,000		4,874,130	4,825,490	61,738,090	43,408,750
11. Internal Service Funds	6,311,510	6,699,240	453,000		6,783,950				94,900	7,142,050	6,452,090
12. TOTAL ALL FUNDS	\$ 218,094,780	\$ 137,929,500	\$ 126,516,790	\$ 5,839,000	\$ 72,792,280	\$ 43,350,000	\$	\$ 10,486,270	\$ 10,486,270	\$ 248,498,070	\$ 163,051,190

EXPENDITURE LIMITATION COMPARISON

1. Budgeted expenditures/expenses
2. Add/subtract: estimated net reconciling items
3. Budgeted expenditures/expenses adjusted for reconciling items
4. Less: estimated exclusions
5. Amount subject to the expenditure limitation
6. EEC or voter-approved alternative expenditure limitation

	2010	2011
	<u>\$ 218,094,780</u>	<u>\$ 163,051,190</u>
		(6,452,090)
	218,094,780	156,599,100
		43,350,000
	<u>\$ 218,094,780</u>	<u>\$ 113,249,100</u>
	<u>\$ 218,094,780</u>	<u>\$ 166,555,670</u>

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 2011

	2010	2011
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 2,968,634	\$ 3,153,508
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ 0	
3. Property tax levy amounts		
A. Primary property taxes	\$ 2,566,600	\$ 3,129,000
B. Secondary property taxes	2,941,870	2,710,000
C. Total property tax levy amounts	\$ 5,508,470	\$ 5,839,000
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ 2,770,014	
(2) Prior years' levies	86,376	
(3) Total primary property taxes	\$ 2,856,390	
B. Secondary property taxes		
(1) Current year's levy	\$ 2,692,765	
(2) Prior years' levies	91,630	
(3) Total secondary property taxes	\$ 2,784,395	
C. Total property taxes collected	\$ 5,640,785	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.7135	0.8110
(2) Secondary property tax rate	0.6308	0.6308
(3) Total city/town tax rate	1.3443	1.4418

B. Special assessment district tax rates

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating zero special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.

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

SCHEDULE B

CITY OF CASA GRANDE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2011

SOURCE OF REVENUES	ESTIMATED REVENUES 2010	ACTUAL REVENUES* 2010	ESTIMATED REVENUES 2011
GENERAL FUND			
Local taxes			
Local Sales Tax	\$ 17,255,000	\$ 16,075,000	\$ 16,775,000
Franchise Tax	1,530,000	1,949,000	2,080,000
Property Tax	2,566,600	2,670,000	0
Licenses and permits			
Business License	180,000	150,500	180,000
Animal License	45,000	40,000	45,000
Building Permit	500,000	500,000	700,000
Intergovernmental			
State Shared Sales Tax	2,496,310	2,320,000	2,436,000
State Shared Income Tax	4,192,090	4,192,000	3,160,000
State Auto In Lieu	1,700,000	2,045,000	2,020,760
Other Governments	0	80,000	91,000
Charges for services			
Community Development	175,000	200,000	269,000
Recreation	315,000	362,300	365,000
Public Safety	173,000	88,500	242,000
Fuel Sales	4,000	4,000	4,000
Irrigation	7,000	11,000	12,000
Fines and forfeits			
Library	20,000	28,000	30,000
Animal Control	15,000	15,000	15,000
Court	1,104,000	1,070,500	1,150,000
Interest on investments			
Interest Income	240,000	30,000	115,000
In-lieu property taxes			
SRP	190,000	140,000	140,000
Contributions			
Voluntary contributions	57,000	1,000	0
State Comp Fund	50,000	46,500	50,000
Sewer Payback	10,000	10,000	10,000
Miscellaneous			
Sales of Maps and Surplus Assets	41,000	17,500	46,000
Unclassified	260,000	560,000	251,000
Reimbursements	50,000	0	50,000
Rents and Royalties	183,000	141,000	235,000
Total General Fund	\$ 33,359,000	\$ 32,746,800	\$ 30,471,760

* 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 2011

SOURCE OF REVENUES	ESTIMATED REVENUES 2010	ACTUAL REVENUES* 2010	ESTIMATED REVENUES 2011
PERMANENT FUNDS			
	\$ _____	\$ _____	\$ _____
NONE	_____	_____	_____
	\$ _____	\$ _____	\$ _____
	\$ _____	\$ _____	\$ _____
	_____	_____	_____
	_____	_____	_____
	\$ _____	\$ _____	\$ _____
	_____	_____	_____
	_____	_____	_____
	\$ _____	\$ _____	\$ _____
	_____	_____	_____
	_____	_____	_____
	\$ _____	\$ _____	\$ _____
	_____	_____	_____
	_____	_____	_____
	\$ _____	\$ _____	\$ _____
Total Permanent Funds	\$ _____	\$ _____	\$ _____
ENTERPRISE FUNDS			
Golf Course	\$ 1,223,930	\$ 1,129,150	\$ 1,156,700
Wastewater	6,234,000	6,330,900	6,306,000
Solid Waste	5,977,500	5,552,500	5,755,000
Water	121,000	160,600	200,000
	\$ 13,556,430	\$ 13,173,150	\$ 13,417,700
	\$ _____	\$ _____	\$ _____
	_____	_____	_____
	_____	_____	_____
	\$ _____	\$ _____	\$ _____
	_____	_____	_____
	_____	_____	_____
	\$ _____	\$ _____	\$ _____
	_____	_____	_____
	_____	_____	_____
	\$ _____	\$ _____	\$ _____
Total Enterprise Funds	\$ 13,556,430	\$ 13,173,150	\$ 13,417,700

* 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 Transfers
Fiscal Year 2011

FUND	OTHER FINANCING 2011		INTERFUND TRANSFERS 2011	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND	\$ 0	\$ 0	\$ 1,708,760	\$ 1,849,510
Total General Fund	\$ 0	\$ 0	\$ 1,708,760	\$ 1,849,510
SPECIAL REVENUE FUNDS				
Airport	\$ 1,150,000	\$ 0	\$ 0	\$ 0
Recreation Facility	0	0	0	500,000
Community Arts	0	0	5,000	35,420
Grants	0	0	124,000	153,650
Development Impact	0	0	0	375,000
Streets Maintenance	0	0	0	549,170
Total Special Revenue Funds	\$ 1,150,000	\$ 0	\$ 129,000	\$ 1,613,240
DEBT SERVICE FUNDS				
Redevelopment	\$ 0	\$ 0	\$ 305,120	\$ 0
Recreation Debt	0	0	1,344,160	0
General Obligation	0	0	0	113,630
Total Debt Service Funds	\$ 0	\$ 0	\$ 1,649,280	\$ 113,630
CAPITAL PROJECTS FUNDS				
Improvement District	\$ 20,000,000	\$ 0	\$ 0	\$ 0
Replacement	0	0	1,817,820	1,489,500
Recreation Construction	0	0	0	500,000
Airport	0	0	307,280	0
Total Capital Projects Funds	\$ 20,000,000	\$ 0	\$ 2,125,100	\$ 1,989,500
PERMANENT FUNDS				
	\$ 0	\$ 0	\$ 0	\$ 0
Total Permanent Funds	\$ 0	\$ 0	\$ 0	\$ 0
ENTERPRISE FUNDS				
Wastewater Treatment	\$ 20,000,000	\$ 0	\$ 3,120,000	\$ 3,514,950
Water	2,200,000	0	30,500	19,750
Golf Course	0	0	288,630	150,020
Sanitation	0	0	1,435,000	1,140,770
Total Enterprise Funds	\$ 22,200,000	\$ 0	\$ 4,874,130	\$ 4,825,490
INTERNAL SERVICE FUNDS				
Fleet Services	\$ 0	\$ 0	\$ 0	\$ 94,900
Total Internal Service Funds	\$ 0	\$ 0	\$ 0	\$ 94,900
TOTAL ALL FUNDS	\$ 43,350,000	\$ 0	\$ 10,486,270	\$ 10,486,270

CITY OF CASA GRANDE
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2011

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010	EXPENDITURE/ ADJUSTMENTS APPROVED 2010	ACTUAL EXPENDITURES/ EXPENSES* 2010	BUDGETED EXPENDITURES/ EXPENSES 2011
GENERAL FUND				
General Government	\$ 9,359,460	\$ 0	\$ 7,160,320	\$ 9,549,250
Public Safety	21,253,200	0	20,716,610	18,196,510
Public Works	676,810	0	676,480	995,620
Community Services	5,509,570	0	5,189,540	5,725,870
Community Development	2,880,190	0	2,552,200	2,715,770
Total General Fund	\$ 39,679,230	\$ 0	\$ 36,295,150	\$ 37,183,020
SPECIAL REVENUE FUNDS				
Streets	\$ 6,495,580	\$ 0	\$ 4,055,250	\$ 7,938,860
Development Fees	13,111,000	0	793,350	11,489,320
Airport	2,615,510	0	1,283,500	2,528,520
Parks Development	580,000	0	12,520	670,000
Community Arts	48,000	0	72,580	28,360
Wildland Firefighting	60,000	0	1,240	60,000
Redevelopment	2,386,280	0	100,000	1,850,000
Promotion and Tourism	100,000	0	100,000	100,000
Court	606,620	0	109,000	601,670
Grants	6,869,750	0	3,869,700	5,255,740
Recreation Facility	0	0	494,090	265,000
Total Special Revenue Funds	\$ 32,872,740	\$ 0	\$ 10,891,230	\$ 30,787,470
DEBT SERVICE FUNDS				
Redevelopment	\$ 299,920	\$ 0	\$ 302,620	\$ 305,120
Recreation .2%	0	0	917,020	1,344,160
Improvement Districts	137,020	0	0	0
General Obligation	2,859,770	0	2,741,120	2,170,580
Total Debt Service Funds	\$ 3,296,710	\$ 0	\$ 3,960,760	\$ 3,819,860
CAPITAL PROJECTS FUNDS				
Construction Sales Tax	\$ 5,820,000	\$ 0	\$ 9,020,000	\$ 1,200,000
Capital Replacement	3,645,500	0	1,720,000	1,813,000
Airport	1,763,000	0	22,420	5,017,000
Capital Development Projects	24,200,000	0	9,907,000	13,370,000
Improvement District	20,000,000	0	0	20,000,000
Recreation Construction	20,000,000	0	12,004,300	0
Total Capital Projects Funds	\$ 75,428,500	\$ 0	\$ 32,673,720	\$ 41,400,000
PERMANENT FUNDS				
	\$	\$	\$	\$
NONE				
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Golf	\$ 1,432,810	\$ 0	\$ 1,271,560	\$ 1,525,110
Wastewater	49,174,530	0	39,620,180	33,430,740
Solid Waste	7,516,280	0	6,364,300	6,082,410
Water	2,382,470	0	153,360	2,370,490
Total Enterprise Funds	\$ 60,506,090	\$ 0	\$ 47,409,400	\$ 43,408,750
INTERNAL SERVICE FUNDS				
Equipment Maintenance	\$ 1,696,990	\$ 0	\$ 1,731,730	\$ 1,618,190
Insurance	4,614,520	0	4,967,510	4,833,900
Total Internal Service Funds	\$ 6,311,510	\$ 0	\$ 6,699,240	\$ 6,452,090
TOTAL ALL FUNDS	\$ 218,094,780	\$ 0	\$ 137,929,500	\$ 163,051,190

* 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.

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STRATEGIC AGENDA

STRATEGIC AGENDA

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 area. The Court is working on an in home monitoring ordinance to reduce jail costs.

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. ICMA is under contract to prepare a performance study of the Police Department.

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 is doubling the capacity 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 completed an independent comprehensive rate and operations study. The rates and policy changes were implemented. The operating components are in process.

INFRASTRUCTURE MANAGEMENT continued

Government Facility Strategies continues 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. A new Public Safety Facility and Fire Station are under construction. A Community Recreation Center is planned in the next several years.

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 to provide a long-term outlook and plan for 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 resulted in 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. Park land was purchased for future regional park development and sports complex was constructed last fiscal year.

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 aesthetically pleasing community landscaping projects.

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 is 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 are 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 focus is 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.

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 tenth year, providing for an organization-wide planned and prioritized approach to needed capital projects and equipment replacements prior to 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. The plan 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.

Internal Human Resources Issues was added as a strategy to reflect the importance of our City team members to the mission of the organization. Changes already completed include 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**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 USE THE SECONDARY PROPERTY TAX TO FUND MAJOR CAPITAL PROJECTS THROUGH ISSUANCE OF DEBT.** 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 practice was 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. Future debt is not issued unless repayment can occur within the rate of 0.6308.

- 2. MAINTAIN THE VEHICLE REPLACEMENT FUND TO REPLACE VEHICLES AND EQUIPMENT.** Over the past six 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

Six 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 is the primary source for capital replacements.

- 3. NEW PROGRAMS AND SERVICES WITH ARE FINANCED 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. Situations, such as unfunded mandates, will occur where new programs or services must be added using existing resources.

Plan of Action

The City will continue a program of identifying funding sources or expense reductions 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 a capital project 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 or if the service provides the desired outcome?

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

The City continues to improve cost accounting for services. In addition, the City joined the ICMA (International City/County Management Association) Center for Performance Measurement to benchmark relevant measures with comparable communities. A quarterly Fiscal Core Measure report is prepared and distributed that includes several core measures for each cost center, a narrative description and basic financial information.

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. **COMMIT 50% 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 50% of operating expenditures is the appropriate amount to be set aside.

Plan of Action

The City will annually fund the commitment to supplement revenues during times of economic fluctuations.

8. **EVALUATE OUTSTANDING BONDS ANNUALLY TO DETERMINE 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

The Finance Director 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 when conditions warrant.

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 thirteen 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 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 evaluates the services it provides to the public. The evaluation will take place during October 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.** The City evaluates the fiscal impact of annexations on the various municipal operations. This impact is completed to fairly evaluate the advisability of any annexation. Now the goal is to follow up on the projected impact to see if our methodology is sound.

Plan of Action

Whenever we propose a new annexation, the City will prepare fiscal impact 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. The fiscal impact should be reviewed one year after the annexation is in effect to determine accuracy.

- 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 a majority 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 must evaluate delinquencies 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. 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 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 operating budget is:

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 limited resources are allocated appropriately.

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 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 revenue and fund balances. Any proposed deficit must be planned and covered by another funding source.

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 are recorded on the 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 absence liabilities 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 includes 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. The Arizona Revised Statutes requires that expenditures remain within expenditure limits set through a permanent base adjustment.

Allocation of Costs - The City of Casa Grande balances 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 seeks 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 seeks inter-agency opportunities to improve productivity.

Shared Provision of Service - The City of Casa Grande encourages, 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 plans and budgets for capital facilities and infrastructure necessary to support its economy and those public programs determined necessary for the quality of life desired by 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 purchasing policy provides for the purchase, directly or indirectly, through a bid process for expenses greater than \$25,000. The lowest responsible and responsive bidder is 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 charges appropriate expenses against restricted revenue sources prior to using general funds.

POLICIES FOR DEBT MANAGEMENT

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

Debt Incurred - The City of Casa Grande limits the amount of new general obligation debt to remain with the .6308 per \$100 in assessed valuation target and to reasonably assure retention of the City's highest credit rating in national debt markets. Capital Improvements operating expenditures, whose construction is funded by the City of Casa Grande's General Obligation bonds, 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 uses 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 uses current and available revenues for pay-as-you-go funding of the CIP as a means of reducing the cost of debt service. When revenue levels permit, priority is 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 seeks 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 actively encourages and uses 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 seeks 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 controls its exposure to financial loss through a combination of commercial and self-insurance. The City self-insures against all but highest cost risks and aggressively controls 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 seeks 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 acts to contain the growth of compensation through organizational efficiencies within its departments and agencies, manage efficiencies within its operations and service delivery, and productivity improvements within its workforce.

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

Surplus Property - The City of Casa Grande maximizes 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 obsolete, unusable or surplus goods are 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 reviews 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 reviews 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 seeks 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 establishes the broadest base of revenues and seeks 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.
- 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.

POLICIES FOR REVENUES AND PROGRAM FUNDING (continued)

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

Property Tax - The City establishes property tax rates 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 transfer a portion 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 net assets 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.

- 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 allowed increase in primary 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 and sales tax revenue, 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 budget:

- Maintenance of positive fund balances (reserves) to ensure continued liquidity for debt repayment.
- Assurance through 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 for 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 also located in the Capital Improvement Plan.

Capital Improvements Program Investment

Motivated by budget reforms and the development of the Capital Improvements Program, the City reviews how capital planning is done and how investment decisions are made, and continues to develop processes for the City to be more strategic in making its capital 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 decisions 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 choice; cost, benefit, and trade-off 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 strategic agenda.

Efficient Investment: The key to capital planning is to maximize the positive impacts of investments in relation to their costs. Also important is to optimize 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 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 is used 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 2015 for total implementation. This means that by the year 2015, 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 2015 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 is 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” planning document: in other words, each year the City reconsiders projects/programs for the CIP, and adjusts all years estimated revenue and costs, adding or removing projects as the community needs 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. 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 2010-2011 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 form the basis for appropriations in the FY 2010-2011 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.

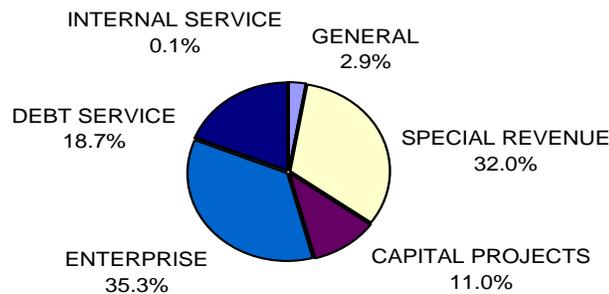
The following pages describe if, and to what extent, major capital improvements impact the city’s current and future operating budgets.

CAPITAL IMPROVEMENT PLAN

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

<u>FUND TYPE</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>
GENERAL	\$2,049,000	\$14,246,500	\$5,173,000	\$2,514,000	\$875,000
SPECIAL REVENUE	22,877,450	25,505,300	34,606,900	125,500,475	182,218,000
CAPITAL PROJECTS	7,830,000	12,358,000	17,451,050	13,130,650	8,724,200
ENTERPRISE	25,230,000	12,004,100	14,550,000	7,220,000	5,409,000
DEBT SERVICE	13,370,000	22,743,560	50,210	87,780	90,440
INTERNAL SERVICE	66,500	1,230,000	-	-	-
ALL FUNDS	\$71,422,950	\$88,087,460	\$71,831,160	\$148,452,905	\$197,316,640

**CAPITAL OUTLAY BY FUND
2010-2011**



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

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
General Fund	\$35,880	\$1,425,330	\$2,249,940	\$2,314,120	\$5,376,110
Special Revenues Funds	1,190	66,240	278,180	775,640	2,405,170
Enterprise Funds	37,450	604,330	906,480	916,410	961,010
Internal Services Fund	0	99,400	165,200	165,200	165,200
ALL FUNDS	\$74,520	\$2,195,300	\$3,599,800	\$4,171,370	\$8,907,490

CAPITAL IMPROVEMENT PLAN

CAPITAL OUTLAY SCHEDULE						
FISCAL YEARS 2010 - 2015						
Department	Project	2010-11	2011-12	2012-13	2013-14	2014-15
General Fund						
Animal Control	Incinerator	0	55,000	0	0	0
City Clerk	Meeting management & voting system	0	54,000	0	0	0
City Clerk	Video streaming	0	34,000	0	0	0
Development Center	New "form-based" or "smart growth" code	0	0	300,000	0	0
Development Center	Paperless plan review IT implementation	0	200,000	0	0	0
Engineering	AIP APS agreement	350,000	0	0	0	0
Engineering	Lighting & flooring	0	55,000	0	0	0
Engineering	Survey equipment	0	0	0	0	200,000
Facilities Maintenance	Ceramics building bathrooms remodel	0	50,000	0	0	0
Facilities Maintenance	City owned parking lots - sealing & striping	0	30,000	30,000	30,000	30,000
Facilities Maintenance	Electric repairs/upgrades to city facilities	78,000	78,000	79,000	0	0
Facilities Maintenance	General repairs/upgrades to city facilities	167,000	167,000	166,000	0	0
Facilities Maintenance	Mechanical/plumbing repairs to city facilities	24,000	23,000	23,000	0	0
Facilities Maintenance	Pavement/signage repairs to city facilities	92,000	92,000	91,000	0	0
Facilities Maintenance	Peart Center security fencing	0	30,000	0	0	0
Finance	Accounting/utility software	0	100,000	50,000	50,000	50,000
Fire	Building improvements	75,000	0	0	0	0
Fire	FEMA Grant (10% match)	100,000	100,000	100,000	100,000	100,000
Fire	Fire Chief vehicle	0	35,000	0	0	0
Fire	Joint Command vehicle - PD/FD	0	0	0	750,000	0
Fire	Monitor defibrillator upgrades	30,000	32,000	34,000	36,000	38,000
Fire	Station construction - 503	0	6,000,000	0	0	0
General Recreation	Show mobile	0	0	120,000	0	0
IT	Disaster prevention	0	50,000	0	0	0
IT	IT vehicle	0	25,000	0	0	0
IT	Software upgrades	75,000	0	0	0	0
IT	Telephone system	250,000	0	0	0	0
IT	Wireless infrastructure network	0	200,000	0	0	0
Library	Main library renovation	0	65,000	0	0	0
Library	New carpet & paint - main library	0	69,000	0	0	0
Parks	1/2 ton pickup	0	28,000	0	0	0
Parks	Backhoe	0	69,000	0	0	0
Parks	Bicycle park	0	0	0	0	150,000
Parks	Chipper	0	0	25,000	0	0
Parks	Christmas decorations	0	45,000	25,000	0	0
Parks	Concrete paths	0	60,000	0	0	0
Parks	Dredge Dave White Park lake	0	40,000	0	0	30,000
Parks	Field lighting at Carr McNatt Park	0	400,000	0	0	0
Parks	Forklift	0	0	0	28,000	0
Parks	Grade tractor	0	60,000	0	0	0
Parks	Len Colla renovation	85,000	0	0	0	0
Parks	Lighting at O'Neil Park - North Field	0	0	0	250,000	0
Parks	Lighting at O'Neil Park - South Field	250,000	0	0	0	0
Parks	Mountain View Park improvements	0	26,000	0	0	0
Parks	One ton garbage truck	0	89,000	0	0	0
Parks	Park signs	0	32,000	0	0	0
Parks	Parking lot improvements	100,000	0	0	0	0
Parks	Recreational Facilities	28,000	0	0	0	32,000
Parks	Renovate Dave White Park	0	200,000	1,000,000	1,000,000	0
Parks	Replace Evergreen Irrigation transmission lines	0	300,000	200,000	200,000	0
Parks	Restrooms - Dave White Park	0	1,000,000	1,000,000	0	0
Parks	Resurface tennis courts	225,000	0	0	0	0
Parks	Trails system	45,000	0	0	0	0
Police	Automated citation system	40,000	0	0	0	0
Police	Automatic vehicle locator	0	190,000	60,000	0	0
Police	Burglary supression vehicle	0	33,000	0	0	0
Police	Citywide microwave looped system	0	65,000	70,000	70,000	70,000
Police	Commercial vehicle enforcement truck	0	70,000	0	0	0
Police	Community connect automatic vehicle locator	0	250,000	0	0	0
Police	Community service vehicle	0	55,000	0	0	0
Police	Disaster recovery program	0	35,000	0	0	0
Police	Evidence bar-coding system	35,000	0	0	0	0
Police	Evidence transport vehicle	0	25,000	0	0	0
Police	Generator replacement	0	94,500	0	0	0
Police	MHZ radio system	0	0	1,800,000	0	0

CAPITAL IMPROVEMENT PLAN

CAPITAL OUTLAY SCHEDULE						
FISCAL YEARS 2010 - 2015						
Department	Project	2010-11	2011-12	2012-13	2013-14	2014-15
General Fund						
Police	Night vision - SWAT team	0	42,000	0	0	0
Police	Nuisance property surveillance vehicle	0	50,000	0	0	0
Police	Public Safety Communications center vehicle	0	44,000	0	0	0
Police	Remodel existing Police building	0	3,000,000	0	0	0
Police	Remote control surveillance robot	0	35,000	0	0	0
Police	Reverse 911	0	40,000	0	0	0
Police	Starchase system	0	175,000	0	0	0
Police	Surveillance van	0	0	0	0	175,000
Senior Recreation	Remodel kitchen	0	150,000	0	0	0
TOTAL - GENERAL FUND		2,049,000	14,246,500	5,173,000	2,514,000	875,000
Street Maintenance						
Engineering	DOTS Phase 3	0	2,000,000	0	0	0
Street Maintenance - 1/2 Cent	Asphalt seal applicator	0	36,000	0	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	Downtown street reconstruction - Phase II & III	2,500,000	1,500,000	0	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	3,000,000	5,000,000
Street Maintenance - 1/2 Cent	Rodeo Rd	0	2,000,000	0	0	0
Street Maintenance - 1/2 Cent	Thornton Rd - Phase I & 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 study	600,000	0	0	0	0
Street Maintenance - HURF	2 IN street crosswalk lighting systems	0	134,000	67,000	67,000	67,000
Street Maintenance - HURF	Annual street restriping	0	200,000	200,000	200,000	0
Street Maintenance - HURF	Arizola/McMurray traffic signal	0	8,000	8,000	8,000	0
Street Maintenance - HURF	Backhoe	0	0	0	75,000	0
Street Maintenance - HURF	End dump trailer	0	0	0	52,000	0
Street Maintenance - HURF	GPS monitoring for Public Works fleet	0	25,000	25,000	0	0
Street Maintenance - HURF	Local street reconstruction	600,000	350,000	350,000	350,000	0
Street Maintenance - HURF	Message boards	0	39,000	0	0	0
Street Maintenance - HURF	Pavement management system	96,000	0	0	0	0
Street Maintenance - HURF	Pickup (replace 800)	0	4,400	4,400	4,400	0
Street Maintenance - HURF	Resurfacing of paved alleys	0	32,000	32,000	32,000	0
Street Maintenance - HURF	Street maintenance	0	400,000	400,000	400,000	0
Street Maintenance - HURF	Tandem dump truck	140,000	0	0	0	0
Street Maintenance - HURF	Thermal plastic meltor	0	0	0	29,500	0
Street Maintenance - HURF	Traffic control truck	0	0	40,000	0	0
Street Maintenance - HURF	Traffic signal interconnect	0	125,000	125,000	125,000	125,000
Street Maintenance - HURF	Traffic signals	717,000	700,000	700,000	700,000	700,000
Street Maintenance - HURF	Vacuum excavation machine	0	0	36,500	0	0
Street Maintenance - HURF	Water tanker trailer	0	0	0	130,000	0
TOTAL - STREET MAINTENANCE		4,653,000	8,753,400	9,987,900	5,172,900	19,392,000
Municipal Airport Fund						
Airport	Airport vehicle	0	30,000	0	0	0
Airport	High speed taxiways	0	0	0	0	40,000
Airport	North side airport access road	0	0	0	19,925	0
Airport	North side taxiways	0	0	0	0	65,000
Airport	Rehabilitate 4,330' X 100' of RW 5/23	0	0	0	88,000	0
Airport	Rehabilitate stop way, old taxiway & apron	0	0	0	25,000	0
Airport	Relocate segmented circle	0	0	0	3,750	0
Airport	Replace airport terminal carpet plus addition	0	30,000	0	0	0
Airport	Runway & parallel taxiway preventive maint.	45,000	50,000	70,000	120,000	125,000
Airport	T hangars and/or shade hangars	1,150,000	0	0	0	0
Airport	VFR parallel light AC runway	0	0	0	0	90,000
TOTAL - MUNICIPAL AIRPORT FUND		1,195,000	110,000	70,000	256,675	320,000
Community Arts Fund						
Community Arts	Community Art Work	25,000	25,000	25,000	25,000	25,000
TOTAL - COMMUNITY ARTS FUND		25,000	25,000	25,000	25,000	25,000

CAPITAL IMPROVEMENT PLAN

CAPITAL OUTLAY SCHEDULE						
FISCAL YEARS 2010 - 2015						
Department	Project	2010-11	2011-12	2012-13	2013-14	2014-15
Grants & Subsidies						
Fire	FEMA Grant	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Police	2 motorcycles (GOHS)	80,000	0	0	0	0
Police	Equipment	1,130	0	0	0	0
TOTAL - GRANTS & SUBSIDIES		1,081,130	1,000,000	1,000,000	1,000,000	1,000,000
Redevelopment Fund						
General Recreation	Auditorium renovation	0	0	900,000	0	0
Multiple Departments	Various projects	1,600,000	0	0	0	0
TOTAL - REDEVELOPMENT FUND		1,600,000	0	900,000	0	0
Construction Sales Tax Capital						
Animal Control	Remodel Animal Control sally port	0	240,000	0	0	0
Aquatics	Splash pad for parks (20' x 40')	0	375,000	0	0	0
Aquatics	Splash pad for parks (40 X 40)	0	435,000	0	0	0
Aquatics	Splash pad for parks (40' X 40')	0	0	500,000	0	0
Engineering	DOTS Phase II	0	2,000,000	0	0	0
Engineering	Master drainage study for City of Casa Grande	0	1,000,000	500,000	0	0
Streets	McMurray Blvd.	1,200,000	0	0	0	0
TOTAL - CONSTRUCTION SALES TAX CAPITAL		1,200,000	4,050,000	1,000,000	0	0
Capital Replacement Projects						
Animal Control	Replace unit #311 - pickup	0	0	19,000	0	0
Animal Control	Replace unit #315 - truck	0	0	36,000	0	0
Animal Control	Replace unit #319 - truck	0	0	0	36,000	0
Collections	2 ton container delivery truck	0	28,000	0	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
Development Cener	Replace unit #306 - pickup	0	19,000	0	0	0
Development Center	Replace unit #373 - pickup	0	19,000	0	0	0
Development Center	Replace units #376,377,378,379,380,381 pickups	0	0	0	114,000	0
Development Center	Replace units #382 & #383 pickups	0	0	0	0	38,000
Engineering	Replace unit #300 - pickup	0	0	19,000	0	0
Engineering	Replace unit #301 - pickup	0	0	0	19,000	0
Engineering	Replace unit #305 - pickup	0	19,000	0	0	0
Engineering	Replace unit #307 - pickup	0	0	19,000	0	0
Facilities Maintenance	Replace unit #151 - van	0	0	0	20,000	0
Finance	Replace unit #325 - van	0	23,000	0	0	0
Finance	Replace unit #326 - car	0	23,000	0	0	0
Finance	Replace unit #327 - car	0	23,000	0	0	0
Fire	Replace 55' light duty ladder	0	0	0	850,000	0
Fire	Replace engine 501	0	650,000	0	0	0
Fire	Replace ladder truck	1,000,000	0	0	0	0
Fire	Replace tender 502	0	0	0	525,000	0
Fire	Replace unit #414 - 100" platform	0	1,100,000	0	0	0
Fire	Replace unit #416 - tender 502	0	0	0	650,000	0
Fire	Replace unit #420 - engine 5011	0	650,000	0	0	0
Fire	R/P replace unit #424 - 55' L-duty ladder vehicle	0	0	0	850,000	0
General Recreation	Replace unit #324 - pickup	0	0	19,000	0	0
General Recreation	Replace unit #356 - van	0	0	23,000	0	0
Parks	Grade tractor	0	0	0	0	60,000
Parks	Grade tractor	0	0	0	0	40,000
Parks	Mower	0	0	0	0	29,000
Parks	Mower	0	0	0	29,000	0
Parks	Replace unit #102 - 2 ton dump truck	0	35,000	0	0	0
Parks	Replace unit #104 - 1 ton cab chassis	0	40,000	0	0	0
Parks	Replace unit #106 - 3/4 ton pickup	0	28,000	0	0	0
Parks	Replace units #107 & 108 - work trucks	0	42,000	0	0	0
Parks	Replace unit #109 - truck	0	0	0	0	38,000
Parks	Replace unit #112 - pickup	0	0	0	19,000	0
Police	Mobile command post	0	0	450,000	0	0
Police	Patrol Cars (repl.215,227,240,242,243,245,289)	0	117,300	117,300	117,100	0
Police	Replace CID car	0	0	0	30,000	0

CAPITAL IMPROVEMENT PLAN

CAPITAL OUTLAY SCHEDULE FISCAL YEARS 2010 - 2015						
Department	Project	2010-11	2011-12	2012-13	2013-14	2014-15
Capital Replacement Projects						
Police	Replace CID cars (2)	0	0	60,000	0	0
Police	Replace CID cars (2)	0	0	0	0	60,000
Police	Replace CID vehicles (4)	120,000	0	0	0	0
Police	Replace CID vehicles (5)	0	150,000	0	0	0
Police	Replace marked patrol cars (5)	275,000	0	330,000	0	0
Police	Replace marked patrol cars (6)	0	0	0	0	360,000
Police	Replace marked patrol cars (7)	0	0	0	385,000	0
Police	Replace patrol cars (6)	0	330,000	0	0	0
Police	Replace patrol cars (7)	0	0	385,000	0	0
Police	Replace unit #206 - motorcycle	0	80,400	80,700	80,900	90,200
Police	Replace unit #208 van	0	20,000	0	0	0
Police	Replace unit #235 - cargo van	0	17,500	0	0	0
Police	Replace unit #247 - prisoner van	0	35,000	0	0	0
Police	Replace unit #290 - command van	0	0	0	40,000	0
Police	Replace unit #2200 - motorcycle	0	27,000	0	0	0
Police	Replace unit #2300 - prisoner van	0	0	35,000	0	0
Public Works	Replace Ford F250	0	30,500	0	0	0
Public Works - Operations	Replacement unit #800 - Ford F250	0	31,000	0	0	0
Recycling	Replace cab & 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
Sanitation - Collection	Replace unit #509 - ASL refuse truck	0	0	0	260,000	0
Sanitation - Collection	Replace unit #510 - ASL refuse truck	0	0	260,000	0	0
Sanitation - Collection	Replace unit #511 - ASL refuse truck	0	0	260,000	0	0
Sanitation - Collection	Replace unit #538 - chipper	0	26,000	0	0	0
Sanitation - Collection	Replace unit #545 - small loader	0	60,000	0	0	0
Sanitation - Collection	Replace unit #552 - front load truck	0	0	0	0	265,000
Sanitation - Landfill	Replace unit #505 - pickup	0	28,000	0	0	0
Sanitation - Landfill	Replace unit #547 - scraper	0	0	600,000	0	0
Sanitation - Landfill	Replace unit #560 - landfill compactor	0	0	0	1,100,000	0
Sanitation - Landfill	Replace unit #TARP - landfill tarper	0	195,000	0	0	0
Sanitation - Recycling	Replace unit #513 - recycle trailer	0	0	66,000	0	0
Sanitation - Recycling	Replace unit #514 - 2 ton dump truck	0	35,000	0	0	0
Sanitation - Recycling	Replace unit #516 - recycle truck	0	41,000	0	0	0
Senior Recreation	Replace unit #353 - passenger van	0	33,000	0	0	0
Senior Recreation	Replace unit #355 - van	0	42,000	0	0	0
Streets - HURF	Replace unit #603 - 3/4 ton pickup	28,000	0	0	0	0
Streets - HURF	Replace unit #606 - 2 ton dump truck	0	0	45,000	0	0
Streets - HURF	Replace unit #609 - truck	0	35,000	0	0	0
Streets - HURF	Replace unit #610 - pickup	0	0	0	25,000	0
Streets - HURF	Replace unit #611 - pickup	0	0	30,000	0	0
Streets - HURF	Replace unit #625 - street sweeper	0	0	195,000	0	0
Streets - HURF	Replace unit #630 - mower	90,000	0	0	0	0
Streets - HURF	Replace unit #631 - tractor	0	0	0	0	49,000
Streets - HURF	Replace unit #632 - backhoe	0	75,000	0	0	0
Streets - HURF	Replace unit #634 - backhoe	0	79,000	0	0	0
Streets - HURF	Replace unit #635 - pneumatic roller	0	140,000	0	0	0
Streets - HURF	Replace unit #636 - compactor	0	45,000	0	0	0
Streets - HURF	Replace unit #638 - large wheel loader	0	200,000	0	0	0
Streets - HURF	Replace unit #640 - 4 door truck	0	48,000	0	0	0
Streets - HURF	Replace unit #642 - patch truck	0	135,000	0	0	0
Streets - HURF	Replace unit #643 - water truck	0	120,000	0	0	0
Streets - HURF	Replace unit #644 - 10 wheel dump truck	0	140,000	0	0	0
Streets - HURF	Replace unit #647 - swaploader truck	0	90,000	0	0	0
Streets - HURF	Replace unit #648 - 10 wheel dump truck	0	0	120,000	0	0
Streets - HURF	Replace unit #662 - spray patcher	0	80,000	0	0	0
Streets - HURF	Replace unit #670 - paver	0	70,000	0	0	0
Streets - HURF	Replace unit #671 - roller	0	31,000	0	0	0
Streets - HURF	Replace unit #675 - street sweeper	0	0	0	195,000	0
Streets - HURF	Replace unit #677 - street sweeper	0	0	0	195,000	0
Streets - HURF	Replace unit #685 - compressor	0	26,000	0	0	0
Streets - HURF	Replace unit #686 - compressor	0	26,000	0	0	0
Streets - HURF	Replace unit #687 - 6" water-pump	0	0	0	0	38,000
Wastewater	Replace Service Truck	0	95,000	0	0	0
Wastewater	Replace unit #710 - 1 ton truck	0	30,000	0	0	0
Wastewater	Replace unit #711 - pickup	0	19,000	0	0	0

CAPITAL IMPROVEMENT PLAN

CAPITAL OUTLAY SCHEDULE FISCAL YEARS 2010 - 2015						
Department	Project	2010-11	2011-12	2012-13	2013-14	2014-15
Capital Replacement Projects						
Wastewater	Replace unit #712 - pickup	0	19,000	0	0	0
Wastewater	Replace unit #713 - pickup	0	0	19,000	0	0
Wastewater	Replace unit #745 - backhoe	0	75,000	0	0	0
Wastewater	Replace unit #757 - sewer rodder	0	30,000	0	0	0
Wastewater	Replace unit #761 - truck	0	0	0	0	240,000
Wastewater	Replace unit #762 - sewer jet	0	0	45,000	0	0
Wastewater	Replace unit #769 - camera truck	0	33,000	0	0	0
TOTAL - CAPITAL REPLACEMENT PROJECTS		1,513,000	6,633,700	3,233,000	5,540,000	1,307,200
Impact Fees						
Animal Control	Complete new Animal Control shelter	0	60,000	0	0	0
Animal Control	Pickup truck & trailer	0	0	0	0	90,000
Animal Control	Pickup truck with box (2)	0	88,000	0	0	0
Collections	1/2 ton pickup	0	0	0	19,000	0
Collections	2 ton dump truck	0	0	0	14,000	0
Collections	3/4 ton pickup	0	0	0	25,000	0
Collections	3/4 ton 4x4 pickup	0	0	0	28,000	0
Collections	Automated side load truck	0	0	265,000	0	0
Collections	Chipper	0	0	0	26,000	0
Collections	Chipper truck	0	0	0	55,000	0
Collections	Curbtender truck	0	250,000	250,000	250,000	250,000
Collections	Front load refuse truck (3)	0	0	0	540,000	0
Collections	Rear load refuse truck	0	0	0	150,000	0
Collections	Roll off container truck (4)	0	0	0	315,000	0
Collections	Roll off truck	0	167,400	0	0	0
Collections	Side load refuse truck (5)	0	0	0	940,000	0
Collections	Side load truck	0	240,000	0	0	0
Collections	Small loaders (3)	0	0	0	165,000	0
Collections	Uncontained trash crew-cab pickup truck	29,000	0	0	0	0
Collections	Uncontained trash crew cab truck	0	27,500	0	0	0
Collections	Uncontained trash 1 ton 5th wheel/trailer	65,000	0	0	0	0
Collections	Uncontained trash utility tractor & trailer	0	65,000	0	0	0
Facilities Maintenance	North Operations Center - Phase 2	2,000,000	0	0	0	0
Fire	55' skyboom truck	0	0	0	575,000	0
Fire	100' platform truck	0	0	0	1,150,000	0
Fire	AVL/Mapping	0	0	0	30,000	0
Fire	Brush truck	0	0	0	75,000	0
Fire	Burn trailer	0	0	0	78,000	0
Fire	Cars/light trucks (2)	0	0	0	70,000	0
Fire	Command vehicle	0	0	0	45,000	0
Fire	Fire Chief vehicle	0	35,000	0	0	0
Fire	Fire dispatch radio system	0	0	0	60,000	0
Fire	Fire engine (3)	0	0	0	1,785,000	0
Fire	Fire station land & construction - 506	0	0	0	0	7,500,000
Fire	Heavy rescue	0	0	0	450,000	0
Fire	Mass casualty trailer	0	0	0	25,000	0
Fire	Joint Command vehicle - PD/FD	0	0	0	750,000	0
Fire	New technical rescue response team unit	0	0	0	1,200,000	0
Fire	New water tender	0	600,000	0	0	0
Fire	Rescue ambulance	0	0	0	125,000	0
Fire	SCBA compressor trailer	0	0	0	86,000	0
Fire	Station construction - 504	2,000,000	0	0	0	0
Fire	Station construction - 505	0	0	0	7,000,000	0
Fire	Station pumper - 505	0	0	0	650,000	0
Fire	Telestaff software	0	0	0	32,000	0
Fire	Thermal imaging camera	0	0	0	53,000	0
Fire	Trail gator & trailer	0	0	0	25,000	0
Fire	Utility truck	0	0	0	100,000	0
Fire	Video conference training	0	0	0	33,000	0
General Recreation	Community recreation center design/construct.	750,000	500,000	0	0	0
Landfill	Bull dozer	0	0	0	160,000	0
Landfill	Forklift & utility vehicle	0	0	0	25,000	0
Landfill	Landfill compactor	0	0	0	398,000	0
Landfill	Loader	0	0	0	150,000	0
Landfill	Mower	0	0	0	55,000	0
Landfill	Scraper	0	0	0	500,000	0

CAPITAL IMPROVEMENT PLAN

CAPITAL OUTLAY SCHEDULE						
FISCAL YEARS 2010 - 2015						
Department	Project	2010-11	2011-12	2012-13	2013-14	2014-15
Impact Fees						
Landfill	Trailer (10)	0	0	0	50,000	0
Parks	1/2 ton pickup truck (9)	0	0	0	144,000	0
Parks	1/2 ton pickup	0	28,000	0	0	0
Parks	3/4 ton pickup truck (3)	0	0	0	84,000	0
Parks	Ampitheater	0	0	0	300,000	0
Parks	Archery range	0	0	0	50,000	0
Parks	Area lighting by pole (79)	0	0	0	158,000	0
Parks	Backhoe	0	69,000	0	0	0
Parks	Basketball court	0	0	0	25,000	0
Parks	BBQ grills (19)	0	0	0	14,300	0
Parks	BBQ grills (16) & ramadas	0	0	0	32,000	0
Parks	Camping (3)	0	0	0	30,000	0
Parks	Community park improvements	0	0	0	0	15,617,000
Parks	Concession stands (3)	0	0	0	195,000	0
Parks	Concession stand & maintenance	0	0	0	130,000	0
Parks	Crew cab pickup truck	0	0	0	36,000	0
Parks	Dump trucks (2)	0	0	0	130,000	0
Parks	Fitness course	0	0	0	30,000	0
Parks	Flail mower (2)	0	0	0	28,000	0
Parks	Hiking trails (2)	0	0	0	100,000	0
Parks	Jogging trail	0	0	0	50,000	0
Parks	Land acquisition - East	0	0	4,250,000	5,000,000	5,000,000
Parks	Land acquisition - West	0	0	4,250,000	5,000,000	0
Parks	Len Colla gymnasium	400,000	0	0	0	0
Parks	Lift gate flat bed truck	0	0	0	40,000	0
Parks	Lighted baseball field	0	0	0	400,000	0
Parks	Lighted basketball courts	0	0	0	100,000	0
Parks	Lighted football field	0	0	0	750,000	0
Parks	Lighted racquetball courts	0	0	0	400,000	0
Parks	Lighted sand volley ball courts	0	0	0	375,000	0
Parks	Lighted tennis courts (3)	0	0	0	225,000	0
Parks	Maintenance shop building	0	0	0	35,000	350,000
Parks	Massey Ferguson tractor	0	0	0	40,000	0
Parks	Maxi van	0	0	0	40,000	0
Parks	Mini picnic ramadas (16)	0	0	0	320,000	0
Parks	Miscellaneous equipment	13,400	0	0	0	0
Parks	Mower	26,000	0	0	0	32,000
Parks	Parking area - 25 spaces	0	0	0	741,000	0
Parks	Picnic tables (46)	0	0	0	32,200	0
Parks	Picnic tables (87)	0	0	0	60,900	0
Parks	Playground equipment	0	0	0	675,000	0
Parks	Ramadas - large (2)	0	0	0	100,000	0
Parks	Ramadas - large (3)	0	0	0	150,000	0
Parks	Ramadas - medium (11)	0	0	0	242,000	0
Parks	Regional park improvements	0	0	0	0	2,910,000
Parks	Regional park land acquisition, design & dev.	0	500,000	3,000,000	2,000,000	0
Parks	Regional park land design & development	0	500,000	2,500,000	2,500,000	0
Parks	Regional park land acquisition	0	300,000	3,000,000	0	0
Parks	Regional park land design	0	2,500,000	2,500,000	2,500,000	0
Parks	Restrooms (4)	0	0	0	260,000	0
Parks	Restrooms (6)	0	0	0	325,000	0
Parks	Rifle range	0	0	0	400,000	0
Parks	Rodeo grounds	0	0	0	300,000	0
Parks	Santa Cruz linear wash trail design & dev.	0	150,000	900,000	900,000	900,000
Parks	Security lighting by pole	0	0	0	207,500	0
Parks	Sedan	0	0	0	25,000	0
Parks	Skate park	0	0	0	250,000	0
Parks	Soccer field - large (4)	0	0	0	400,000	0
Parks	Soccer field - medium (2)	0	0	0	150,000	0
Parks	Soccer field - small (3)	0	0	0	150,000	0
Parks	Softball fields (6)	0	0	0	1,800,000	0
Parks	Softball fields (4)	0	0	0	400,000	0
Parks	Tot lot (2)	0	0	0	44,000	0
Parks	Trail system development	0	0	100,000	900,000	0
Parks	Trailer (7)	0	0	0	28,000	0
Parks	Trencher	0	0	0	38,000	0

CAPITAL IMPROVEMENT PLAN

CAPITAL OUTLAY SCHEDULE						
FISCAL YEARS 2010 - 2015						
Department	Project	2010-11	2011-12	2012-13	2013-14	2014-15
Impact Fees						
Parks	Van (4)	0	0	0	88,000	0
Parks	Various equipment	0	0	0	130,000	0
Parks	Vehicle/equipment	0	0	0	0	827,000
Parks	Volleyball court	0	0	0	50,000	0
Parks	Volleyball courts (2)	0	0	0	100,000	0
Parks	Water truck	0	0	0	50,000	0
Parks	Youth multi-purpose fields	0	0	0	50,000	0
Police	Additional marked patrol vehicles	0	0	215,000	0	234,000
Police	Additional Police radio frequencies	0	100,000	0	0	0
Police	Base/mobile relay systems (2)	0	0	0	0	40,000
Police	CG mountain equipment move	0	50,000	0	0	0
Police	Communication hot spots	0	0	100,000	0	0
Police	Communications center vehicle	0	44,000	0	0	0
Police	Communications console	0	40,000	0	0	0
Police	Communications improvements	140,000	0	0	0	0
Police	Computer infrastructure	0	50,000	0	75,000	0
Police	Crime scene vehicle	0	0	0	0	75,000
Police	Dispatch consoles (2)	0	0	0	0	120,000
Police	Dispatch room support equipment	0	0	0	0	140,000
Police	ID van	0	0	0	0	25,000
Police	Microwave 10G main	0	100,000	0	0	0
Police	Microwave links	0	100,000	100,000	100,000	100,000
Police	Mobile data computers (24)	0	0	0	0	216,000
Police	Mobile data computers	80,000	10,000	15,000	0	0
Police	Mobile radios (50)	0	162,000	243,000	0	0
Police	Patrol 4X4 (3)	0	0	0	0	136,500
Police	Patrol motorcycle	0	0	0	23,000	0
Police	Patrol motorcycle	0	49,000	0	0	0
Police	Patrol sedan (24)	0	0	0	0	1,092,000
Police	Patrol vehicles (32)	0	0	0	0	2,080,000
Police	Police facility	1,500,000	0	0	0	0
Police	Mobile radios (50)	0	162,000	81,000	0	0
Police	Portable radios (50)	0	162,000	243,000	0	0
Police	Prisoner van (2)	0	0	0	0	100,000
Police	Radio receiver (voter) sites	0	135,000	135,000	140,000	0
Police	Support sedan (14)	0	0	0	0	392,000
Police/Fire	Joint Command vehicle - PD/FD	0	0	0	750,000	0
Public Works Operations	Resurfacing of paved alleys	0	64,000	32,000	32,000	0
Recycling	Recycle trailer	0	0	0	35,000	0
Recycling	Recycle trailer w/compactor	0	0	0	132,000	0
Recycling	Recycle truck	0	0	0	55,000	0
Streets	Cottonwood Lane	3,000,000	0	0	0	0
Streets Maintenance - HURF	2 ton crewcab dump trucks (2)	0	0	0	0	80,000
Streets Maintenance - HURF	2 1/2 ton crewcab truck	0	0	0	0	48,000
Streets Maintenance - HURF	4,000 gal water truck	0	0	0	0	160,000
Streets Maintenance - HURF	9 wheel roller	0	0	0	0	65,000
Streets Maintenance - HURF	Arterial interchanges I-10 & Kortsen	0	0	0	0	25,000,000
Streets Maintenance - HURF	Backhoes (3)	0	0	0	0	237,000
Streets Maintenance - HURF	Bucket truck	0	0	0	0	95,000
Streets Maintenance - HURF	Crack seal applicator	0	0	65,000	0	0
Streets Maintenance - HURF	Dump truck (3)	0	0	0	0	360,000
Streets Maintenance - HURF	Flyover Jimmie Kerr Blvd & Kortsen	0	0	0	25,000,000	0
Streets Maintenance - HURF	Flyover CG/Maricopa Hwy & Kortsen	0	0	0	0	25,000,000
Streets Maintenance - HURF	Gannon	0	0	0	0	48,500
Streets Maintenance - HURF	Kick broom sweeper	0	0	0	0	30,000
Streets Maintenance - HURF	Loader (2)	0	0	0	0	400,000
Streets Maintenance - HURF	Lowboy transport	0	0	195,000	0	0
Streets Maintenance - HURF	Mobile concrete mixer & truck	0	0	185,000	0	0
Streets Maintenance - HURF	Mower	0	0	0	0	55,000
Streets Maintenance - HURF	Patch sprayer	0	0	0	0	40,000
Streets Maintenance - HURF	Patch truck	0	0	0	0	102,000
Streets Maintenance - HURF	Paver	0	0	0	0	60,000
Streets Maintenance - HURF	Road grader	0	0	0	0	267,000
Streets Maintenance - HURF	Roller (2)	0	0	0	0	62,000
Streets Maintenance - HURF	Sign machine	0	0	0	0	32,000
Streets Maintenance - HURF	Street sweeper (3)	0	0	0	0	630,000

CAPITAL IMPROVEMENT PLAN

CAPITAL OUTLAY SCHEDULE						
FISCAL YEARS 2010 - 2015						
Department	Project	2010-11	2011-12	2012-13	2013-14	2014-15
Impact Fees						
Streets Maintenance - HURF	Street sweeper	0	0	0	210,000	0
Streets Maintenance - HURF	Streets South Operations Center	0	0	0	0	600,000
Streets Maintenance - HURF	Swaploader	0	0	0	0	70,000
Streets Maintenance - HURF	Traffic Signal Operations Center	0	25,000	0	0	0
Streets Maintenance - HURF	Traffic signals	619,920	270,000	0	0	0
Streets Maintenance - HURF	Trailer mounted crackseal machine	0	0	0	0	31,000
Streets Maintenance - HURF	Various items	0	0	0	0	184,000
Streets Maintenance - HURF	Vibrating compactor	0	0	0	0	33,000
Streets Maintenance - HURF	Wheel Roller	0	0	0	0	65,000
Wastewater	Backhoe	0	0	0	69,000	0
Wastewater	Boom crane truck	0	0	0	85,000	0
Wastewater	Burris Rd sewer construction	0	1,100,000	0	0	0
Wastewater	Camera truck	0	0	0	120,000	0
Wastewater	Combination truck	0	0	0	220,000	0
Wastewater	Dump truck	0	140,000	0	0	0
Wastewater	East side sewer expansion	0	3,574,000	0	0	0
Wastewater	Kortsen Rd sewer design & construction	3,700,000	0	0	0	0
Wastewater	Land acquisition	0	3,000,000	0	0	0
Wastewater	New forklift	0	40,000	0	0	0
Wastewater	Pickup truck 3/4 Ton	0	0	0	25,000	0
Wastewater	Pickup truck 4x4	0	0	0	28,000	0
Wastewater	Pickup trucks (3)	0	0	0	57,000	0
Wastewater	Pickup trucks (3)	0	0	0	57,000	0
Wastewater	Rodeo sewer construction	0	0	0	43,000,000	0
Wastewater	Rodeo sewer interceptor	0	0	0	0	69,500,000
Wastewater	Service truck	0	0	0	80,000	0
Wastewater	Sewer jet rodder	0	0	0	45,000	0
Wastewater	Sewer rotator jet on trailer	0	0	0	45,000	0
Wastewater	Tractor	0	0	0	35,000	0
Wastewater	Trailer & hydrojet	0	0	0	21,000	0
Wastewater	Water pump	0	0	0	37,000	0
Wastewater	Water truck	0	160,000	0	0	0
TOTAL - IMPACT FEES		14,323,320	15,616,900	22,624,000	119,045,900	161,481,000
Airport Capital Improvements						
Airport	Airport land	1,250,000	0	0	0	0
Airport	Airport parking	0	50,000	0	0	0
Airport	Airport service road & security fence	0	0	1,409,000	0	0
Airport	Airport wash rack	0	300,200	0	0	0
Airport	Aviation fuel truck parking	0	85,500	0	0	0
Airport	Construct South terminal apron	1,387,000	0	0	0	0
Airport	Design, relocate & construct taxiway	0	0	4,009,000	0	0
Airport	Drainage ditch relocation	1,000,000	0	0	0	0
Airport	Expand terminal area parking	0	760,000	0	0	0
Airport	Helicopter pad, vehicle parking & bldg	0	78,850	60,000	0	0
Airport	High speed taxiways	0	0	0	0	1,518,000
Airport	Install runway/taxiway light system	1,200,000	0	0	0	0
Airport	North side airport access road	0	0	0	757,150	0
Airport	North side apron	0	0	0	1,556,000	0
Airport	North side taxiway "F"	0	0	0	841,000	0
Airport	North side taxiways	0	0	0	0	2,470,000
Airport	Rehabilitate 4,330' X 100' of RW 5/23	0	0	0	3,344,000	0
Airport	Rehabilitate stop way, old taxiway & apron	0	0	0	950,000	0
Airport	Relocate RW 5 MALSR	0	0	1,300,000	0	0
Airport	Relocate segmented circle	0	0	0	142,500	0
Airport	Runway extension design & construction	0	0	5,635,400	0	0
Airport	RW/TW/guidance/elec sys & elec vault - design	180,000	0	0	0	0
Airport	Taxiway "E" rehabilitation	0	99,750	0	0	0
Airport	VFR parallel light AC runway	0	0	0	0	3,429,000
Airport	West apron extension	0	0	804,650	0	0
TOTAL - AIRPORT CAPITAL IMPROVEMENTS		5,017,000	1,374,300	13,218,050	7,590,650	7,417,000
Parks Development Fund						
Parks Maintenance	CG mountain trails design & development	100,000	300,000	0	0	0
TOTAL - PARKS DEVELOPMENT FUND		100,000	300,000	0	0	0

CAPITAL IMPROVEMENT PLAN

CAPITAL OUTLAY SCHEDULE						
FISCAL YEARS 2010 - 2015						
Department	Project	2010-11	2011-12	2012-13	2013-14	2014-15
Municipal Golf Course Fund						
Municipal Golf Course	Apron mower	0	27,500	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	0	46,000	0	0	0
Municipal Golf Course	Fairway mower	0	46,000	0	0	0
Municipal Golf Course	Fairway mower	0	0	0	0	53,000
Municipal Golf Course	Front end loader tractor	0	40,000	0	0	0
Municipal Golf Course	Golf cart replacement	55,000	40,500	83,000	0	0
Municipal Golf Course	Golf course improvements	130,000	700,000	0	0	0
Municipal Golf Course	Greens mower	0	30,000	0	0	0
Municipal Golf Course	Greens mower	0	28,500	0	0	0
Municipal Golf Course	Greens mower	28,500	0	0	0	0
Municipal Golf Course	Greens mower	0	0	0	0	31,000
Municipal Golf Course	Program operation changes (bldg modifications)	200,000	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	Rough mower	0	0	60,000	0	0
Municipal Golf Course	Spray rig	0	0	31,000	0	0
TOTAL - MUNICIPAL GOLF COURSE FUND		413,500	1,403,100	174,000	0	84,000
Wastewater Fund						
Fleet Services	GPS monitoring for Public Works fleet	0	50,000	0	0	0
Wastewater Treatment	Aeration gear drive rehabilitation	100,000	0	0	0	0
Wastewater Treatment	Biofilter media replacement	0	10,000	0	0	0
Wastewater Treatment	Effluent pump rehabilitation	30,000	30,000	30,000	35,000	35,000
Wastewater Treatment	Effluent to Francisco Grande	0	2,000,000	0	0	0
Wastewater Treatment	Grit tank replacement	0	0	0	70,000	0
Wastewater Treatment	Lift station rehabilitation	40,000	40,000	40,000	40,000	40,000
Wastewater Treatment	Local limits study	75,000	0	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	250,000	250,000	250,000	250,000
Wastewater Treatment	Monitor wells at Santa Cruz channel	0	300,000	0	0	0
Wastewater Treatment	New fork lift	0	40,000	0	0	0
Wastewater Treatment	Pump replacement	38,000	0	0	0	0
Wastewater Treatment	Service truck	0	95,000	0	0	0
Wastewater Treatment	UPRR crossing upgrades	0	100,000	0	0	0
Wastewater Treatment	Water truck	0	160,000	0	0	0
TOTAL - WASTEWATER FUND		1,033,000	5,775,000	9,320,000	7,195,000	325,000
Sanitation Fund						
Collections	Container delivery truck chassis	30,000	0	0	0	0
Collections	Front load truck	0	0	250,000	0	0
Collections	Green waste chipper truck	0	65,000	0	0	0
Collections	Rear load truck	0	0	200,000	0	0
Collections	Replace unit #518 - auto sideload truck	260,000	0	0	0	0
Collections	Replace unit #534 - front load truck	265,000	0	0	0	0
Collections	Replace unit #537 - front load truck	265,000	0	0	0	0
Collections	Retro fitted curbtender body	0	120,000	0	0	0
Equipment Maintenance	GPS Monitoring	0	50,000	50,000	0	0
Fleet Services	GPS monitoring for Public Works fleet	0	25,000	25,000	25,000	0
Landfill	Diesel fuel tank	0	63,000	0	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	0	0	5,000,000
Landfill	New scalehouse & 2nd landfill scale	0	132,000	0	0	0
Landfill	Portable water tower	60,000	0	0	0	0
Landfill	Replace unit #539 - dozer	600,000	0	0	0	0
Landfill	Support pickup truck	28,000	0	0	0	0
Landfill	Title V/methane gas collection system	0	200,000	4,000,000	0	0
Landfill	Transfer Facility	0	0	531,000	0	0
Landfill	Water pull	0	434,000	0	0	0
Landfill	Water truck	0	160,000	0	0	0
Recycling	1x1 collection program	0	1,080,000	0	0	0
Recycling	Materials recycling / recovery	0	680,000	0	0	0
Recycling	Recycling / collection side load	0	240,000	0	0	0

CAPITAL IMPROVEMENT PLAN

CAPITAL OUTLAY SCHEDULE							
Department	Project	Department	2010-11	2011-12	2012-13	2013-14	2014-15
Sanitation Fund							
Recycling	Recycling transfer facility for 1X1 collection		0	800,000	0	0	0
Recycling	Replace unit #512 - cab chassis truck		0	0	0	0	0
Recycling	Replace unit #515 - recycling truck		0	0	0	0	0
Recycling	Replace unit #573 - recycle trailer		45,000	0	0	0	0
Recycling	Replace unit #576 - recycling trailer		0	0	0	0	0
Recycling	Sanitation division 4 passenger SUV		0	30,000	0	0	0
Recycling	Wrangler loader		0	60,000	0	0	0
TOTAL - SANITATION FUND			1,553,000	4,326,000	5,056,000	25,000	5,000,000
Copper Mountain Water							
Copper Mountain Water	F20 service box truck		30,500	0	0	0	0
Copper Mountain Water	Water facilities		2,200,000	0	0	0	0
TOTAL - COPPER MOUNTAIN WATER			2,230,500	0	0	0	0
Sewer Capacity Fund							
Wastewater	Peters Rd sewer up size project		0	500,000	0	0	0
TOTAL - SEWER CAPACITY FUND			0	500,000	0	0	0
Equipment Maintenance							
Equipment Maintenance	Automated vehicle/equipment wash		0	400,000	0	0	0
Equipment Maintenance	GPS monitoring for Public Works fleet		0	50,000	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	South Operations site improvements		0	130,000	0	0	0
Equipment Maintenance	Urea fuel dispensing addition		66,500	0	0	0	0
Equipment Maintenance	Welding/fabrication addition		0	350,000	0	0	0
TOTAL - EQUIPMENT MAINTENANCE			66,500	1,230,000	0	0	0
General Obligation Projects							
Court	Court facility		3,000,000	43,560	50,210	87,780	90,440
Fire	Fire station - 504		1,300,000	0	0	0	0
General Recreation	Community recreation center		0	18,600,000	0	0	0
Library	Main library expansion		0	1,100,000	0	0	0
Police	Public Safety facility		9,070,000	0	0	0	0
Police	Remodel of existing Police building		0	3,000,000	0	0	0
TOTAL - GENERAL OBLIGATION PROJECTS			13,370,000	22,743,560	50,210	87,780	90,440
WIFA Loan							
Wastewater	Water reclamation facility expansion		20,000,000	0	0	0	0
TOTAL - WIFA LOAN			20,000,000	0	0	0	0
TOTAL REQUESTS			71,422,950	88,087,460	71,831,160	148,452,905	197,316,640

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Financial System Software	NOTES: This completes the initial implementation to Innoprise software for the financial system.			
DEPARTMENT:	Finance				
PROJECT COST:	\$75,000				
FUNDING SOURCE:	General Fund				
PROJECT DESCRIPTION:	Conversion to a payroll system that is integrated with on-line recruiting and human resource management.				
PROJECT JUSTIFICATION:	This projects brings completion to the initial suite of software to replace multiple operating platforms.				
RELATION TO ADOPTED PLANS:	Information Technology Strategic Plan				
FISCAL IMPACTS:	FISCAL YEARS				
	10/11	11/12	12/13	13/14	14/15
Operating Costs	-	5,000	5,000	5,000	5,000
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE:	Telephone System	NOTES: Current system 10 years old - hardware is no longer available for purchase new.			
DEPARTMENT:	Finance				
PROJECT COST:	\$250,000				
FUNDING SOURCE:	General Fund				
PROJECT DESCRIPTION:	Install a telephone system for all locations that has voice over internet protocol (VOIP).				
PROJECT JUSTIFICATION:	The current telephone system is outdated and no longer supported. With the new facilities coming on line the system had reached capacity and we needed to expand.				
RELATION TO ADOPTED PLANS:	Information Technology Strategic Plan				
FISCAL IMPACTS:	FISCAL YEARS				
	10/11	11/12	12/13	13/14	14/15
Operating Costs	-	20,000	20,000	20,000	20,000
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE:	Len Colla Renovation	NOTES: Various parking lots will be renovated to extend useful life.			
DEPARTMENT:	Community Services				
PROJECT COST:	\$485,000				
FUNDING SOURCE:	General Fund - \$85,000 and Impact Fees - \$400,000				
PROJECT DESCRIPTION:	Completion of renovations and construction of a new gymnasium.				
PROJECT JUSTIFICATION:	The building is 20 years old and is not ADA compliant. Additional space is needed for indoor recreation.				
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement - Parks and Amenities				
FISCAL IMPACTS:	FISCAL YEARS				
	10/11	11/12	12/13	13/14	14/15
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

PROJECT TITLE:	Parking Lot Resurfacing	NOTES: Ongoing maintenance is critical to extending pavement life and enhancing aesthetics.																														
DEPARTMENT:	Community Services																															
PROJECT COST:	\$100,000																															
FUNDING SOURCE:	General Fund																															
PROJECT DESCRIPTION:	Apply sealant and restripe parking lots at Community Service facilities.																															
PROJECT JUSTIFICATION:	Asphalt areas need regular maintenance to avoid reconstruction costs.																															
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement - Parks and Amenities																															
FISCAL IMPACTS:	<table border="1"> <thead> <tr> <th></th> <th colspan="5">FISCAL YEARS</th> </tr> <tr> <th></th> <th>10/11</th> <th>11/12</th> <th>12/13</th> <th>13/14</th> <th>14/15</th> </tr> </thead> <tbody> <tr> <td>Operating Costs</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</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						10/11	11/12	12/13	13/14	14/15	Operating Costs	-	-	-	-	-	Operating Revenue	-	-	-	-	-	Operating Savings	-	-	-	-	-
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	10/11	11/12	12/13	13/14	14/15																											
Operating Costs	-	-	-	-	-																											
Operating Revenue	-	-	-	-	-																											
Operating Savings	-	-	-	-	-																											
PROJECT TITLE:	Trails System	NOTES: Working with National Parks Service, Rivers and Trails program to develop a comprehensive multi-use trail plan.																														
DEPARTMENT:	Community Services																															
PROJECT COST:	\$145,000																															
FUNDING SOURCE:	General Fund (\$45,000) and Parks Development (\$100,000)																															
PROJECT DESCRIPTION:	Begin construction of a multi-use trail system for Casa Grande Mountain.																															
PROJECT JUSTIFICATION:	Provides a public trail that links existing trail systems identified in General Plan 2010.																															
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement - Parks and Amenities																															
FISCAL IMPACTS:	<table border="1"> <thead> <tr> <th></th> <th colspan="5">FISCAL YEARS</th> </tr> <tr> <th></th> <th>10/11</th> <th>11/12</th> <th>12/13</th> <th>13/14</th> <th>14/15</th> </tr> </thead> <tbody> <tr> <td>Operating Costs</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</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						10/11	11/12	12/13	13/14	14/15	Operating Costs	-	-	-	-	-	Operating Revenue	-	-	-	-	-	Operating Savings	-	-	-	-	-
	FISCAL YEARS																															
	10/11	11/12	12/13	13/14	14/15																											
Operating Costs	-	-	-	-	-																											
Operating Revenue	-	-	-	-	-																											
Operating Savings	-	-	-	-	-																											
PROJECT TITLE:	Field Lighting at O'Neil Park	NOTES: The south field light poles and fixtures are more than 10 years old.																														
DEPARTMENT:	Community Services																															
PROJECT COST:	\$250,000																															
FUNDING SOURCE:	General Fund																															
PROJECT DESCRIPTION:	Replace the field lighting fixtures and poles at O'Neil Park south field.																															
PROJECT JUSTIFICATION:	New lighting fixtures produce more light with less power consumption. One pole is out of service and the rest are beginning to dry rot.																															
RELATION TO ADOPTED PLANS:	General Plan 2020 and Community Services Master Plan																															
FISCAL IMPACTS:	<table border="1"> <thead> <tr> <th></th> <th colspan="5">FISCAL YEARS</th> </tr> <tr> <th></th> <th>10/11</th> <th>11/12</th> <th>12/13</th> <th>13/14</th> <th>14/15</th> </tr> </thead> <tbody> <tr> <td>Operating Costs</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</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>1,000</td> <td>1,000</td> <td>1,000</td> <td>1,000</td> </tr> </tbody> </table>			FISCAL YEARS						10/11	11/12	12/13	13/14	14/15	Operating Costs	-	-	-	-	-	Operating Revenue	-	-	-	-	-	Operating Savings	-	1,000	1,000	1,000	1,000
	FISCAL YEARS																															
	10/11	11/12	12/13	13/14	14/15																											
Operating Costs	-	-	-	-	-																											
Operating Revenue	-	-	-	-	-																											
Operating Savings	-	1,000	1,000	1,000	1,000																											

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Resurface Tennis Courts	NOTES: Ongoing maintenance is critical to safe playing surfaces. These improvements are at Dave White Regional Park.
DEPARTMENT:	Community Services	
PROJECT COST:	\$225,000	
FUNDING SOURCE:	General Fund	
PROJECT DESCRIPTION:	Remove and replace three tennis courts and one asphalt basketball court.	
PROJECT JUSTIFICATION:	Surfaces have deteriorated over time due to weather, inappropriate use, and increased usage.	
RELATION TO ADOPTED PLANS:	General Plan 2020 and Community Services Master Plan	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Recreational Facilities	NOTES: Continue implementation of the zone maintenance concept by providing storage in geographic areas to reduce travel time.
DEPARTMENT:	Community Services	
PROJECT COST:	\$28,000	
FUNDING SOURCE:	General Fund	
PROJECT DESCRIPTION:	Add 800 square feet of storage at Ed Hooper Park.	
PROJECT JUSTIFICATION:	Provide for interior storage of supplies and equipment at the northern park areas.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement - Parks and Amenities	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Monitor Defibrillators	NOTES: These are upgrades and will not require additional operating expenses.
DEPARTMENT:	Fire	
PROJECT COST:	\$30,000	
FUNDING SOURCE:	General Fund	
PROJECT DESCRIPTION:	Upgrade five (5) LP12 monitor defibrillators.	
PROJECT JUSTIFICATION:	These multifunction diagnostic devices are the tools that our paramedics use to interpret critical patient signs such as cardiac EKG's.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Public Safety	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Fire Station 503 Improvements	NOTES: Modular structure needs maintenance to extend useful life by 5 years.
DEPARTMENT:	Fire	
PROJECT COST:	\$75,000	
FUNDING SOURCE:	General Fund	
PROJECT DESCRIPTION:	Replace pier footings and bases, increase crawl space, repair and replace flooring.	
PROJECT JUSTIFICATION:	The structure has settled resulting in soft spots in floor, holes in floor and roof leaks.	
RELATION TO ADOPTED PLANS:	General Plan 2020 - Public Safety	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -
PROJECT TITLE:	Facility Repairs and Replacement	NOTES: All work is identified in the facility assessment reports.
DEPARTMENT:	Public Works - Facility Maintenance	
PROJECT COST:	\$361,000	
FUNDING SOURCE:	General Fund	
PROJECT DESCRIPTION:	Electric - \$78,000; General Repairs - \$167,000; Mechanical - \$24,000; Misc - \$92,000	
PROJECT JUSTIFICATION:	Facility Assessment Reports identified immediate repair and replacement items. These are determined to be the highest priority items.	
RELATION TO ADOPTED PLANS:	Facility Assessment	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -
PROJECT TITLE:	Electric Service to Airport Industrial Park	NOTES: Project is a carryforward from prior fiscal year.
DEPARTMENT:	Public Works - Airport	
PROJECT COST:	\$350,000	
FUNDING SOURCE:	General Fund (to be repaid through future land sales)	
PROJECT DESCRIPTION:	Pay back agreement with APS for expansion of electric service to Airport Industrial Park.	
PROJECT JUSTIFICATION:	This project was completed several years ago. APS did not collect the required pay backs and is now requiring the City to pay for the improvements.	
RELATION TO ADOPTED PLANS:	Municipal Airport Master Plan	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Local Street Reconstruction	NOTES: \$250,000 of the total is a carryforward from the prior fiscal year.
DEPARTMENT:	Public Works - Streets	
PROJECT COST:	\$600,000	
FUNDING SOURCE:	Street Fund	
PROJECT DESCRIPTION:	Ongoing street maintenance to prolong the useful life of the street surfaces.	
PROJECT JUSTIFICATION:	A safe street network is critical and proper maintenance is essential to increase the life.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement - Street Development	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Tandem Dump Truck	NOTES: This project is a carry forward from prior fiscal year.
DEPARTMENT:	Public Works - Streets	
PROJECT COST:	\$140,000	
FUNDING SOURCE:	Street Fund	
PROJECT DESCRIPTION:	Truck used to transport road materials and waste. It is a ten wheel dump truck.	
PROJECT JUSTIFICATION:	Provide adequate municipal services to new and existing development.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement - Street Development	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	19,000 19,000 19,000 19,000 19,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Pavement Management System	NOTES: This project is a carryforward from prior year budget.
DEPARTMENT:	Public Works - Streets	
PROJECT COST:	\$96,000	
FUNDING SOURCE:	Street Fund	
PROJECT DESCRIPTION:	Implement a software system to monitor pavement condition, determine maintenance needs and calculate cost data.	
PROJECT JUSTIFICATION:	Provides data to prioritize pavement maintenance based on pavement condition ratings and total cost requirements.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement - Street Development	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- 60,000 60,000 60,000 60,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Traffic Signals	NOTES: Arizona/McMurray Kortsen/Peart McCartney/Peart
DEPARTMENT:	Public Works - Streets	
PROJECT COST:	\$1,336,920	
FUNDING SOURCE:	Street - \$717,000 and Impact Fees - \$619,920	
PROJECT DESCRIPTION:	Addition of traffic signals to transportation network based on need.	
PROJECT JUSTIFICATION:	The number of traffic warrants justify placement of signals.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement - Street Development	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- 6,200 6,200 6,200 6,200
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Downtown Street Reconstruction	NOTES: Continuation of multi-year program based on street age, traffic counts and commercial marketing.
DEPARTMENT:	Public Works - Streets	
PROJECT COST:	\$2,500,000	
FUNDING SOURCE:	Streets - 1/2 Cent sales tax	
PROJECT DESCRIPTION:	Phase II - mill and pave 2nd St from Casa Grande to Florence St and 1st St drainage.	
PROJECT JUSTIFICATION:	Provide for improved circulation of pedestrian and vehicular traffic in the downtown redevelopment area.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Economic Development - Downtown Redevelopment	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- 2,200 2,200 2,200 2,200
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Val Vista Corridor Alignment Study	NOTES: SATS is the small area transportation study.
DEPARTMENT:	Public Works - Engineering	
PROJECT COST:	\$600,000	
FUNDING SOURCE:	Street Maintenance 1/2 cent sales	
PROJECT DESCRIPTION:	Study to determine location and characteristics for "Expressway" identified by the SATS from I-10 to Russell Road.	
PROJECT JUSTIFICATION:	Provides guidance for private development and public works projects in this area consistent with long range planning goals of the SATS.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement -Street Development	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Cottonwood Lane	NOTES: The project is a carry forward from the prior fiscal year.			
DEPARTMENT:	Public Works - Streets				
PROJECT COST:	\$3,000,000				
FUNDING SOURCE:	Impact Fees				
PROJECT DESCRIPTION:	Replace and widen Cottonwood Lane to a four lane arterial standard from Hennis to Trekel.				
PROJECT JUSTIFICATION:	Continued increase in traffic due to population growth & increased commercial businesses.				
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement - Street Development				
FISCAL IMPACTS:					
		FISCAL YEARS			
	10/11	11/12	12/13	13/14	14/15
	-	20,000	25,000	25,000	25,000
	-	-	-	-	-
	-	-	-	-	-
PROJECT TITLE:	North Operations Center - Phase II	NOTES: Complete site work at North Operations Center to enhance security.			
DEPARTMENT:	Public Works - Administration				
PROJECT COST:	\$2,000,000				
FUNDING SOURCE:	Impact Fees				
PROJECT DESCRIPTION:	Provide fencing and pavement improvements.				
PROJECT JUSTIFICATION:	Complete the site work at the North Operations Center to provide additional security.				
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Government Facility Strategies				
FISCAL IMPACTS:					
		FISCAL YEARS			
	10/11	11/12	12/13	13/14	14/15
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
PROJECT TITLE:	Community Recreation Center	NOTES: Design of the facility to begin this fiscal year with construction to start when economic conditions improve.			
DEPARTMENT:	Community Services				
PROJECT COST:	\$750,000				
FUNDING SOURCE:	Impact Fees				
PROJECT DESCRIPTION:	Architectural design of a community recreation/aquatics facility around 60,000 sq. ft.				
PROJECT JUSTIFICATION:	The facility will include aquatics, running track, gymnasium, fitness center, meeting rooms.				
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement - Parks and Amenities				
FISCAL IMPACTS:					
		FISCAL YEARS			
	10/11	11/12	12/13	13/14	14/15
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Mower	NOTES: Growth in park acreage requires additional equipment to maintain service standards.
DEPARTMENT:	Community Services	
PROJECT COST:	\$26,000	
FUNDING SOURCE:	Impact Fees	
PROJECT DESCRIPTION:	New lawnmower for various parks and facilities.	
PROJECT JUSTIFICATION:	Additional 10 acres of turf area was added to Parks inventory.	
RELATION TO ADOPTED PLANS:	General Plan 2020 and Community Services Master Plan	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- 1,200 1,200 1,200 1,200
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Mobile Data Computers	NOTES: Add mobile capabilities to maintain service levels.
DEPARTMENT:	Police	
PROJECT COST:	\$80,000	
FUNDING SOURCE:	Impact Fees	
PROJECT DESCRIPTION:	The Police and Fire Departments need to upgrade the modems used to communicate with the computer aided dispatch system.	
PROJECT JUSTIFICATION:	Currently the Fire Department is on an old mobile client that is unable to communicate with the Police Department clients.	
RELATION TO ADOPTED PLANS:	Public Safety - Communication Five Year Plan	
FISCAL IMPACTS:	Annual Maintenance Costs	
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	20,000 22,500 26,000 26,000 26,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Communication Improvements	NOTES: This project is a carryforward from the prior fiscal year.
DEPARTMENT:	Police	
PROJECT COST:	\$140,000	
FUNDING SOURCE:	Impact Fees	
PROJECT DESCRIPTION:	Provide additional frequencies (\$100,000) and communication improvements (\$40,000)	
PROJECT JUSTIFICATION:	Additional radio frequencies require transmitters.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Public Safety - General Public Safety Strategies	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Police Facility	NOTES: Existing Police Station remodeled for Communications after the new Public Safety Facility is complete.
DEPARTMENT:	Public Safety - Police	
PROJECT COST:	\$1,500,000	
FUNDING SOURCE:	Impact Fees	
PROJECT DESCRIPTION:	Remodel existing Police Station for Communications.	
PROJECT JUSTIFICATION:	When Public Safety Facility is complete, the existing building will be remodeled.	
RELATION TO ADOPTED PLANS:	City of Casa Grande General Plan 2020	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Station 504 Construction	NOTES: This project is a carryforward from prior year budget.
DEPARTMENT:	Public Safety - Fire	
PROJECT COST:	\$3,300,000	
FUNDING SOURCE:	Impact Fees - \$2,000,000 and Bonds - \$1,300,000	
PROJECT DESCRIPTION:	Construction of a new Fire Station.	
PROJECT JUSTIFICATION:	Calls for service indicate the need for an additional fire station.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Public Safety - General Public Safety Strategies	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	5,000 10,000 10,000 12,000 15,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Runway/Parallel Taxiway Improvements	NOTES: All work to be completed in accordance with FAA practices and materials.
DEPARTMENT:	Public Works - Airport	
PROJECT COST:	\$45,000	
FUNDING SOURCE:	Airport Operating Fund	
PROJECT DESCRIPTION:	Contract for the sealing and repair of 70,000 ft of cracks larger than 1/8th inch.	
PROJECT JUSTIFICATION:	Continued deterioration of all pavement areas will adversely affect the airport's safe use and FAA AIP Grand assurance requirements.	
RELATION TO ADOPTED PLANS:	Municipal Airport Master Plan	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	1,000 2,000 2,000 3,000 3,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	T-Hangers and Shade Hangers	NOTES: Growth in park land requires additional equipment to maintain service ratios.
DEPARTMENT:	Public Works - Airport	
PROJECT COST:	\$1,150,000	
FUNDING SOURCE:	Airport Operating Fund	
PROJECT DESCRIPTION:	Design and construct T-Hangers & Shade Hangers to provide additional space for lease.	
PROJECT JUSTIFICATION:	There is an aircraft owners waiting list for storage at the airport. The current list is for 40 T-Hangers and 35 Shade Hangers.	
RELATION TO ADOPTED PLANS:	Municipal Airport Master Plan	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	1,500 1,500 500 500 500
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	CG Mountain Trail Construction	NOTES: This project would create a trailhead to initiate a dedicated and formal trail system.
DEPARTMENT:	Community Services	
PROJECT COST:	\$100,000	
FUNDING SOURCE:	Park Development Fund	
PROJECT DESCRIPTION:	Land acquisition, design and engineering, trail development, re-vegetation, trail facilities	
PROJECT JUSTIFICATION:	Develop a formal trail system that includes support facilities, interpretive and interactive educational features and is ADA accessible to allow all to experience the Mountain.	
RELATION TO ADOPTED PLANS:	Regional Trails Master Plan	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Community Art Work	NOTES: The location for the art piece is unknown at this time.
DEPARTMENT:	City Clerk	
PROJECT COST:	\$25,000	
FUNDING SOURCE:	Community Art Fund	
PROJECT DESCRIPTION:	The Community will solicit proposals to design, construct and install an art piece.	
PROJECT JUSTIFICATION:	The Arts and Humanities Commission is responsible for expanding experiences with the visual arts in public places.	
RELATION TO ADOPTED PLANS:	The Commission 5-year Visual Arts Plan	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Motorcycles (2)	NOTES: The motorcycle's service life expectancy is 4 to 5 years.
DEPARTMENT:	Public Safety - Police (GOHS)	
PROJECT COST:	\$80,000	
FUNDING SOURCE:	Grants Fund	
PROJECT DESCRIPTION:	Two patrol motorcycles with emergency lighting, radios and graphics.	
PROJECT JUSTIFICATION:	Traffic enforcement to address the increase in vehicle traffic and traffic accidents.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Public Safety - General Public Safety Strategies	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	8,000 19,000 19,000 19,000 19,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -
PROJECT TITLE:	McMurray Blvd Reconstruction	NOTES: Project is a continuation of on-going street reconstruction projects due to age and pavement condition.
DEPARTMENT:	Public Works - Street	
PROJECT COST:	\$1,200,000	
FUNDING SOURCE:	Construction Sales Tax	
PROJECT DESCRIPTION:	Reconstruct McMurray Blvd from Henness to Pinal to include mill and overlay.	
PROJECT JUSTIFICATION:	McMurray Blvd has numerous pavement failures and cracks.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancements - Street Development	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -
PROJECT TITLE:	Vehicle Replacement Program	NOTES: Only the most critical replacements were included this year for funding.
DEPARTMENT:	Public Works - Fleet Maintenance	
PROJECT COST:	\$1,513,000	
FUNDING SOURCE:	Replacement Fund	
PROJECT DESCRIPTION:	Replace vehicles that reach end of life. Included are \$1,000,000 ladder truck, \$28,000 pickup #603, \$90,000 mower #630, \$120,000 4 CID vehicles, \$275,000 5 market patrols	
PROJECT JUSTIFICATION:	Units replaced meet the criteria established for replacement and underwent additional review	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	89,100 178,100 178,100 178,100 178,100
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Public Safety Facility	NOTES: This project is a carryforward from prior fiscal year.
DEPARTMENT:	Public Safety	
PROJECT COST:	\$9,070,000	
FUNDING SOURCE:	General Obligation Bonds	
PROJECT DESCRIPTION:	Complete construction of a new Public Safety Facility at Val Vista and Pinal	
PROJECT JUSTIFICATION:	Current building is not adequate in size or functionality based on today's population.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Government Facility Strategy	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -
PROJECT TITLE:	Court Facility	NOTES: This project is a carry forward from the prior fiscal year.
DEPARTMENT:	Public Safety - City Court	
PROJECT COST:	\$3,000,000	
FUNDING SOURCE:	Bonds	
PROJECT DESCRIPTION:	Design and construct a new Court Facility located on the City Hall campus.	
PROJECT JUSTIFICATION:	Current facility is inadequate in meeting the needs for parking, storage and security.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Government Facility Strategy	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- 43,560 52,210 87,780 90,440
	Operating Revenue	- - - - -
	Operating Savings	- - - - -
PROJECT TITLE:	Golf Course Improvements	NOTES: The improvement scope is being developed.
DEPARTMENT:	Community Services - Golf	
PROJECT COST:	\$330,000	
FUNDING SOURCE:	Golf Course Operating Fund	
PROJECT DESCRIPTION:	Improvements to the Golf Course that will enhance revenue generating capacity.	
PROJECT JUSTIFICATION:	The existing facilities need updating.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement - Parks and Amenities	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- 25,000 25,000 25,000 25,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Golf Cart Replacements	NOTES: Golf Cart replacement is based on a useful life of 4 years.
DEPARTMENT:	Community Services - Golf	
PROJECT COST:	\$55,000	
FUNDING SOURCE:	Golf Course Operating	
PROJECT DESCRIPTION:	To purchase 20 replacement golf carts.	
PROJECT JUSTIFICATION:	There is a fleet of 70 golf carts and the plan is to rotate about 20 every year.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Services - Parks and Amenities	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Greens Mower	NOTES: Replacement mower.
DEPARTMENT:	Community Services - Golf	
PROJECT COST:	\$28,500	
FUNDING SOURCE:	Golf Course Operating	
PROJECT DESCRIPTION:	Triplex II blade greens mower.	
PROJECT JUSTIFICATION:	This unit replaces #2, purchased in 1999. The mower is used 364 days a year and essential for maintaining a quality putting service.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Services - Parks and Amenities	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Water Pump Replacement	NOTES: This project is a carryforward from the prior fiscal year.
DEPARTMENT:	Public Works - Wastewater	
PROJECT COST:	\$38,000	
FUNDING SOURCE:	Wastewater Operating	
PROJECT DESCRIPTION:	Replace water pump.	
PROJECT JUSTIFICATION:	Needs replacement based on age and usage.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Effluent Pump Rehabilitation	NOTES: One pump per year is scheduled for replacement.			
DEPARTMENT:	Public Works - Wastewater				
PROJECT COST:	\$30,000				
FUNDING SOURCE:	Wastewater Operating				
PROJECT DESCRIPTION:	Rehabilitate Water Reclamation Facility effluent pump.				
PROJECT JUSTIFICATION:	It has been 12 years since the pump was rehabilitated and it is showing signs of wear. Rehabilitation increases efficiency and prevents emergency breakdowns.				
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Wastewater strategies				
FISCAL IMPACTS:					
		FISCAL YEARS			
	10/11	11/12	12/13	13/14	14/15
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
PROJECT TITLE:	Aeration Gear Drive Rehabilitation	NOTES: Scheduled maintenance service to extend the useful life.			
DEPARTMENT:	Public Works - Wastewater				
PROJECT COST:	\$100,000				
FUNDING SOURCE:	Wastewater Operating				
PROJECT DESCRIPTION:	Rehabilitation of an aeration gear drive.				
PROJECT JUSTIFICATION:	The aeration gear drives run 24 hours a day, 7 days a week and are sent back to the factory every seven years for rehabilitation.				
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Wastewater strategies				
FISCAL IMPACTS:					
		FISCAL YEARS			
	10/11	11/12	12/13	13/14	14/15
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
PROJECT TITLE:	Lift Station Rehabilitation	NOTES: There are 9 lift stations and 1 is rehabilitated every year.			
DEPARTMENT:	Public Works - Wastewater				
PROJECT COST:	\$40,000				
FUNDING SOURCE:	Wastewater Operating				
PROJECT DESCRIPTION:	Replace pumps, other equipment and repair damage to wet well.				
PROJECT JUSTIFICATION:	This process extends the life of the lift station and prevents sanitary sewer overflow.				
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Wastewater strategies				
FISCAL IMPACTS:					
		FISCAL YEARS			
	10/11	11/12	12/13	13/14	14/15
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Manage Recharge Facility	NOTES: Phase I of the Effluent Master Plan to better manage renewable resource.
DEPARTMENT:	Public Works - Wastewater	
PROJECT COST:	\$500,000	
FUNDING SOURCE:	Wastewater Operating	
PROJECT DESCRIPTION:	Develop a plan and design for Phase I improvements to the Wastewater effluent system.	
PROJECT JUSTIFICATION:	Necessary plan to determine the best method and use of reclaimed wastewater.	
RELATION TO ADOPTED PLANS:	Effluent Master Plan	
FISCAL IMPACTS:	TBD after plan developed.	
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -
PROJECT TITLE:	Local Limits Study	NOTES: Update to existing study required every 7 to 10 years to stay current with Federal regulations.
DEPARTMENT:	Public Works - Wastewater	
PROJECT COST:	\$75,000	
FUNDING SOURCE:	Wastewater Operating	
PROJECT DESCRIPTION:	Study to identify changes to the current local limits developed in 2004.	
PROJECT JUSTIFICATION:	These limits are intended to prevent the discharge of pollutants at all levels that could pass through the wastewater treatment process.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -
PROJECT TITLE:	Manhole Rehabilitation	NOTES: Contracting for 50 manhole covers per year. The rehabilitation extends the life by 20 years.
DEPARTMENT:	Public Works - Wastewater	
PROJECT COST:	\$250,000	
FUNDING SOURCE:	Wastewater Operating	
PROJECT DESCRIPTION:	Rehabilitate manholes including cleaning, removing corroded materials and coating.	
PROJECT JUSTIFICATION:	Manholes decay due to hydrogen sulfide gas and need to be rehabilitated before there is a catastrophic failure.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Dozer	NOTES: Replace unit 539.
DEPARTMENT:	Public Works - Sanitation	
PROJECT COST:	\$600,000	
FUNDING SOURCE:	Sanitation Operating	
PROJECT DESCRIPTION:	Purchase a replacement for a 1993 CAT Crawler.	
PROJECT JUSTIFICATION:	The dozer moves waste from the dumping area to the compactor for the landfilling to maintain level and safe off-loading areas to customers, to cover waste with soil and to bury waste when the compactor is out of service.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Kortsen Road Sewer	NOTES: This project postpones the necessity of building the East Side Interceptor.
DEPARTMENT:	Public Works - Wastewater	
PROJECT COST:	\$3,700,000	
FUNDING SOURCE:	Wastewater Impact Fees	
PROJECT DESCRIPTION:	Design and construct sewer upsized from 18" to 36" and 48" from Trekell to WWTP.	
PROJECT JUSTIFICATION:	Necessary to relieve the existing collection system and for future growth.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Landfill Portable Water Tower	NOTES: Fills water truck from tower instead of hydrant or irrigation canal.
DEPARTMENT:	Public Works - Sanitation	
PROJECT COST:	\$60,000	
FUNDING SOURCE:	Sanitation Operating	
PROJECT DESCRIPTION:	12,000 gallon water tower.	
PROJECT JUSTIFICATION:	Dust suppression is required by ADEQ and Pinal County at the landfill. The tower will significantly decrease the time required to fill the water truck.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement - Sanitation Operations	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	2,500 2,500 2,500 2,500 2,500
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Pick Up Truck	NOTES: 3/4 ton for Landfill
DEPARTMENT:	Public Works - Sanitation	
PROJECT COST:	\$28,000	
FUNDING SOURCE:	Sanitation Operating	
PROJECT DESCRIPTION:	3/4 ton extended cab 4x4 truck	
PROJECT JUSTIFICATION:	The Landfill Supervisor was relocated to the NOC facility. The truck is used to retrieve parts and carry survey equipment to shoot grades and measure compaction rate.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement - Sanitation Operations	
FISCAL IMPACTS:		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	5,500 5,500 5,500 5,500 5,500
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Front Load Truck	NOTES: Replace Unit #534
DEPARTMENT:	Public Works - Sanitation	
PROJECT COST:	\$265,000	
FUNDING SOURCE:	Sanitation Operating	
PROJECT DESCRIPTION:	Front Load Refuse collection truck.	
PROJECT JUSTIFICATION:	Unit meets replacement criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	25,000 50,000 50,000 50,000 50,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Front Load Truck	NOTES: Replace Unit #537
DEPARTMENT:	Public Works - Sanitation	
PROJECT COST:	\$265,000	
FUNDING SOURCE:	Sanitation Operating	
PROJECT DESCRIPTION:	Front Load Refuse collection truck.	
PROJECT JUSTIFICATION:	Unit meets replacement criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	25,000 50,000 50,000 50,000 50,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Recycling Trailer	NOTES: Replace Unit #573
DEPARTMENT:	Public Works - Sanitation	
PROJECT COST:	\$45,000	
FUNDING SOURCE:	Sanitation Operating	
PROJECT DESCRIPTION:	Replace a 1990 Brother's recycle trailer.	
PROJECT JUSTIFICATION:	Unit meets replacement program criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	2,500 5,000 5,000 5,000 5,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Side Load Truck	NOTES: Replace Unit #518
DEPARTMENT:	Public Works - Sanitation	
PROJECT COST:	\$260,000	
FUNDING SOURCE:	Sanitation Operating	
PROJECT DESCRIPTION:	Replace a 2002 Volvo WXR42 automated side load refuse truck.	
PROJECT JUSTIFICATION:	Meets replacement criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	24,600 49,000 49,000 49,000 49,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Container Delivery Truck Chassis	NOTES: New truck purchase.
DEPARTMENT:	Public Works - Sanitation	
PROJECT COST:	\$30,000	
FUNDING SOURCE:	Sanitation Operating	
PROJECT DESCRIPTION:	Two ton truck chassis to retrofit with existing container hauler.	
PROJECT JUSTIFICATION:	The current retained one ton truck is limited to carrying one container per delivery. This new one will carry three.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement - Sanitation Operations	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	5,750 11,500 11,500 11,500 11,500
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	One Ton 5th Wheel Tractor/Trailer	NOTES: New vehicle for uncontained sanitation service.
DEPARTMENT:	Public Works - Sanitation	
PROJECT COST:	\$65,000	
FUNDING SOURCE:	Impact Fees	
PROJECT DESCRIPTION:	Utility tractor with trailer to provide uncontained collection service.	
PROJECT JUSTIFICATION:	The operation needs another vehicle based on demand.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancements - Sanitation Operating	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	7,150 14,300 14,300 14,300 14,300
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Pick Up Truck	NOTES: New vehicle
DEPARTMENT:	Public Works - Sanitation	
PROJECT COST:	\$29,000	
FUNDING SOURCE:	Impact Fees	
PROJECT DESCRIPTION:	3/4 ton 4 door pick up truck to transport crews to uncontained collection sites.	
PROJECT JUSTIFICATION:	Truck is used to transport crew to worksite and provide litter control along the ROWs.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancements - Sanitation Operating	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	3,000 6,700 6,700 6,700 6,700
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	UREA Fuel Dispensing System	NOTES: New fuel additive required
DEPARTMENT:	Public Works - Fleet	
PROJECT COST:	\$66,500	
FUNDING SOURCE:	Fleet Services	
PROJECT DESCRIPTION:	UREA fuel system added at NOC for all 2010 diesel vehicles.	
PROJECT JUSTIFICATION:	All 2010 diesel trucks consume a new fuel additive (UREA) as part of the 2010 Diesel emissions standards.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Fleet Services	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	2,500 2,500 2,500 2,500 2,500
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Automated Citation System	NOTES: New technology for paperless ticketing.
DEPARTMENT:	Public Safety - Police	
PROJECT COST:	\$40,000	
FUNDING SOURCE:	RICO	
PROJECT DESCRIPTION:	Desk pad computer and software to issue traffic citations.	
PROJECT JUSTIFICATION:	Eliminates time consuming hand writing and subsequent data entry.	
RELATION TO ADOPTED PLANS:	Public Safety Communications Five Year Plan	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	5,000 500 5,000 5,000 5,000
	Operating Revenue	- - - - -
	Operating Savings	15,000 15,000 15,000 15,000 15,000

PROJECT TITLE:	Evidence Bar-coding System	NOTES: Process improvement for inventory control in Property Evidence area.
DEPARTMENT:	Public Safety - Police	
PROJECT COST:	\$35,000	
FUNDING SOURCE:	RICO	
PROJECT DESCRIPTION:	Printers, scanners to lable and read evidence packages.	
PROJECT JUSTIFICATION:	Automate the location of evidence for prosecuting offenders.	
RELATION TO ADOPTED PLANS:	Public Safety Communications Five Year Plan	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	1,200 1,200 1,200 1,200 1,200
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Wastewater Treatment Plant	NOTES: This is an ongoing project.
DEPARTMENT:	Public Works - Wastewater	
PROJECT COST:	\$20,000,000	
FUNDING SOURCE:	WIFA loan	
PROJECT DESCRIPTION:	Expand existing 6 mgd treatment plant to 12 mgd.	
PROJECT JUSTIFICATION:	Expansion is necessary to serve anticipated future growth. The length of time required to design and building treatment capacity requires it be complete ahead of growth.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	42,500 85,000 85,000 85,000 85,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Truck	NOTES: Carryforward from prior fiscal year.
DEPARTMENT:	Public Works - Water	
PROJECT COST:	\$30,500	
FUNDING SOURCE:	Water Operating	
PROJECT DESCRIPTION:	Pickup with service body.	
PROJECT JUSTIFICATION:	Meets replacement criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement program	
FISCAL IMPACTS:		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Water Facilities	NOTES: Lease financing to be used. This will require a rate increase.
DEPARTMENT:	Public Works -Water	
PROJECT COST:	\$2,200,000	
FUNDING SOURCE:	Impact Fees	
PROJECT DESCRIPTION:	Water system repairs and replacements.	
PROJECT JUSTIFICATION:	The water system infrastructure needs major repair and replacement to continue producing safe drinking water.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Water Strategies	
FISCAL IMPACTS:		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Airport Land	NOTES: Expand airport to meet FAA safety and grant requirements.
DEPARTMENT:	Public Works - Airport	
PROJECT COST:	\$1,250,000	
FUNDING SOURCE:	Airport Federal Grant	
PROJECT DESCRIPTION:	Land to allow construction of planned runway extension, provide runway protection zones, and additional safety zones.	
PROJECT JUSTIFICATION:	Will resolve the runway 23/Pinal Ave proximity issue and allow larger aircraft to safely use the runway during the hot summer months.	
RELATION TO ADOPTED PLANS:	Airport Master Plan	
FISCAL IMPACTS:		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- 2,000 2,000 2,000 2,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Runway Extension - Design	NOTES: No operating costs until construction is included.
DEPARTMENT:	Public Works - Airport	
PROJECT COST:	\$180,000	
FUNDING SOURCE:	Airport Federal Grant	
PROJECT DESCRIPTION:	Design a 3,850' x 100' and 74,000 pound dual wheel load capacity runway.	
PROJECT JUSTIFICATION:	Runway 5/23 needs extending for larger aircraft safety. During the summer months the larger aircraft are limited by runway length.	
RELATION TO ADOPTED PLANS:	Airport Master Plan	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Runway/Taxiway Light System	NOTES: Address current system failure. Should reduce costs based on less maintenance and lower electric costs.
DEPARTMENT:	Public Works - Airport	
PROJECT COST:	\$1,200,000	
FUNDING SOURCE:	Airport Federal Grant	
PROJECT DESCRIPTION:	Replace 5,200' runway and taxiway and guidance lights, electrical distribution system and electric vault.	
PROJECT JUSTIFICATION:	Current system fails on a frequent basis and requires an excessive amount of maintenance. Improper lighting presents serious safety of flight issues.	
RELATION TO ADOPTED PLANS:	Airport Master Plan	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	South Terminal Apron	NOTES: UPRR will contribute funding for these upgrades.
DEPARTMENT:	Public Works - Airport	
PROJECT COST:	\$1,387,000	
FUNDING SOURCE:	Airport Federal Grant	
PROJECT DESCRIPTION:	Construct 50,000 SY of South Apron 625' x 35' taxi lanes and relocate drainage ditch.	
PROJECT JUSTIFICATION:	Provide aircraft parking, tie-down, and hanger facilities for future airport growth.	
RELATION TO ADOPTED PLANS:	Airport Master Plan	
FISCAL IMPACTS:		
		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	- 14,400 14,400 14,400 14,400
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PROGRAM

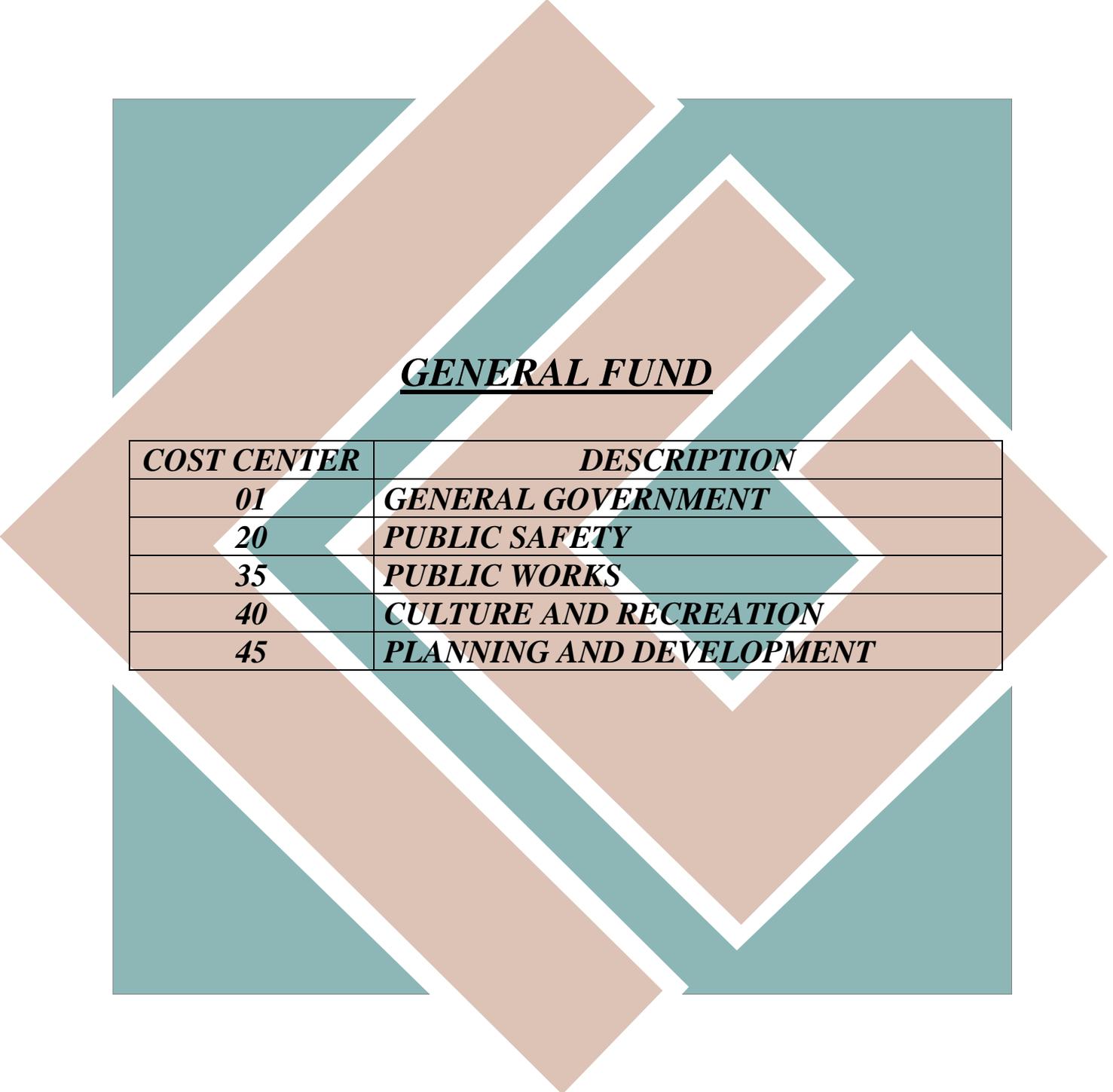
PROJECT TITLE:	Drainage Ditch Relocation	NOTES: Project in conjunction with runway relocation.
DEPARTMENT:	Public Works - Airport	
PROJECT COST:	\$1,000,000	
FUNDING SOURCE:	Airport Federal Grant	
PROJECT DESCRIPTION:	Design and construct the relocation of the 80' by 15,600' drainage ditch.	
PROJECT JUSTIFICATION:	Existing drainage ditch must be relocated to allow and protect the future runway extension and north side airport development.	
RELATION TO ADOPTED PLANS:	Airport Master Plan	
FISCAL IMPACTS:		FISCAL YEARS
		10/11 11/12 12/13 13/14 14/15
	Operating Costs	-
	Operating Revenue	- - - - -
	Operating Savings	- - - - -



DEPARTMENTAL BUDGETS

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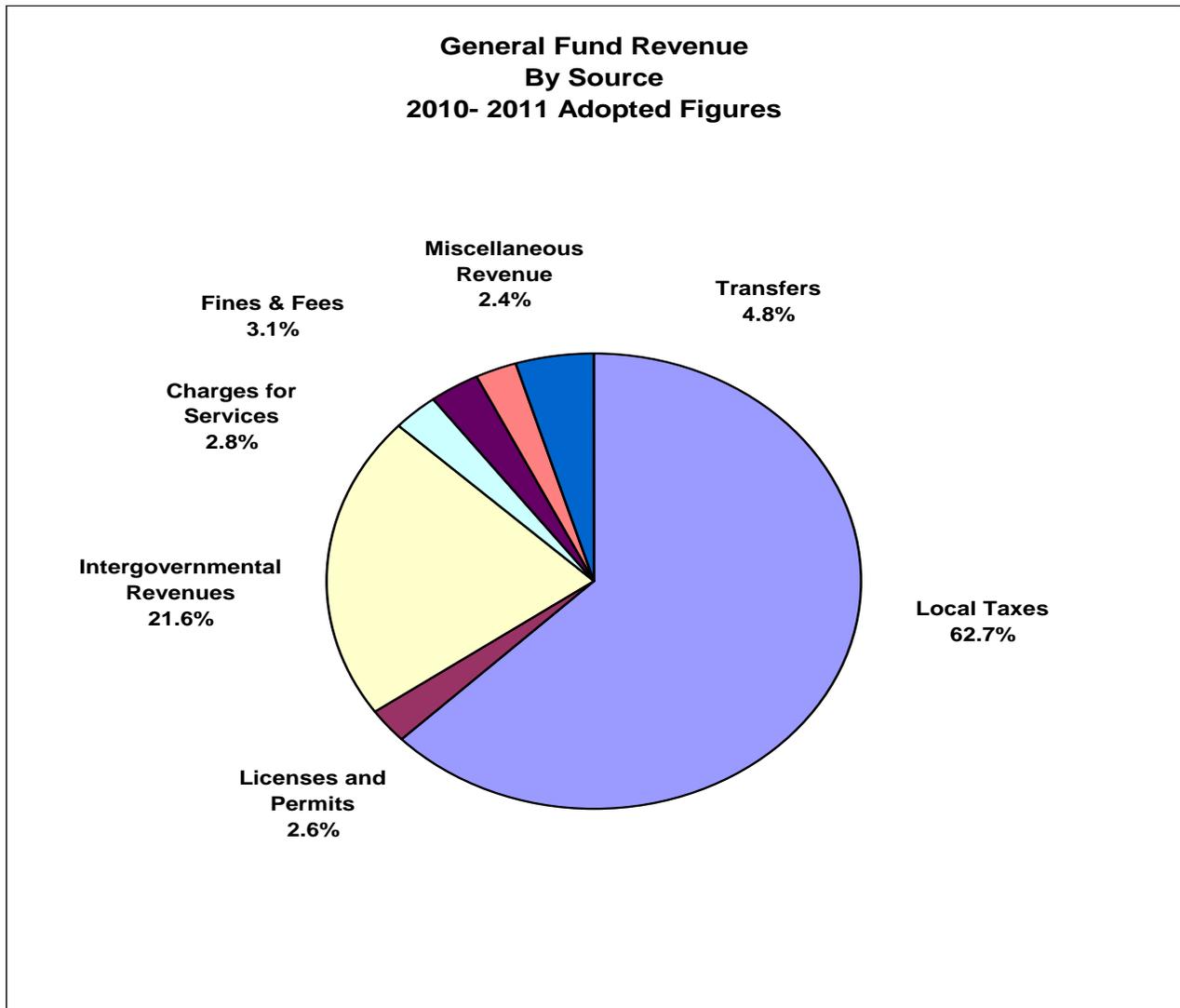
GENERAL FUND

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

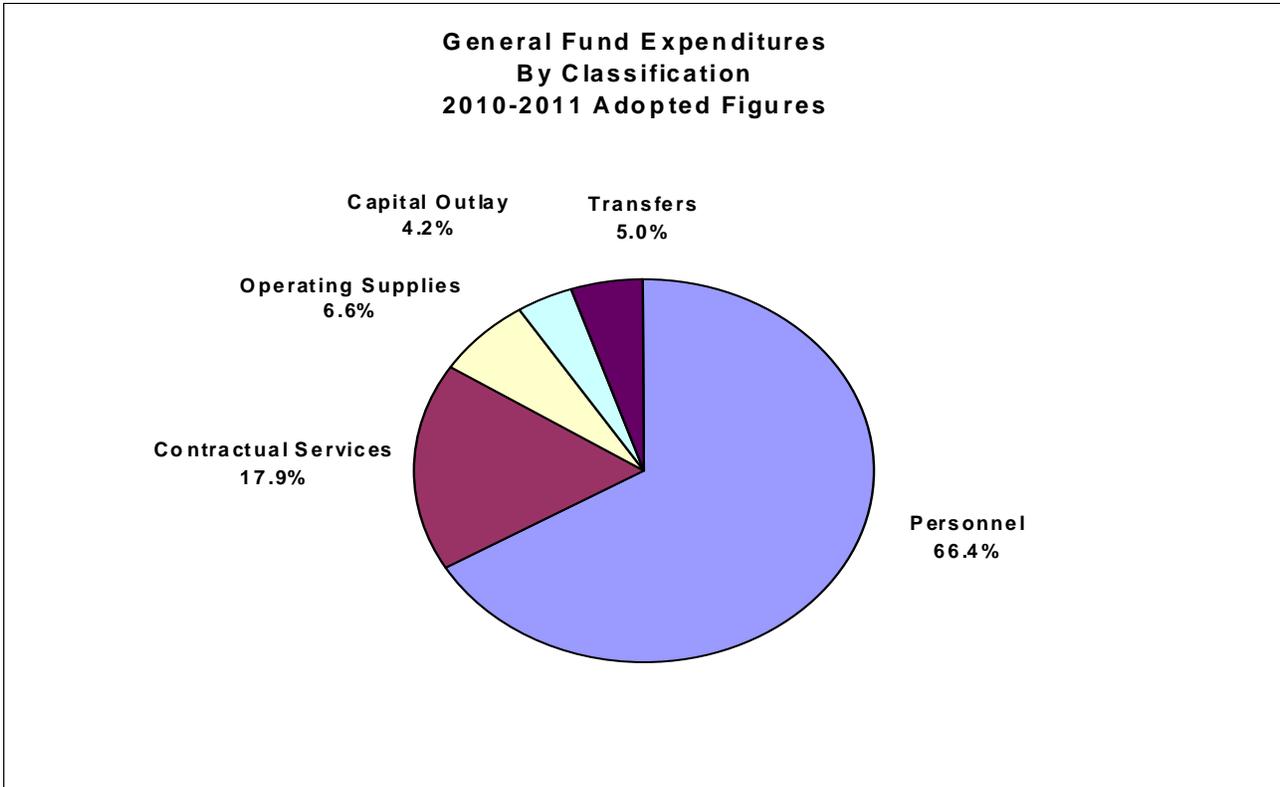
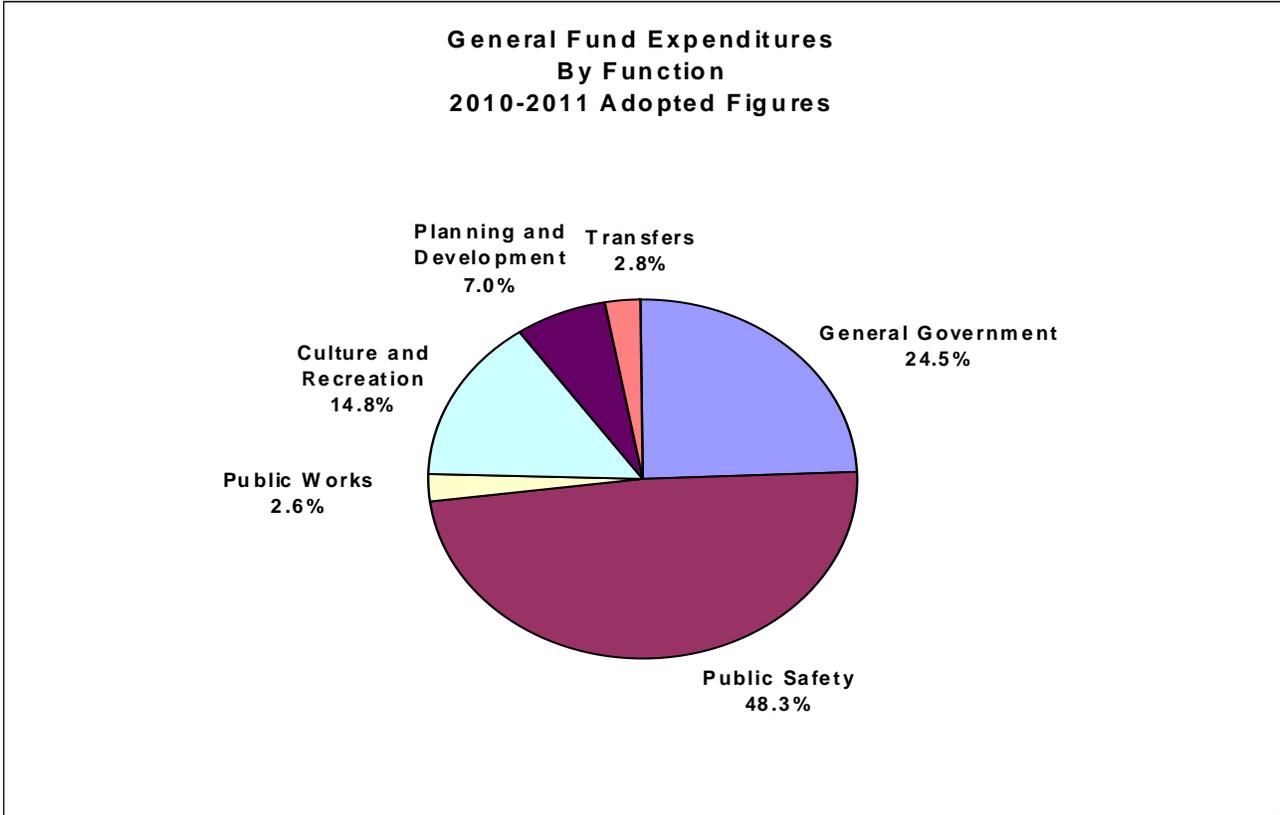
DEPARTMENTAL BUDGET

General Fund - Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$33,120,600	\$33,556,500	\$33,556,500	\$29,019,398
REVENUE SOURCES:				
Taxes	22,940,907	21,541,600	20,834,000	22,124,000
Licenses and Permits	808,414	725,000	690,500	925,000
Intergovernmental Revenues	9,502,844	8,388,400	8,557,000	7,616,760
Charges for Services	892,470	860,000	757,800	994,000
Fines & Forfeitures	950,181	929,000	1,060,500	1,096,000
Miscellaneous Revenue	900,428	855,000	847,000	845,000
OTHER FINANCING SOURCES:				
Transfers In	1,727,297	1,806,710	2,268,170	1,708,760
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$37,722,541	\$35,105,710	\$35,014,970	\$35,309,520
EXPENDITURES:				
Personnel	\$25,460,951	\$26,326,374	\$24,977,680	\$25,904,730
Contractual Services	5,390,196	6,384,275	4,740,010	6,989,720
Operating Supplies	2,538,359	2,409,100	2,476,610	2,578,350
Capital Outlay	1,496,756	4,390,271	1,023,690	1,626,000
Debt Service	246,241	84,210	84,010	84,220
OTHER USES:				
Transfers Out	742,649	549,000	6,250,065	771,600
Payment to Refunded Bond Escrow Agent	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
Total Expenditures & Other Uses	\$35,875,152	\$40,143,230	\$39,552,065	\$37,954,620
Operating Result	\$ 1,847,389	(\$5,037,520)	(\$4,537,095)	(\$2,645,100)
Plus: Designated Reserves	3,153,550	3,815,142	3,815,142	19,555,220
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	30,402,950	24,703,838	25,204,263	6,819,078
Ending Fund Balance	\$33,556,500	\$28,518,980	\$29,019,405	\$26,374,298



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	CONTRACTUAL OPERATING CAPITAL OUTLAY /				TRANSFERS
	PERSONNEL	SERVICES	SUPPLIES	DEBT SERVICE	
Mayor and Council/Contingency	\$114,800	\$3,428,380	\$4,420	\$0	\$1,077,910
City Attorney	600,800	21,810	17,100	0	0
City Manager	638,860	171,860	9,050	0	0
City Clerk	319,270	30,200	2,400	0	5,000
Elections	0	68,000	12,000	0	0
Finance	819,620	120,190	32,500	75,000	0
Information Systems	712,230	413,360	206,100	566,000	0
Administrative Services	364,620	84,640	11,700	0	0
Public Information	157,990	76,090	9,150	1,500	0
Public Works Administration	433,130	9,680	7,500	9,300	0
City Court	507,190	67,720	15,400	0	0
Animal Control	233,880	11,040	43,430	0	10,460
Police Administration	541,900	202,040	157,850	5,530	330,910
Police Communications	1,246,610	96,780	29,100	0	0
Police Patrol	4,817,750	557,820	153,350	0	0
Police Criminal Investigation	2,167,110	48,940	52,570	0	0
Police Special Operations	774,640	11,520	17,500	0	0
Fire Department	5,551,080	494,420	241,340	150,000	320,320
Public Works Operations	66,660	17,720	10,600	0	0
Public Works - Fac. Maint.	223,030	464,980	212,630	0	19,760
Library	584,640	38,010	95,560	0	0
Vista Grande Library	336,950	23,050	64,600	0	0
Senior Adult Services	107,070	20,350	88,870	31,000	0
Parks Maintenance	1,153,460	248,460	661,000	725,160	30,600
Recreation Programs	88,800	73,050	57,800	0	0
Len Colla Center	118,790	4,720	41,700	85,000	0
Aquatics	121,000	25,040	70,900	42,000	0
Keep Casa Grande Beautiful	14,360	470	300	0	0
General Recreation	551,940	38,820	204,200	0	22,460
Women's Club	0	0	8,800	0	0
Development Center	1,964,150	88,150	27,360	6,760	17,710
Engineering	572,400	32,410	11,570	12,970	14,380
General Fund Totals	\$25,904,730	\$6,989,720	\$2,578,350	\$1,710,220	\$1,849,510
% of Total	66.4%	17.9%	6.6%	4.4%	4.7%

TOTAL GENERAL FUND EXPENDITURES

\$39,032,530

DEPARTMENTAL BUDGET

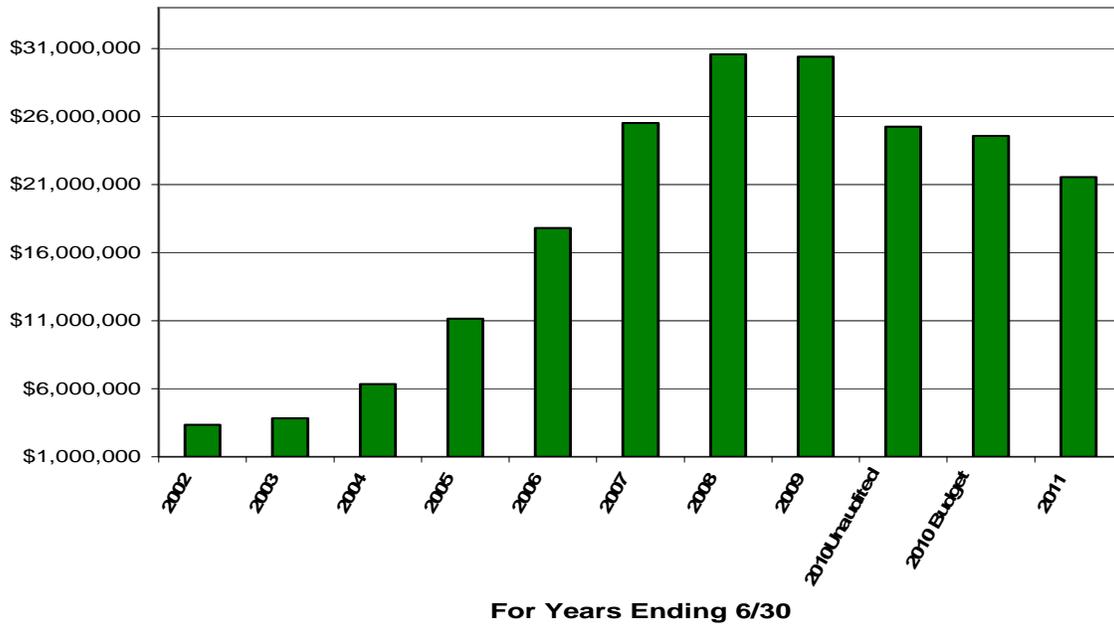
General Fund Expenses by Division

DIVISION	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Mayor and Council	\$1,800,610	\$3,135,179	\$1,407,180	\$3,547,600
City Attorney	596,083	665,030	618,430	639,710
City Manager	734,370	856,560	906,060	819,770
City Clerk	392,466	372,310	367,350	356,870
Elections	90,453	30,000	74,800	80,000
Finance	1,024,017	1,130,890	1,021,940	1,047,310
Information Systems	1,897,668	1,746,010	1,648,960	1,897,690
Administrative Services-Personnel	462,552	523,120	457,970	460,960
Public Information	171,948	373,560	264,630	244,730
Risk Management	856,817	0	0	0
Public Works Administration	485,941	458,210	410,840	459,610
GENERAL GOVERNMENT	\$8,512,925.00	\$9,290,869	\$7,178,160	\$9,554,250
City Court	\$491,196	\$3,530,950	\$504,260	\$590,310
Animal Control	276,785	298,470	292,130	298,810
Police	11,777,500	11,236,720	10,881,870	11,211,920
Fire	7,144,699	6,785,680	6,344,690	6,757,160
PUBLIC SAFETY	\$19,690,180	\$21,851,820	\$18,022,950	\$18,858,200
Public Works Operations	\$137,769	\$91,230	\$96,000	\$94,980
Public Works - Facilities Maintenance	586,089	604,060	598,770	920,400
PUBLIC WORKS	\$723,858	\$695,290	\$694,770	\$1,015,380
Library	\$842,363	\$822,011	\$845,260	\$718,210
Vista Grande Library	6,745	501,060	381,140	424,600
Senior Adult Services	172,884	212,540	164,590	247,290
Parks Maintenance	2,423,959	2,783,840	2,625,440	2,818,680
Recreation Programs	196,368	167,450	167,840	219,650
Len Colla Center	145,871	141,380	147,990	250,210
Aquatics	233,274	258,440	222,910	258,940
Keep America Beautiful	19,280	15,920	5,520	15,130
General Recreation	659,945	635,380	667,810	817,420
Women's Club	6,456	9,400	9,300	8,800
CULTURE AND RECREATION	\$4,707,145	\$5,547,421	\$5,237,800	\$5,778,930
Development Center	\$2,311,427	\$2,231,900	\$2,014,450	\$2,104,130
Downtown Development	175	0	0	0
Engineering	558,423	684,330	573,790	643,730
PLANNING AND DEVELOPMENT	\$2,870,025	\$2,916,230	\$2,588,240	\$2,747,860
Subtotal	\$36,504,133	\$40,301,630	\$33,721,920	\$37,954,620
Transfers Out	\$737,649	\$544,000	\$504,920	\$1,077,910
TRANSFERS	\$737,649	\$544,000	\$504,920	\$1,077,910
General Fund Expenditure Totals	\$37,241,782	\$40,845,630	\$34,226,840	\$39,032,530

Unreserved General Fund Balance History

Fiscal Year Ending 6/30	Fund Balance at FY Ending 6/30	Amount inc/ (dec)	Percent inc/ (dec)
2002	3,338,675	(1,084,305)	-10%
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	30,572,472	5,051,457	20%
2009	30,402,947	(169,525)	-1%
2010 Unaudited	25,262,863	(5,140,084)	-17%
2010 Budget	24,578,027	(684,836)	-3%
2011	21,539,853	(3,038,174)	-12%

**General Fund Balance
10 Year History**



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GENERAL GOVERNMENT

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

General Government	Mayor and Council	Cost Center 101.01.010
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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.

2009-2010 ACCOMPLISHMENTS

- 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.
- Developed strategic focus areas for organization.

GOALS & OBJECTIVES

To provide a safe, pleasant community for all citizens.

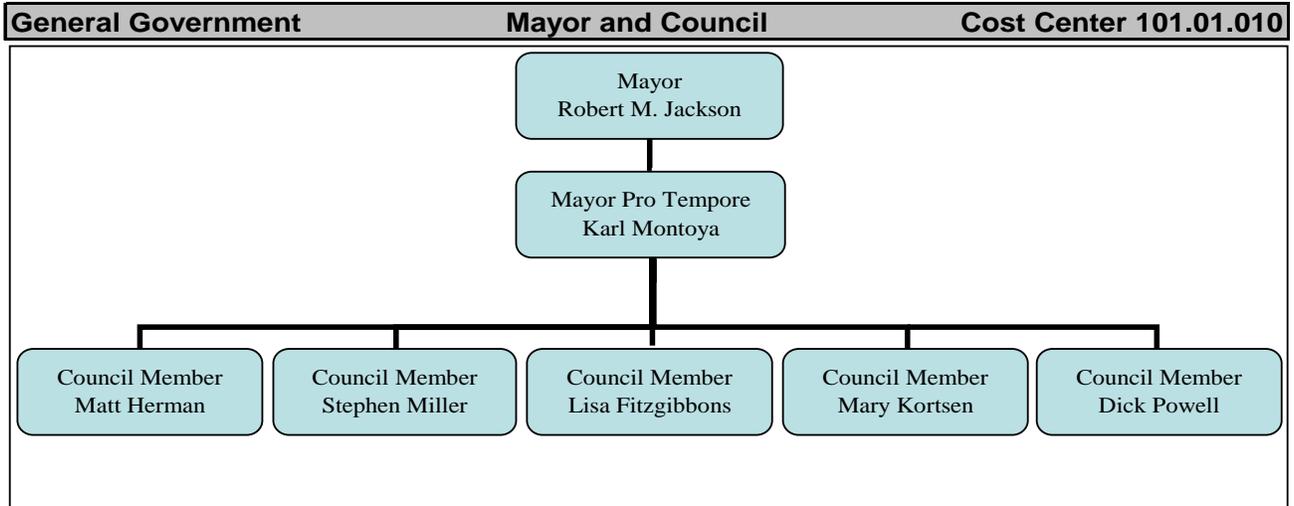
- Ensure the safety of the community through aggressive public safety efforts and programs.
- Respond to the needs of the community by promoting communications and accessibility.
- Value the tax dollar and maintain a fiscal policy that keeps taxes low.
- Incorporate safeguards to ensure fairness and 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 2010-2011 Budget on June 22, 2010.

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.



Funding Sources	Amount	% of Funding
General Fund	\$3,547,600	100.00%
Total Funding	\$3,547,600	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$109,665	\$116,190	\$111,600	\$114,800
Contractual Services	1,651,596	3,007,289	1,292,880	3,428,380
Operating Supplies	27,428	11,700	2,700	4,420
Capital Outlay	11,921	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$1,800,610	\$3,135,179	\$1,407,180	\$3,547,600

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Mayor	1.00	1.00	1.00
Mayor Pro Tempore	1.00	1.00	1.00
Council members	5.00	5.00	5.00
TOTAL POSITIONS	7.00	7.00	7.00

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.

2009-2010 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.

- Fully implement new software to improve workflow.
- Process cases within timeframes mandated by state.
- Collect more than 70% of cases filed.

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

- ❖ Implementation of a case management software application.

General Government

City Manager

Cost Center 101.01.100

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.

GOALS & OBJECTIVES

To increase the efficiency and effectiveness of City operations.

- Reduce city-wide operational costs by 5% without negatively impacting the level of service or programs provided.
- Implement an economic development strategy.

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.

BUDGET HIGHLIGHTS

- ❖ Maintained funding for annual strategic analysis.

2009-2010 ACCOMPLISHMENTS

- Maintained role in intergovernmental affairs in Pinal County.
- Acquired several parcels of property to assist in the Southside Revitalization efforts.
- Continue to research private/public partnerships to assist with cost-savings and better use of resources, both monetary and staffing.
- Through the ICMA the City now participates in the Performance Measurement Program.
- Continue with internal effectiveness reviews.

General Government	City Manager	Cost Center 101.01.100
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
% of residents who feel the quality of life in City of Casa Grande is excellent/good	54%	59%	62%	65%

Funding Sources	Amount	% of Funding
General Fund	\$819,770	100.00%
Total Funding	\$819,770	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$631,870	\$643,144	\$688,740	\$638,860
Contractual Services	98,513	201,366	206,520	171,860
Operating Supplies	3,987	12,050	10,800	9,050
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$734,370	\$856,560	\$906,060	\$819,770

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
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	0.75	1.00
Executive Secretary	1.00	1.00	1.00
TOTAL POSITIONS	4.33	4.75	5.00

General Government	City Clerk	Cost Center 101.01.110
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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 public records storage and retrieval methods and processes.
- Submit agenda to Council by Thursday prior to meetings.
 - Provide timely response to public records requests.

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.

2009-2010 ACCOMPLISHMENTS

- Arts & Humanities Commission dedicated “Cook Plaza”.
- Processed 539 passport applications.
- Conducted the City’s General Plan Election.
- Posted 411 official public meeting notices.
- Processed and administered 25 bids.
- Processed 27 liquor license applications.
- Process 233 requests for public information and research projects.
- Process and administered 128 contracts.
- Secured a private donation to complete the Memorial for Fallen City Employees.

DEPARTMENTAL BUDGET

General Government	City Clerk	Cost Center 101.01.110
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Number of agenda items submitted	661	596	678	620
Number of Ordinances & Resolutions processed	348	240	215	180
Number of contracts	174	151	128	150
Passport applications processed	629	571	539	600
Revenue from processing passports	\$18,984	\$14,788	\$14,011	\$15,432
% of public records requests for information completed within 5 business days	N/A	65%	69%	65%

Funding Sources	Amount	% of Funding
General Fund	\$356,870	72.58%
Passports	\$134,845	27.42%
Total Funding	\$491,715	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$316,658	\$320,410	\$319,530	\$319,270
Contractual Services	34,039	43,400	39,220	30,200
Operating Supplies	3,770	3,500	3,600	2,400
Capital Outlay	32,999	0	0	0
Debt Service	0	0	0	0
Transfers	5,000	5,000	5,000	5,000
DEPARTMENTAL TOTALS	\$392,466	\$372,310	\$367,350	\$356,870

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
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
TOTAL POSITIONS	4.50	4.50	4.50

General Government	City Clerk - Elections	Cost Center 101.01.120
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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 Primary and General Election.

2009-2010 ACCOMPLISHMENTS

- Successfully conducted two elections:
 - 2009 General – Question #1 “Shall the City of Casa Grande increase the Transaction Privilege Tax Rate”.

General Government	City Clerk-Elections	Cost Center 101.01.120
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Elections conducted	0	2	1	2

Funding Sources	Amount	% of Funding
General Fund	\$80,000	100.00%
Total Funding	\$80,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	59,823	11,000	65,570	68,000
Operating Supplies	30,630	19,000	9,230	12,000
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$90,453	\$30,000	\$74,800	\$80,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Not applicable to this department			
TOTAL POSITIONS	0.00	0.00	0.00

General Government	Financial Services	Cost Center 101.01.200
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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, relevant, and accessible financial data, services, analysis, and guidance for all departments.

2009-2010 ACCOMPLISHMENTS

- ❖ Received the GFOA’s award on excellence in reporting the financial statements.
- ❖ Received the GFOA’s Distinguished Budget Presentation Award.
- ❖ Implemented Innoprise computer software application of the monthly utility billing and cash receipting.
- ❖ Acquired new financial software with Budget, Capital Improvement Plan (C.I.P.) and Personnel modules for enhanced financial planning.
- ❖ Improved customer participation for paying utility bills on line.
- ❖ Developed and implemented fiscal core measures report for quarterly reporting.
- ❖ Worked with departments to achieve budget expenditure decreases while maintaining current staff and services.

GOALS & OBJECTIVES

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

- Increase electronic payment options.
- Improve return on investments through new investment policy.
- Reduce percent of delinquent accounts.
- Receive a “clean” audit opinion.

BUDGET HIGHLIGHTS

- ❖ Two positions are frozen until the economy improves.

General Government	Financial Services	Cost Center 101.01.200
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
% Utilization of "Sure Bill"	N/A	6.0%	5.5%	10.0%
Average % of return on investments	3.71%	0.77%	0.09%	0.15%
% of delinquent utility accounts	N/A	13.0%	17.6%	16.0%
Average daily deposits	\$171,789	\$140,890	\$143,623	\$145,000

Funding Sources	Amount	% of Funding
General Fund	\$867,310	82.81%
Business Licenses	180,000	17.19%
Total Funding	\$1,047,310	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$791,872	\$822,670	\$811,610	\$819,620
Contractual Services	174,135	159,110	141,630	120,190
Operating Supplies	48,197	49,110	43,700	32,500
Capital Outlay	9,813	100,000	25,000	75,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$1,024,017	\$1,130,890	\$1,021,940	\$1,047,310

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Finance Director	0.75	0.75	0.75
Finance Manager	1.00	0.00	0.00
Supervising Accountant	1.00	1.00	1.00
Senior Budget Analyst	1.00	0.00	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	0.00	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
TOTAL POSITIONS	14.08	11.75	11.75

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.

2009-2010 ACCOMPLISHMENTS

- Worked with the Planning & Development groups to increase the number of addresses covered by the 2010 Census.
- Worked with City staff from various departments to create a dynamic, interactive, searchable zoning map available via the web.
- Implemented technology solutions at the Vista Grande Library and facilitated switch from local instance of Polaris customer software to being part of the county implementation of the application.
- Assumed responsibility for technology support for the City of Eloy.
- Consolidated the City water company software into our Innoprise deployment reducing the number of servers and software licenses needed by the City.
- Provided the technological infrastructure to get the Performance Institute facility up and running.
- Successfully moved most databases into the Storage Attached Network (SAN) environment where data is now protected from hardware, software and environmental destruction.

GOALS & OBJECTIVES

Provide fiscally conservative, responsive, agile, integrated, and defensible hardware and software infrastructure and support.

- Maintain or increase internal customer satisfaction level.
- Implement server virtualization consolidating at least three functions to reduce server hardware and maintenance costs while partially funding the new hardware by dropping maintenance on Novell.
- Resolve at least 50% of Helpdesk requests 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.
- ❖ Implement new telephony system.

DEPARTMENTAL BUDGET

General Government	Information Systems	Cost Center 101.01.225
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Service satisfaction level response from Helpdesk survey scale of 1-4 with 1 being the best	1.17	1.15	1.17	1.15
% of Helpdesk requests resolved within 24 hours	49.64%	64.44%	56.57%	65.00%
# of Helpdesk requests received	2,763	2,646	2,817	2,700
# of functions consolidated	0	0	0	3

Funding Sources	Amount	% of Funding
General Fund	\$1,897,690	98.44%
City of Eloy	\$30,000	1.56%
Total Funding	\$1,927,690	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$682,110	\$720,000	\$643,050	\$712,230
Contractual Services	407,463	366,910	409,410	413,360
Operating Supplies	276,728	244,100	226,700	206,100
Capital Outlay	531,367	415,000	369,800	566,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$1,897,668	\$1,746,010	\$1,648,960	\$1,897,690

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Finance Director	0.25	0.25	0.25
Information Technology Manager	1.00	1.00	1.00
Network Administrator	1.00	1.00	1.00
Database Analyst	1.00	1.00	1.00
GIS Analyst	1.00	1.00	1.00
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	1.00	1.00	1.00
TOTAL POSITIONS	10.25	10.25	10.25

General Government	Administrative Services	Cost Center 101.01.250
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GENERAL INFORMATION

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

2009-2010 ACCOMPLISHMENTS

- Amended employee Personnel Policy.
- Closely monitored first year of self-funded status for employee health insurance package; developed plan changes in response to claims trends.
- Ran successful 2010 Casa Grande Leadership Academy.
- Assisted with update and distribution of annual employee Total Compensation Report.
- Finalized comprehensive Development Fee Study Update.
- Worked closely with Finance Department staff on new payroll program and new HR information system.

GOALS & OBJECTIVES

Provide timely and effective consultation and support to City departments on human resources and related issues.

- Provide the most qualified applicants to departments for all recruitments through advertising.

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.

General Government	Administrative Services	Cost Center 101.01.250
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Number of recruitments	90	25	21	35
Average # of applicants per recruitment	81	43	136	85
Employee turnover rate	7%	13%	1%	5%

Funding Sources	Amount	% of Funding
General Fund	\$460,960	100.00%
Total Funding	\$460,960	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$373,944	\$366,780	\$362,630	\$364,620
Contractual Services	79,174	144,640	85,640	84,640
Operating Supplies	9,434	11,700	9,700	11,700
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$462,552	\$523,120	\$457,970	\$460,960

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Administrative Services Director	1.00	1.00	1.00
Human Resources Analyst	2.00	2.00	2.00
Management Analyst	0.33	0.00	0.00
Secretary	1.00	1.00	1.00
TOTAL POSITIONS	4.33	4.00	4.00

General Government

Public Information

Cost Center 101.01.251

GENERAL INFORMATION

The Public Information division manages the public awareness efforts of the City. The division provides multiple information sources to the community and visitors.

MISSION

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

2009-2010 ACCOMPLISHMENTS

- Continued to update City’s local government access cable channel.
- Enhanced and expanded City’s website.
- Maintained the City Beat, City Page, and various informational pieces.
- Implemented technology to broadcast live Council meetings on Channel 11.
- Completed and distributed the City’s Annual Report.

GOALS & OBJECTIVES

Improve communication efforts from all City departments through the Public Information Office using multiple media methods.

- 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.
- Enhance the scope and number of press releases.

BUDGET HIGHLIGHTS

- ❖ Complete and distribute City’s Annual Report.
- ❖ Commence the televising of Council meetings.

General Government	Public Information	Cost Center 101.01.251
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
# of press releases	New Measure	New Measure	279	250
# of videos/shows produced	New Measure	New Measure	23	35
# of City web page "hits"	4,988,779	11,589,970	33,576,736	47,000,000
# of outreach programs	New Measure	New Measure	New Measure	24

Funding Sources	Amount	% of Funding
General Fund	\$244,730	100.00%
Total Funding	\$244,730	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$67,249	\$163,520	\$81,410	\$157,990
Contractual Services	34,769	105,740	86,240	76,090
Operating Supplies	667	17,300	7,800	9,150
Capital Outlay	69,263	87,000	89,180	1,500
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$171,948	\$373,560	\$264,630	\$244,730

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Public Information Officer	1.00	1.00	1.00
Webmaster	1.00	1.00	1.00
TOTAL POSITIONS	2.00	2.00	2.00

General Government	Public Works-Administration	Cost Center 101.01.400
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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.

2009-2010 ACCOMPLISHMENTS

Accomplishments are reflected within each Public Works Division.

GOALS & OBJECTIVES

To provide timely service to the residents of Casa Grande through Cartegraph Service Request system.

- Respond to 95% of service calls within 24 hours.

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.

BUDGET HIGHLIGHTS

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

General Government Public Works - Administration Cost Center 101.01.400

PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Total # of service requests	5,576	6,185	6,716	6,500
Average response time (days) per service request completion	N/A	0.4	0.4	0.4

Funding Sources	Amount	% of Funding
General Fund	\$459,610	100.00%
Total Funding	\$459,610	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$305,240	\$434,740	\$384,570	\$433,130
Contractual Services	2,541	9,680	9,680	9,680
Operating Supplies	6,247	4,500	7,300	7,500
Capital Outlay	0	0	0	0
Debt Service	171,913	9,290	9,290	9,300
DEPARTMENTAL TOTALS	\$485,941	\$458,210	\$410,840	\$459,610

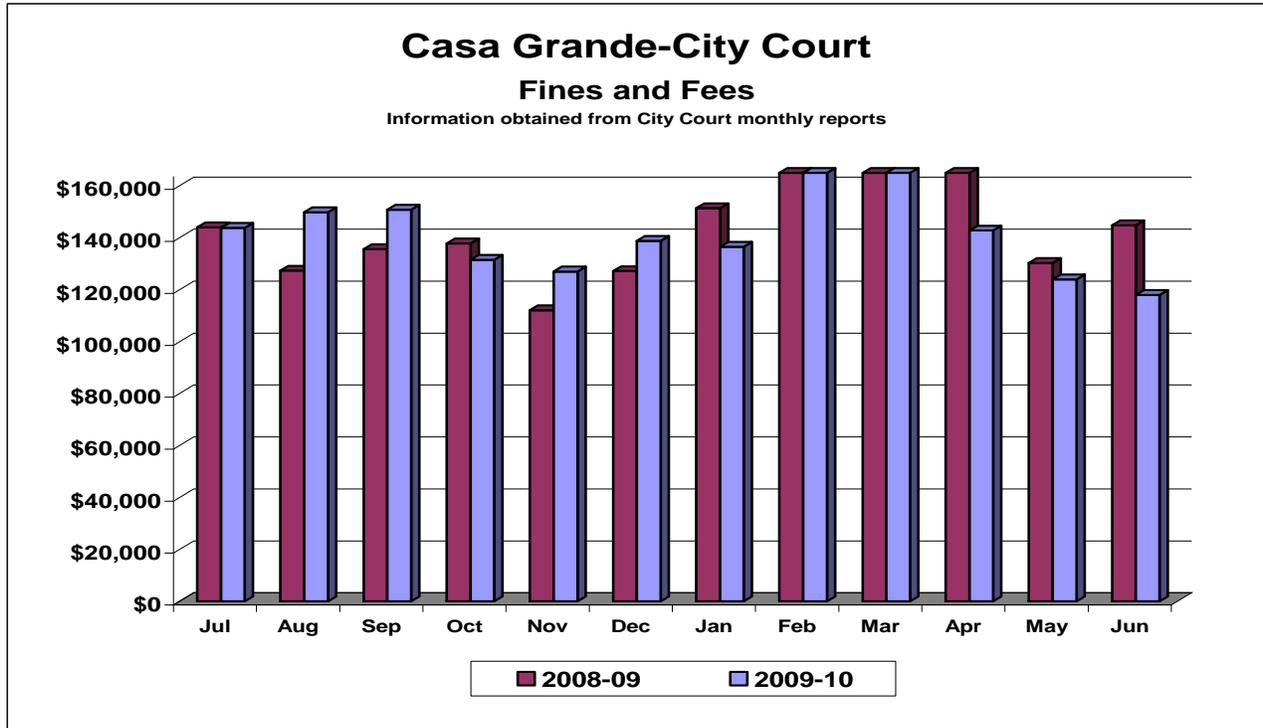
AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Public Works Director	1.00	1.00	1.00
Deputy Public Works Director	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00
Management Analyst	0.00	0.25	0.25
Administrative Assistant	1.00	1.00	1.00
TOTAL POSITIONS	4.00	4.25	4.25

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PUBLIC SAFETY

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



FINES & FEE STATISTICS		
	2008-09	2009-10
Jul	\$144,016	\$143,833
Aug	127,349	149,850
Sep	135,599	150,850
Oct	137,794	131,515
Nov	112,088	127,029
Dec	127,157	138,825
Jan	151,382	136,533
Feb	225,579	249,578
Mar	220,768	198,125
Apr	180,992	142,765
May	130,288	124,038
Jun	144,840	117,991
Total	\$1,837,852	\$1,810,932

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 manner.

2009-2010 ACCOMPLISHMENTS

- 100% of pre-trials scheduled within 60 days.
- Continued to offset jail expense by assessing jail fees to offenders.
- Second grant funding from Tohono O'Odham Nation to continue video arraignment program.
- Hired architect and contractor for new court facility.

GOALS & OBJECTIVES

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

- Recover at least 10% of jail expense.
- Complete cases within time established by State from citation to adjudication.

BUDGET HIGHLIGHTS

- ❖ Personnel costs include budget for Security Officer at new court facility.

DEPARTMENTAL BUDGET

Public Safety City Court Cost Center 101.20.040

PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
% of recovered jail expenses	12%	14%	21%	30%
Avg. # of days from citation to adjudication	107	89	120	110
# of Jury trials	3	0	0	0
# of video adjudications	1,419	1,619	1,449	1,500

Funding Sources	Amount	% of Funding
General Fund	(\$303,690)	-51.45%
Fines	894,000	151.45%
Total Funding	\$590,310	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$407,711	\$433,830	\$411,140	\$507,190
Contractual Services	66,113	77,720	75,720	67,720
Operating Supplies	17,372	19,400	17,400	15,400
Capital Outlay	0	3,000,000	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$491,196	\$3,530,950	\$504,260	\$590,310

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
City Judge	1.00	1.00	1.00
Deputy Judge	0.50	0.00	0.00
Senior Court Clerk	1.00	1.00	1.00
Security Officer	1.00	1.00	1.00
Court Clerk	4.00	4.00	4.00
TOTAL POSITIONS	7.50	7.00	7.00

Public Safety	Public Safety-Animal Control	Cost Center 101.20.440
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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.

2009-2010 ACCOMPLISHMENTS

- Shelter animals available for adoption featured on the City’s channel 11 cable station, on the City’s web site, and on Petfinder.com.
- Finished construction and moved all animals into the new Animal Care & Adoption Center.
- Held 2 low cost rabies vaccination and license clinics.
- Are now able to accept credit card payments.

GOALS & OBJECTIVES

- To enhance the effectiveness of Animal Patrol Services.
- Respond to 95% of calls for service within established guidelines.
 - Increase number of licenses issued.
 - Increase percentage of animals adopted vs euthanized.

BUDGET HIGHLIGHTS

Expenditures are the regular operational expenses; the major change is an increase for operating new facility for 100% of the year.

DEPARTMENTAL BUDGET

Public Safety Public Safety-Animal Control Cost Center 101.20.440

PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Avg # of service calls per officer	2,826	3,025	1,057	3,750
# of licenses issued	3,227	3,416	3,382	3,700
# of animals adopted	91	97	204	250
# of citations issued	152	66	43	60

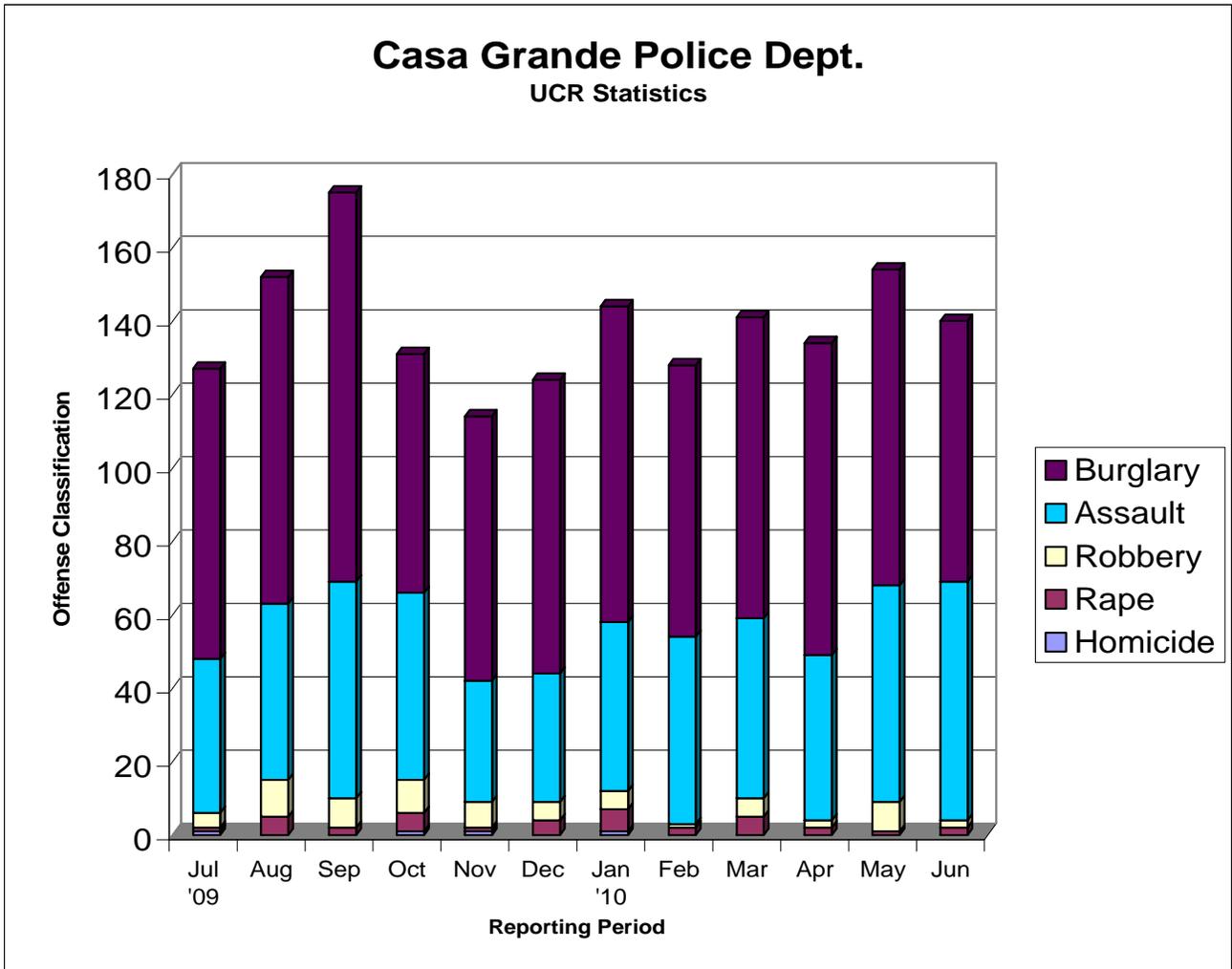
Funding Sources	Amount	% of Funding
General Fund	\$238,810	79.92%
Permits & Fines	60,000	20.08%
Total Funding	\$298,810	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$231,469	\$234,300	\$220,950	\$233,880
Contractual Services	9,888	11,320	8,620	11,040
Operating Supplies	35,344	40,900	50,610	43,430
Capital Outlay	84	0	0	0
Debt Service	0	0	0	0
Transfers	0	11,950	11,950	10,460
DEPARTMENTAL TOTALS	\$276,785	\$298,470	\$292,130	\$298,810

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Senior Animal Control Officer	1.00	1.00	1.00
Animal Control Officer	2.00	2.00	2.00
Kennel Assistant	1.00	1.00	1.00
TOTAL POSITIONS	4.00	4.00	4.00

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	Homicide	Rape	Robbery	Assault	Burglary
Jul '09	1	1	4	42	79
Aug	0	5	10	48	89
Sep	0	2	8	59	106
Oct	1	5	9	51	65
Nov	1	1	7	33	72
Dec	0	4	5	35	80
Jan '10	1	6	5	46	86
Feb	0	2	1	51	74
Mar	0	5	5	49	82
Apr	0	2	2	45	85
May	0	1	8	59	86
Jun	0	2	2	65	71
TOTALS	4	36	66	583	975

Public Safety	Police Administration	Cost Center 101.20.610
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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.

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:
❖ Transfer reflects funding of vehicle replacement program for all cost centers in Police Department.

2009-2010 ACCOMPLISHMENTS

- Awarded Stonegarden grant designed to reduce narcotics trafficking and human smuggling activities.
- Purchased the Lenco G3 armored vehicle for SWAT.
- Awarded the Interoperable Emergency Communications grant.
- Graduated 3 new officers from the CARLOTA Police academy.

Public Safety	Police Communications	Cost Center 101.20.611
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GENERAL INFORMATION

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2009-2010 ACCOMPLISHMENTS

- Hired additional Communications Supervisor.
- Installed a notification interface program to automatically notify command personnel of predetermined call types.
- Requested and awarded an upgrade to the 9-1-1 equipment funded by the State of Arizona.
- Completed a 5 year Communications Strategic Plan.

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.

Public Safety Police Communications Cost Center 101.20.611

PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Average time (in seconds) for priority one calls from start to dispatch - (immediate danger to life)	63	53	44	44
Average time (in seconds) for priority two calls from start to dispatch - (immediate danger to property)	N/A	N/A	74	65

Funding Sources	Amount	% of Funding
General Fund	\$1,372,490	100.00%
Total Funding	\$1,372,490	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$1,194,892	\$1,235,580	\$1,299,300	\$1,246,610
Contractual Services	126,221	126,300	134,500	96,780
Operating Supplies	11,128	33,775	7,400	29,100
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers				
DEPARTMENTAL TOTALS	\$1,332,241	\$1,395,655	\$1,441,200	\$1,372,490

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Public Safety Communications Manager	0.00	1.00	1.00
Public Safety Communication Supervisor	0.00	1.00	3.00
Public Safety Dispatcher	0.00	14.00	15.00
911 Call Taker / Public Safety Clerk	0.00	2.50	0.00
TOTAL POSITIONS	0.00	18.50	19.00

Public Safety	Police Patrol	Cost Center 101.20.612
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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.

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2009-2010 ACCOMPLISHMENTS

- Obtained a grant from the Gila River Indian Community for the purchases of Police bicycles.
- Obtained 2 more license plate readers.
- Maintained grant funding program for bulletproof vest.

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%.

BUDGET HIGHLIGHTS

Planned reduction in overtime.

Public Safety	Police Patrol	Cost Center 101.20.612
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Response time (minutes) for top priority calls	5	5	5	6
UCR part 1 crimes reported per 1,000 population	65	64	68	65
Citizen survey quality rating for Police services	75.20%	75.20%	80.00%	85.00%

Funding Sources	Amount	% of Funding
General Fund	\$5,528,920	100.00%
Total Funding	\$5,528,920	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$5,230,872	\$5,029,160	\$4,696,050	\$4,817,750
Contractual Services	572,305	449,400	611,040	557,820
Operating Supplies	270,787	203,135	210,530	153,350
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$6,073,964	\$5,681,695	\$5,517,620	5,528,920

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Police Commander	0.00	1.00	1.00
Police Sergeant	0.00	6.00	6.00
Police Corporal	0.00	5.00	5.00
Police Officer	0.00	38.00	36.00
Police Transport Officers	0.00	6.00	5.50
Police Aide	0.00	1.00	1.00
TOTAL POSITIONS	0.00	57.00	54.50

Public Safety	Police Criminal Investigations	Cost Center 101.20.613
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GENERAL INFORMATION

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2009-2010 ACCOMPLISHMENTS

- Reorganized General Investigations and Special Enforcement Unit to more actively investigate burglary and auto theft cases.
- Increased victim contact rate for cases assigned to investigations to over 95%.
- All detectives and crime scene technicians received courtroom presentation training.
- Continue partnership with the Pinal County Attorney’s Family Advocacy Center while investigating domestic violence and crimes against children cases.
- Conducted a 6-month joint operation with DEA resulting in over 100 criminal drug charges against 25 suspects in the Casa Grande area.
- Developed weekly crime maps for distribution to Patrol Officers to improve their pro-active patrols.

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.
- Focus on total arrests for UCR Part II drug offenses.

BUDGET HIGHLIGHTS

No significant changes.

DEPARTMENTAL BUDGET

Public Safety Police Criminal Investigations Cost Center 101.20.613

PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
% of UCR Part I crimes assigned to Investigators	31%	31%	25%	30%
% of UCR Part 1 assigned to Investigators cleared by arrest	21.10%	18.70%	21.00%	20.00%
% of victim contacts made for cases assigned to Investigators	Unknown	95%	96%	95%
Total # of arrests for UCR Part II drug offenses per 1,000 population	5.8	5.9	2.2	5.5

Funding Sources	Amount	% of Funding
General Fund	\$2,268,620	100.00%
Total Funding	\$2,268,620	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$1,915,635	\$1,960,830	\$1,825,480	\$2,167,110
Contractual Services	62,661	58,500	55,780	48,940
Operating Supplies	16,525	76,350	48,100	52,570
Capital Outlay	21,120	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$2,015,941	\$2,095,680	\$1,929,360	\$2,268,620

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Police Commander	0.00	1.00	1.00
Police Sergeant	0.00	3.00	3.00
Public Safety Records Supervisor	0.00	0.00	1.00
Police ID Technician	0.00	2.00	2.00
Public Safety Dispatcher POC	0.00	0.50	0.00
Police Officer	0.00	11.00	12.00
Police Property Technician	0.00	0.00	1.00
Secretary	0.00	1.00	1.00
Public Safety Clerk	0.00	2.50	4.13
TOTAL POSITIONS	0.00	21.00	25.13

Public Safety	Police Special Operations	Cost Center 101.20.614
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GENERAL INFORMATION

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MISSION

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2009-2010 ACCOMPLISHMENTS

- Obtained a grant for the purchase of two new Honda Police motorcycles.
- Obtained a grant for overtime for specific traffic enforcement issues.
- Implemented a website specifically for our Volunteer Services.
- Completed transition to Innoprise software for alarms.
- Implementation of an Alarm Awareness class for business/residences, targeting those who experience a high amount of false alarms.
- Implementation of periodic open houses at Animal Control and increased animal adoption rates, which was also assisted by placing the animal adoption webpage on the front page of the City’s website.

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

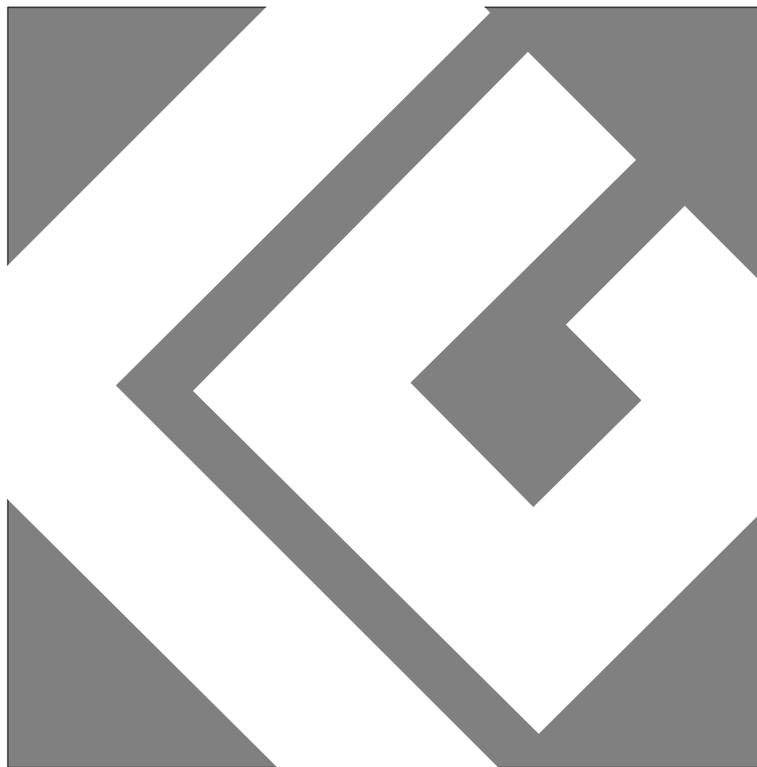
PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Total # of active participants in blockwatch & crime free multi-housing programs	69	87	94	100
Total # of traffic collisions per 1,000 population	25.90	22.00	23.00	22.00
Total # of volunteer hours donated	8,264	11,969	10,459	12,500
Total # of Officer responses to false alarms	2,747	2,600	2,025	2,000

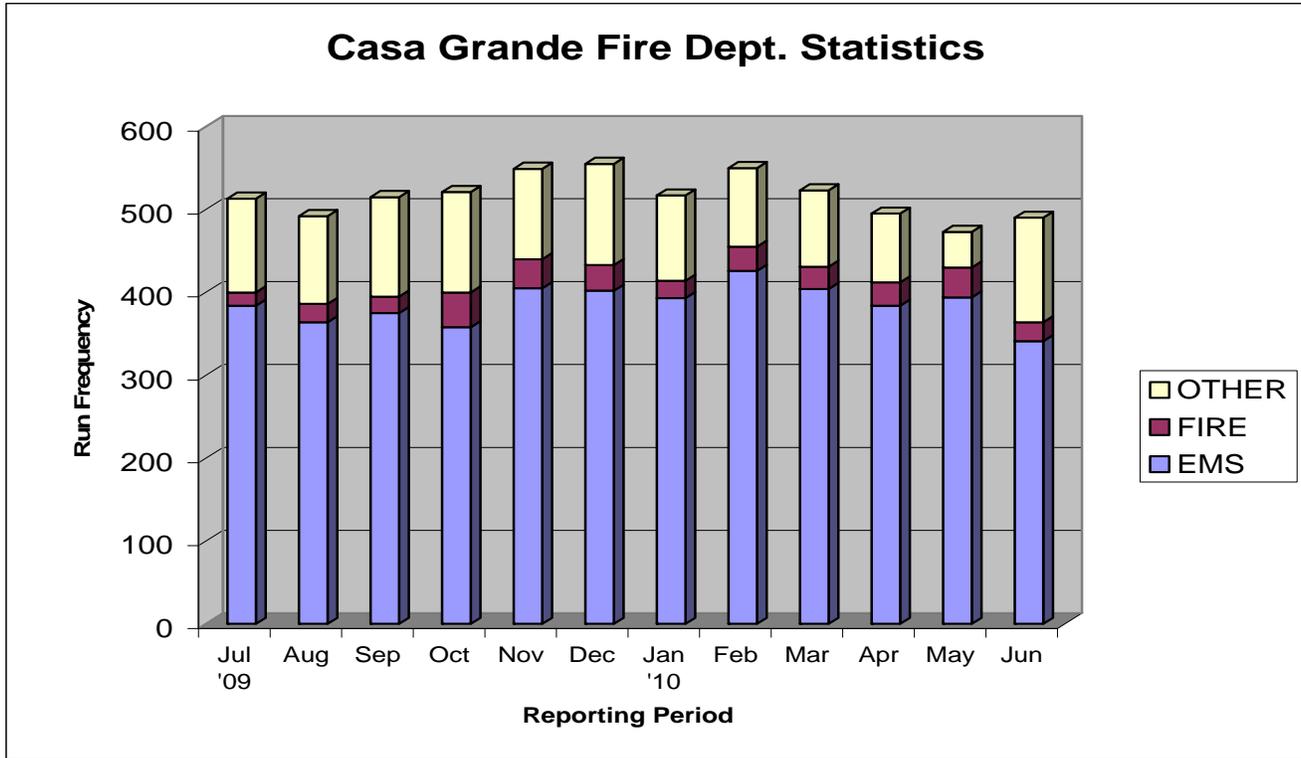
Funding Sources	Amount	% of Funding
General Fund	\$743,660	92.53%
Alarm Permits & Fines	60,000	7.47%
Total Funding	\$803,660	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$973,137	\$948,440	\$844,400	\$774,640
Contractual Services	43,410	18,350	18,800	11,520
Operating Supplies	9,693	24,300	22,500	17,500
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$1,026,240	\$991,090	\$885,700	\$803,660

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Police Commander	0.00	1.00	1.00
Police Sergeant	0.00	1.00	1.00
Police Officer	0.00	6.00	6.00
Alarm/Graffiti Coordinator	0.00	1.00	1.00
Police Volunteer Coordinator	0.00	1.00	1.00
TOTAL POSITIONS	0.00	10.00	10.00

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MONTHLY BREAKDOWN:

2009-10			
	EMS	FIRE	OTHER
Jul '09	384	16	113
Aug	364	22	106
Sep	375	20	120
Oct	358	42	121
Nov	405	35	109
Dec	402	31	122
Jan '10	393	21	103
Feb	426	29	95
Mar	404	27	92
Apr	384	28	83
May	394	36	43
Jun	341	23	126
	4,630	330	1,233

Public Safety	Fire Department	Cost Center 101.20.700
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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 quality customer service, professional fire protection and life safety to meet the needs of our community.

2009-2010 ACCOMPLISHMENTS

- Responded to 5,703 emergencies, of which 4,289 (75.17%) involved emergency medical services, averaging a response time for all incidents of 5 minutes 44 seconds.
- Maintained a department commitment for excellence in public education by initiating in excess of 15,812 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 2009-2010 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).

GOALS AND OBJECTIVES

To enhance the operational efficiency of the Fire Department.

- To minimize injuries and deaths from fires, as well as minimize property damage.
- To save lives and minimize debilitating damage to heart attack victims, victims of accidents, and people with other serious threats to their health and well-being.

BUDGET HIGHLIGHTS

The department’s budget includes funding for:

- ❖ Construction of Station 4 in FY 2010/11.

DEPARTMENTAL BUDGET

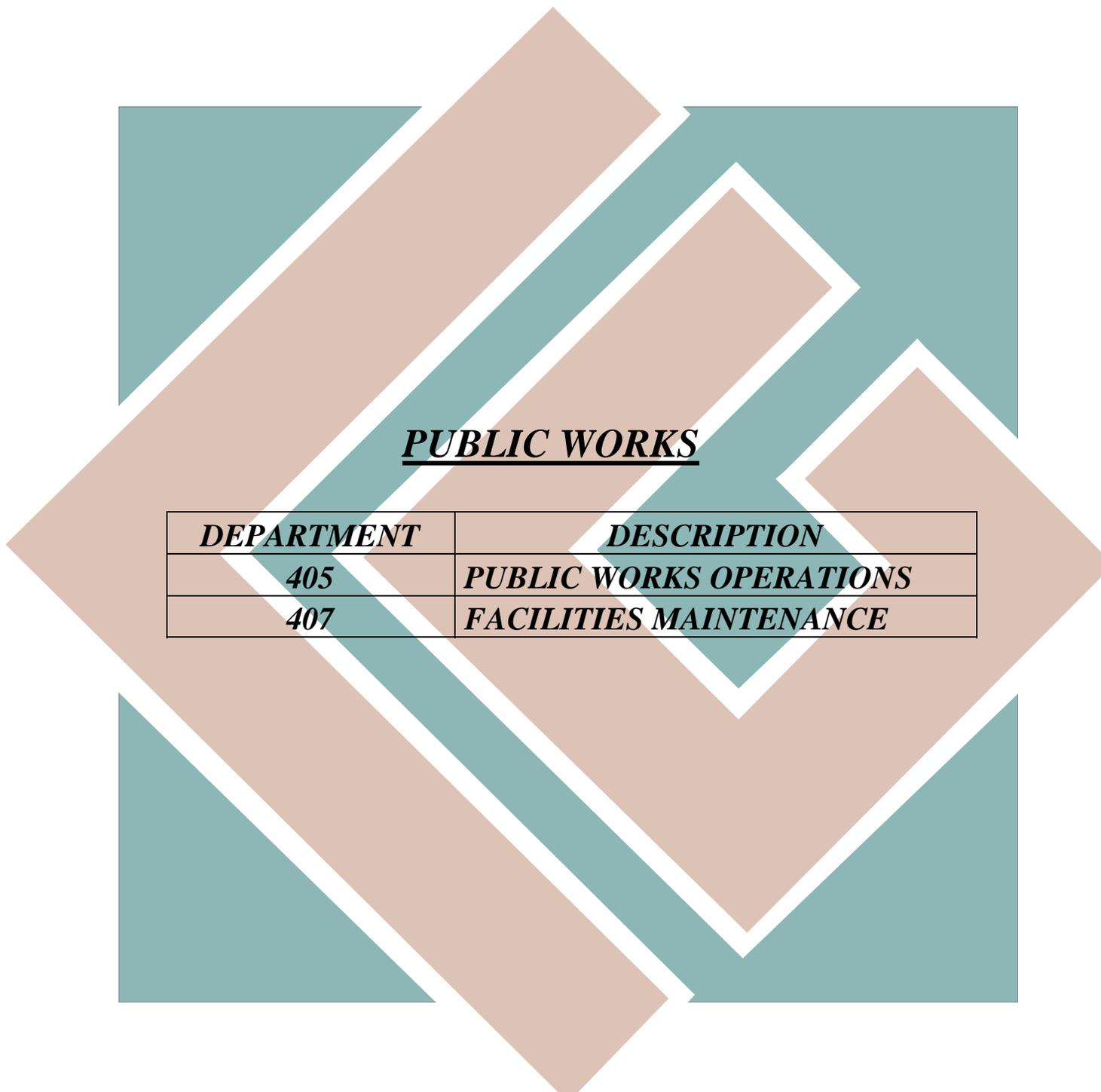
Public Safety	Fire Department	Cost Center 101.20.700
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Residential structure fire incidents per 1,000 structures	2.87	3.64	3.22	2.56
Combined commercial & industrial structure fire incidents per 1,000 structures	15.14	24.04	10.68	11.33
ALS % response under 5 minutes from dispatch to arrival on scene	67%	84%	86%	83%
% of total fire calls with a response time of 5 minutes and under from dispatch to arrival on scene	47%	47%	53%	60%

Funding Sources	Amount	% of Funding
General Fund	\$6,656,160	98.51%
Fees	101,000	1.49%
Total Funding	\$6,757,160	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$5,308,343	\$5,655,240	\$5,276,860	\$5,551,080
Contractual Services	317,909	512,840	504,740	494,420
Operating Supplies	245,703	292,210	237,700	241,340
Capital Outlay	477,744	26,200	26,200	150,000
Debt Service	0	0	0	0
Transfers	795,000	299,190	299,190	320,320
DEPARTMENTAL TOTALS	\$7,144,699	\$6,785,680	\$6,344,690	\$6,757,160

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
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	29.00	30.00	29.00
Management Analyst	0.33	0.25	0.25
Plans Reviewer/Inspector	1.00	1.00	1.00
Fire Prevention Officer	1.00	1.00	1.00
Office Assistant	0.75	1.00	1.00
TOTAL POSITIONS	62.08	63.25	62.25



PUBLIC WORKS

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

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.

2009-2010 ACCOMPLISHMENTS

- Continued to maintain roads and alleys.
- Maintained roads at North Mountain Park.
- Continued to mow ditches, roads, and retentions.
- Provided traffic control for numerous community events.
- Demolished 11 condemned or burned buildings city wide.

GOALS AND OBJECTIVES

To provide effective and efficient services to the community.

- Reduce service request response times.
- Maintain alley ways to be free of obstructions and safe to travel.
- Clean and maintain drainage structures.

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
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Average response time (days) per service request	23	13	2.5	6
# of miles of alley ways maintained	40	40	1	40
% of drainage structures maintained/cleaned	currenty not tracked	currenty not tracked	currenty not tracked	20%

Funding Sources	Amount	% of Funding
General Fund	\$94,980	100.00%
Total Funding	\$94,980	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$104,843	\$67,450	\$66,350	\$66,660
Contractual Services	13,870	20,080	17,450	17,720
Operating Supplies	19,056	3,700	12,200	10,600
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	0	0	0	0
DEPARTMENTAL TOTALS	\$137,769	\$91,230	\$96,000	\$94,980

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Heavy Equipment Operator	1.00	1.00	1.00
TOTAL POSITIONS	1.00	1.00	1.00

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 cost effective maintenance and custodial services for City buildings.

- ❖ Strive for an 80% satisfaction rating.
- ❖ Maintain the custodial cost per sq ft through regular bidding.
- ❖ Maintain the average building costs per sq ft through regular maintenance.

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

Budget includes funding for the first phase of improvements identified through facility assessment.

2009-2010 ACCOMPLISHMENTS

- Replaced 2 air conditioners – one at the Women’s Club and one at the North Operation Center.
- Installed two mini split air conditioners on police radar rooms on Casa Grande Mountain.
- Replaced five exterior entrance door sets on various facilities.
- Installed 2 flat screen plasma monitors in Council chambers.
- Began once a week landscape cleaning at the South Operations Center.
- Completed facility assessment and energy audit of City facilities with consulting services company.

DEPARTMENTAL BUDGET

Health & Sanitation	Facilities Maintenance	Cost Center 101.35.407
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
% of "customers" satisfied with service	Survey not on line	Survey not on line	63%	75%
Custodial cost per sq ft	\$1.54	\$1.51	\$2.63	\$2.65
Average building cost per sq ft	\$1.12	\$1.06	\$6.03	\$6.00

Funding Sources	Amount	% of Funding
General Fund	\$920,400	100.00%
Total Funding	\$920,400	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$222,367	\$219,680	\$210,190	\$223,030
Contractual Services	115,227	132,080	137,180	464,980
Operating Supplies	217,986	208,590	207,690	212,630
Capital Outlay	19,509	25,230	25,230	0
Debt Service	0	0	0	0
Transfers	11,000	18,480	18,480	19,760
DEPARTMENTAL TOTALS	\$586,089	\$604,060	\$598,770	\$920,400

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Facilities Maintenance Supervisor	1.00	1.00	1.00
HVAC Technician	1.00	1.00	1.00
Senior Custodian	1.00	0.00	0.00
Custodian	2.00	2.00	2.00
TOTAL POSITIONS	5.00	4.00	4.00

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COMMUNITY SERVICES

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

Community Services	Downtown Public Library	Cost Center 101.40.360
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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%
- Maintain circulation while decreasing operating and maintenance expenditures, per item circulated, by 5%.

BUDGET HIGHLIGHTS

A part time Page position is frozen for this budget year.

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.

2009-2010 ACCOMPLISHMENTS

- Transitioned to the Pinal County Library District consortium and an updated version of our Polaris ILS (Integrated Library System).
- Adult Literacy Program continues to grow with a steady increase of adult learners requiring assistance and adult tutors providing that assistance.
- With financial support from the Pinal County Library District and the Friends of The Library, 34 new public computers and “The Beam” wire management system were deployed in the computer area of the library.
- Offer adult classes in computer basics, Excel spreadsheets, digital cameras, genealogy, and the use of Facebook.

DEPARTMENTAL BUDGET

Community Services Downtown Public Library Cost Center 101.40.360

PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Circulation	229,446	244,557	262,681	255,000
# of library visits	271,683	287,638	250,900	290,000
# of computer visits	92,080	82,890	79,356	86,000

Funding Sources	Amount	% of Funding
General Fund	\$698,210	97.22%
Library fines	20,000	2.78%
Total Funding	\$718,210	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$629,531	\$618,020	\$629,620	\$584,640
Contractual Services	39,373	41,300	53,240	38,010
Operating Supplies	136,605	94,600	94,300	95,560
Capital Outlay	36,854	68,091	68,100	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$842,363	\$822,011	\$845,260	\$718,210

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
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	2.00
Library Assistant	3.50	3.50	4.50
Library Page	2.00	2.00	1.00
TOTAL POSITIONS	13.50	13.50	12.50

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.

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%
- Maintain circulation while decreasing operating and maintenance expenditures, per item circulated by 5%.

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.

BUDGET HIGHLIGHTS

First full year of operation.

2009-2010 ACCOMPLISHMENTS

- Library opened in August, 2009 to meet the educational needs of the Vista Grande students and faculty, as well as growing community needs for all library services.
- Increased library collection from 20,000 items to 28,000.
- Implemented a teen gaming program, as well as an active Teen Advisory Board.
- Youth programming, including a Saturday storytime.

Community Services Vista Grande Public Library Cost Center 101.40.365

PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Circulation	N/A	N/A	67,109	70,000
# of library visits	N/A	N/A	103,368	130,000
# of computer visits	N/A	N/A	22,428	23,000
*New department in FY 2008-2009				

Funding Sources	Amount	% of Funding
General Fund	\$424,600	100.00%
Library Fines	0	0.00%
Total Funding	\$424,600	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$418,420	\$309,900	\$336,950
Contractual Services	0	15,040	9,640	23,050
Operating Supplies	6,745	67,600	61,600	64,600
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$6,745	\$501,060	\$381,140	\$424,600

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Librarian	2.33	3.00	2.00
Library Assistant	4.33	5.00	4.50
Library Page	1.50	1.50	1.00
TOTAL POSITIONS	8.16	9.50	7.50

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.

2009-2010 ACCOMPLISHMENTS

- Currently using 8 volunteer drivers/delivery people from business and RV parks to assist with the Home Delivery Meal Program. This is the 7th year for this program.
- Started a Wii fitness program.
- Purchased an AED for the Dorothy Powell Senior Center.
- Received LTAF money to continue funding the Rider Assistance program.
- For the fourth year, staff & volunteers from the Dorothy Powell Senior Adult Center helped build over 30 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.

- To seek a level of external funding to maintain or reduce the subsidy for Senior Adult programs.

BUDGET HIGHLIGHTS

- ❖ Secured a \$500 sponsorship for the annual Senior Prom event
- ❖ Received LTAF funds towards the transportation program.

DEPARTMENTAL BUDGET

Community Services	Senior Adult Services	Cost Center 101.40.510
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
# of visits to Dorothy Powell Senior Adult Center	85,884	86,874	78,730	70,000
# of meals served	46,363	44,251	39,864	40,000
# of volunteer hours worked	Not tracked	Not tracked	6,729	7,500

Funding Sources	Amount	% of Funding
General Fund	\$172,290	69.67%
Recreation fees	75,000	30.33%
Total Funding	\$247,290	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$84,839	\$113,490	\$63,340	\$107,070
Contractual Services	36,658	39,150	39,150	20,350
Operating Supplies	51,387	58,400	60,600	88,870
Capital Outlay	0	1,500	1,500	31,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$172,884	\$212,540	\$164,590	\$247,290

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Recreation Prog. Coordinator	0.75	1.00	1.00
Recreation Program Clerk	2.00	0.50	0.50
Ceramics Supervisor	0.00	0.50	0.50
Kitchen Aide	0.00	0.50	0.50
Lapidary Instructor	0.00	0.50	0.50
Lapidary Super Sub	0.00	0.13	0.12
Recreation Aide	0.00	0.50	0.50
Recreation Aide – Sr. Center	0.00	0.13	0.13
TOTAL POSITIONS	2.75	3.76	3.75

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.
- Maintain cost per developed acre.

MISSION

To provide services for well-rounded quality educational and recreational opportunities that reflects the interest of our diverse community. We strive to improve the quality of life through parks, open space and trails, equal access to a diversity of materials through library services and a variety of recreational programs and activities for the community.

BUDGET HIGHLIGHTS

- ❖ The Parks Maintenance Division will be resurfacing tennis courts within Dave White Regional Park and plans to replace sports field lights at O’Neil Park south fields.
- ❖ Added new turf mower to address growth.

2009-2010 ACCOMPLISHMENTS

- Completed Heritage Grant Scope of Work at Ed Hooper Rodeo Park including second arena, removal and installation of new bleachers at original arena and new restroom building.
- Received Great Tree of Arizona award for Eucalyptus in Peart Park from Arizona Community Tree Council, Inc.
- Coordinated two volunteer trail building events at Casa Grande Mountain Park.
- Landscaping completed at the Ed and Lillian Pederson Memorial for Fallen City employees.
- Completed parking lot improvements at Villago Park, Rancho Grande Park, Burrus Park, Ed Hooper Park, Dave White Regional Park, Little League Complex, Peart Center, Dorothy Powell Senior Adult Center, Downtown Library, Woman’s Club, and San Carlos East and West walkways.
- Assisted with design, construction and training sessions and performed initial maintenance of six multipurpose fields at the Performance Institute.
- Coordinated with Arts & Humanities Commission on landscape and installation of rock veneer at Cook Plaza.
- Completed prototype restroom buildings construction of three units at Peart Park, Dave White and Ed Hooper Parks.

DEPARTMENTAL BUDGET

Community Services	Parks Maintenance	Cost Center 101.40.515
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Developed park acres per 1,000 population	13.71	10.95	10.95	12.33
Cost of maintenance per developed acre	N/A	\$1,521	\$1,167	\$1,500
Park Maintenance FTE's per 100 acres	2.97	2.18	2.18	2.20

Funding Sources	Amount	% of Funding
General Fund	\$2,635,680	93.51%
Rental	183,000	6.49%
Total Funding	\$2,818,680	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$1,175,245	\$1,178,730	\$1,122,230	\$1,153,460
Contractual Services	212,618	251,390	256,290	248,460
Operating Supplies	717,109	642,800	767,000	661,000
Capital Outlay	242,199	619,900	388,900	675,500
Debt Service	49,788	49,660	49,660	49,660
Transfers	27,000	41,360	41,360	30,600
DEPARTMENTAL TOTALS	\$2,423,959	\$2,783,840	2,625,440	\$2,818,680

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
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	1.25	1.25
TOTAL POSITIONS	18.00	19.25	19.25

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 services for well-rounded quality educational and recreational opportunities that reflect the interest of our diverse community. We strive to improve the quality of life through parks, open space, and trails, along with equal access to a diversity of materials through library services, and a variety of recreational programs and activities for the community.

2009-2010 ACCOMPLISHMENTS

- Increased participation in adult softball leagues, youth basketball, and photo contest.
- Hosted the summer 2010 Junior Golf program in conjunction with PGA professionals from Dave White Golf Course.
- Annual 4th of July celebration was held at the Paul Mason Sportsplex, with an estimated 7000 attendees.
- Held 2nd annual Doggie Dive-In.
- Provided recreation activities for the Casa Grande Elementary School District 21st Century Program at two schools.
- Created an all girls youth basketball league for ages 12-14.

GOALS AND OBJECTIVES

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

- Increase number of classes meeting or exceeding full-cost recovery.

BUDGET HIGHLIGHTS

- ❖ Received a grant from Arizona Commission of the Arts for the annual City Celebration event.
- ❖ Received sponsorships for the Youth Basketball League and the Hershey Track & Field Meet.

DEPARTMENTAL BUDGET

Community Services	Recreation Programs	Cost Center 101.40.525
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
% of cost recovery	78%	84%	93%	85%
# of participants in programs	254,049	295,545	329,105	350,000
Program response satisfaction rate from Survey	N/A	N/A	92%	92%

Funding Sources	Amount	% of Funding
Recreation Fees	\$219,650	100.00%
Total Funding	\$219,650	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$90,672	\$64,400	\$64,790	\$88,800
Contractual Services	51,304	47,050	47,050	73,050
Operating Supplies	54,392	56,000	56,000	57,800
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	0	0	0	0
DEPARTMENTAL TOTALS	\$196,368	\$167,450	\$167,840	\$219,650

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Not applicable to this department.			
TOTAL POSITIONS	0.00	0.00	0.00

Community Services	Len Colla Center	Cost Center 101.40.530
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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.

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.

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.

BUDGET HIGHLIGHTS

The budget includes funding to accomplish the following:

- ❖ Program use of gymnasium opening in fall 2010.

2009-2010 ACCOMPLISHMENTS

- Held 8th Annual Unity march.
- Held annual Easter Celebration & Easter egg hunt in April, and annual Cinco de Mayo celebration in May.
- Held approximately 60 healthy food demonstrations.
- Began transportation from middle schools to Len Colla Center.
- Held 1st Annual Teen Center Prom fashion show and 1st Annual Art contest.
- Developed the Len Colla/Mosley Park K-9 program.

DEPARTMENTAL BUDGET

Community Services	Len Colla Center	Cost Center 101.40.530
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Total # of participants	11,334	10,882	14,601	15,000
Cost per participant	\$9.74	\$12.61	\$10.34	\$13.00

Funding Sources	Amount	% of Funding
Recreation Fees	\$75,000	29.97%
General Fund	175,210	70.03%
Total Funding	\$250,210	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$119,538	\$104,460	\$122,070	\$118,790
Contractual Services	637	4,220	4,220	4,720
Operating Supplies	20,878	32,700	21,700	41,700
Capital Outlay	4,818	0	0	85,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$145,871	\$141,380	\$147,990	\$250,210

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
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	0.50
Recreation Instructor	0.00	0.00	0.50
Teen Site Directaor	0.00	0.00	0.50
TOTAL POSITIONS	3.00	3.00	3.00

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.

- Reduce city subsidized events to minimize cost per hour of operation without reducing services.
- Obtain additional sponsors for special events to minimize cost.

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 Capital items for replacement of outdoor furnishings, climbing wall, and key card system.

2009-2010 ACCOMPLISHMENTS

- Redesigned the Learn to Swim program to meet the new Red Cross standards.
- Participated in the annual American Red Cross Lifeguard Olympics.
- Held second 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.

2009-2010 ACCOMPLISHMENTS

- Developed the Adopt a Park program for various clean up projects.
- Partnered with the Sanitation department to hold a design-a-calendar contest for 3rd, 4th & 5th grade students.

Community Services Keep Casa Grande Beautiful Cost Center 101.40.545

PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Total # of volunteer hours	1,092	1,322	1,347	1,300
% of residents who feel the cleanliness of Casa Grande is Excellent or Good	N/A	N/A	78%	80%

Funding Sources	Amount	% of Funding
General Fund	\$15,130	100.00%
Total Funding	\$15,130	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$18,594	\$15,100	\$4,750	\$14,360
Contractual Services	388	520	470	470
Operating Supplies	298	300	300	300
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$19,280	\$15,920	\$5,520	\$15,130

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Recreation Program Coordinator	0.25	0.25	0.25
TOTAL POSITIONS	0.25	0.25	0.25

Community Services

General Recreation

Cost Center 101.40.550

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.

- Maintain at least an 80% cost recovery for recreation programs.

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

Budget includes \$160,000 to charge for sanitation services provided by the Enterprise Fund.

2009-2010 ACCOMPLISHMENTS

- Received 3 awards for the Arizona Parks & Recreation Association.
- Received certification as a Playful City USA for the 2nd year.
- Have partnership agreements with many agencies.
- Completed first full year of online registration process.

Community Services	General Recreation	Cost Center 101.40.550
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
% of cost recovery	78%	84%	85%	80%

Funding Sources	Amount	% of Funding
General Fund	\$817,420	100.00%
Total Funding	\$817,420	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$559,472	\$542,450	\$576,500	\$551,940
Contractual Services	27,486	41,230	37,530	38,820
Operating Supplies	39,239	43,800	41,500	204,200
Capital Outlay	27,748	0	4,380	0
Debt Service	0	0	0	0
Transfers	6,000	7,900	7,900	22,460
DEPARTMENTAL TOTALS	\$659,945	\$635,380	\$667,810	\$817,420

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Community Services Director	1.00	1.00	1.00
Recreation Program Superintendent	1.00	1.00	1.00
Management Analyst	1.33	1.00	1.00
Recreation Program Coordinator	2.75	1.00	1.00
Admin. Assistant	1.00	1.00	1.00
Recreation Programmer	1.00	1.75	1.75
Landscape Planner	1.00	0.00	0.00
TOTAL POSITIONS	9.08	6.75	6.75

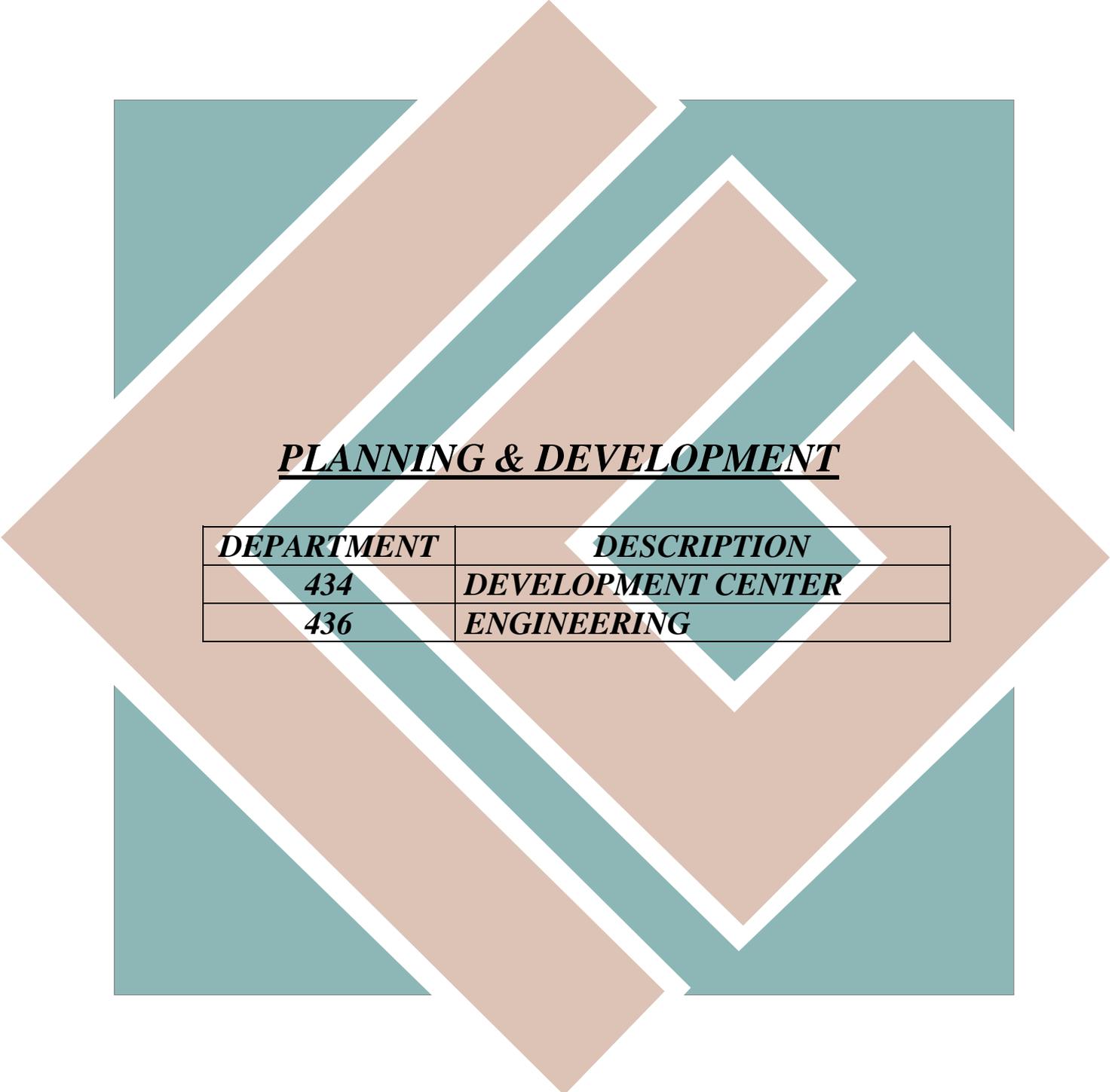
Community Services	Women's Club	Cost Center 101.40.562
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
None available				

Funding Sources	Amount	% of Funding
General Fund	\$8,800	100.00%
Total Funding	\$8,800	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	6,456	9,400	9,300	8,800
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$6,456	\$9,400	\$9,300	\$8,800

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Not applicable to this department.			
TOTAL POSITIONS	0.00	0.00	0.00



PLANNING & DEVELOPMENT

<i>DEPARTMENT</i>	<i>DESCRIPTION</i>
<i>434</i>	<i>DEVELOPMENT CENTER</i>
<i>436</i>	<i>ENGINEERING</i>

Planning & Development

Development Center

Cost Center 101.45.434

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.

2009-2010 ACCOMPLISHMENTS

- Published digital zoning map to City website.
- Published parcel/addressed based zoning search engine to the City website with links to zone definitions and copy of ordinance.
- Published complete library of digital copies of all Planned Area Development guides to City website.
- Created online Code Enforcement complaint form and case status report.

GOALS AND OBJECTIVES

Improve the Development Center’s level of service.

- Review 90% of all tenant improvement plans within 14 days.
- Increase voluntary compliance with Code Compliance.
- Annex property as it becomes feasible.
- Review 90% of new commercial building plans within 30 days.

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

PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
% increase in land area within City limits	11%	5%	1%	1%
% of new commercial building first reviews completed within 30 days	85%	93%	88%	92%
% of first reviews on tenant improvements completed within 14 days	60%	86%	91%	95%
% of voluntary compliance with code	96%	94%	87%	92%

Funding Sources	Amount	% of Funding
General Fund	\$1,529,130	72.67%
Permits & Fees	575,000	27.33%
Total Funding	\$2,104,130	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$1,950,503	\$2,023,740	\$1,903,200	\$1,964,150
Contractual Services	304,799	164,970	63,970	88,150
Operating Supplies	30,215	18,610	22,700	27,360
Capital Outlay	0	0	0	0
Debt Service	6,780	6,760	6,760	6,760
Transfers	19,000	17,820	17,820	17,710
DEPARTMENTAL TOTALS	\$2,311,297	\$2,231,900	\$2,014,450	\$2,104,130

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
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 Compliance Specialist	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
TOTAL POSITIONS	29.00	29.00	26.00

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)

GOALS AND OBJECTIVES

Complete all Capital Improvement projects on time and within budget limits.

- Reduce traffic incidents through proper traffic design.
- Inspect projects to prevent premature degradation and insure safety.
- Maintain the cost per road lane mile reconstructed.

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.

BUDGET HIGHLIGHTS

No substantial changes.

2009-2010 ACCOMPLISHMENTS

- Achieved substantial completion on a 3 mile sewer extension on Burris Rd.
- Completed 30% conceptual plans for Rodeo Rd sewer interceptor.
- Completed plans & specifications for Kortsen Rd sewer extension phase IV.
- Approved all ADEQ delegated projects.
- Managed the ongoing Wastewater Treatment Plant expansion.

DEPARTMENTAL BUDGET

Public Works	Engineering	Cost Center 101.45.436
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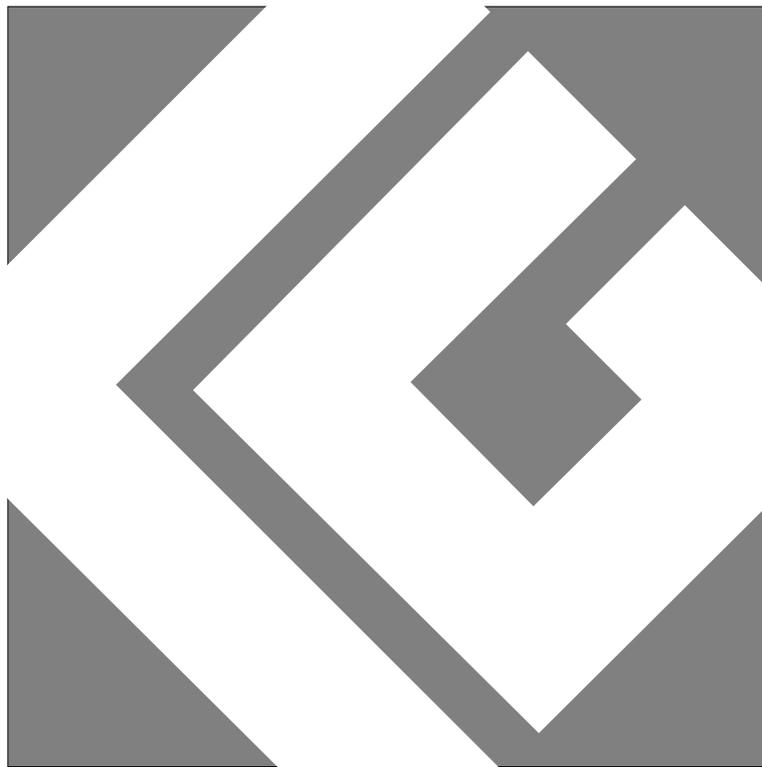
PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
# of active CIP projects	N/A	N/A	15	60
# of active requests for information or assistance	N/A	N/A	35	140

Funding Sources	Amount	% of Funding
General Fund	\$542,730	84.31%
Engineering Fees	101,000	15.69%
Total Funding	\$643,730	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$492,836	\$582,720	\$480,850	\$572,400
Contractual Services	19,715	47,350	44,850	32,410
Operating Supplies	16,866	11,770	17,100	11,570
Capital Outlay	0	11,300	0	0
Debt Service	13,006	12,970	12,770	12,970
Transfers	16,000	18,220	18,220	14,380
DEPARTMENTAL TOTALS	\$558,423	\$684,330	\$573,790	\$643,730

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Senior Civil Engineer	1.00	0.00	0.00
Civil Engineer	2.00	2.00	2.00
Traffic Engineer	0.00	1.00	1.00
Project Manager	1.00	0.00	0.00
Construction Inspector	3.00	3.00	3.00
Engineering Technician	1.00	1.00	1.00
TOTAL POSITIONS	8.00	7.00	7.00

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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.

<i>FUND</i>	<i>DESCRIPTION</i>
<i>201</i>	<i>STREET MAINTENANCE HURF ½ Cent Sales Tax</i>
<i>205</i>	<i>MUNICIPAL AIRPORT</i>
<i>206</i>	<i>PARKS DEVELOPMENT</i>
<i>210</i>	<i>COMMUNITY ARTS</i>
<i>215</i>	<i>WILDLAND FIREFIGHTING</i>
<i>220</i>	<i>GRANTS & SUBSIDIES</i>
<i>225</i>	<i>REDEVELOPMENT FUND</i>
<i>226</i>	<i>PERFORMANCE INSTITUTE</i>
<i>230</i>	<i>PROMOTION & TOURISM</i>
<i>235</i>	<i>COURT ENHANCEMENT FUND</i>
<i>236</i>	<i>PROBATIONARY FUND</i>
<i>241, 242, 250, 251, 252, 255, 260</i>	<i>COMMUNITY ENRICHMENT Housing Programs</i>

DEPARTMENTAL BUDGET

Consolidated Special Revenues-Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$50,526,858	\$40,320,807	\$40,320,807	\$41,073,917
REVENUE SOURCES:				
Taxes	\$580,906	\$350,000	\$449,000	\$375,000
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	6,205,350	7,001,420	5,000,320	6,588,630
Grants and Entitlements	1,258,471	5,184,000	2,602,580	3,517,890
Charges for Services	1,324,031	1,694,000	1,817,720	2,283,000
Development Impact Fees	1,322,298	2,027,000	1,533,600	1,618,000
Fines & Forfeitures	71,454	54,000	55,000	60,000
Miscellaneous Revenue	177,452	2,461,000	609,730	1,358,990
Interest	259,735	314,000	31,570	102,400
OTHER FINANCING SOURCES:				
Transfers In	936,954	5,000	43,500	129,000
Proceeds from Lease Purchase	0	1,150,000	0	1,150,000
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$12,136,651	\$20,240,420	\$12,143,020	\$17,182,910
EXPENDITURES:				
Personnel	\$2,405,113	\$2,038,626	\$2,500,520	\$2,493,890
Contractual Services	1,687,043	4,341,364	2,989,110	4,442,600
Operating Supplies	2,487,782	2,297,700	2,343,850	3,054,670
Capital Outlay	14,323,192	22,482,690	2,269,670	20,541,540
Debt Service	279,603	175,670	228,070	254,770
OTHER USES:				
Transfers Out	1,159,969	1,036,690	1,058,690	1,613,240
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$22,342,702	\$32,372,740	\$11,389,910	\$32,400,710
Ending Fund Balance	\$40,320,807	\$28,188,487	\$41,073,917	\$25,856,117

DEPARTMENTAL BUDGET

Street Maintenance Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$8,783,887	\$8,792,118	\$8,792,118	\$8,887,188
REVENUE SOURCES:				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	4,977,054	5,242,420	4,150,000	5,182,630
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	10,000	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	72,127	370,000	10,000	40,000
Interest	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	749,176	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$5,798,357	\$5,612,420	\$4,170,000	\$5,222,630
EXPENDITURES:				
Personnel	\$1,268,097	\$1,327,280	\$1,375,220	\$1,300,440
Contractual Services	447,707	1,267,510	964,930	1,753,040
Operating Supplies	856,703	790,460	780,020	1,273,130
Capital Outlay	2,330,743	2,416,000	208,030	3,453,000
Debt Service	172,619	68,830	121,230	159,250
OTHER USES:				
Transfers Out	714,257	625,500	625,500	549,170
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$5,790,126	\$6,495,580	\$4,074,930	\$8,488,030
Ending Fund Balance	\$8,792,118	\$7,908,958	\$8,887,188	\$5,621,788
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Unreserved Fund Balance	\$8,792,118	\$7,908,958	\$8,887,188	\$5,621,788

Street Maintenance	Highway User Revenue Fund	Cost Center 201.25.430
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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 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.

2009-2010 ACCOMPLISHMENTS

- Replaced broken, raised and cracked sidewalks at numerous locations around the City.
- Installed several new handicap ramps throughout the City as warranted.
- Installed 2 in ground lighted crosswalks.
- Crack sealed 305,000 sq yards of pavement.
- Installed 4 emergency pre-emption systems to City owned gated facilities.
- Crack sealed taxi way at the Airport.
- Installed a sewer line and tap at the Airport.
- Installed sidewalks and curbing at the new Animal Control facility.
- Constructed new parking lot and dirt work for the new arena at the Rodeo grounds.

GOALS AND OBJECTIVES

Provide well maintained public right-of-ways to insure the safe movement of vehicle and pedestrian traffic.

- Maintain an average response time of 5 days.
- Sweep 100% of streets one time per year.
- Install four traffic signals.
- Complete implementation of pavement management program.

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

PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Average response time (days) per service request	6.5	8.0	4.0	6.0
# of road lane miles paved	1.8	2.5	10.0	6.7
% of streets swept	100%	100%	100%	100%
# of pothole service request received	18	10	13	10

Funding Sources	Amount	% of Funding
HURF	\$2,702,630	98.54%
Interest Income	20,000	0.73%
Misc. Income	20,000	0.73%
Total Funding	\$2,742,630	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$1,268,097	\$1,327,280	\$1,375,220	\$1,300,440
Contractual Services	322,861	1,012,510	725,570	1,153,040
Operating Supplies	818,266	790,460	778,020	1,273,130
Capital Outlay	714,299	1,816,000	208,030	953,000
Debt Service	68,806	51,130	64,290	154,690
Transfers Out	714,257	625,500	625,500	549,170
DEPARTMENTAL TOTALS	\$3,906,586	\$5,622,880	\$3,776,630	\$5,383,470

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Streets Superintendent	1.00	1.00	1.00
Traffic Engineer	1.00	0.00	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	7.00	7.00
Signal Light Tech. Assistant	1.00	1.00	1.00
Senior Maintenance Worker	2.00	0.00	0.00
Maintenance Worker	3.00	5.00	5.00
Accounting Clerk	1.00	0.00	0.00
Office Assistant	0.00	1.00	1.00
TOTAL POSITIONS	22.00	19.00	19.00

Street Maintenance	1/2 Percent Sales Tax	Cost Center 201.25.431
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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 street reconstruction.
- Val Vista corridor study.

2009-2010 ACCOMPLISHMENTS

Accomplishments are reflected in the Highway User Revenue Fund.

DEPARTMENTAL BUDGET

Street Maintenance	1/2 Percent Sales Tax	Cost Center 201.25.431
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Street improvements (miles)	0.00	2.50	1.00	2.50
Street construction (miles)	3.00	1.00	1.00	2.00

Funding Sources	Amount	% of Funding
1/2 Cent Sales Tax	\$2,300,000	100.00%
Total Funding	\$2,300,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	62,423	255,000	219,680	600,000
Operating Supplies	38,437	0	2,000	0
Capital Outlay	1,616,444	600,000	0	2,500,000
Debt Service	103,813	17,700	56,940	4,560
DEPARTMENTAL TOTALS	\$1,821,117	\$872,700	\$278,620	\$3,104,560

AUTHORIZED POSITIONS CLASSIFICATION	PAY RANGE	NUMBER OF PERSONNEL 2008-09	NUMBER OF PERSONNEL 2009-10	NUMBER OF PERSONNEL 2010-11
Not applicable to this department.				
TOTAL POSITIONS		0.00	0.00	0.00

DEPARTMENTAL BUDGET

System Development Revenues/Expenditures/Changes in Fund Balance

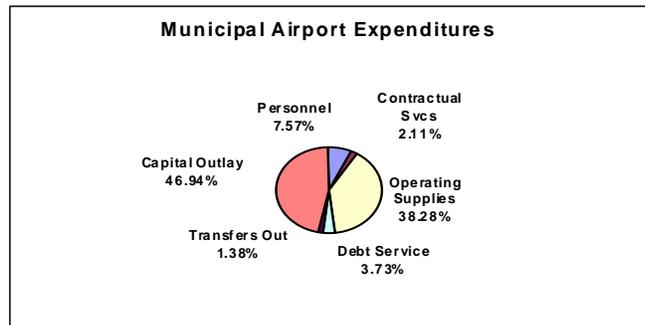
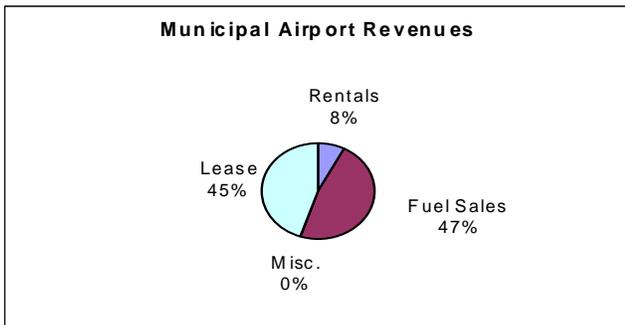
	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$37,316,170	\$27,046,776	\$27,046,776	\$27,839,026
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	1,322,298	2,027,000	1,533,600	1,618,000
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	0	0	0	0
Interest	246,266	300,000	30,000	100,000
OTHER FINANCING SOURCES:				
Transfers In	0	0	22,000	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$1,568,564	\$2,327,000	\$1,585,600	\$1,718,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	1,238	80,000	65,200	75,000
Operating Supplies	275,976	315,000	200,000	250,000
Capital Outlay	11,156,659	11,841,000	153,150	11,164,320
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	404,085	375,000	375,000	375,000
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$11,837,958	\$12,611,000	\$793,350	\$11,864,320
Ending Fund Balance	\$27,046,776	\$16,762,776	\$27,839,026	\$17,692,706
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	\$27,046,776	\$16,762,776	\$27,839,026	\$17,692,706

Projects for FY 2010-11:			
Public Safety building	1,500,000	Streets - Traffic Signals	619,920
Fire station - 504	2,000,000	Cottonwood Lane	3,000,000
Library collection	250,000	Police Communications	220,000
North Operations Center	7,000,000	Vehicles	39,400
Community Rec Center design	750,000	Police Vehicles	44,000
Misc. equipment	66,000	Parks	75,000
Len Colla Center	400,000	Impact Fee Study	25,000

DEPARTMENTAL BUDGET

Municipal Airport-Revenues/Expenditures/Other Sources and Uses

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$255,987	\$99,957	\$99,957	\$757
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	0	0	0	0
Charges for Services	1,297,773	1,394,000	1,179,200	1,403,000
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	450	1,000	5,000	12,000
Interest	1,829	2,000	100	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	1,150,000	0	1,150,000
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$1,300,052	\$2,547,000	\$1,184,300	\$2,565,000
EXPENDITURES:				
Personnel	\$206,684	\$194,640	\$190,750	\$194,060
Contractual Services	35,827	56,940	54,140	53,800
Operating Supplies	1,066,187	1,001,400	826,680	981,590
Capital Outlay	0	1,219,500	68,900	1,203,550
Debt Service	106,984	106,840	106,840	95,520
OTHER USES:				
Transfers Out	40,400	36,190	36,190	35,420
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$1,456,082	\$2,615,510	\$1,283,500	\$2,563,940
Ending Fund Balance	\$99,957	\$31,447	\$757	\$1,817
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Ending Fund Balance	\$99,957	\$31,447	\$757	\$1,817



Public Works	Municipal Airport	Cost Center 205.30.260
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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.

- Operate the airport at breakeven.
- Sell aviation and jet fuel at a competitive price to attract additional planes.
- Increase hangar space available for rental.

MISSION

To provide a safe and efficient airport, provide for upgrades and additions to the airport to accommodate growth.

BUDGET HIGHLIGHTS

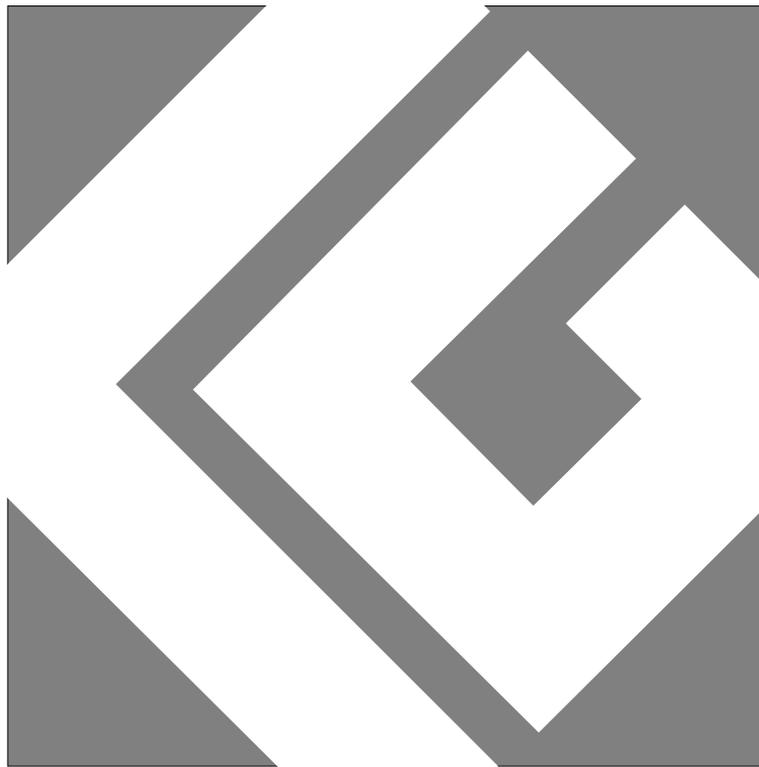
The department's budget includes funding to accomplish the following:

- ❖ Pavement maintenance.

2009-2010 ACCOMPLISHMENTS

- Hosted the 52nd Annual Cactus Fly-In.
- Conducted monthly Airport Advisory Board meetings.
- Operated Airport Industrial Park Design Review Committee meetings.
- Hosted the Copperstate Regional Fly-In.
- Instituted a Land Lease program to allow private individuals to construct hangars that will base at least 12 additional aircrafts at the airport.

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DEPARTMENTAL BUDGET

Parks Development Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$771,467	\$791,062	\$791,062	\$825,042
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	55,705	31,000	45,500	33,000
Interest	8,211	8,000	1,000	2,000
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$63,916	\$39,000	\$46,500	\$35,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	31,483	580,000	12,520	570,000
Operating Supplies	0	0	0	0
Capital Outlay	12,838	0	0	100,000
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$44,321	\$580,000	\$12,520	\$670,000
Ending Fund Balance	\$791,062	\$250,062	\$825,042	\$190,042
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Ending Fund Balance	\$791,062	\$250,062	\$825,042	\$190,042

Community Services	Parks Development Fund	Cost Center 206.40.535
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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 funding for second phase of trail construction for Casa Grande Mountain Park.

2009-2010 ACCOMPLISHMENTS

- Design & development of trail system at Casa Grande Mountain Park.
- Purchased trail building tools.
- Sponsored two volunteer trail building events with over 1,700 feet of trail completed.
- Installed 8000 linear feet of barbed wire fence on the southern and eastern boundaries of Casa Grande Mountain Park.

DEPARTMENTAL BUDGET

Community Services	Parks Development Fund	Cost Center 206.40.535
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Not applicable to this department.				

Funding Sources	Amount	% of Funding
Rental Income	\$33,000	94.29%
Interest Income	2,000	5.71%
Total Funding	\$35,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	31,483	580,000	12,520	570,000
Operating Supplies	0	0	0	0
Capital Outlay	12,838	0	0	100,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$44,321	\$580,000	\$12,520	\$670,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Not applicable to this department.			
TOTAL POSITIONS	0.00	0.00	0.00

DEPARTMENTAL BUDGET

Community Arts Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$12,586	\$20,783	\$20,783	\$19,713
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	17,033	20,000	50,010	17,000
Interest	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	5,000	5,000	21,500	5,000
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$22,033	\$25,000	\$71,510	\$22,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	849	0	1,500	3,000
Operating Supplies	547	0	17,000	360
Capital Outlay	12,440	48,000	54,080	25,000
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$13,836	\$48,000	\$72,580	\$28,360
Ending Fund Balance	\$20,783	(\$2,217)	\$19,713	\$13,353
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	\$20,783	(\$2,217)	\$19,713	\$13,353

DEPARTMENTAL BUDGET

City Clerk	Community Arts Fund	Cost Center 210.40.044
General Information:		
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	22.73%
Donation	17,000	77.27%
Total Funding	\$22,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	849	0	1,500	3,000
Operating Supplies	547	0	17,000	360
Capital Outlay	12,440	48,000	54,080	25,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$13,836	\$48,000	\$72,580	\$28,360

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Not applicable to this department.			
TOTAL POSITIONS	0.00	0.00	0.00

DEPARTMENTAL BUDGET

Culture and Recreation	Wildland Firefighting	Cost Center 215.20.705
General Information:		
<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%
Total Funding	\$60,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$29,696	\$0	\$29,700
Contractual Services	0	18,964	940	18,960
Operating Supplies	0	11,340	300	11,340
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$0	\$60,000	\$1,240	\$60,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
positions charged as they are called out on emergencies			
TOTAL POSITIONS	0.00	0.00	0.00

DEPARTMENTAL BUDGET

Grants and Subsidies Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	(\$314,566)	(\$631,095)	(\$631,095)	(\$167,315)
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	1,258,471	5,184,000	2,602,580	3,517,890
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	490	2,010,000	437,520	1,245,990
Interest	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	\$182,778	\$0	\$0	\$124,000
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$1,441,739	\$7,194,000	\$3,040,100	\$4,887,880
EXPENDITURES:				
Personnel	648,280	155,250	666,060	641,720
Contractual Services	342,393	300,000	569,270	405,800
Operating Supplies	277,352	179,500	362,480	373,250
Capital Outlay	489,016	4,303,240	956,510	2,477,000
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	1,227	0	22,000	153,650
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$1,758,268	\$4,937,990	\$2,576,320	\$4,051,420
Ending Fund Balance	(\$631,095)	\$1,624,915	(\$167,315)	\$669,145
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Ending Fund Balance	(\$631,095)	\$1,624,915	(\$167,315)	\$669,145

DEPARTMENTAL BUDGET**GRANTS & SUBSIDIES**

FUNDING SOURCE	GRANT	AWARD AMOUNT	CITY MATCH	TOTAL GRANT
Arizona Attorney General's Office	Cover a portion of the Victim's Rights and Assistance Specialist's salary.	\$6,825	\$0	\$6,825
Arizona Criminal Justice Commission	Cover a portion of the Victim's Rights and Assistance Specialist's salary.	\$11,200	\$0	\$11,200
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				
	East terminal parking & utilities	\$90,000	\$10,000	\$100,000
	Master Plan update	\$135,000	\$15,000	\$150,000
	South apron	\$74,127	\$8,236	\$82,363
	West apron	\$27,123	\$0	\$27,123
	West terminal utilities	\$45,000	\$5,000	\$50,000
Safe Routes to School	Install 8 ADA ramps, restripe school crosswalks, and install solar lights along the San Carlos Trail.	\$189,345	\$0	\$189,345
Arizona Governor's Office of Highway Safety	Fund overtime expenses for various select traffic enforcement activities.	\$39,319	\$0	\$39,319
Arizona Governor's Office of Highway Safety	Fund two patrol motorcycles	\$55,987	\$0	\$55,987
Arizona State Library	Purchase materials and supplies for the Adult Literacy Program.	\$8,700	\$0	\$8,700
Local Transportation Assistance II	Funding for the Rider Assistance and Coupons for Cabs Program for the Senior Center.	\$62,610	\$15,652	\$78,262
Pinal County Library District	Variety of library services	\$50,700	\$0	\$50,700
Pinal Gila Council for Senior Citizens	Provide home delivered & congregated meals, educational, social & recreational activities & transportation services to senior citizens.	\$136,106	\$130,157	\$266,263
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				
Stonegarden	Purchase of equipment & overtime expenses for interdiction activities of smuggling of narcotics, weapons & illegal aliens in & out of the United States through Casa Grande.	\$152,564	\$0	\$152,564
Hazmat Detection Equipment	Purchase equipment for the Hazardous Materials Unit	\$103,577	\$0	\$103,577
Staffing for Adequate Fire & Emergency Response	Provide partial funding for 6 firefighters over a 5 year period.	\$632,550	\$1,263,847	\$1,896,397
Emergency Operation Center	Purchase & install equipment for the new Emergency Operation Center in the Public Safety Complex.	\$562,500	\$187,500	\$750,000

DEPARTMENTAL BUDGET

GRANTS & SUBSIDIES

FUNDING SOURCE	GRANT	AWARD AMOUNT	CITY MATCH	TOTAL GRANT
United States Department of Justice Assistance Grants				
Bullet proof vests	Purchase replacement vests for Police Officers	\$6,073	\$6,073	\$12,146
Crime Mapping	Purchase automated crime mapping software for the computer aided dispatch system.	\$35,309	\$0	\$35,309
Community Policing	Fund overtime expenses for various community policing programs.	\$183,990	\$0	\$183,990

TOTAL \$4,517,370

AIRPORT GRANTS

FUNDING SOURCE	GRANT	AWARD AMOUNT	CITY MATCH	ADOT MATCH	TOTAL GRANT
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

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$2,277,791	\$2,295,809	\$2,295,809	\$1,667,809
REVENUE SOURCES:				
Taxes	\$337,491	\$250,000	\$299,000	\$270,000
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	16,453	20,000	2,000	10,000
Interest	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$353,944	\$270,000	\$301,000	\$280,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	13,400	250,000	100,000	250,000
Operating Supplies	1,030	0	0	0
Capital Outlay	321,496	2,136,280	829,000	1,600,000
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$335,926	\$2,386,280	\$929,000	\$1,850,000
Ending Fund Balance	\$2,295,809	\$179,529	\$1,667,809	\$97,809
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	\$2,295,809	\$179,529	\$1,667,809	\$97,809

DEPARTMENTAL BUDGET

Planning & Development	Redevelopment Fund	Cost Center 225.45.323
General Information:		
<p>The City raises local revenue to improve redevelopment areas 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:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE	2010-11 ESTIMATE
Not applicable to this department.				

Funding Sources	Amount	% of Funding
Property Tax Incrmnt	\$270,000	96.43%
Interest	10,000	3.57%
Total Funding	\$280,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	13,400	250,000	100,000	250,000
Operating Supplies	1,030	0	0	0
Capital Outlay	321,496	2,136,280	829,000	1,600,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$335,926	\$2,386,280	\$929,000	\$1,850,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Not applicable to this department.			
TOTAL POSITIONS	0.00	0.00	0.00

DEPARTMENTAL BUDGET

Performance Institute Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$0	\$0	\$0	\$5,910
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	245,000	880,000
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	0	0	5,000	0
Interest	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$0	\$0	\$250,000	\$880,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	90,250	100,000
Operating Supplies	0	0	153,840	165,000
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	0	0	0	500,000
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$0	\$0	\$244,090	\$765,000
Ending Fund Balance	\$0	\$0	\$5,910	\$120,910
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	\$0	\$0	\$5,910	\$120,910

DEPARTMENTAL BUDGET

Culture and Recreation	Performance Institute	Cost Center 226.40.576
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General Information:

The Casa Grande Performance Institute is a state-of-the-art multi-disciplined facility whose scope of operations and activities stretch 365 days a year. It sits on 50 acres of land, includes eight football and soccer fields, a 59,000 square foot training facility that houses a weight-training exercise area, therapy centers, classrooms, locker rooms, meeting rooms, and laundry facilities that can accommodate up to four full-sized professional teams. This is the first complex of its kind in Arizona, and is destined to become one of the nation's leading sports training facilities.

PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE	2010-11 ESTIMATE
Not applicable to this department.				

Funding Sources	Amount	% of Funding
Facility Use Fees	\$880,000	100.00%
Total Funding	\$880,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	90,250	100,000
Operating Supplies	0	0	153,840	165,000
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	0	0	0	500,000
DEPARTMENTAL TOTALS	\$0	\$0	\$244,090	\$765,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Not applicable to this department.			
TOTAL POSITIONS	0.00	0.00	0.00

DEPARTMENTAL BUDGET

Promotion & Tourism Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$210,038	\$355,068	\$355,068	\$405,268
REVENUE SOURCES:				
Taxes	\$243,415	\$100,000	\$150,000	\$105,000
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	1,615	2,000	200	1,000
Interest	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$245,030	\$102,000	\$150,200	\$106,000
EXPENDITURES:				
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
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$100,000	\$100,000	\$100,000	\$100,000
Ending Fund Balance	\$355,068	\$357,068	\$405,268	\$411,268
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	\$355,068	\$357,068	\$405,268	\$411,268

DEPARTMENTAL BUDGET

Planning & Development	Promotion & Tourism	Cost Center 230.01.012
General Information:		
<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:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE	2010-11 ESTIMATE
Not applicable to this department				

Funding Sources	Amount	% of Funding
Bed Tax	\$105,000	99.06%
Interest	1,000	0.94%
Total Funding	\$106,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 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
DEPARTMENTAL TOTALS	\$100,000	\$100,000	\$100,000	\$100,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Not applicable to this department.			
TOTAL POSITIONS	0.00	0.00	0.00

DEPARTMENTAL BUDGET

Court Enhancement Fund Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$428,632	\$511,127	\$511,127	\$600,547
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	8,463	9,000	43,000	60,000
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	71,092	54,000	55,000	60,000
Miscellaneous Revenue	0	0	0	0
Interest	2,940	3,000	420	400
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$82,495	\$66,000	\$98,420	\$120,400
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	18,000	9,000	18,000
Operating Supplies	0	0	0	0
Capital Outlay	0	518,670	0	518,670
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$0	\$536,670	\$9,000	\$536,670
Ending Fund Balance	\$511,127	\$40,457	\$600,547	\$184,277
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	\$511,127	\$40,457	\$600,547	\$184,277

DEPARTMENTAL BUDGET

Public Safety	Court Enhancement Fund	Cost Center 235.20.041
General Information:		
<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:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE	2010-11 ESTIMATE
Not applicable to this department				

Funding Sources	Amount	% of Funding
Court Enhancement	\$60,000	99.34%
Interest Income	400	0.66%
Total Funding	\$60,400	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	18,000	9,000	18,000
Operating Supplies	0	0	0	0
Capital Outlay	0	518,670	0	518,670
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$0	\$536,670	\$9,000	\$536,670

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Not applicable to this department.			
TOTAL POSITIONS	0.00	0.00	0.00

DEPARTMENTAL BUDGET

Probationary Fund Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$67,957	\$68,808	\$68,808	\$68,858
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	362	0	0	0
Miscellaneous Revenue	0	0	0	0
Interest	489	1,000	50	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$851	\$1,000	\$50	\$0
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	69,950	0	65,000
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$0	\$69,950	\$0	\$65,000
Ending Fund Balance	\$68,808	(\$142)	\$68,858	\$3,858
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Ending Fund Balance	\$68,808	(\$142)	\$68,858	\$3,858

DEPARTMENTAL BUDGET

Public Safety	Probationary Fund	Cost Center 236.20.042
General Information:		
<p>This fund is used to support the 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>		

PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATE	2010-11 ESTIMATE
Not applicable to this department				

Funding Sources	Amount	% of Funding
Probationary Fund	\$0	
Interest	0	
Total Funding	\$0	0.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	69,950	0	65,000
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$0	\$69,950	\$0	\$65,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Not applicable to this department.			
TOTAL POSITIONS	0.00	0.00	0.00

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DEPARTMENTAL BUDGET

Housing Rehabilitation Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$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
Appropriated Fund Balance	\$0	\$0	\$0	\$0
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	250,000	0	0
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	0	0	0	0
Interest	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$0	\$250,000	\$0	\$0
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	250,000	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$0	\$250,000	\$0	\$0
Ending Fund Balance	\$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
Ending Fund Balance	\$0	\$0	\$0	\$0

Community Enrichment	Housing Rehab-Leveraged Funds	Cost Center 241.50.341
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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.

2009-2010 ACCOMPLISHMENTS

- Were able to leverage other resources in FY 09-10 from mainly Community Action Human Resources Agency (CAHRA) & Pinal County.

DEPARTMENTAL BUDGET

Community Enrichment	Housing Rehab - Leveraged Funds	Cost Center 241.50.341
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Not applicable to this department				

Funding Sources	Amount	% of Funding
CAHRA	\$0	100.00%
Total Funding	\$0	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	250,000	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$0	\$250,000	\$0	\$0

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Not applicable to this department.			
TOTAL POSITIONS	0.00	0.00	0.00

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DEPARTMENTAL BUDGET

Community Development Block Grant Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$79,639	(\$20,931)	(\$20,931)	(\$20,931)
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$79,639	(\$20,931)	(\$20,931)	(\$20,931)
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	230,266	0	234,000	716,000
Grants and Entitlements	0	0	0	0
Charges for Services	26,258	300,000	383,520	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	0	0	0	0
Interest	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$256,524	\$300,000	\$617,520	\$716,000
EXPENDITURES:				
Personnel	\$87,719	\$0	\$53,410	\$0
Contractual Services	261,733	300,000	562,100	700,000
Operating Supplies	7,642	0	2,010	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$357,094	\$300,000	\$617,520	\$700,000
Ending Fund Balance	(\$20,931)	(\$20,931)	(\$20,931)	(\$4,931)
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	(\$20,931)	(\$20,931)	(\$20,931)	(\$4,931)

Community Enrichment	C.D.B.G	Cost Center 242.50.300
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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.

2009-2010 ACCOMPLISHMENTS

- Completed 12 housing rehab projects.
- Completed 45 counseling and referral sessions.
- Wrote and awarded 2 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 2 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

Community Enrichment	C. D. B. G.	Cost Center 242.50.300
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Housing Rehabilitation	12	12	10	12
Homeownership Counseling Sessions	20	50	65	80

Funding Sources	Amount	% of Funding
Federal Grants	\$716,000	100.00%
Total Funding	\$716,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$87,719	\$0	\$53,410	\$0
Contractual Services	261,733	300,000	562,100	700,000
Operating Supplies	7,642	0	2,010	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$357,094	\$300,000	\$617,520	\$700,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Housing Program Mgr.	0.50	0.50	0.50
TOTAL POSITIONS	0.50	0.50	0.50

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DEPARTMENTAL BUDGET

Housing Application Fund-Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$65,655	\$65,251	\$65,251	\$61,171
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$65,655	\$65,251	\$65,251	\$61,171
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	1,403	50,000	600	0
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	0	0	0	0
Interest	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$1,403	\$50,000	\$600	\$0
EXPENDITURES:				
Personnel	\$0	\$50,000	\$0	\$50,000
Contractual Services	1,753	0	4,510	0
Operating Supplies	54	0	170	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$1,807	\$50,000	\$4,680	\$50,000
Ending Fund Balance	\$65,251	\$65,251	\$61,171	\$11,171
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$65,251	\$65,251	\$61,171	\$11,171

Community Enrichment	Housing Mini Grants	Cost Center 250.50.344
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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.

2009-2010 ACCOMPLISHMENTS

- 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

Community Enrichment	Housing Mini Grants	Cost Center 250.50.344
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Not Applicable to this department.				

Funding Sources	Amount	% of Funding
Fund Balance	\$50,000	100.00%
Total Funding	\$50,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$50,000	\$0	\$50,000
Contractual Services	1,753	0	4,510	0
Operating Supplies	54	0	170	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$1,807	\$50,000	\$4,680	\$50,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Not applicable to this department.			
TOTAL POSITIONS	0.00	0.00	0.00

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DEPARTMENTAL BUDGET

Rural Development - Self Help Assistance Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	(\$76,190)	\$6,539	\$6,539	\$6,589
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	(\$76,190)	\$6,539	\$6,539	\$6,589
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	224,099	400,000	240,580	300,000
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	10,660	7,000	4,400	0
Interest	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$234,759	\$407,000	\$244,980	\$300,000
EXPENDITURES:				
Personnel	\$105,736	\$281,760	\$209,460	\$277,970
Contractual Services	44,267	0	34,120	0
Operating Supplies	2,027	0	1,350	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$152,030	\$281,760	\$244,930	\$277,970
Ending Fund Balance	\$6,539	\$131,779	\$6,589	\$28,619
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$6,539	\$131,779	\$6,589	\$28,619

Community Enrichment	Rural Development-Self Help	Cost Center 251.50.340
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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.

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.

2009-2010 ACCOMPLISHMENTS

- Completed an additional 12 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 50 families.
- Provided information/referral services to approximately 200 families.
- New agreement to implement Self-Help Housing Rehabilitation (vs new construction) due to housing market.

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).

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.

DEPARTMENTAL BUDGET

Community Enrichment	Rural Development-Self Help	Cost Center 251.50.340
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
# of houses rehabilitated	13	13	16	18
# of self-help homes under construction	21	25	17	20

Funding Sources	Amount	% of Funding
Farmer's Home Administration	\$300,000	100.00%
Total Funding	\$300,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$105,736	\$281,760	\$209,460	\$277,970
Contractual Services	44,267	0	34,120	0
Operating Supplies	2,027	0	1,350	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$152,030	\$281,760	\$244,930	\$277,970

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
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
TOTAL POSITIONS	4.00	4.00	4.00

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DEPARTMENTAL BUDGET

HOME Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	(\$279,098)	(\$18,589)	(\$18,589)	(\$18,589)
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	(\$279,098)	(\$18,589)	(\$18,589)	(\$18,589)
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	753,870	750,000	206,950	330,000
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	0	0	0	0
Interest	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$753,870	\$750,000	\$206,950	\$330,000
EXPENDITURES:				
Personnel	\$88,597	\$0	\$5,620	\$0
Contractual Services	404,500	750,000	201,330	330,000
Operating Supplies	264	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$493,361	\$750,000	\$206,950	\$330,000
Ending Fund Balance	(\$18,589)	(\$18,589)	(\$18,589)	(\$18,589)
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	(\$18,589)	(\$18,589)	(\$18,589)	(\$18,589)

Community Enrichment	HOME-Housing Program	Cost Center 255.50.343
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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.

2009-2010 ACCOMPLISHMENTS

- Twelve low-moderate income families (36 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

Increase the economic vitality of Casa Grande's neighborhoods.

- ❖ To enhance the appearance of older neighborhoods.
- ❖ To provide decent and affordable housing to target population.

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

PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Housing rehabilitation	13	13	12	10
# of Self-Help homes under construction (as of last day of quarter)	21	25	15	30

Funding Sources	Amount	% of Funding
Federal Grant	\$330,000	100.00%
Total Funding	\$330,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$88,597	\$0	\$5,620	\$0
Contractual Services	404,500	750,000	201,330	330,000
Operating Supplies	264	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$493,361	\$750,000	\$206,950	\$330,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Housing/Revitalization Manager	1.00	1.00	1.00
Housing Construction Superintendent	0.15	0.15	0.00
Housing Intake & Financing Specialist	1.00	1.00	0.00
Housing Program Office Specialist	2.00	2.00	2.00
TOTAL POSITIONS	4.15	4.15	3.00

DEPARTMENTAL BUDGET

Housing Development Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$100,140	\$111,361	\$111,361	\$111,361
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$100,140	\$111,361	\$111,361	\$111,361
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	10,195	300,000	125,190	0
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	2,919	0	50,100	0
Interest	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$13,114	\$300,000	\$175,290	\$0
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	1,893	300,000	175,290	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$1,893	\$300,000	\$175,290	\$0
Ending Fund Balance	\$111,361	\$111,361	\$111,361	\$111,361
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$111,361	\$111,361	\$111,361	\$111,361

DEPARTMENTAL BUDGET

Community Enrichment	Housing Development Fees	Cost Center 260.50.345
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PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Not applicable to this department				

Funding Sources	Amount	% of Funding
Housing-Dev't Fees	\$0	100.00%
Total Funding	\$0	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	1,893	300,000	175,290	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$1,893	\$300,000	\$175,290	\$0

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Not applicable to this department.			
TOTAL POSITIONS	0.00	0.00	0.00

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TRUST & AGENCY FUNDS

These funds are used to account for specific revenue sources that are legally restricted for expenditures of expressed purposes.

<i>FUND</i>	<i>DESCRIPTION</i>
<i>702</i>	<i>POLICE TRUST FUND</i>
<i>703</i>	<i>EMERGENCY MEDICAL SERVICES TRUST FUND</i>
<i>704</i>	<i>ESPERANZA CENTER</i>
<i>705</i>	<i>BOND & PERFORMANCE TRUST</i>
<i>710</i>	<i>VOLUNTEERS RETIREMENT FUND</i>
<i>749</i>	<i>CDBG ESCROW FUND</i>

DEPARTMENTAL BUDGET

TRUST FUNDS

NAME	DESCRIPTION	FUND #	FY 11 Budget
Police Trust Fund	Accumulation of resources for designated police activities.	702	\$10,250
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	3,400
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	130,000
CDBG Escrow	Accounts for rehabilitation activity.		<u>1,000,000</u>
		TOTAL	\$1,507,650

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.

<i>FUND</i>	<i>DESCRIPTION</i>
<i>341</i>	<i>REDEVELOPMENT</i>
<i>342</i>	<i>RECREATION DEBT SERVICE</i>
<i>352</i>	<i>GENERAL OBLIGATION DEBT</i>
<i>380's</i>	<i>SPECIAL ASSESSMENT DEBT</i>
<i>391</i>	<i>IMPROVEMENT DISTRICT #38</i>

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DEPARTMENTAL BUDGET

Consolidated Debt Service - Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$3,061,753	\$533,715	\$533,715	\$261,485
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$3,061,753	\$533,715	\$533,715	\$261,485
REVENUE SOURCES:				
Taxes	\$3,374,616	\$2,941,870	\$2,600,000	\$2,710,000
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
Miscellaneous Revenue	39,714	135,000	9,030	0
OTHER FINANCING SOURCES:				
Transfers In	\$320,000	\$299,920	\$1,216,940	\$1,649,280
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$3,734,330	\$3,376,790	\$3,825,970	\$4,359,280
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	4,173	0	3,120	1,000
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	5,636,561	3,296,710	4,095,080	3,818,860
OTHER USES:				
Transfers Out	621,634	0	0	113,630
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$6,262,368	\$3,296,710	\$4,098,200	\$3,933,490
Change in Fund Balance	\$533,715	\$613,795	\$261,485	\$687,275
Designated Reserves	0	0	0	0
Ending Fund Balance	\$533,715	\$613,795	\$261,485	\$687,275

DEPARTMENTAL BUDGET

Debt Service-Redevelopment-Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$30,516	\$43,340	\$43,340	\$40,640
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$30,516	\$43,340	\$43,340	\$40,640
REVENUE SOURCES:				
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
OTHER FINANCING SOURCES:				
Transfers In	320,000	299,920	299,920	305,120
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$320,000	\$299,920	\$299,920	\$305,120
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	2,700	0	2,700	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	304,476	299,920	299,920	305,120
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$307,176	\$299,920	\$302,620	\$305,120
Ending Fund Balance	\$43,340	\$43,340	\$40,640	\$40,640
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$43,340	\$43,340	\$40,640	\$40,640

DEPARTMENTAL BUDGET

Debt Service	Redevelopment Debt Service	Cost Center 341.90.216
General Information:		
<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	\$305,120	100.00%
Total Funding	\$305,120	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	2,700	0	2,700	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	304,476	299,920	299,920	305,120
DEPARTMENTAL TOTALS	\$307,176	\$299,920	\$302,620	\$305,120

DEPARTMENTAL BUDGET

Debt Service-Recreation Facilities-Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$2,598,984	\$0	\$0	\$0
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$2,598,984	\$0	\$0	\$0
REVENUE SOURCES:				
Taxes	\$565,036	\$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	16,224	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	917,020	1,344,160
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$581,260	\$0	\$917,020	\$1,344,160
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	2,953,110	0	917,020	1,344,160
OTHER USES:				
Transfers Out	227,134	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$3,180,244	\$0	\$917,020	\$1,344,160
Ending Fund Balance	\$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
Ending Fund Balance	\$0	\$0	\$0	\$0

DEPARTMENTAL BUDGET

Debt Service	Recreation Debt Service	Cost Center 342.90.216
General Information:		
<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>		
<p>Change description - now used for 2009 Excise tax bond</p>		

Funding Sources	Amount	% of Funding
Sales Tax	\$0	0.00%
Interest	\$0	0.00%
Transfers In	\$1,344,160	100.00%
Total Funding	\$1,344,160	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	2,953,110	0	917,020	1,344,160
DEPARTMENTAL TOTALS	\$2,953,110	\$0	\$917,020	\$1,344,160

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DEPARTMENTAL BUDGET

Debt Service-GO Bond 2008-Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$178,136	\$356,271	\$356,271	\$215,151
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$178,136	\$356,271	\$356,271	\$215,151
REVENUE SOURCES:				
Taxes	2,809,580	2,941,870	2,600,000	2,710,000
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	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$2,809,580	\$2,941,870	\$2,600,000	\$2,710,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	250	0	0	1,000
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	2,236,695	2,859,770	2,741,120	2,169,580
OTHER USES:				
Transfers Out	394,500	0	0	113,630
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$2,631,445	\$2,859,770	\$2,741,120	\$2,284,210
Ending Fund Balance	\$356,271	\$438,371	\$215,151	\$640,941
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$356,271	\$438,371	\$215,151	\$640,941

DEPARTMENTAL BUDGET

Debt Service-Special Assessments-Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$254,117	\$134,104	\$134,104	\$5,694
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$254,117	\$134,104	\$134,104	\$5,694
REVENUE SOURCES:				
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	2,398	0	150	0
Special Assessments	21,092	135,000	8,880	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$23,490	\$135,000	\$9,030	\$0
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	1,223	0	420	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	142,280	137,020	137,020	0
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$143,503	\$137,020	\$137,440	\$0
Ending Fund Balance	\$134,104	\$132,084	\$5,694	\$5,694
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$134,104	\$132,084	\$5,694	\$5,694

DEPARTMENTAL BUDGET

Debt Service	Improvement District # 38	Cost Center 391.90.217
General Information:		
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	\$0	0.00%
Total Funding	\$0	0.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	1,006	0	210	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	142,280	137,020	137,020	0
DEPARTMENTAL TOTALS	\$143,286	\$137,020	\$137,230	\$0

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CAPITAL IMPROVEMENT FUNDS

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.

<i>FUND</i>	<i>DESCRIPTION</i>
<i>403</i>	<i>CONSTRUCTION SALES TAX PROJECTS</i>
<i>404</i>	<i>CAPITAL REPLACEMENT FUND</i>
<i>406</i>	<i>RECREATION CONSTRUCTION</i>
<i>409</i>	<i>AIRPORT CAPITAL IMPROVEMENTS</i>
<i>420</i>	<i>CAPITAL DEVELOPMENT PROJECTS</i>
<i>492</i>	<i>IMPROVEMENT DISTRICT #39</i>

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DEPARTMENTAL BUDGET

Consolidated Capital Improvements Fund-Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$24,031,521	\$19,524,613	\$19,524,613	\$31,645,433
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$24,031,521	\$19,524,613	\$19,524,613	\$31,645,433
REVENUE SOURCES:				
Taxes	\$4,090,866	\$3,500,000	\$2,256,000	\$2,650,000
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	201,840	1,718,930	44,080	4,668,950
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	1,558,392	0	0	0
Miscellaneous Revenue	223,089	129,500	34,000	82,000
OTHER FINANCING SOURCES:				
Transfers In	2,645,319	1,486,340	8,486,080	2,125,100
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	59,000,000	34,512,910	20,000,000
Total Revenues & Other Financing Sources	\$8,719,506	\$65,834,770	\$45,333,070	\$29,526,050
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	4,500	300,000
Operating Supplies	0	0	0	0
Capital Outlay	11,942,192	74,293,500	27,398,750	41,100,000
Debt Service	0	0	89,000	0
OTHER USES:				
Transfers Out	1,284,222	1,720,000	5,720,000	1,989,500
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$13,226,414	\$76,013,500	\$33,212,250	\$43,389,500
Ending Fund Balance	\$19,524,613	\$9,345,883	\$31,645,433	\$17,781,983
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$19,524,613	\$9,345,883	\$31,645,433	\$17,781,983

DEPARTMENTAL BUDGET

Sales Tax Capital Improvement - Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$10,923,233	\$16,211,000	\$16,211,000	\$12,825,430
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$10,923,233	\$16,211,000	\$16,211,000	\$12,825,430
REVENUE SOURCES:				
Taxes	3,697,316	2,500,000	1,600,000	2,000,000
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	1,500,000	0	0	0
Miscellaneous Revenue	90,451	50,000	10,000	50,000
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	4,024,430	0
Total Revenues & Other Financing Sources	\$5,287,767	\$2,550,000	\$5,634,430	\$2,050,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	5,820,000	5,020,000	1,200,000
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	0	0	4,000,000	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$0	\$5,820,000	\$9,020,000	\$1,200,000
Ending Fund Balance	\$16,211,000	\$12,941,000	\$12,825,430	\$13,675,430
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	\$16,211,000	\$12,941,000	\$12,825,430	\$13,675,430

DEPARTMENTAL BUDGET

Capital Improvements	Construction Sales Tax Projects	Cost Center 403.80.555
General Information:		
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	
McMurrary Blvd Reconstruction	\$ 1,200,000	
Pueblo Dr Reconstruction	\$ 1,500,000	

Funding Sources	Amount	% of Funding
Sales Tax Collections	\$1,200,000	100.00%
Total Funding	\$1,200,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	5,820,000	5,020,000	1,200,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$0	\$5,820,000	\$5,020,000	\$1,200,000

DEPARTMENTAL BUDGET**Capital Replacement Fund-Revenues/Expenditures/Changes in Fund Balance**

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$7,324,122	\$8,195,740	\$8,195,740	\$7,387,210
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$7,324,122	\$8,195,740	\$8,195,740	\$7,387,210
REVENUE SOURCES:				
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	58,392	0	0	0
Interest	56,720	30,000	8,000	30,000
OTHER FINANCING SOURCES:				
Transfers In	2,408,185	1,442,260	1,442,000	1,817,820
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$2,523,297	\$1,472,260	\$1,450,000	\$1,847,820
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	300,000
Operating Supplies	0	0	0	0
Capital Outlay	367,457	1,925,500	538,530	1,513,000
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	1,284,222	1,720,000	1,720,000	1,489,500
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$1,651,679	\$3,645,500	\$2,258,530	\$3,302,500
Ending Fund Balance	\$8,195,740	\$6,022,500	\$7,387,210	\$5,932,530
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$8,195,740	\$6,022,500	\$7,387,210	\$5,932,530

DEPARTMENTAL BUDGET

Capital Improvements		Capital Replacement Fund	Cost Center 404.80.201
General Information:			
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.			
Use of current fiscal year's funding:			
Replace ladder truck-FEMA Grant (10% match)		\$1,000,000	
Replace Unit #603		\$28,000	
Replace Unit #630		\$90,000	
Replace 4 CID cars		\$120,000	
Replace 5 marked patrol vehicles		\$275,000	

Funding Sources	Amount	% of Funding
Transfers In	\$1,817,820	98.38%
Interest	30,000	1.62%
Total Funding	\$1,847,820	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	300,000
Operating Supplies	0	0	0	0
Capital Outlay	367,457	1,925,500	538,530	1,513,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$367,457	\$1,925,500	\$538,530	\$1,813,000

DEPARTMENTAL BUDGET

Recreation Construction-Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$0	(\$6,821,436)	(\$6,821,436)	\$301,264
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$0	(\$6,821,436)	(\$6,821,436)	\$301,264
REVENUE SOURCES:				
Taxes	393,550	1,000,000	656,000	650,000
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	92	2,000	1,000	2,000
OTHER FINANCING SOURCES:				
Transfers In	227,134	0	7,000,000	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	20,000,000	11,470,000	0
Total Revenues & Other Financing Sources	\$620,776	\$21,002,000	\$19,127,000	\$652,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	4,000	0
Operating Supplies	0	0	0	0
Capital Outlay	7,442,212	20,000,000	12,000,300	0
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	0	0	0	500,000
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$7,442,212	\$20,000,000	\$12,004,300	\$500,000
Ending Fund Balance	(\$6,821,436)	(\$5,819,436)	\$301,264	\$453,264
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	(\$6,821,436)	(\$5,819,436)	\$301,264	\$453,264

DEPARTMENTAL BUDGET

Capital Improvements	Recreation Construction	Cost Center 406.80.000
General Information:		
<p>This capital project fund is recording the activity to construct the performance institute project. The project consists of eight football/soccer fields and a facility for locker facilities, concessions, rehabilitation, meeting rooms and training rooms.</p> <p>The actual expenses for FY10 will be less than the budget amount. This project was accelerated and while the entire budget amount was included for FY10, \$7,442,210 was spent prior to the new fiscal year. The remaining amount of \$12,557,790 will be spent in FY10 - not the \$20,000,000 indicated.</p> <p>The bonds included in the revenue section will be repaid with the 0.2% sales tax dedicated to recreation and economic development along with lease revenue and other revenue from the performance institute.</p>		

Funding Sources	Amount	% of Funding
Sales Tax Collections	\$650,000	99.69%
Proceeds from bond	0	0.00%
Interest	2,000	0.31%
Total Funding	\$652,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	4,000	0
Operating Supplies	0	0	0	0
Capital Outlay	7,442,212	20,000,000	12,000,300	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$7,442,212	\$20,000,000	\$12,004,300	\$0

DEPARTMENTAL BUDGET

Airport Capital Improvements-Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$76,251	\$6,928	\$6,928	\$72,668
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$76,251	\$6,928	\$6,928	\$72,668
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	201,840	1,718,930	44,080	4,668,950
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
OTHER FINANCING SOURCES:				
Transfers In	10,000	44,080	44,080	307,280
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$211,840	\$1,763,010	\$88,160	\$4,976,230
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	500	0
Operating Supplies	0	0	0	0
Capital Outlay	281,163	1,763,000	21,920	5,017,000
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$281,163	\$1,763,000	\$22,420	\$5,017,000
Ending Fund Balance	\$6,928	\$6,938	\$72,668	\$31,898
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$6,928	\$6,938	\$72,668	\$31,898

DEPARTMENTAL BUDGET

Capital Improvements	Airport Capital Improvements	Cost Center 409.30.260
General Information:		
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.		
Use of current fiscal year's funding:		
Airport land	\$1,250,000	
Runway Extension Design	\$180,000	
Install runway/taxiway light system	\$1,200,000	
Construct South terminal apron	\$1,387,000	
Drainage ditch relocation	\$1,000,000	

Funding Sources	Amount	% of Funding
Federal Grant	4,515,300	90.74%
State Grant	153,650	3.09%
General Fund Transfer	307,280	6.17%
Total Funding	\$4,976,230	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	500	0
Operating Supplies	0	0	0	0
Capital Outlay	281,163	1,763,000	21,920	5,017,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$281,163	\$1,763,000	\$22,420	\$5,017,000

DEPARTMENTAL BUDGET

Capital Development Projects-Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$10,213,381	\$6,437,347	\$6,437,347	\$15,563,827
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$10,213,381	\$6,437,347	\$6,437,347	\$15,563,827
REVENUE SOURCES:				
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	75,826	47,500	15,000	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	19,000,000	19,018,480	3,000,000
Total Revenues & Other Financing Sources	\$75,826	\$19,047,500	\$19,033,480	\$3,000,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	500	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	3,851,360	24,785,000	9,818,000	13,370,000
Debt Service	0	0	89,000	0
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$3,851,860	\$24,785,000	\$9,907,000	\$13,370,000
Ending Fund Balance	\$6,437,347	\$699,847	\$15,563,827	\$5,193,827
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$6,437,347	\$699,847	\$15,563,827	\$5,193,827

DEPARTMENTAL BUDGET

Capital Improvements	Capital Development Projects	Cost Center 420.80.346
General Information:		
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.		
Use of current fiscal year's funding:		
Fire Station - 504	\$1,300,000	
Public Safety Facility	\$9,070,000	
Court	\$3,000,000	

Funding Sources	Amount	% of Funding
Proceeds from Bonds	\$13,370,000	100.00%
Total Funding	\$13,370,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	500	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	3,851,360	24,785,000	9,818,000	13,370,000
Debt Service	0	0	89,000	0
DEPARTMENTAL TOTALS	\$3,851,860	\$24,785,000	\$9,907,000	\$13,370,000

DEPARTMENTAL BUDGET

Improvement District #39-Revenues/Expenditures/Changes in Fund Balance

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Beginning Fund Balance	\$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
Appropriated Fund Balance	\$0	\$0	\$0	\$0
REVENUE SOURCES:				
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
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	20,000,000	0	20,000,000
Total Revenues & Other Financing Sources	\$0	\$20,000,000	\$0	\$20,000,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	20,000,000	0	20,000,000
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$0	\$20,000,000	\$0	\$20,000,000
Ending Fund Balance	\$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
Ending Fund Balance	\$0	\$0	\$0	\$0

DEPARTMENTAL BUDGET

Capital Improvement	Improvement District #39	Cost Center 492.80.471
General Information:		
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%
Total Funding	\$20,000,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	20,000,000	0	20,000,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$0	\$20,000,000	\$0	\$20,000,000

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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.

<i>FUND</i>	<i>DESCRIPTION</i>
<i>510</i>	<i>MUNICIPAL GOLF COURSE</i>
	<i>WASTEWATER TREATMENT</i>
<i>520</i>	<i>Operations</i>
<i>521</i>	<i>Sewer Capacity</i>
<i>522</i>	<i>Expansion</i>
<i>523</i>	<i>Sewer Development</i>
<i>540</i>	<i>SOLID WASTE</i>
	<i>Collections</i>
	<i>Uncontained Trash</i>
	<i>Recycling Collection</i>
	<i>Recycling Operations</i>
	<i>Landfill</i>
	<i>Commercial Front Load</i>
	<i>Commercial Roll Off</i>
<i>550</i>	<i>WATER SYSTEM</i>

DEPARTMENTAL BUDGET

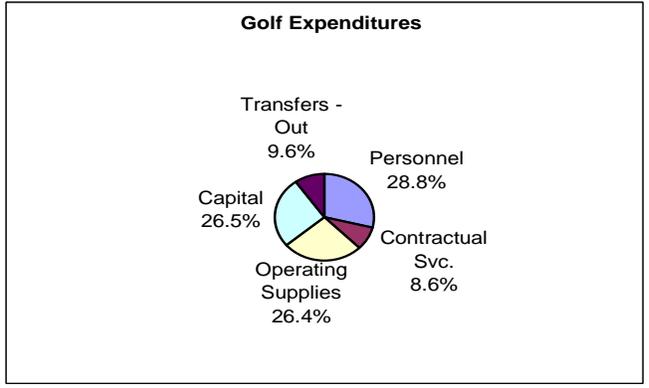
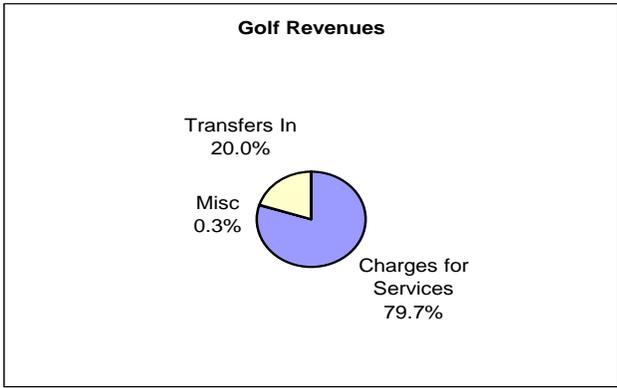
Consolidated Enterprise Funds-Revenues/Expenditures/Other Sources and Uses

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
REVENUE SOURCES:				
Taxes	\$20,612	\$16,380	\$18,000	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	9,672,847	11,710,550	11,998,400	12,531,700
Fines & Forfeitures	0	0	0	0
Impact Fees	1,302,070	1,650,000	861,500	861,000
Interest Income	202,012	184,500	21,700	24,000
Miscellaneous Revenue	1,036,203	40,000	3,750	15,000
OTHER FINANCING SOURCES:				
Transfers In	\$1,978,722	\$3,917,750	\$3,917,750	\$4,843,630
Proceeds from Lease Purchase	0	40,200,000	38,000,000	22,200,000
Proceeds from Bonds	0	130,000	0	0
Change in Closure/Post Closure	0	0	0	0
Earnings Appropriated	0	0	0	30,500
Total Revenues & Other Financing Sources	\$14,212,466	\$57,849,180	\$54,821,100	\$40,505,830
EXPENDITURES:				
Personnel	\$3,879,705	\$3,884,440	\$3,550,720	\$3,549,790
Contractual Services	4,659,390	2,108,414	2,063,210	3,589,440
Operating Supplies	1,955,414	2,422,076	1,807,520	2,156,230
Capital Outlay	341,032	43,579,900	33,672,250	28,127,000
Debt Service	661,291	5,098,630	3,566,670	5,986,290
OTHER USES:				
Transfers Out	1,413,048	3,412,410	2,746,780	4,825,490
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$12,909,880	\$60,505,870	\$47,407,150	\$48,234,240

DEPARTMENTAL BUDGET

Municipal Golf Course-Revenues/Expenditures/Other Sources and Uses

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
REVENUE SOURCES:				
Taxes	\$20,612	\$16,380	\$18,000	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	961,876	1,067,550	1,109,500	1,151,700
Fines & Forfeitures	0	0	0	0
Impact Fees	0	0	0	0
Interest	0	0	150	0
Miscellaneous Revenue	190,163	10,000	1,500	5,000
OTHER FINANCING SOURCES:				
Transfers In	694,500	200,000	200,000	288,630
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	130,000	0	0
Change in Closure/Post Closure	0	0	0	0
Earnings Appropriated	0	0	0	0
Total Revenues & Other Financing Sources	\$1,867,151	\$1,423,930	\$1,329,150	\$1,445,330
EXPENDITURES:				
Personnel	\$510,150	\$483,720	\$439,680	\$450,300
Contractual Services	241,716	178,380	162,810	134,880
Operating Supplies	413,004	389,950	416,970	412,800
Capital Outlay	102,119	233,900	105,240	413,500
Debt Service	0	0	0	113,630
OTHER USES:				
Transfers Out	128,500	146,860	146,860	150,020
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$1,395,489	\$1,432,810	\$1,271,560	\$1,675,130



Community Services	Municipal Golf Course	Cost Center 510.40.555
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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.

2009-2010 ACCOMPLISHMENTS

- Purchased 20 new gas golf carts.
- Hosted several external and internal golf tournaments.
- Conducted 12 golf clinics.
- Purchased a top dresser, a Green’s mower, a rough mower, a fairway mower, and a roller.
- Implemented a Greens Maintenance Program.

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

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	3,958,634	4,561,000	5,369,000	5,440,000
Fines	0	0	0	0
Impact Fees	1,302,070	1,650,000	861,500	861,000
Interest	181,945	178,000	20,350	19,000
Miscellaneous Revenue	732,394	20,000	250	0
OTHER FINANCING SOURCES:				
Transfers In	0	2,092,750	2,092,750	3,120,000
Proceeds from Lease Purchase	0	38,000,000	38,000,000	20,000,000
Proceeds from Bonds	0	0	0	0
Change in Closure/Post Closure	0	0	0	0
Earnings Appropriated	0	0	0	0
Total Revenues & Other Financing Sources	\$6,175,043	\$46,501,750	\$46,343,850	\$29,440,000
EXPENDITURES:				
Personnel	\$778,631	\$822,190	\$717,970	\$731,950
Contractual Services	2,369,048	801,380	823,600	2,161,590
Operating Supplies	812,073	882,630	829,840	940,860
Capital Outlay	0	39,225,000	31,969,180	23,748,000
Debt Service	651,039	5,028,970	3,530,860	5,848,340
OTHER USES:				
Transfers Out	175,548	2,414,360	1,748,730	3,514,950
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$4,786,339	\$49,174,530	\$39,620,180	\$36,945,690



Health & Sanitation	Wastewater Operations & Collector System	Cost Center 520.35.451
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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.

2009-2010 ACCOMPLISHMENTS

- Coordinated the plant operation with ongoing Phase III expansion.
- Started sewer cleaning program.
- Treated wastewater at an average rate of 5 million gallons per day.
- Responded to all emergency call out in timely manner.
- Repaired/upgraded the existing system for optimum performance.

GOALS AND OBJECTIVES

To ensure an effective and efficient wastewater system that meet user needs and environmental regulations.

- Maintain cost per 1,000 gallons treated.
- Increase % of wastewater reused.

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	
PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE	
# of wastewater gallons reused	N/A	N/A	240	325	
Wastewater treatment cost per 1,000 gallons	\$1.60	\$1.57	\$1.48	\$1.55	
# of million gallons of wastewater treated	N/A	N/A	467	475	

Funding Sources	Amount	% of Funding
Treatment Fees	5,440,000	99.91%
Interest	5,000	0.09%
Miscellaneous	0	0.00%
Total Funding	\$5,445,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$653,740	\$656,840	\$598,570	\$568,830
Contractual Services	1,681,558	733,355	778,800	1,714,590
Operating Supplies	753,993	695,140	793,650	752,860
Capital Outlay	0	125,000	93,980	48,000
Debt Service	0	1,859,380	1,029,140	1,561,230
Transfers	175,548	2,414,360	1,748,730	3,514,950
DEPARTMENTAL TOTALS	\$3,264,839	\$6,484,075	\$5,042,870	\$8,160,460

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
W/W Superintendent	1.00	1.00	1.00
Chief W.W.T. Plant Operator	1.00	1.00	1.00
Management Analyst	0.00	0.25	0.25
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 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	2.00
TOTAL POSITIONS	9.00	10.25	9.25

DEPARTMENTAL BUDGET

Health & Sanitation		Wastewater Collector System		Cost Center 520.35.455	
PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE	
% of linear ft. of sewer line cleaned per year	N/A	N/A	20%	25%	
Average response time (days) per service request	14	15	6	5	
# of breaks, leaks, etc. repaired	N/A	N/A	176	200	

Funding Sources	Amount	% of Funding
Treatment Fees	\$0	0%
Interest	0	0%
Miscellaneous	0	0%
Total Funding	\$0	0.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$124,891	\$165,350	\$119,400	\$163,120
Contractual Services	20,588	68,025	39,800	447,000
Operating Supplies	58,080	187,490	36,190	188,000
Capital Outlay	0	0	0	0
DEPARTMENTAL TOTALS	\$203,559	\$420,865	\$195,390	\$798,120

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
WW Treatment Plant Operator	1.00	1.00	1.00
Senior Maintenance Worker	2.00	1.00	1.00
Maintenance Worker	1.00	1.00	1.00
TOTAL POSITIONS	4.00	3.00	3.00

DEPARTMENTAL BUDGET

Health & Sanitation	Sewer Capacity Fund	Cost Center 521.80.456
General Information:		
<p>The expenses in the current year are to provide for sewer pipe corrections in conjunction with work performed by the railroad at crossings.</p>		

Funding Sources	Amount	% of Funding
Fund Balance	\$0	
Total Funding	\$0	0.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	124,421	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$124,421	\$0	\$0	\$0

DEPARTMENTAL BUDGET

Health & Sanitation	Wastewater Expansion	Cost Center 522.80.452
General Information:		
<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	\$20,000,000	86.51%
Lease Purchase	3,120,000	13.49%
Total Funding	\$23,120,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	538,893	0	5,000	0
Operating Supplies	0	0	0	0
Capital Outlay	0	38,000,000	30,000,000	20,000,000
Debt Service	651,039	3,169,590	2,501,720	4,287,110
DEPARTMENTAL TOTALS	\$1,189,932	\$41,169,590	\$32,506,720	\$24,287,110

DEPARTMENTAL BUDGET

Health & Sanitation	Sewer Development Fund	Cost Center 523.350
General Information:		
<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	\$847,000	98.37%
Interest	14,000	1.63%
Total Funding	\$861,000	100.00%

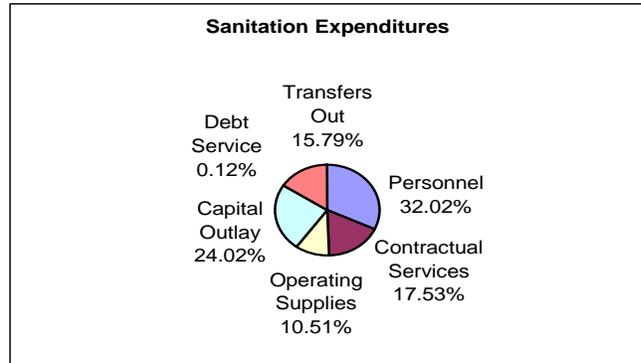
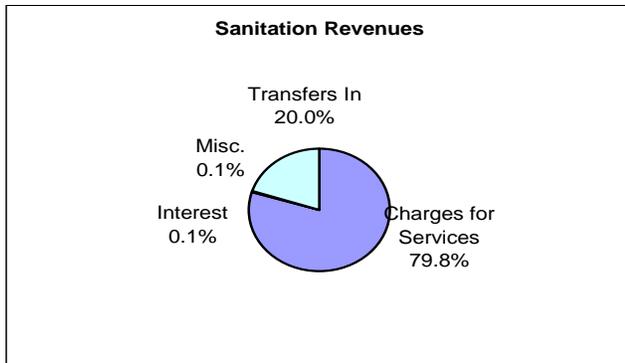
SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	3,588	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	1,100,000	1,875,200	3,700,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$3,588	\$1,100,000	\$1,875,200	\$3,700,000

DEPARTMENTAL BUDGET

Solid Waste Funds-Revenues/Expenditures/Other Sources and Uses

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	4,555,927	5,961,000	5,359,300	5,740,000
Fines & Forfeitures	0	0	0	0
Impact Fees	0	0	0	0
Interest	20,067	6,500	1,200	5,000
Miscellaneous Revenue	113,646	10,000	2,000	10,000
OTHER FINANCING SOURCES:				
Transfers In	1,284,222	1,625,000	1,625,000	1,435,000
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	0	0	0
Total Revenues & Other Financing Sources	\$5,973,862	\$7,602,500	\$6,987,500	\$7,190,000

EXPENDITURES:				
Personnel	\$2,540,301	\$2,523,850	\$2,338,850	\$2,312,940
Contractual Services	1,994,912	1,101,254	1,055,100	1,266,480
Operating Supplies	686,463	1,088,296	522,260	758,970
Capital Outlay	238,913	1,921,000	1,597,830	1,735,000
Debt Service	5,319	54,260	20,610	9,020
OTHER USES:				
Transfers Out	1,081,600	827,400	827,400	1,140,770
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$6,547,508	\$7,516,060	\$6,362,050	\$7,223,180



Health & Sanitation	Solid Waste – Residential Collection	Cost Center 540.35.420
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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.

MISSION

To provide customer oriented, environmentally safe and cost effective sanitation service to all residents in the City.

2009-2010 ACCOMPLISHMENTS

- Collected 18,270 tons of residential trash.
- Responded to 95.6% of requests for collection of blocked and missed collections within 24 hours of request.

GOALS AND OBJECTIVES

To minimize operational costs while maintaining current service levels for residential refuse customers.

- Increase the number of households serviced per residential collection route.
- To measure household recycling collection.
- To measure the amount of household recycling collections.

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.

DEPARTMENTAL BUDGET

Health & Sanitation		Solid Waste - Residential Collection		Cost Center 540.35.420	
PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE	
Average # of containers serviced per route	956	969	990	1,004	
Average weight of recyclables collected per household (quarterly in lbs)	NA	44.50	42.95	52.00	
# of households collected per staff hour	119.00	121.00	135.82	140.00	

Funding Sources	Amount	% of Funding
Charges for Service	\$2,551,000	93.10%
Interest Revenue	5,000	0.18%
Miscellaneous	184,000	6.72%
Total Funding	\$2,740,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$1,691,435	\$562,280	\$765,750	\$453,740
Contractual Services	1,544,491	439,684	433,130	457,800
Operating Supplies	496,426	429,164	246,600	272,870
Capital Outlay	206,675	537,880	937,570	260,000
Debt Service	2,191	480	20,610	2,240
Transfers	616,100	243,070	243,070	377,700
DEPARTMENTAL TOTALS	\$4,557,318	\$2,212,558	\$2,646,730	\$1,824,350

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Solid Waste Superintendent	0.50	0.20	0.20
Solid Waste Supervisor	1.00	0.20	0.20
Heavy Equipment Operator	11.00	5.40	5.40
Equipment Operator	4.00	0.70	0.70
Maintenance Worker	6.00	0.40	0.40
TOTAL POSITIONS	22.50	6.90	6.90

Health & Sanitation	Solid Waste – Uncontained Trash	Cost Center 540.35.421
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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 customer oriented, environmentally safe and low cost sanitation service for all residential customers in the city.

2009-2010 ACCOMPLISHMENTS

- Collected 1,270 tons of bulk trash.
- Completed 100% of bulk trash collections within scheduled week.

GOALS AND OBJECTIVES

To provide timely removal of brush and other large bulk items placed for uncontained trash collection.

- To complete collection of uncontained trash on schedule by zone within 6 week city-wide collection cycle.

BUDGET HIGHLIGHTS

Uncontained trash is a new cost center. It provides a cost breakdown for a specialized service.

DEPARTMENTAL BUDGET

Health & Sanitation		Solid Waste - Uncontained Trash		Cost Center 540.35.421	
PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE	
% of collection zones completed by end of week	80%	100%	100%	100%	

Funding Sources	Amount	% of Funding
Charges for Service	Included in Residential	
Interest Revenue	Collection	
Miscellaneous		
Total Funding		

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$264,610	\$244,420	\$272,340
Contractual Services	0	63,770	53,780	70,560
Operating Supplies	50	39,990	20,040	37,530
Capital Outlay	0	153,680	0	0
Debt Service	0	230	0	0
Transfers	0	58,040	58,040	41,860
DEPARTMENTAL TOTALS	\$50	\$580,320	\$376,280	\$422,290

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Sanitation Superintendent	0.00	0.10	0.10
Sanitation Supervisor	0.00	0.20	0.20
Heavy Equipment Operator	0.00	0.20	0.20
Equipment Operator	0.00	0.30	0.30
Maintenance Worker	0.00	4.40	4.40
TOTAL POSITIONS	0.00	5.20	5.20

Health & Sanitation	Solid Waste - Recycling Collection	Cost Center 540.35.422
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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.

GOALS AND OBJECTIVES

- To increase participation in the recycling program.
- Increase the percent of recyclables removed from the residential waste stream.
 - Monitor the total businesses receiving recycling collection service.

MISSION

To provide efficient, low cost, environmentally sound recycling service to the citizens of Casa Grande.

BUDGET HIGHLIGHTS

The department’s budget includes funding to accomplish the following:

- ❖ Purchase recycling buckets
- ❖ Purchase recycling collection vehicle
- ❖ Support recycling education programs.

2009-2010 ACCOMPLISHMENTS

- Added plastics #3 through #7 to the materials collected for recycling.
- Conducted “Design-a-Sign” contest to promote student recycling in the schools and develop recycle theme artwork for sanitation trucks.

DEPARTMENTAL BUDGET

Health & Sanitation Solid Waste - Recycling Collection Cost Center 540.35.422

PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Average weight of recyclables collected per commercial account quarterly in pounds	NA	849.75	649.81	675.00
# of businesses collected per staff hour	4.80	4.80	4.80	4.80

Funding Sources	Amount	% of Funding
Recycling Revenue	\$100,000	100.00%
Total Funding	\$100,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$365,907	\$467,710	\$426,270	\$427,500
Contractual Services	56,392	68,460	59,150	70,770
Operating Supplies	66,406	117,100	36,480	54,690
Capital Outlay	9,851	230,520	192,740	45,000
Debt Service	0	420	0	0
Transfers	174,900	113,410	113,410	73,270
DEPARTMENTAL TOTALS	\$673,456	\$997,620	\$828,050	\$671,230

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Superintendent	0.00	0.10	0.10
Supervisor	1.00	0.20	0.20
Heavy Equipment Operator	1.00	1.80	1.80
Equipment Operator	2.00	0.50	0.50
Maintenance Worker	4.00	6.00	6.00
TOTAL POSITIONS	8.00	8.60	8.60

Health & Sanitation	Solid Waste Recycling Operations	Cost Center 540.35.423
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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.

2009-2010 ACCOMPLISHMENTS

- Distributed “Sanitation Newsletter” to all single family households.
- Shipped out 1,560 tons of recyclable material.
- Conducted first household hazardous waste collection event.
- Conducted E-waste event.

GOALS AND OBJECTIVES

To prepare all collected 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

Health & Sanitation		Solid Waste Recycling Operations		Cost Center 540.35.423	
PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE	
Recyclables shipped to recycling facilities (quarterly in tons)	N/A	361.00	399.89	415.00	

Funding Sources	Amount	% of Funding
User Fees from Landfill & Collection	Included in Landfill	
Total Funding	\$0	0.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$236,540	\$149,910	\$199,110
Contractual Services	0	32,160	25,450	28,370
Operating Supplies	0	45,390	15,920	23,500
Capital Outlay	0	153,680	0	0
Debt Service	0	0	0	0
Transfers	0	58,980	58,980	50,070
DEPARTMENTAL TOTALS	\$0	\$526,750	\$250,260	\$301,050

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Superintendent	0.00	0.20	0.20
Supervisor	0.00	1.15	1.15
Heavy Equipment Operator	0.00	1.00	1.00
Maintenance Worker	0.00	1.00	1.00
TOTAL POSITIONS	0.00	3.35	3.35

Health & Sanitation	Solid Waste Landfill	Cost Center 540.35.425
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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.

2009-2010 ACCOMPLISHMENTS

- Handled 27,250 transactions and 66,800 tons of refuse.
- Established annual baseline to measure the amount of soil used to cover each ton of waste.
- Implemented a soil reuse program to minimize use of soil and loss of airspace.
- Submitted Title V air quality permit application.

GOALS AND OBJECTIVES

- To maximize the life of the landfill.
- Minimize the amount of space used to dispose of wastes delivered to the landfill.
 - Measure total tonnage processed.

BUDGET HIGHLIGHTS

The department's budget includes funding to accomplish the following:

- ❖ Contract for survey support for landfill.

DEPARTMENTAL BUDGET

Health & Sanitation		Solid Waste - Landfill		Cost Center 540.35.425	
PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE	
Amount of soil used to cover waste at landfill (cubic yards of soil used to cover each ton of waste)	0.84 CY	0.55 CY	0.55 CY	0.55 CY	
# of tons processed	93,508	77,775	64,044	65,750	

Funding Sources	Amount	% of Funding
Charges for Service	1,465,000	100.00%
Total Funding	\$1,465,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$482,959	\$430,550	\$413,980	\$420,900
Contractual Services	394,029	362,540	352,390	490,870
Operating Supplies	123,581	166,520	123,760	161,250
Capital Outlay	22,387	461,040	2,870	776,000
Debt Service	3,128	52,670	0	6,780
Transfers	290,600	181,910	181,910	431,170
DEPARTMENTAL TOTALS	\$1,316,684	\$1,655,230	\$1,074,910	\$2,286,970

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Solid Waste Superintendent	0.50	0.00	0.20
Solid Waste Supervisor	1.00	1.00	0.85
Heavy Equipment Operator	4.00	4.00	4.00
Landfill Gate Attendant	1.50	1.50	2.00
TOTAL POSITIONS	7.00	6.50	7.05

Health & Sanitation	Solid Waste – Commercial Front Load	Cost Center 540.35.426
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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 minimize operational costs while maintaining current service levels.

- 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.

2009-2010 ACCOMPLISHMENTS

- Collected 11,517 tons of commercial front load contained trash.
- Responded to 100% of special collection requests within 24 hours of customer’s call.

DEPARTMENTAL BUDGET

Health & Sanitation Solid Waste - Commercial Front Load Cost Center 540.35.426

PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Ratio of staff hours to the number of containers serviced	N/A	N/A	0.25	0.25

Funding Sources	Amount	% of Funding
Charges for Service	1,450,000	100.00%
Total Funding	\$1,450,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$306,500	\$223,660	\$294,120
Contractual Services	0	84,510	80,940	92,660
Operating Supplies	0	165,372	46,130	132,200
Capital Outlay	0	230,520	0	560,000
Debt Service	0	250	0	0
Transfers	0	104,670	104,670	90,780
DEPARTMENTAL TOTALS	\$0	\$891,822	\$455,400	\$1,169,760

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Sanitation Superintendent	0.00	0.10	0.10
Sanitation Supervisor	0.00	0.20	0.20
Heavy Equipment Operator	0.00	2.40	2.40
Equipment Operator	0.00	1.20	1.20
Maintenance Worker	0.00	0.20	0.20
TOTAL POSITIONS	0.00	4.10	4.10

Health & Sanitation	Solid Waste – Commercial Roll Off	Cost Center 540.35.427
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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.

GOALS AND OBJECTIVES

To minimize operational costs while maintaining current service levels for roll-off service customers.

- To reduce the ratio of roll off staff hours to containers serviced.

MISSION

To provide customer oriented, environmentally safe and cost effective sanitation service to all customers.

BUDGET HIGHLIGHTS

This is a new cost center. Roll off operations are 100% self – supporting. The budget provides for replacement of equipment.

2009-2010 ACCOMPLISHMENTS

- Collected 11,445 tons of roll off container trash.
- Responded to 100% of service requests within 24 hours of customer call in.

DEPARTMENTAL BUDGET

Health & Sanitation Solid Waste - Commercial Roll Off Cost Center 540.35.427

PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
# of total staff hours to service each container	N/A	N/A	2.15	2.25

Funding Sources	Amount	% of Funding
Charges for Service	Included in Commercial Front Load	
Total Funding	\$0	0.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$255,660	\$114,860	\$245,230
Contractual Services	0	50,130	50,260	55,450
Operating Supplies	0	124,760	33,330	76,930
Capital Outlay	0	153,680	464,650	94,000
Debt Service	0	210	0	0
Transfers	0	67,320	67,320	75,920
DEPARTMENTAL TOTALS	\$0	\$651,760	\$730,420	\$547,530

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Sanitation Superintendent	0.00	0.10	0.10
Sanitation Supervisor	0.00	0.20	0.20
Heavy Equipment Operator	0.00	1.20	1.20
Equipment Operator	0.00	1.30	1.30
Maintenance Worker	0.00	1.00	1.00
TOTAL POSITIONS	0.00	3.80	3.80

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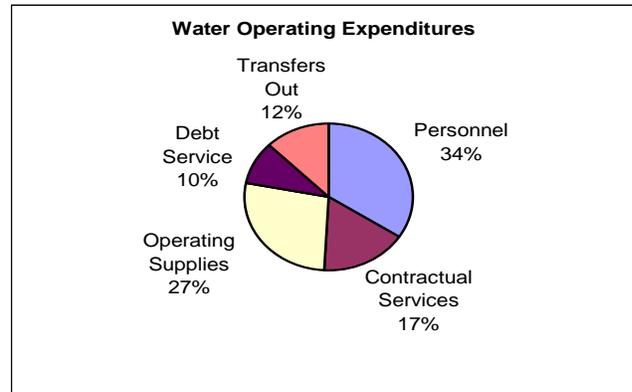
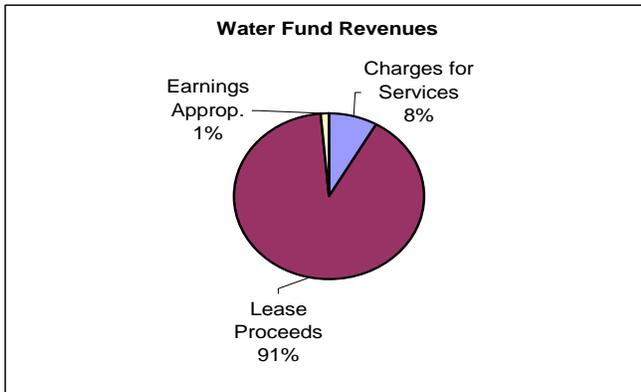


DEPARTMENTAL BUDGET

Water Fund-Revenues/Expenditures/Other Sources and Uses

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Changes for Services	196,410	121,000	160,600	200,000
Fines & Forfeitures	0	0	0	0
Impact Fees	0	0	0	0
Interest	0	0	0	0
Miscellaneous Revenue	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	2,200,000	0	2,200,000
Proceeds from Bonds	0	0	0	0
Change in Closure/Post Closure	0	0	0	0
Earnings Appropriated	0	0	0	30,500
Total Revenues & Other Financing Sources	\$196,410	\$2,321,000	\$160,600	\$2,430,500

EXPENDITURES:				
Personnel	\$50,623	\$54,680	\$54,220	\$54,600
Contractual Services	53,714	27,400	21,700	26,490
Operating Supplies	43,874	61,200	38,450	43,600
Depreciation	0	0	0	0
Capital Outlay	0	2,200,000	0	2,230,500
Debt Service	4,933	15,400	15,200	15,300
OTHER USES:				
Transfers Out	27,400	23,790	23,790	19,750
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$180,544	\$2,382,470	\$153,360	\$2,390,240



Health & Sanitation	Water System	Cost Center 550.35.460
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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.

2009-2010 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

Health & Sanitation		Water System			Cost Center 550.35.460
PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE	
Water Pumped (AF)	158	170	157	170	
Meter Installations	36	36	26	30	
Chemical Usage (Gal.)	1,500	2,000	1,500	2,000	

Funding Sources	Amount	% of Funding
Charges for Service	\$200,000	8.23%
Lease Proceeds	2,200,000	90.52%
Use of Fund balance	30,500	1.25%
Total Funding	\$2,430,500	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$50,623	\$54,680	\$54,220	\$54,600
Contractual Services	53,714	27,400	21,700	26,490
Operating Supplies	43,874	61,200	38,450	43,600
Capital Outlay	0	2,200,000	0	2,230,500
Debt Service	4,933	15,400	15,200	15,300
Transfers	27,400	23,790	23,790	19,750
DEPARTMENTAL TOTALS	\$180,544	\$2,382,470	\$153,360	\$2,390,240

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Maintenance Worker	1.00	1.00	1.00
TOTAL POSITIONS	1.00	1.00	1.00

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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.

<i>FUND</i>	<i>DESCRIPTION</i>
<i>601</i>	<i>FLEET MAINTENANCE</i>
<i>603</i>	<i>INSURANCE AND RISK MANAGEMENT</i>

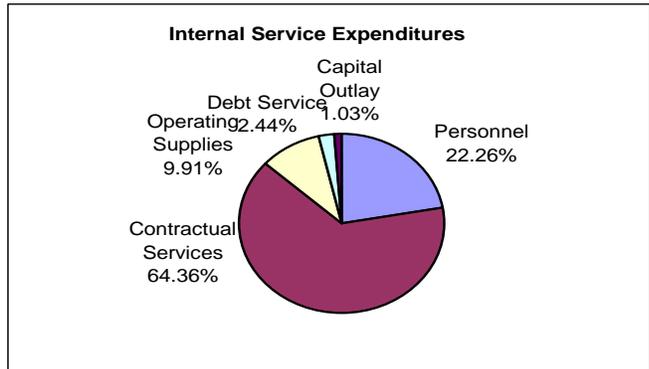
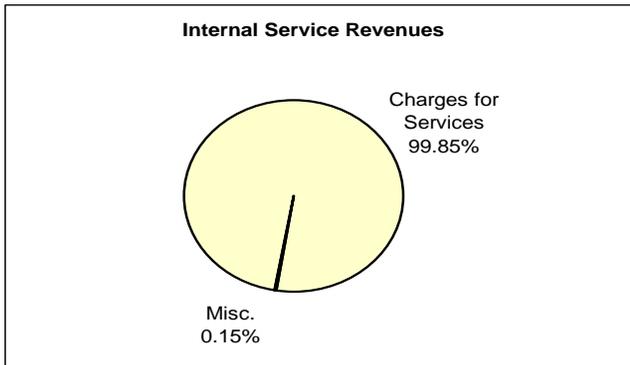
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DEPARTMENTAL BUDGET

Internal Services Fund-Revenues/Expenditures/Other Sources and Uses

	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Charges for Services	1,582,398	6,846,990	6,484,990	6,773,950
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Miscellaneous Revenues	0	0	30,000	10,000
OTHER FINANCING SOURCES:				
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
Total Revenues & Other Financing Sources	\$1,582,398	\$6,846,990	\$6,514,990	\$6,783,950
EXPENDITURES:				
Personnel	\$501,811	\$1,679,070	\$2,067,620	\$1,435,930
Contractual Services	166,708	3,699,420	3,623,550	4,152,370
Operating Supplies	640,872	647,140	597,500	639,600
Capital Outlay	1,705	33,000	0	66,500
Debt Service	0	157,690	157,690	157,690
OTHER USES:				
Transfers Out	271,301	95,190	252,880	94,900
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$1,582,397	\$6,311,510	\$6,699,240	\$6,546,990



Internal Service	Fleet Maintenance	Cost Center 601.01.410
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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.

- Maximize quality and efficiency of the servicing of vehicles.
- Reduce % time spent on emergency repairs.
- Reduce fuel consumption through improved engine operations.

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

2009-2010 ACCOMPLISHMENTS

- Purchased 12 specialized kinds of equipment for user departments.
- Ordered 12 vehicles for various departments.
- Rebuilt body on 3 automated side load refuse trucks.
- Completed yearly fleet inventory.

DEPARTMENTAL BUDGET

Internal Service		Fleet Maintenance		Cost Center 601.01.410	
PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE	
Due preventative maintenance completed	N/A	68%	71%	70%	
Time spent on emergency repairs vs total repairs	17%	11%	14%	15%	
Total gallons of consumed fuel	272,211	299,122	287,685	280,000	

Funding Sources	Amount	% of Funding
Repair city vehicles	1,773,950	100.00%
Total Funding	\$1,773,950	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$501,811	\$562,550	\$474,120	\$553,030
Contractual Services	166,708	204,420	251,550	204,370
Operating Supplies	640,872	644,140	595,490	636,600
Capital Outlay	1,705	33,000	0	66,500
Debt Service	0	157,690	157,690	157,690
Transfers	271,301	95,190	252,880	94,900
DEPARTMENTAL TOTALS	\$1,582,397	\$1,696,990	\$1,731,730	\$1,713,090

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
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
TOTAL POSITIONS	8.00	9.00	9.00

Internal Service

Insurance & Risk Management

Cost Center 603.01.256

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 and for workers' compensation and employers liability coverages.

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%.
- Reduce the number of property/liability claims by 5%.

To reduce risk.

- Maintain the per employee cost for insurance costs.

MISSION

To reduce risk and manage insurance costs to all City departments.

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

BUDGET HIGHLIGHTS

- ❖ Move of the employee workers' compensation program to the AMRRP should yield significant savings.

2009-2010 ACCOMPLISHMENTS

- Closely monitored first year of worker's compensation insurance coverage through the Arizona Municipal Risk Retention Pool (AMRRP).
- Scheduled and held several risk management related training sessions.
- Handled comprehensive OSHA audit of City facilities.
- Continued to work with AMRRP representatives and attorneys to move claims and lawsuits to resolution.
- 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

PERFORMANCE INDICATORS:	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE
Property/liability claims filed per 10,000 population	19.4	10.8	3.0	3.0
Worker's Compensation claims per 100 FTE	16.4	10.0	2.1	2.5
Average # of work days lost per claim	2.1	3.9	1.8	2.0

Funding Sources	Amount	% of Funding
Dept. Insurance charge	5,000,000	99.80%
Miscellaneous revenue	10,000	0.20%
Total Funding	\$5,010,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2008-09 ACTUAL	2009-10 ADJUSTED	2009-10 ESTIMATED	2010-11 BUDGET
Personnel	\$0	\$1,116,520	\$1,593,500	\$882,900
Contractual Services	0	3,495,000	3,372,000	3,948,000
Operating Supplies	0	3,000	2,010	3,000
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$0	\$4,614,520	\$4,967,510	\$4,833,900

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2008-09	2009-10	2010-11
Safety/Risk Mgmt Specialist	1.00	1.00	1.00
TOTAL POSITIONS	1.00	1.00	1.00

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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 6-30-2010 was:

	20%	6%
2009-10 Secondary Assessed Value	\$405,970,566	\$405,970,566
Limit	81,194,113	24,358,234
Outstanding Debt	23,126,000	3,109,000
Debt Capacity	\$ 58,068,113	\$ 21,249,234

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. 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-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	6,407,889
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
	\$23,220,000	\$8,566,107	\$31,786,107	\$61,298,150	\$27,596,402	\$88,894,552	\$120,680,659	\$120,680,659

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.

Maturity Date	Bonds Payable	Interest Payable	Fiscal Year Total
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
TOTAL	<u>\$13,865,000</u>	<u>\$5,172,312</u>	<u>\$19,037,312</u>

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.

Maturity Date	Bonds Payable	Interest Payable	Fiscal Year Total
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
TOTAL	<u>\$1,950,000</u>	<u>\$480,790</u>	<u>\$2,430,790</u>

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.

Maturity Date	Bonds Payable	Interest Payable	Fiscal Year Total
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
TOTAL	\$8,830,000	\$3,362,693.90	\$12,192,693.90

BONDED DEBT SCHEDULES

**RECREATIONAL FACILITIES REVENUE BOND
EXCISE TAX REVENUE OBLIGATIONS
TAXABLE AND TAX EXEMPT SERIES 2009 A & B
\$18,800,000**

In August, 2009 bonds were issued to finance acquisition, construction, furnishing and equipping a sports complex, certain courthouse and street improvements. The debt is to repaid through excise taxes, and facility use and lease fees.

Maturity Date	Bonds Payable	Interest Payable	Fiscal Year Total
1-Oct-2010	0	482,077	
1-Apr-2011	380,000	482,077	1,344,154
1-Oct-2011	0	476,853	
1-Apr-2012	630,000	476,853	1,583,706
1-Oct-2012	0	466,930	
1-Apr-2013	650,000	466,930	1,583,860
1-Oct-2013	0	453,768	
1-Apr-2014	675,000	453,768	1,582,536
1-Oct-2014	0	438,242	
1-Apr-2015	705,000	438,242	1,581,484
1-Oct-2015	0	420,970	
1-Apr-2016	740,000	420,970	1,581,940
1-Oct-2016	0	400,805	
1-Apr-2017	780,000	400,805	1,581,610
1-Oct-2017	0	378,965	
1-Apr-2018	825,000	378,965	1,582,930
1-Oct-2018	0	355,246	
1-Apr-2019	870,000	355,246	1,580,492
1-Oct-2019	0	329,146	
1-Apr-2020	925,000	329,146	1,583,292
1-Oct-2020	0	301,396	
1-Apr-2021	980,000	301,396	1,582,792
1-Oct-2021	0	269,791	
1-Apr-2022	1,045,000	269,791	1,584,582
1-Oct-2022	0	236,090	
1-Apr-2023	1,110,000	236,090	1,582,180
1-Oct-2023	0	200,293	
1-Apr-2024	1,180,000	200,293	1,580,586
1-Oct-2024	0	165,350	
1-Apr-2025	1,250,000	165,350	1,580,700
1-Oct-2025	0	137,225	
1-Apr-2026	1,310,000	137,225	1,584,450
1-Oct-2026	0	106,931	
1-Apr-2027	1,370,000	106,931	1,583,862
1-Oct-2027	0	72,682	
1-Apr-2028	1,435,000	72,682	1,580,364
1-Oct-2028	0	36,807	
1-Apr-2029	1,510,000	36,806	1,583,613
TOTAL	<u>\$18,370,000</u>	<u>\$11,459,133</u>	<u>\$29,829,133</u>

BONDED DEBT SCHEDULES

**GENERAL OBLIGATION BONDS
SERIES 2009
\$19,000,000**

In July, 2009, the City issued \$19,000,000 of General Obligation Bonds for the construction of a public safety facility. The bonds are issued pursuant to a special bond election held and approved on November 7, 2006. Interest on the 2009 obligations is payable on January 1 and July 1. The debt is repaid through a secondary property tax levy. The bonds are subject to optional redemption prior to maturity on or after July 1, 2019.

Maturity Date	Bonds Payable	Interest Payable	Fiscal Year Total
1-Jan-2011		425,656	
1-Jul-2011	500,000	425,656	1,351,312
1-Jan-2012		415,656	
1-Jul-2012	300,000	415,656	1,131,312
1-Jan-2013		409,656	
1-Jul-2013	325,000	409,656	1,144,312
1-Jan-2014		403,156	
1-Jul-2014	300,000	403,156	1,106,312
1-Jan-2015		397,156	
1-Jul-2015	300,000	397,156	1,094,312
1-Jan-2016		391,156	
1-Jul-2016	400,000	391,156	1,182,312
1-Jan-2017		383,156	
1-Jul-2017	400,000	383,156	1,166,312
1-Jan-2018		375,156	
1-Jul-2018	400,000	375,156	1,150,312
1-Jan-2019		367,156	
1-Jul-2019	400,000	367,156	1,134,312
1-Jan-2020		359,156	
1-Jul-2020	425,000	359,156	1,143,312
1-Jan-2021		350,656	
1-Jul-2021	425,000	350,656	1,126,312
1-Jan-2022		342,156	
1-Jul-2022	500,000	342,156	1,184,312
1-Jan-2023		332,156	
1-Jul-2023	500,000	332,156	1,164,312
1-Jan-2024		319,656	
1-Jul-2024	600,000	319,656	1,239,312
1-Jan-2025		304,656	
1-Jul-2025	705,000	304,656	1,314,312
1-Jan-2026		289,675	
1-Jul-2026	800,000	289,675	1,379,350
1-Jan-2027		272,175	
1-Jul-2027	1,250,000	272,175	1,794,350
1-Jan-2028		244,050	
1-Jul-2028	1,250,000	244,050	1,738,100
1-Jan-2029		215,925	
1-Jul-2029	1,300,000	215,925	1,731,850
1-Jan-2030		185,375	
1-Jul-2030	1,300,000	185,375	1,670,750
1-Jan-2031		154,500	
1-Jul-2031	1,400,000	154,500	1,709,000
1-Jan-2032		121,250	
1-Jul-2032	1,500,000	121,250	1,742,500
1-Jan-2033		83,750	
1-Jul-2033	1,650,000	83,750	1,817,500
1-Jan-2034		42,500	
1-Jul-2034	1,700,000	42,500	1,785,000
TOTAL	\$18,630,000	\$14,371,080	\$33,001,080



PERSONNEL DATA

2009 - 2010 CLASSIFICATION PLAN

CLASS TITLE	SALARY RANGE	STEP A MINIMUM	STEP H MAXIMUM
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
Firefighter	52	44,001	60,701

2009 - 2010 CLASSIFICATION PLAN

CLASS TITLE	SALARY RANGE	STEP A MINIMUM	STEP H MAXIMUM
GIS Coordinator	58	50,511	69,625
GIS/Drafting Technician	50	42,051	57,988
GIS Analyst	53	44,983	62,082
Golf Course Supervisor	64	57,988	79,918
Golf Shop Assistant	26	24,254	33,372
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

AUTHORIZED POSITIONS BY FISCAL YEAR							
DEPARTMENT	04-05	05-06	06-07	07-08	08-09	09-10	10-11
City Manager	1.50	3.00	4.50	4.33	4.33	4.75	4.75
Public Information	0.00	1.00	1.00	2.00	2.00	2.00	2.00
City Clerk	3.50	4.00	4.00	4.50	4.50	4.50	4.50
Administrative Services	3.00	3.00	3.25	4.33	4.33	4.00	4.00
Risk Management	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Finance Services	8.75	8.75	10.50	14.08	14.08	11.75	11.75
I.T. & G.I.S.	4.25	4.25	7.75	9.25	9.25	9.25	9.25
Police	97.50	97.50	108.50	120.83	119.23	111.75	108.75
Animal Control	3.00	3.00	4.00	4.00	4.00	4.00	4.00
Fire	40.75	40.75	54.75	60.43	62.08	63.25	62.25
Parks & Recreation							
General Recreation	5.00	5.00	6.50	9.30	9.08	6.75	6.75
Senior Adult Services	1.00	0.75	1.75	2.75	2.75	3.75	6.64
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	2.00	3.00	2.25	2.25
Golf Course	9.00	9.00	9.00	7.00	7.00	12.88	11.17
Parks Maintenance	16.00	16.00	16.50	19.00	18.00	19.25	19.25
Library	12.50	12.50	12.50	12.50	13.50	13.50	13.00
Vista Grande Public Library	0.00	0.00	0.00	8.50	8.17	9.50	8.00
Planning & Development							
Development Center	15.00	15.00	17.00	29.00	29.00	26.00	26.00
C D B G	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Rural Development	3.00	3.00	3.50	4.00	3.50	3.50	3.50
Housing Programs	1.75	1.75	1.00	1.00	1.00	1.00	1.00
City Attorney	4.65	4.65	5.65	6.10	6.10	6.10	6.10
Victim's Rights	0.15	0.15	0.10	0.10	0.10	0.10	0.10
Crime Victims Assistance	0.20	0.20	0.30	0.30	0.30	0.30	0.30
City Court	5.00	5.00	5.00	7.50	7.50	6.50	6.50
Public Works							
Administration	2.00	2.00	2.00	3.00	4.00	4.25	4.25
Engineering	8.00	8.00	11.00	10.00	8.00	7.00	7.00
Equipment Maintenance	6.75	6.75	7.75	8.00	9.00	9.00	8.00
Facilities Maintenance	0.00	4.00	5.00	5.00	5.00	4.00	4.00
Street Maintenance	18.50	18.50	18.50	22.00	22.00	19.00	19.00
Operations	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Sanitation Collection	17.50	17.50	19.50	22.50	22.50	23.25	20.00
Sanitation Recycling	8.00	8.00	8.00	8.00	8.00	9.00	11.20
Sanitation Landfill	7.50	7.50	8.00	7.00	7.00	6.50	7.05
Wastewater Treatment	13.00	13.00	8.50	10.00	13.00	13.00	12.25
Water	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Municipal Airport	2.00	2.00	3.00	3.00	3.00	3.00	3.00
TOTAL FUNDED POSITIONS	322.00	329.75	372.55	435.05	438.05	428.38	421.31
Authorized and Frozen	0.00	0.00	0.00	0.00	0.00	24.00	29.00
TOTAL AUTHORIZED	322.00	329.75	372.55	435.05	438.05	452.38	450.31

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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

City of Casa Grande	1.80%
Pinal County	1.10%
State of Arizona	5.60%
Total	8.50%

Construction Contracting

City of Casa Grande	4.00%
Pinal County	1.10%
State of Arizona	5.60%
Total	10.70%

Retail \$5,000 and less & Utilities/Telecommunications

City of Casa Grande	2.00%
Pinal County	1.10%
State of Arizona	5.60%
Total	8.70%

Retail over \$5,000.00

City of Casa Grande	1.50%
Pinal County	1.10%
State of Arizona	5.60%
Total	8.20%

Hotel/Motel

City of Casa Grande	3.80%
Pinal County	1.10%
State of Arizona	5.60%
Total	10.50%

Commercial Rental

City of Casa Grande	1.80%
Pinal County	0.50%
State of Arizona	0.00%
Total	2.30%

Residential Rental

City of Casa Grande	1.80%
Pinal County	0.00%
State of Arizona	0.00%
Total	1.80%



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.

¹Bonds, 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.

²Bonds, 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.

³Bonds, 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.

¹Budget, 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

²Budget, 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.

³Budget, 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.

⁴Budget, 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.

¹Direct 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.

²Outstanding Tax Supported Debt - Direct debt minus self-supporting debt. Debt for which the City has pledged to repay from secondary property taxes.

³Self-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.

¹Debt Service Fund - A fund organized to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

²Enterprise 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.

³General 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.

⁴Highway 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.

⁵Self-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.

⁶Special Revenue Fund - A fund used to finance distinct activities and is created out of receipts of specific revenues.

⁷Trust 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.

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.

GLOSSARY OF TERMS

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.

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.

¹Primary 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.

²Property 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.

³Secondary Property Taxes - An unlimited tax levy restricted to general bonded debt obligations and for voter approved budget overrides.

GLOSSARY OF TERMS

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
AMRRP	Arizona Municipal Risk Retention Pool
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