



City of Casa Grande, Arizona



2011-2012 ANNUAL BUDGET

CITY OF CASA GRANDE, ARIZONA

**Annual Budget for the fiscal year
beginning July 1, 2011 and ending June 30, 2012**

MAYOR

Robert M. Jackson

MAYOR PRO TEMPORE

Matt Herman

COUNCIL MEMBERS

Dick Powell

Stephen Q. Miller

Karl Montoya

Mary E. Kortsen

Lisa Navarro Fitzgibbons

CITY MANAGER

James Thompson

FINANCE DIRECTOR

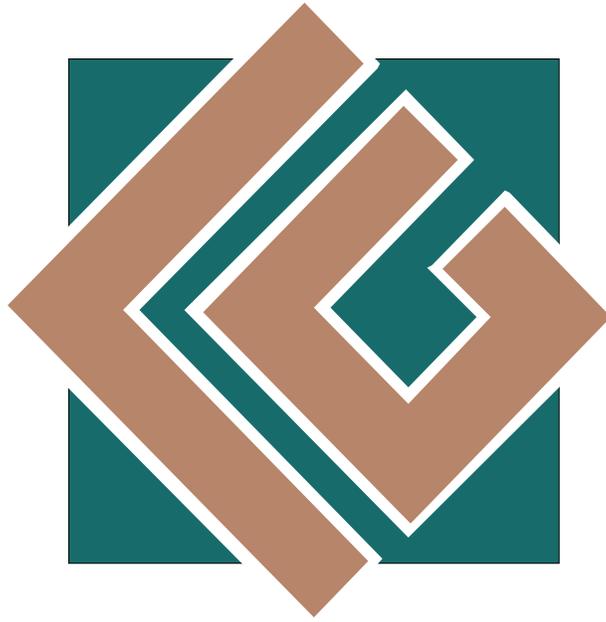
Diane Archer

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, 2010

Two handwritten signatures in black ink. The first signature is on the left and the second is on the right.

President

Executive Director

The Government Finance Officers Association of the United States (GFOA) presented a Distinguished Budget Presentation Award to the City of Casa Grande, Arizona for its annual budget for the fiscal year beginning July 1, 2010. 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 2011-2012 Annual Budget. The budget as adopted does not include any service reductions. Casa Grande continues to struggle with the rest of the nation with the economic challenges presented by the current local, 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:

- **Enhance Transportation Routes:** Despite reductions in funding availability, Casa Grande will strive to enhance the quality of transportation infrastructure in Casa Grande. In recent citizen surveys residents highlighted the importance of improving surface transportation within the City. Street upgrades and repairs will take high priority as funding becomes available.
- **Maintain a High Quality of Life through Strong Fiscal Constraint:** Casa Grande must adjust to new financial realities. The City must continue to provide first class services, but must do so more efficiently. The City should further its commitment to progressive and efficient internal operations, thereby enabling itself to operate at higher levels despite having fewer available resources.
- **Revitalize and Redevelop Historic Casa Grande:** Casa Grande's culture and history are valuable, and should be protected. The City should strive to have a strong presence and positive impact in the City's historic neighborhoods. Efforts should be made to reduce crime and blight in these areas. Parks, services, and infrastructure should be expanded in these areas to show the City's allegiance to its past. The City should entice businesses to locate or expand in these areas of Casa Grande.
- **Be a Leader in Economic Development:** Casa Grande has an important role as the region's economic leader. Nonetheless, in difficult economic times it becomes increasingly imperative to not only create and foster a climate that promotes retention and expansion, but to also successfully attract new business to Casa Grande. Casa Grande will expand upon its economic strength by leveraging current assets through a broad base of regional collaborations and internal development.

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 2011-2012 Annual Budget includes the resources to provide following:

- **Public Safety** – Renovation of the old Police Building to a communications center and Police sub station.
- **Community Services** – Included in the budget is design of a Community Recreation Center, CG Mountain Trail improvements, and a splash pad. 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 and also joined the Greater Phoenix Economic Council. A new website was created and staff resources are re-allocated.
- **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 1,017 cases in FY11 compared to 1,435 cases in FY10.
- **Transportation** – The pavement management system is implemented and provides the information and tools to improve and lengthen the useful life of the existing roadway system. The City continues to be active partners in regional transportation planning issues. Highway 10 improvements are underway 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 energy audit and plan for energy improvements is underway. 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 citizens and visitors will receive the desired level of service for the years to come. Without my fellow City Council members' 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 slow recovery anticipated in the state, regional and local economy. Casa Grande continues to see a decline in construction and no growth in retail sales tax. Sales tax is the largest revenue source to the General Fund.

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 **\$147,392,830** with Interfund transfers. The primary property tax rate is increased this year to **\$0.8988** per one hundred dollars of assessed valuation from **\$0.8110**. The increase was required to maintain the existing revenue 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. This rate has not changed. 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 2011-2012 budget is as follows:

- The **General Fund's** budget is **\$38,079,490**. This is a **\$953,040** decrease compared to expenditures from the previous fiscal year budget of **\$39,032,530**. This is the third year that staff will not receive any pay increases. No new programs or services were added and cost reductions were made to offset increases required due to new facilities such as the Public Safety Facility and Fire Station 504.
- The total for the **Special Revenue Fund's** budgeted amount is **\$24,866,170**. The Special Revenue Fund type consists of Streets, 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 **\$7,534,540** from last year's budget of **\$32,400,710**. This decrease is attributed to fewer large capital projects.
- The **Debt Service Fund's** includes debt expenditures in the amount of **\$3,564,550**. This level of funding is **\$368,940** less than the prior fiscal year total of **\$3,933,490**. The decrease is a result of decreased interest expenditures resulting from a decrease in the principal balances.
- The **Capital Improvement Fund's** shows a decrease of **\$13,275,700** in budget with a total budget amount of **\$30,113,800**. The decrease from last year's budget of **\$43,389,500** is largely the result of fewer capital projects. Several large projects were completed in FY11 - the Public Safety Facility and Fire Station 504 and no large projects are anticipated. 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 are budgeted at **\$32,854,950**. This is a **\$15,379,290** decrease from last year's budget of **\$48,234,240**. 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 \$4,742,020. 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 \$1,580,380, a decrease of \$132,710 from last year's budget of \$1,713,090. The decrease is attributed to improvements in fleet age resulting in fewer repairs and to elimination of operating capital.

The past several fiscal years' budgets were created during a period the economy was declining and reaching 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 increase slightly based on state shared revenue changes from the 2010 census re-allocation offset by construction sales tax declines.

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 2011-2012 budget uses no one-time revenue for operations.

This year we prepared the General Fund budget on a program basis and began to review all the services provided by the City, along with the cost recoveries. This review will continue throughout the year as we revisit in detail the fee schedule and set cost recovery targets. The budget includes a permanent reduction of workforce by 21 positions.

The City recognizes that productivity gains are realized through use of technology. The budget includes funding to complete the replacement of the obsolete phone system and to upgrade GIS software to the latest platform. 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, 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 enhancing transportation routes, maintain a high quality of life through strong fiscal constraint, revitalize and redevelop historic Casa Grande, and be a leader in economic development.

These focus areas and their action plans are 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 2011-2012 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,

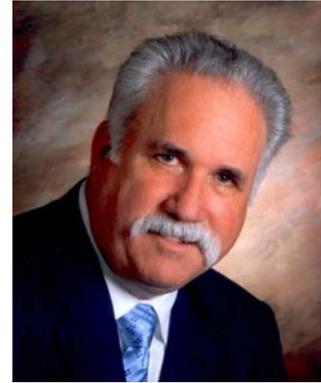


James Thompson
City Manager

The Casa Grande City Council

Mayor Jackson is serving his third term ending in 2013. 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 three grandchildren.

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.



Robert M. Jackson



Matt Herman

Mr. Matt Herman was appointed by Council to fill a vacated seat and elected to serve his first full term through 2013. He was elected to serve as Mayor Pro Tempore in June 2011.

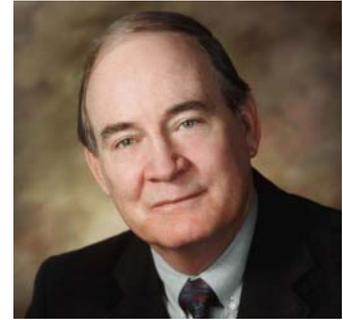
Mr. Herman currently serves on the Board of Directors of the Boys and Girls Clubs of the Casa Grande Valley and is past president. He is a member of the Casa Grande Rotary Club and is the Rotary Foundation Chair.

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.

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, February 2004 - June 2004, and June 2008 - June 2009.

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

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



Dick Powell



Stephen Q. Miller

Mr. Stephen Q. Miller was elected in June 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 second term on the City Council, extending through 2015. 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 seven grandchildren.



Mary Kortsen



Karl Montoya

Mr. Karl Montoya is serving his second term on the City Council, extending through 2015. 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.

Lisa Fitzgibbons is serving her first term on the City Council, extending through June 2015. 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 is past President of the St. Anthony of Padua Catholic School Advisory Board, 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 6 years. She is married and has three daughters.



Lisa Fitzgibbons

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**CITY OF
CASA GRANDE, ARIZONA
PROFILE**

Casa Grande is a diverse community with unique appeal, a modern city with rural heritage, historical landmarks, and old-fashioned values. Its economic base is a mix of retail trade, manufacturing, agriculture, mining, healthcare, government, and tourist related employment.

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 four fire stations which are all staffed with Advanced Life Support Paramedics. The new state-of-the-art, 65,000 sq ft Casa Grande Public Safety Building houses the Police Department, Fire Department’s Administration, and contains the City’s Emergency Operations Center. The original Police Dept. building continues to serve as the central dispatch area for Police & Fire, as well as a Police sub-station. Also, there is a new 10,000 sq ft Municipal Court Facility that includes many new security features and provisions for transfer of in-custody defendants for hearings. 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”. There is a wide variety of shopping and dining experiences, historic sites, attractions, golf, movies, museums, community theatre, as well as many unique festivals and events.

Casa Grande is the retail center for western Pinal County’s consumers, including local retailers, specialty stores, antiques stores, and outlet shopping. The Promenade at Casa Grande is a 1,000,000 sq ft shopping mall which includes a number of well-known national retail stores, restaurants, and a multiplex movie theater.

The Performance Institute has eight multi-use 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 provides world class instructional programs in soccer, tennis, golf, private education, and physical and mental conditioning for children ages seven to eighteen.

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.

A diverse blend of art, humanities, and entertainment events are presented each year. The Casa Grande Art Museum, Casa Grande Valley Historical Society, Golden Corridor Center for the Arts, Inc, Paramount Theatre, and Central Arizona College provide a mix of cultural and educational programs, along with a number of quality musical, theatrical, and entertainment productions.

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

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 and Copperstate Fly In, the Pinal Gila Seniors Fair and Bazaar, Halloween Carnival City Celebration, Party in the Park Concert Series, Catfish Rodeo, Electric Light Parade, and others.

The Greater Casa Grande Chamber of Commerce 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. Other activities for youth are available at the Boys and Girls Clubs of the Casa Grande Valley.

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. Social media includes Twitter & Facebook feeds.

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 various curriculums. In addition, there are multiple community colleges in the surrounding areas that offer 2-year degrees.

MEDICAL

The Casa Grande Regional Medical Center is a 187 bed, nonprofit community hospital with full-service healthcare. There are over 150 active medical staff physicians, along with nurses, paramedics, specialists, technicians, and other allied healthcare professionals. Cutting edge services include a 64-slice CT scanner that aids in advanced cardiac imaging, a Wound Center with two hyperbaric oxygen chambers for advanced treatment of non-healing wounds, a Sleep Lab with 4 newly renovated rooms, and a high level Electronic Medical Record designation for better provider communication and patient safety environment. Other available medical services include behavioral health, rehab, home-healthcare, hospice, an urgent care center, and skilled/nursing care facility. In addition, Casa Grande has air and ground emergency transportation services with AirEvac Services Inc. and Southwest ambulance.

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

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.

Casa Grande’s outstanding general obligation and excise tax revenue bonds have an “AA” rating. In addition, the City has applied and received various Federal and State grants for infrastructure, etc.

Despite the economy, Casa Grande real estate continues to grow, offering a selection of new and resale homes, condominiums, apartment complexes, RV resorts, manufactured home communities and 55+ communities.

AIRPORT

The 300+ acre Casa Grande Municipal Airport is a full service public airport located just north of the City. It provides aircraft fueling and maintenance, historic aircraft restoration, medical evaluation, sport parachuting, gift shop, etc. The adjacent Donovan M. Kramer Sr. Airport Industrial Park continues to expand and is the home of several thriving businesses.

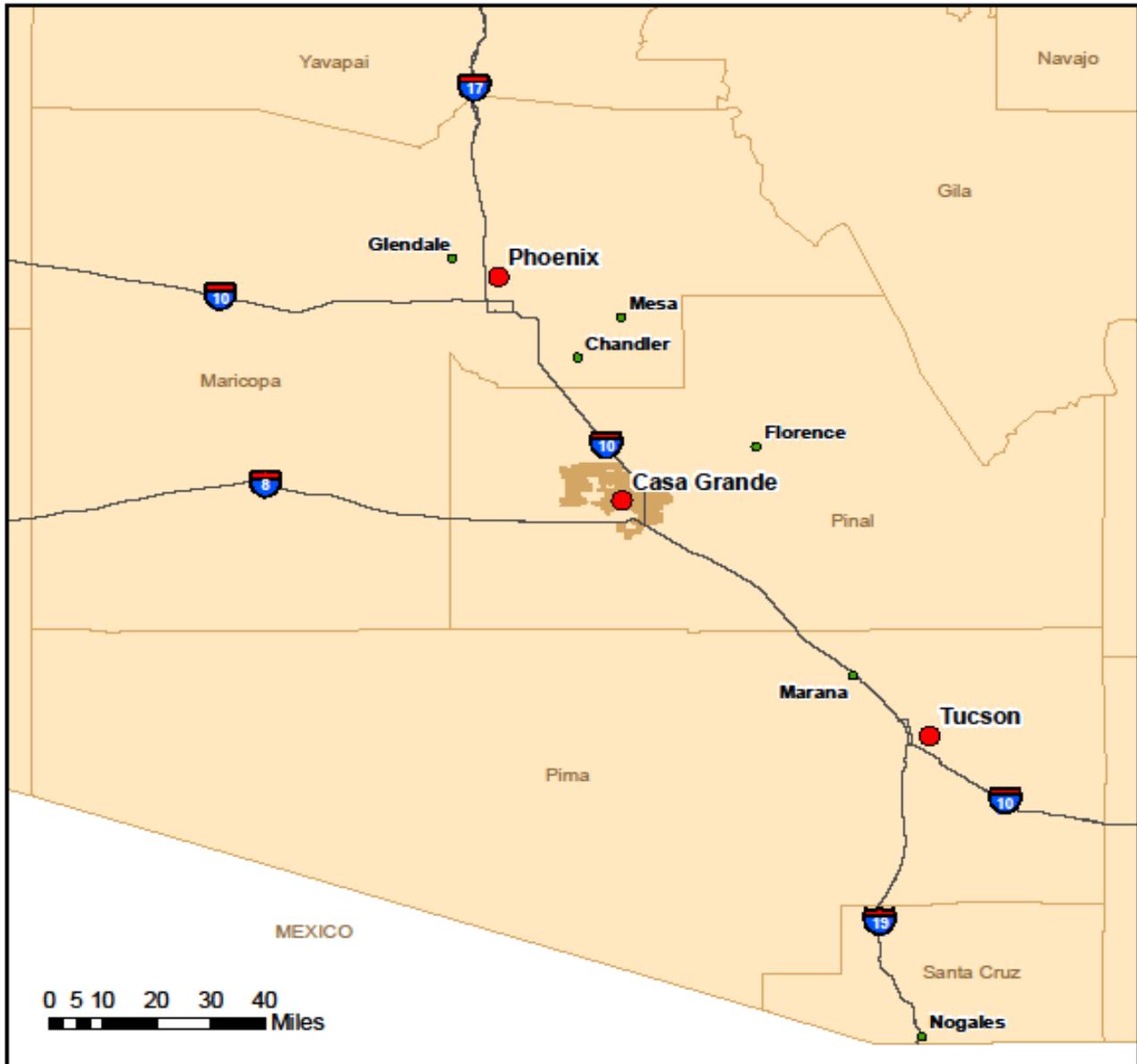
LODGING AND MEETING FACILITIES

There are over 1,000 rooms available in 14 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, 2010			48,571
Land Area			110 sq. miles
Elevation			1,398 – 2,090 ft.
Form of Government			Council/Manager
Unemployment Rate, 2011			11.0%
Labor Force			20,811
Unemployed			2,290
Average Household Income			\$43,741
Property Tax Rate per \$100 Assessed Valuation, 2011			\$1.5296
Sales Tax Rate, 2011			
	<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, 2010-2011			
Taxable Sales (\$)			\$950,110,500
New Building Permits			248
School Enrollment			10,380
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			8
Credit Unions			3
Total Branches			12

CITY/COUNTY POPULATION

(Source: Arizona Department of Economic Security and United States Department of Commerce, Bureau of the Census)
2010 ESTIMATES

Year	Casa Grande	Percent Increase	Pinal County	Percent Increase
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%
2010	48,571	5.6%	375,770	5.5%

POPULATION BY AGE DISTRIBUTION

(Source: U.S. Census Bureau)
2010 American Community Survey

Age	Male	Female	Total	Percent
0-4	2,011	1,846	3,857	7.9%
5-14	3,834	3,780	7,614	15.7%
15-24	3,126	3,082	6,208	12.8%
25-34	2,837	3,159	5,996	12.3%
35-44	2,780	2,926	5,706	11.7%
45-54	2,641	2,961	5,602	11.5%
55-64	2,657	3,248	5,905	12.2%
65-74	2,291	2,394	4,685	9.7%
75+	1,359	1,639	2,998	6.2%
Total	23,536	25,035	48,571	100.0%

CITY OF CASA GRANDE TOTAL ASSESSED VALUE

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

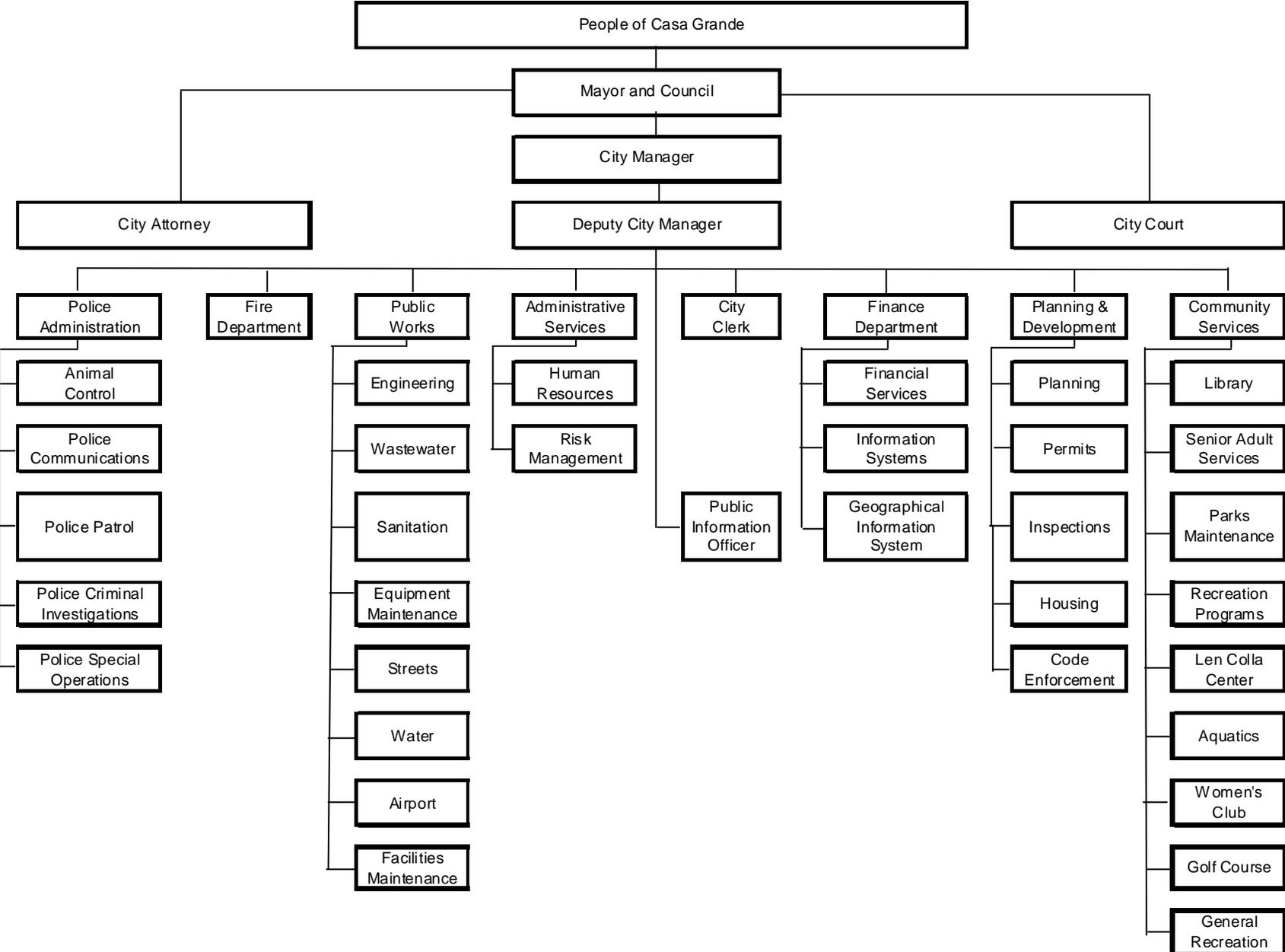
Year	Valuation	Change Percentage
1997-98	94,121,767	1.57%
1998-99	95,735,015	1.70%
1999-00	99,791,949	4.20%
2000-01	105,713,610	6.00%
2001-02	119,878,152	13.40%
2002-03	130,950,513	9.20%
2003-04	173,136,653	32.20%
2004-05	166,072,472	(4.08%)
2005-06	180,092,436	8.44%
2006-07	210,656,633	17.00%
2007-08	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%)
2011-12	360,674,280	(6.53%)

ETHNIC CHARACTERISTICS

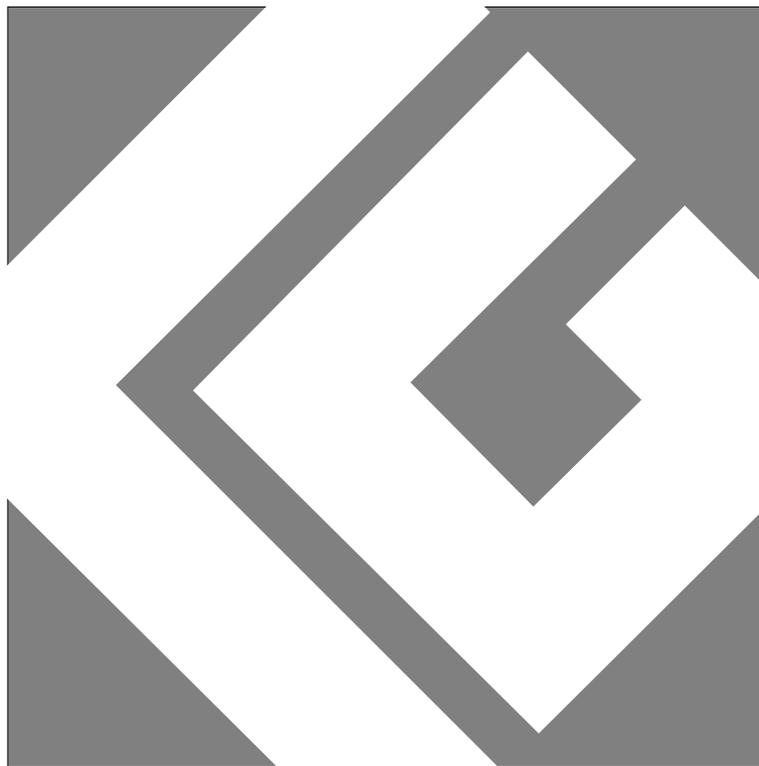
(Source: U.S. Census Bureau)
2010 American Community Survey

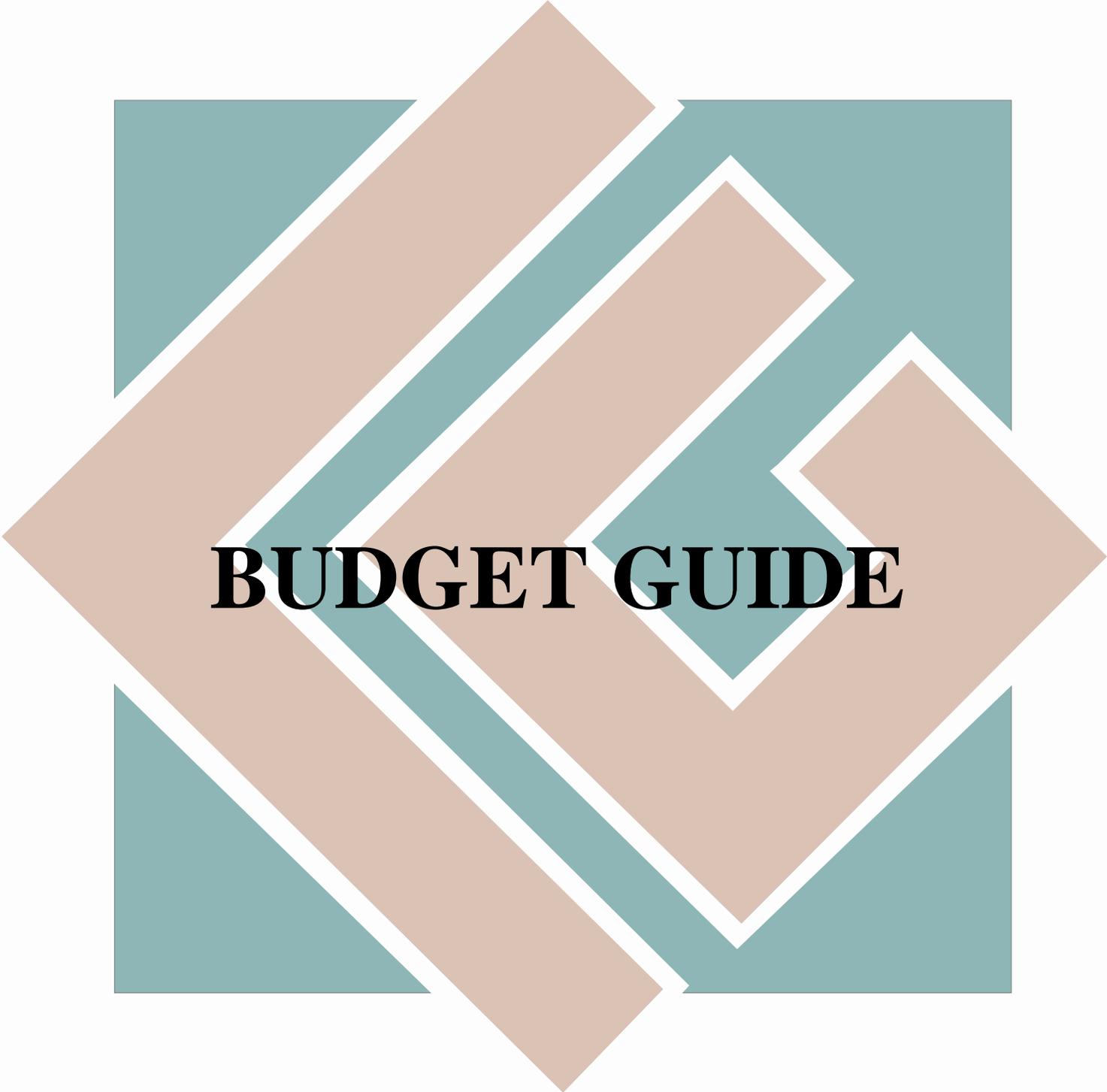
Ethnicity	City Total	City
White	32,687	67.3%
African American	2,245	4.6%
Native American	2,232	4.6%
Asian or Pacific Islander	962	2.0%
Other	10,445	21.5%
Total	48,571	100.0%

City of Casa Grande Organizational Chart



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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	
	Engineering	101	436	
	Culture & Recreation:			
	Downtown 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	101	434	
	Downtown Development	101	321	
	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	650
	Volunteers Retirement Fund	710	810
	Section 125 Plan Fund	711	256
	CDBG Escrow Fund	749	000,342
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 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.

Program Budget provides a summary of revenue and costs by programs within each cost center.

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 2009-2010 actual expenditures, 2010-2011 adjusted and estimated expenditures and the 2011-2012 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.

BUDGET DOCUMENT GUIDE continued

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

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

A Financial Plan - 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, 2010-2011 estimates and the 2011-2012 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 when paid 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 the annual depreciation value.

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

The 2011-2012 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, controlling, evaluating and revising. Casa Grande consistently follows these four 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 in relation 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 the fiscal year are included in that 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 – include 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 Services 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 endeavor. 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) integration and 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 coordinating the budget process, providing revenue projections, projections of available resources, 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 - comprised of Council Members and selected departmental staff to discuss, evaluate, and prioritize requested capital projects.

2011-2012 BUDGET CALENDAR

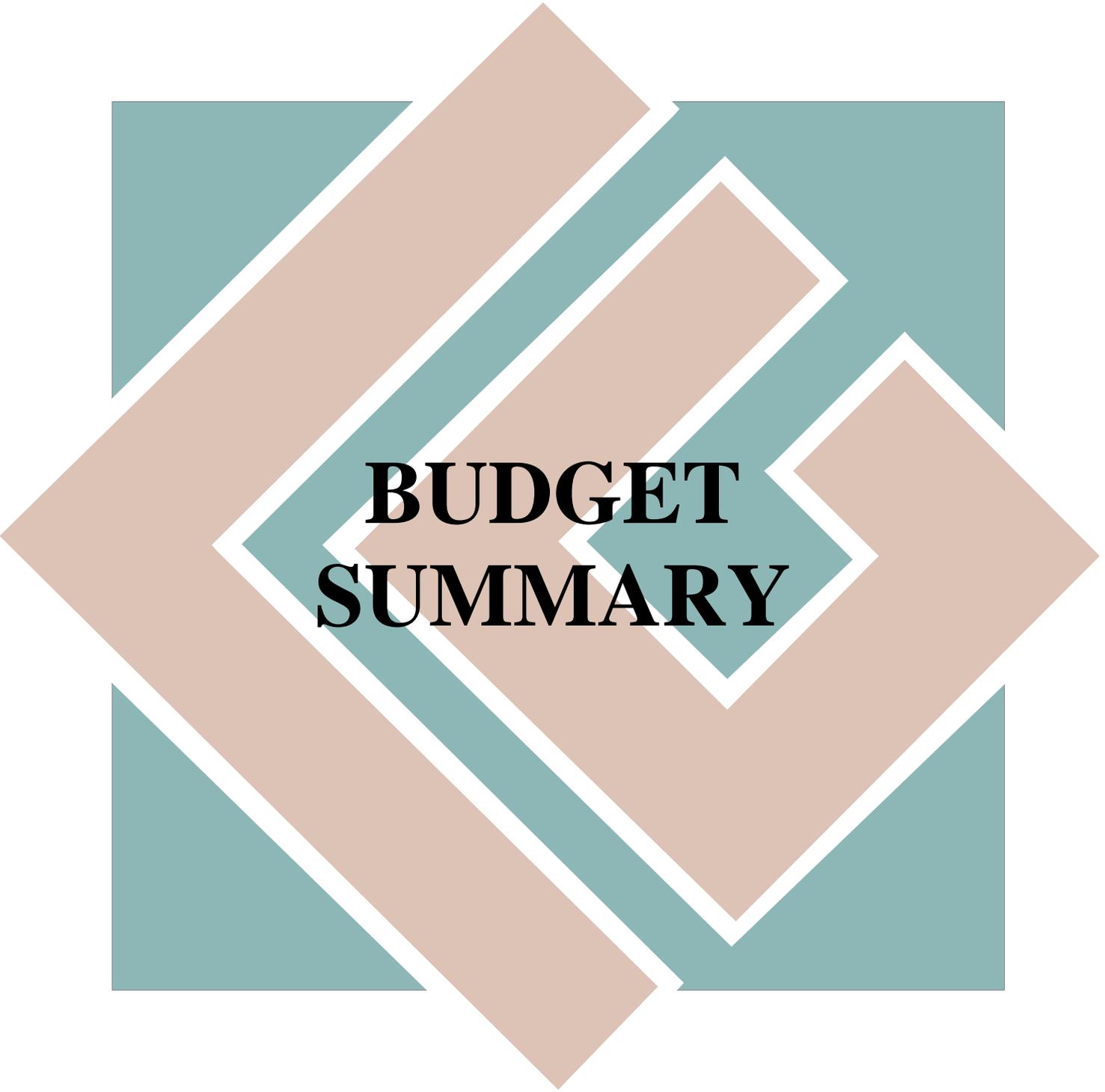
Date	Action Required (Deadline Set By Law)
December 6 – December 30, 2010	CIP database updates by Departments
December 6 – December 20, 2010	Departments update consolidated fee schedule
January 10 – January 21, 2011	Budget review of fees and CIP
January 27 – February 17, 2011	CIP Committee review of CIP requests
January 18, 2011	2011-2012 budget expenditure forms made available online.
February 8, 2011	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 11, 2011	Submission of completed department budget forms to Finance.
February 14 through February 25, 2011	Review of submitted budgets by Finance
March 1, 2011	Send out outside funding request letters
March 7, 2011	Council Study session on proposed fee changes
March 11, 2011	Advertise fee changes on web site
February 28 through March 11, 2011	Finance to review departmental budget submittals
March 14 through April 1, 2011	City Manager and department review of budgets.
March 14 through April 1, 2011	Prepare final revenue and expenditure projections.
April 14, 2011	Submit balanced budget to Council.
April 25 through April 29, 2011	Council's Budget Study Sessions.
May 2, 2011	Council hold public hearing on fee changes.
May 16, 2011	Council Adopt Tentative Budget (<i>on or before the third Monday in July {ARS 42-17101}</i>).
	Adopt Tentative CFD's Budget.
May 16, 2011	Council Adopt Consolidated Fee Schedule

2011-2012 BUDGET CALENDAR

Date	Action Required (Deadline Set By Law)
May 24, 2011	Publish first “Truth in Taxation” notice – <i>(Not less than fourteen or more than twenty days before tax levy hearing).</i>
May 24, 2011	First publication of 2010-2011 Tentative Budget <i>(must be published once a week for at least two consecutive weeks {ARS 42-17103}).</i>
May 31, 2011	Publish second “Truth in Taxation” notice - <i>(Not less than seven or more than ten days before tax levy hearing).</i>
May 31, 2011	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 6, 2011	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 20, 2011	Adoption of the 2011-2012 Final Budget.
June 20, 2011	Adoption of 2011-2012 Property Tax Levy and forward certified copy of Tax Levy Ordinance to the County
	Adopt property tax levy for CFD’s
June 24, 2011	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 24, 2011	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>
July 1, 2011	New Fees are effective

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BUDGET SUMMARY

BUDGET OVERVIEW

The total City of Casa Grande budget including transfers for fiscal year 2011-2012 is \$147,392,830. Of that total, 26% or \$38,079,490 is for General Fund use, 22% or \$32,854,950 is for the Enterprise Funds, 17% or \$24,866,170 is for Special Revenue Funds, 20% or \$30,113,800 is for Capital Improvement Funds, 4% or \$6,322,400 is for the Internal Service Fund and 2% or \$3,564,550 is used in the Debt Service Funds.

Budget development is guided by the Mayor and Council's Strategic Focus Areas; Enhance Transportation Routes, Maintain a High Quality of Life through Strong Fiscal Constraint, Revitalize and Redevelop Historic Casa Grande, and Economic Development. The most pressing financial issue is caused by the economic situation of the state and the local economy creating a challenge to maintain current service levels, and changes the focus inward to concentrate on improving operations to reduce costs.

As a result of the slow economic recovery, revenues decreased last year. Revenues are projected to decrease further this year in many categories. Growth-related "non-recurring" revenues such as building permits and construction sales tax were strong in prior fiscal years, but these revenue sources were not used to balance the ongoing operating costs of the budget. More dependable operating revenues such as local retail sales tax and state shared income and sales taxes were matched with ongoing operating costs. This strategy 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 and keeping costs down, 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, there are no merit increases or market adjustments and 21 positions were eliminated. 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 \$18,261,000 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 \$2,400,000. 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 2011-2012 is \$936,000. The City also has a 2% hotel and motel accommodation tax. Anticipated revenue of \$150,000 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 \$3,241,740. The primary tax rate is \$0.8988 per \$100 assessed value, while the secondary rate is \$0.6308 per \$100 assessed value. The combined property tax rate is \$1.5296 per \$100 assessed value. This represents approximately 9% 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 \$2,100,000. 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 \$365,000.

SERVICE CHARGES

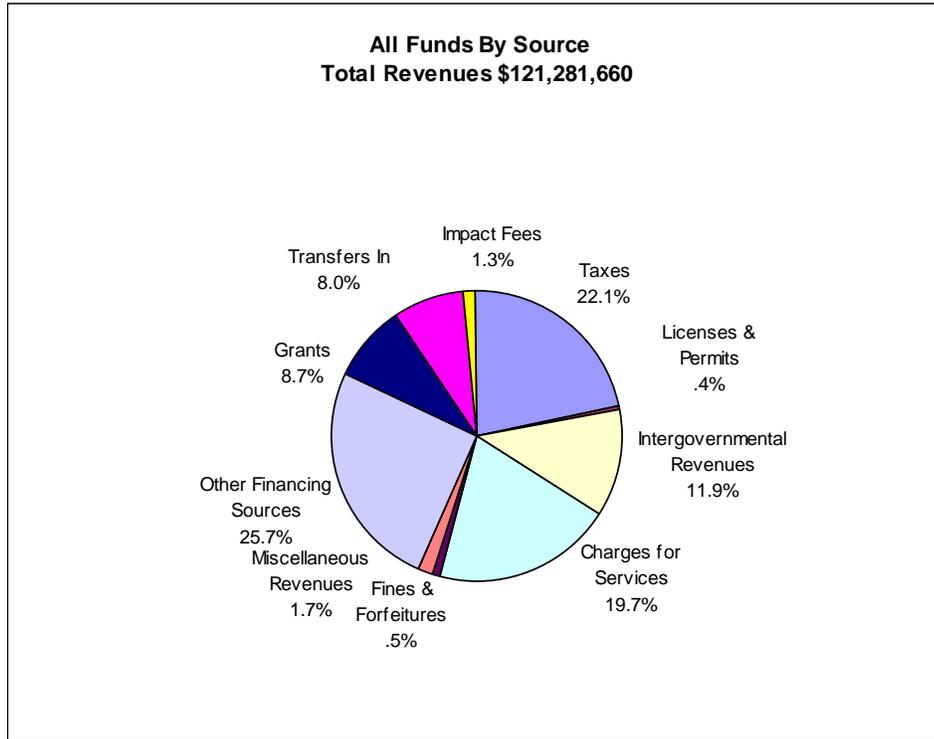
Charges for Services - Charges for services consist of Planning and Development Fees which are estimated to be \$110,000, Wastewater User Fees estimated to be \$6,881,000, Sanitation Charges estimated to be \$6,219,000, Recreation Fees estimated to be \$1,592,800 (including Golf Course and Performance Institute), and Irrigation Water Fees estimated to be \$14,000 for this year. These services account for 13% 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 \$999,200.

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 22.6% of the total, Contractual Services 13.4%, Operating Supplies 6.7%, Capital Outlay 43.7%, Debt Service 7%, and Inter-fund Transfers 6.6%.

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. Health insurance costs did not change. Additionally, the pension contributions remained stable for Fire and Police employees, but increased for ASRS members.

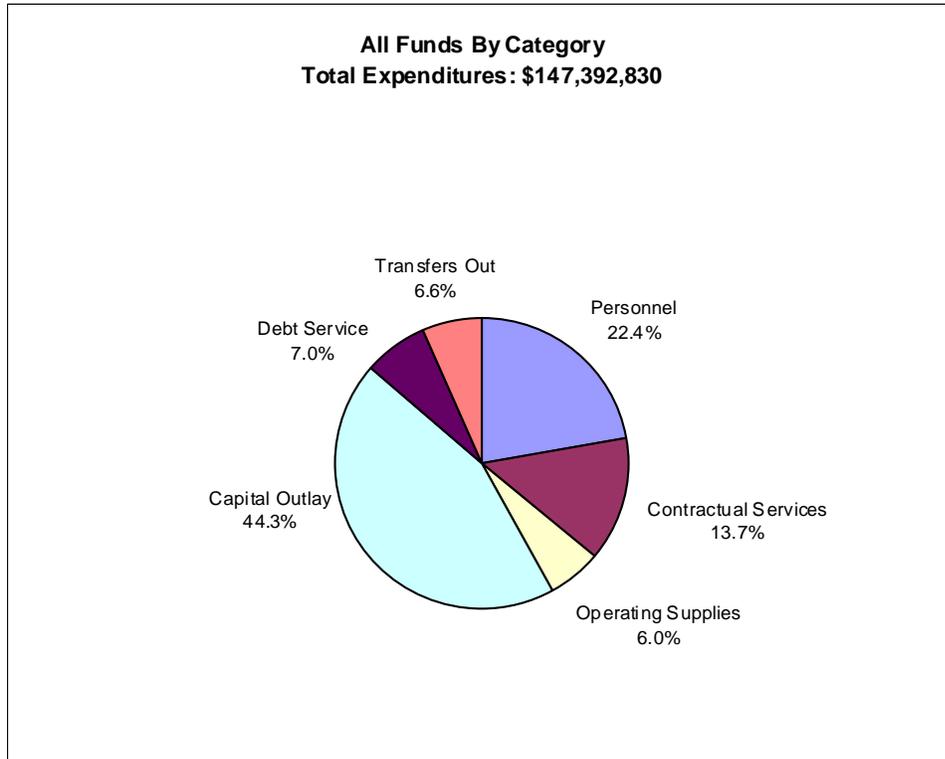
Contractual Services - These are expenditures for external professional services and maintenance contracts on grounds, buildings, computer and other equipment. Professional services include engineering, financial, computer consultants, attorneys, and etcetera.

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 FY12 includes \$20,000,000 of improvement district debt to finance construction of infrastructure if development occurs.

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.



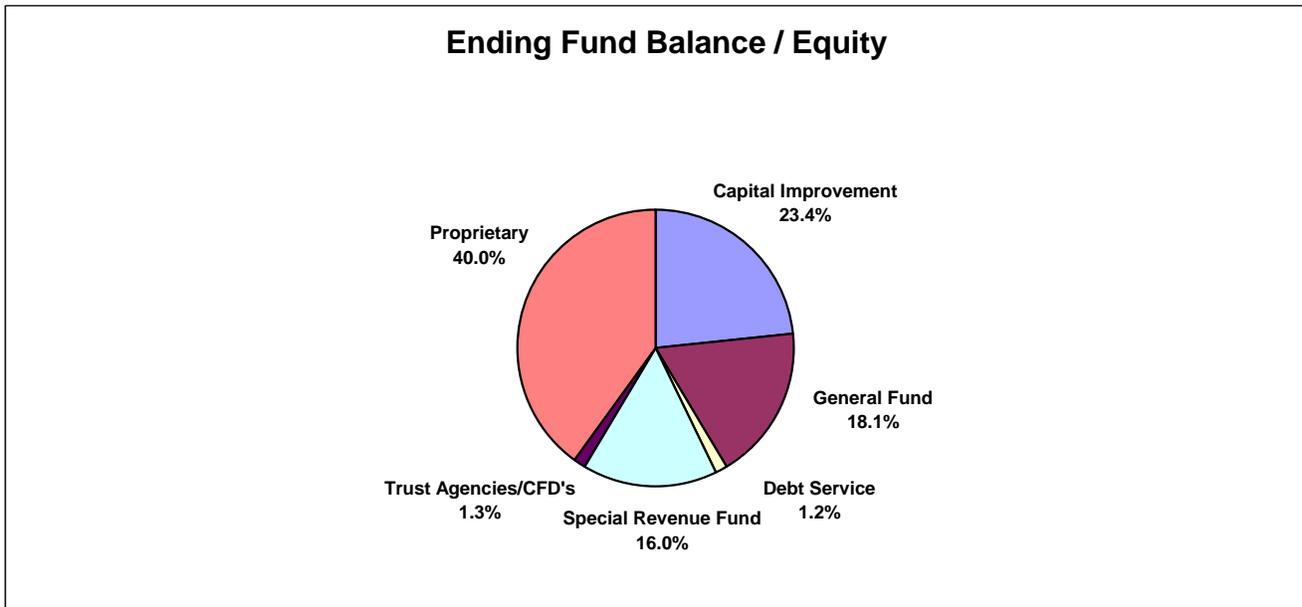
FUND BALANCE ANALYSIS

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 2011-2012 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 2011-2012 - BY FUND

	General Fund	Special Revenue	Debt Service	Capital Improvements	Proprietary	Trust Agencies CFD's	Total
Beginning Balance	\$26,608,387	\$33,065,841	\$923,440	\$30,929,373	\$66,679,510	\$1,667,458	\$159,874,009
Use of Balance	(2,421,880)	(11,646,040)	656,530	354,000	(13,128,510)	74,730	(\$26,111,170)
Ending Balance	<u>\$24,186,507</u>	<u>\$21,419,801</u>	<u>\$1,579,970</u>	<u>\$31,283,373</u>	<u>\$53,551,000</u>	<u>\$1,742,188</u>	<u>\$133,762,839</u>



BUDGET SUMMARY FOR FISCAL YEAR 2011-2012 - BY FUND TYPE

	General Fund	Special Revenue	Debt Service	Capital Imprvmt	Enterprise Fund	Internal Service	Trust and CFD's	Grand Total
Funding Sources								
Taxes	\$21,356,740	\$150,000	\$2,331,000	\$2,236,000	\$19,000	\$0	\$651,000	\$26,743,740
Licenses and Permits	205,000	0	0	0	0	0	0	\$205,000
Intergovernmental Revenues	9,919,940	4,522,500	0	0	0	0	0	\$14,442,440
Grants	0	4,363,830	0	6,150,000	0	0	0	\$10,513,830
Charges for Services	1,102,100	1,535,400	0	0	14,869,200	6,394,600	0	\$23,901,300
Impact Fees	0	974,000	0	0	585,000	0	0	\$1,559,000
Fines & Forfeitures	913,200	51,000	0	0	0	0	0	\$964,200
Miscellaneous Revenue	392,000	458,400	0	28,500	54,600	100,000	1,015,200	\$2,048,700
Other Financing Sources	0	1,150,000	0	20,000,000	0	0	10,000,000	\$31,150,000
Total Before Transfers	\$33,888,980	\$13,205,130	\$2,331,000	\$28,414,500	\$15,527,800	\$6,494,600	\$11,666,200	\$111,528,210
Transfers In	1,768,630	15,000	1,890,080	2,053,300	4,026,440	0	0	9,753,450
Total Financial Resources Available	\$35,657,610	\$13,220,130	\$4,221,080	\$30,467,800	\$19,554,240	\$6,494,600	\$11,666,200	\$121,281,660
Expenditures								
Personnel	\$25,366,850	\$2,600,310	\$0	\$0	\$3,635,990	\$1,351,310	\$0	\$32,954,460
Contractual Services	6,099,700	4,271,950	0	0	4,502,220	4,289,090	1,003,600	20,166,560
Operating Supplies	3,107,990	2,471,050	0	0	2,716,800	587,100	15,000	8,897,940
Capital Outlay	1,020,600	14,263,890	0	28,161,700	11,900,700	0	10,000,000	65,346,890
Debt Service	78,980	238,680	3,449,550	0	5,933,450	0	572,870	10,273,530
Other Uses	0	0	0	0	0	0	0	0
Total Before Transfers	\$35,674,120	\$23,845,880	\$3,449,550	\$28,161,700	\$28,689,160	\$6,227,500	\$11,591,470	\$137,639,380
Transfers Out	2,405,370	1,020,290	115,000	1,952,100	4,165,790	94,900	0	9,753,450
Total Budgeted Expenditures/Expenses	\$38,079,490	\$24,866,170	\$3,564,550	\$30,113,800	\$32,854,950	\$6,322,400	\$11,591,470	\$147,392,830

REVENUE COMPARISON

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 BUDGET	PERCENT TO TOTAL
LOCAL TAXES					
Property Taxes	7,365,910	6,788,000	6,504,890	6,363,740	5.25%
Local Sales Tax	19,802,658	19,530,000	18,676,000	18,261,000	15.06%
Franchise Taxes	1,947,031	2,080,000	2,081,000	2,100,000	1.73%
Subtotal	\$29,115,599	\$28,398,000	\$27,261,890	\$26,724,740	22.04%
LICENSES & PERMITS					
Business Licenses	120,236	180,000	209,000	160,000	0.13%
Animal Licenses	42,611	45,000	45,000	45,000	0.04%
Building Permits	494,055	700,000	401,500	365,000	0.30%
Subtotal	\$656,902	\$925,000	\$655,500	\$570,000	0.47%
INTER-GOV'T					
Shared Lottery Funds - LTAF	108,944	180,000	0	0	0.00%
Shared Gasoline Tax - HURF	2,692,007	2,702,630	2,513,000	2,800,000	2.31%
Half Cent Sales Tax	1,768,312	2,300,000	1,695,000	1,722,500	1.42%
Shared Sales Tax	2,382,825	2,436,000	2,436,000	3,674,710	3.03%
Shared Income Tax	4,106,244	3,160,000	3,160,000	4,099,600	3.38%
Shared Auto-In-Lieu	2,034,181	2,020,760	2,030,000	2,145,630	1.77%
Housing Program Income	982,019	1,346,000	460,890	1,908,000	1.57%
Grant Revenues	3,827,613	9,147,240	3,326,060	9,756,030	8.04%
Subtotal	\$17,902,145	\$23,292,630	\$15,620,950	\$26,106,470	21.53%
SERVICE CHARGES					
Planning & Development Fees	143,432	925,000	317,610	299,100	0.25%
Municipal Golf Fees	1,067,326	1,152,800	1,168,430	1,285,000	1.06%
Wastewater Treatment Charges	5,056,194	5,449,000	6,782,000	6,881,000	5.67%
Sanitation Charges	5,087,465	5,586,000	6,077,200	6,511,200	5.37%
Water Service Charges	162,094	200,000	171,000	211,000	0.17%
Recreation Fees	434,692	1,254,500	760,500	817,000	0.67%
Public Safety Fees	172,665	242,000	220,000	252,000	0.21%
Internal Service Charges	6,939,668	6,773,950	6,306,000	6,394,600	5.27%
Irrigation Water Fees	9,488	12,000	14,000	14,000	0.01%
Subtotal	\$19,073,024	\$21,595,250	\$21,816,740	\$22,664,900	18.69%
FINES & FORFEITURES					
Library Fines	44,143	45,000	59,000	50,000	0.04%
Animal Control Fines	13,624	15,000	10,000	10,000	0.01%
Attorney's Fees	160	0	0	0	0.00%
City Court Fines & Fees	1,043,615	1,211,000	984,200	834,200	0.69%
Subtotal	\$1,101,542	\$1,271,000	\$1,053,200	\$894,200	0.74%
MISC. REVENUE					
Impact Fees	2,432,076	2,549,000	1,503,000	1,559,200	1.29%
Sale of Fixed Assets	406,212	40,000	49,000	14,000	0.01%
LGIP Interest	138,908	366,500	153,480	148,100	0.12%
Sale of Maps	248	1,000	500	400	0.00%
Contributions and Donations	224,350	474,200	51,200	141,200	0.12%
Rentals, Leases & Concessions	384,821	550,000	549,720	462,000	0.38%
Aviation Fuel Sales	925,498	1,177,000	934,480	1,093,000	0.90%
Special Assessment Revenue	8,883	0	0	0	0.00%
Housing Program Income	94,194	0	143,000	0	0.00%
Subtotal	\$4,615,190	\$5,157,700	\$3,384,380	\$3,417,900	2.82%
OTHER FINANCING SOURCES					
Lease Purchase Proceeds	0	3,350,000	0	1,150,000	0.95%
Bond Proceeds	37,512,915	41,840,000	19,634,000	30,000,000	24.74%
Subtotal	\$37,512,915	\$45,190,000	\$19,634,000	\$31,150,000	25.68%
TRANSFERS					
Transfers In	17,472,868	10,486,270	14,819,940	9,753,450	8.04%
Subtotal	\$17,472,868	\$10,486,270	\$14,819,940	\$9,753,450	8.04%
Total Revenues	\$127,450,185	\$136,315,850	\$104,246,600	\$121,281,660	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	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	23,313,627	(17.0)
	2009-2010	19,776,000	(15.2)
	2010-11 Bud	19,530,000	(1.2)
	2010-11 Proj	18,700,000	(5.4)
	2011-12 Bud	18,261,000	(6.5)

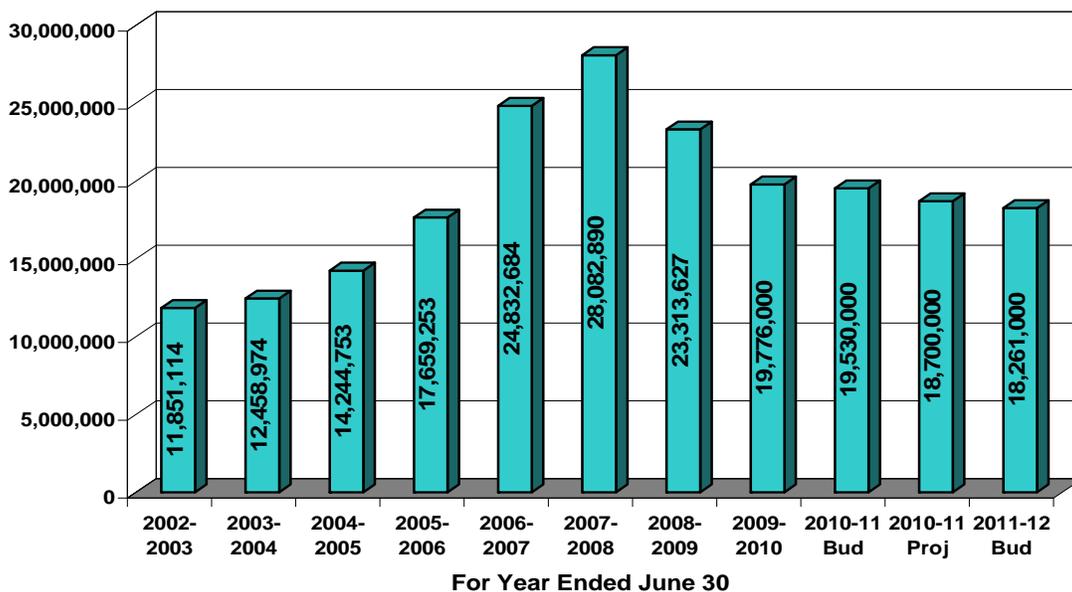
Analysis

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 uncertain retail sales and decrease 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.	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)
	2009-2010	1,768,312	(15.0)
	2010-11 Bud	2,300,000	30.1
	2010-11 Proj	1,681,000	(4.9)
	2011-12 Bud	1,710,000	(25.7)

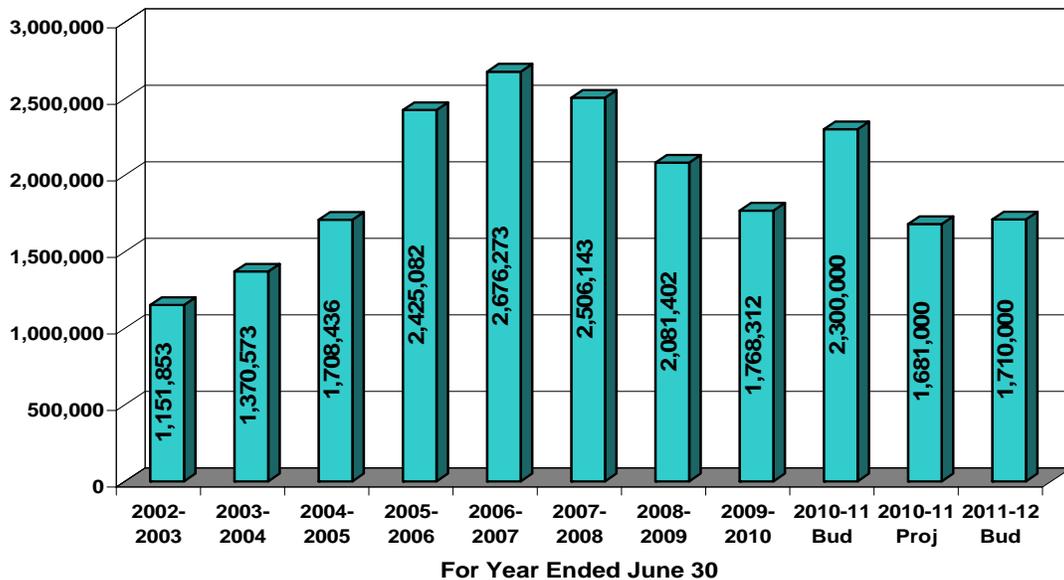
Analysis

The 1/2 cent sales tax is distributed by Pinal County based on population. This sales tax has declined along with all other sales tax sources due to the recession.

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%	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)
	2009-2010	1,947,031	1.9
	2010-11 Bud	2,080,000	6.8
	2010-11 Proj	2,081,000	6.9
2011-12 Bud	2,100,000	1.0	

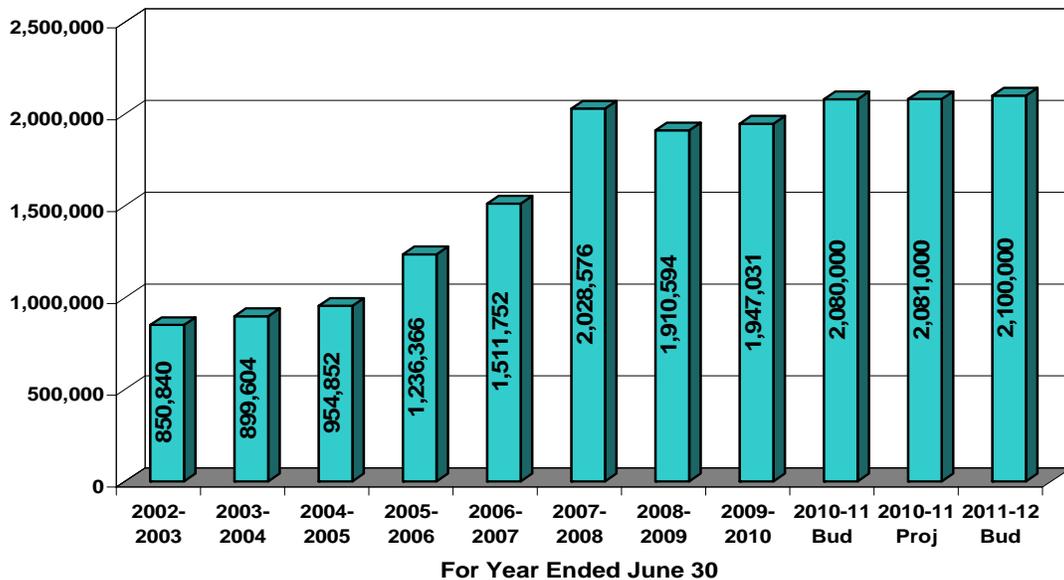
Analysis

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.	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)
	2009-2010	494,055	(22.2)
	2010-11 Bud	700,000	41.7
	2010-11 Proj	401,000	(18.8)
	2011-12 Bud	365,000	(47.9)

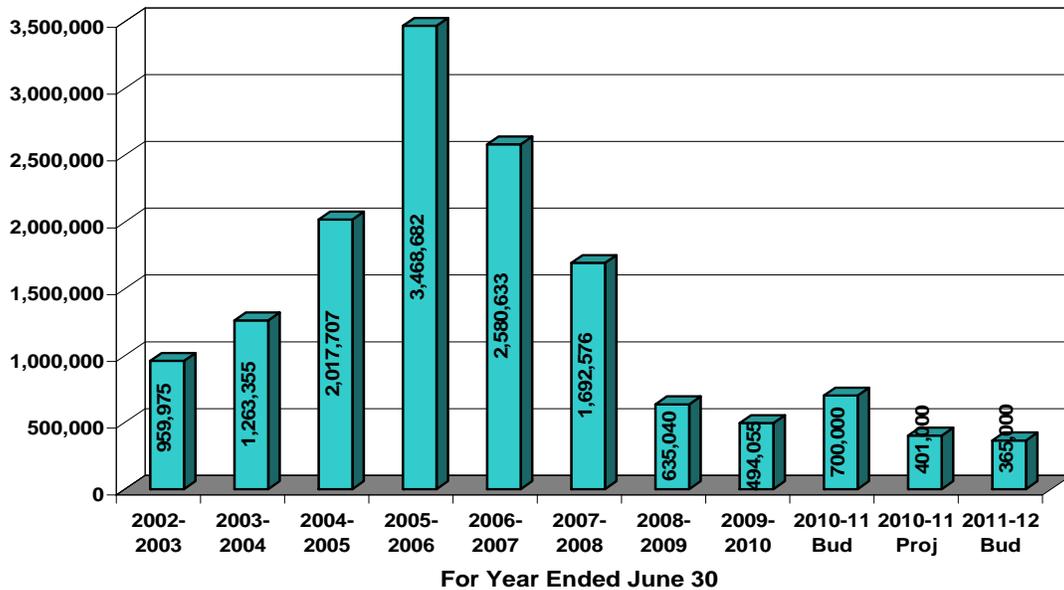
Analysis

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 15 new single family home permits per month and limited additional commercial permits.

Method

Decrease to current year estimates based on assumption of decreased activity in all areas.

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.	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
	2009-2010	903,529	10.8
	2010-11 Bud	1,066,000	18.0
	2010-11 Proj	1,023,200	13.2
	2011-12 Bud	922,900	(13.4)

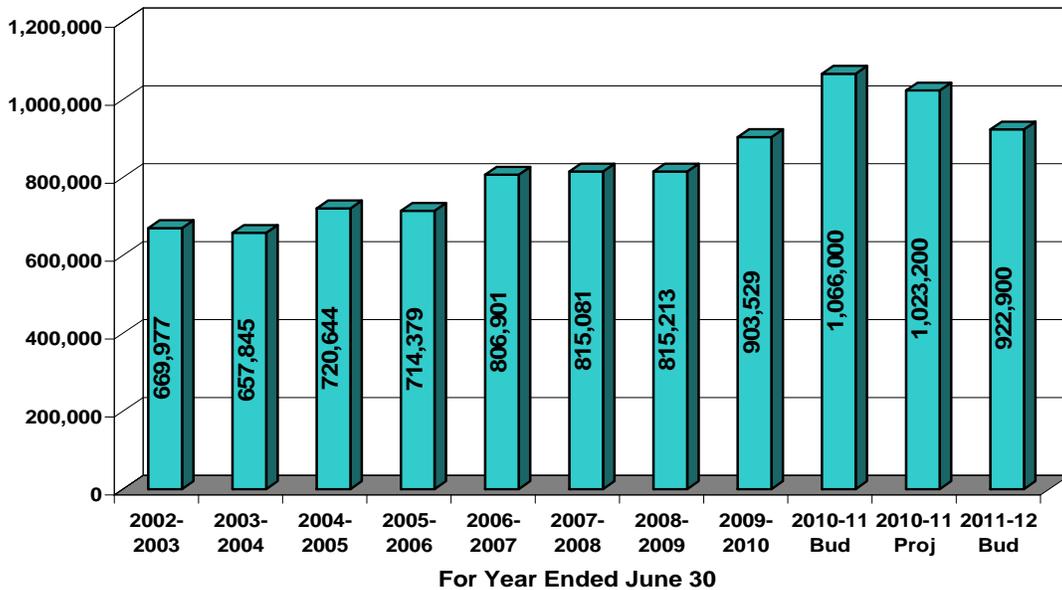
Analysis

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 a decrease from current year actuals based on a conservative estimate of enforcement.

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.	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
	2009-2010	4,106,243	(14.3)
	2010-11 Bud	3,160,000	(23.0)
	2010-11 Proj	3,160,000	(23.0)
	2011-12 Bud	4,099,600	29.7

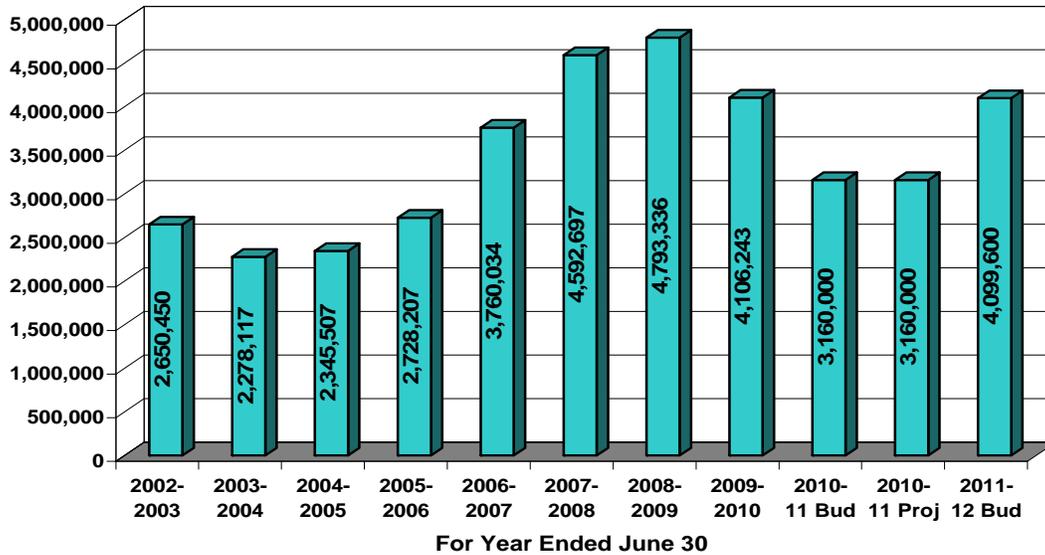
Analysis

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 2010, the census was updated resulting in an increase to the distribution rate for Casa Grande. The City's share of population increased more proportionally to other communities in the state and in the county.

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 increase is reflective of the census number changes. The total amount for distribution is based on actual 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.	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)
	2009-2010	2,382,824	(7.8)
	2010-11 Bud	2,436,000	2.2
	2010-11 Proj	2,436,000	2.2
	2011-12 Bud	3,674,710	50.9

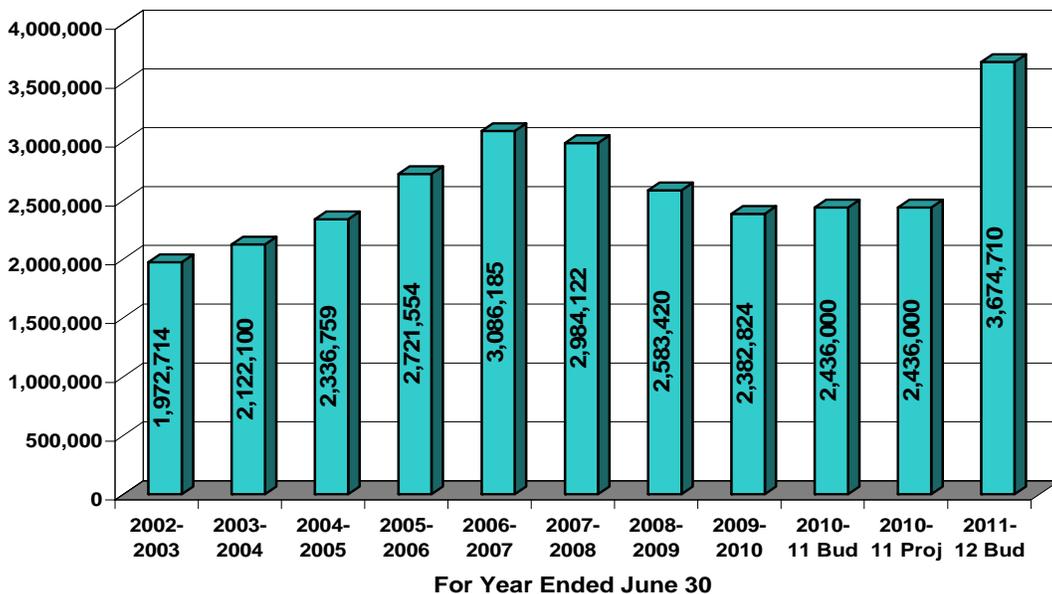
Analysis

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 2010, the census was updated resulting in an increase to the distribution rate for Casa Grande. The City's share of population increased more proportionally to other communities in the state and in the county.

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.	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)
	2009-2010	2,034,181	(4.3)
	2010-11 Bud	2,020,760	(0.7)
	2010-11 Proj	2,030,000	(0.2)
	2011-12 Bud	2,145,630	6.2

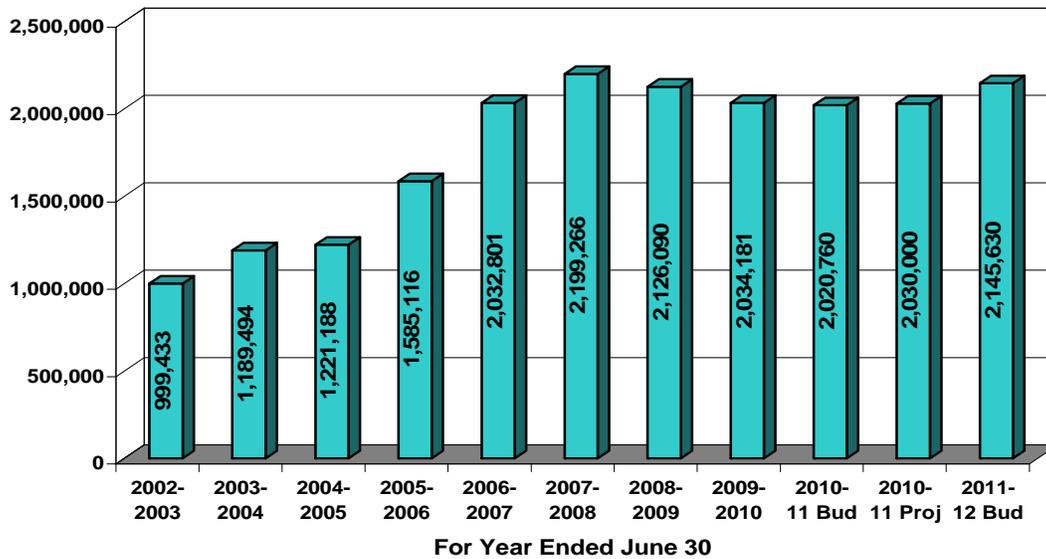
Analysis

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 increase in population through the updated census numbers, a conservative increase in licensing revenue is projected.

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.	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
	2009-2010	108,943	(42.3)
	2010-11 Bud	180,000	65.2
	2010-11 Proj	0	(100.0)
	2011-12 Bud	0	(100.0)

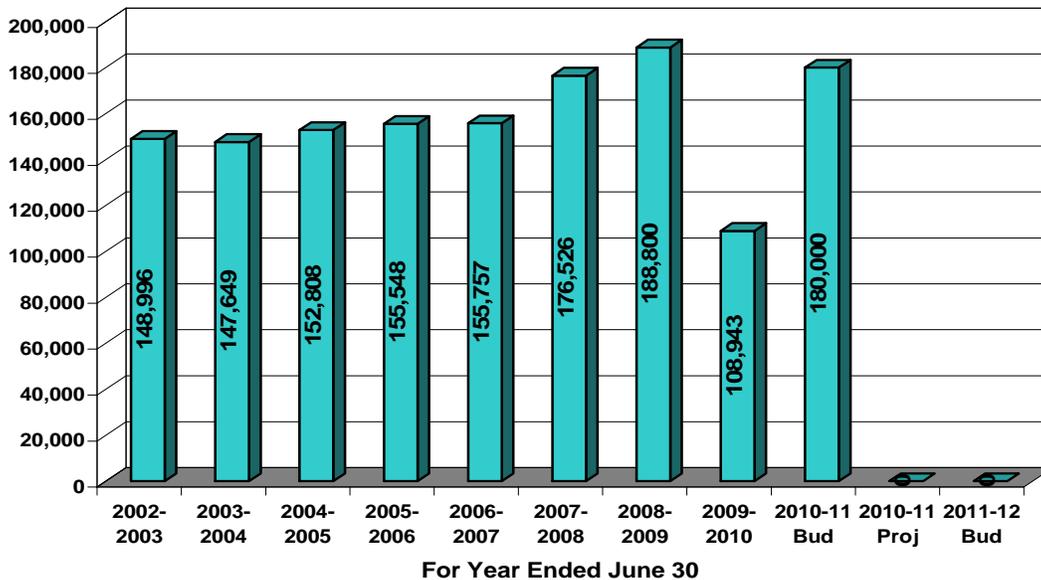
Analysis

This source of revenue was removed in FY 2010-2011 by the State.

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.	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)
	2009-2010	2,692,007	2.0
	2010-11 Bud	2,702,630	0.4
	2010-11 Proj	2,513,000	(6.6)
	2011-12 Bud	2,800,000	3.6

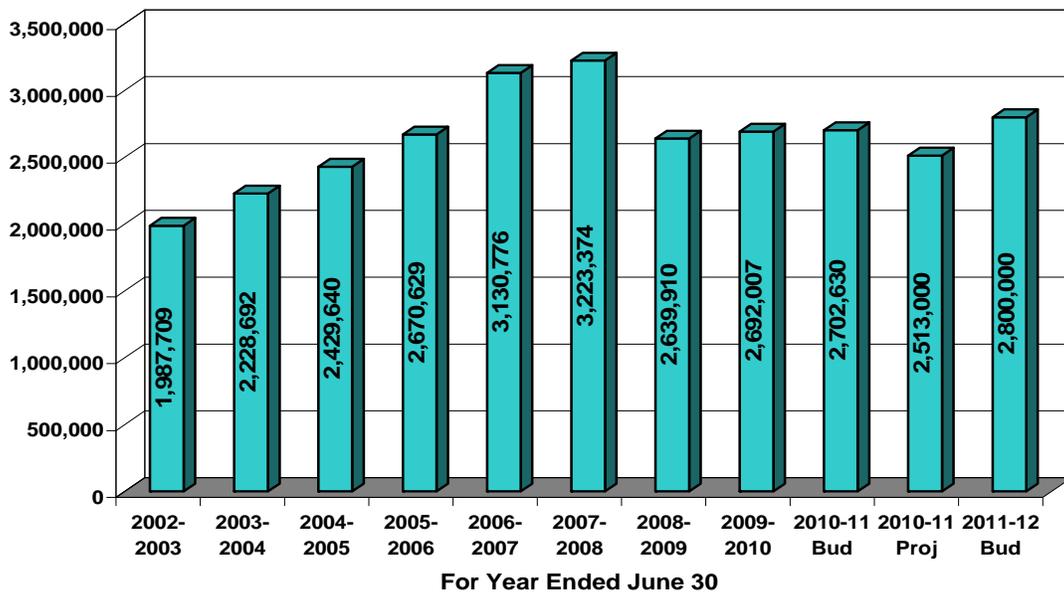
Analysis

This revenue is mainly influenced by the population, State policy, economy and gasoline sales. Growth in the relative population of Casa Grande increased the share Casa Grande would receive. Unfortunately, the State removed a portion of the funding to balance the State's budget.

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.	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
	2009-2010	1,093,982	(6.7)
	2010-11 Bud	1,152,800	5.4
	2010-11 Proj	1,209,930	10.6
	2011-12 Bud	1,285,000	11.5

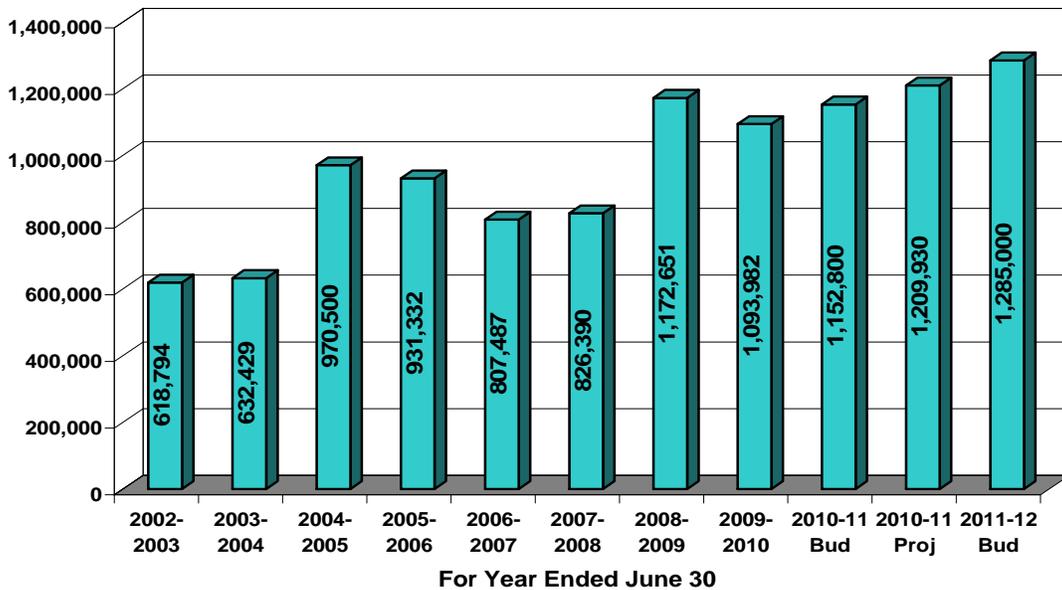
Analysis

In the second half of 2005, the City took over the operation of the Golf Course. The increases subsequent to 2008 are due to increased fees and better operating protocols. Over the past five years, the City continues to improve business plans, improve the course conditions and look for opportunities to increase sales.

Method

Increase in green fees and retail sales due to increase in volume and in pricing.

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.	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)
	2009-2010	5,164,300	20.7
	2010-11 Bud	5,445,000	5.4
	2010-11 Proj	5,819,830	6.9
	2011-12 Bud	6,932,000	27.3

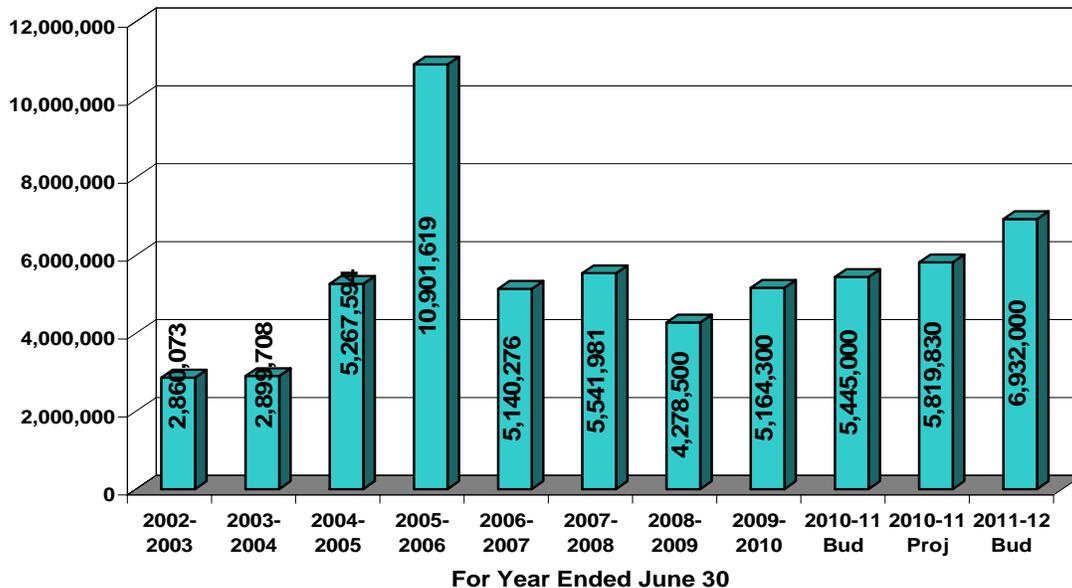
Analysis

These revenues increased in 2000 to 2006 due to the City growth and user fee increases. Rate increases were implemented in FY09, FY10, FY11 and FY12 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.	2002-2003	2,690,293	12
	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)
	2009-2010	6,699,278	42.9
	2010-11 Bud	7,120,000	6.3
	2010-11 Proj	6,061,282	(9.5)
	2011-12 Bud	7,869,600	10.5

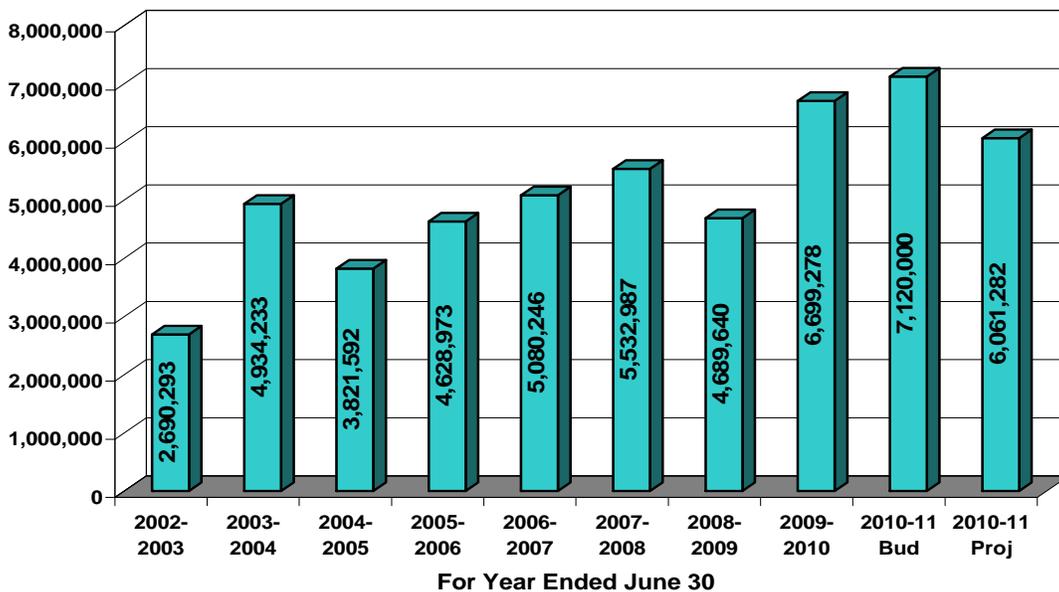
Analysis

Revenues have continued to grow at a steady rate due to increased growth in the City, new services being implemented and user fee increases. Landfill & commercial usage declined in fiscal year 2011 due to the economy and to private competition. 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

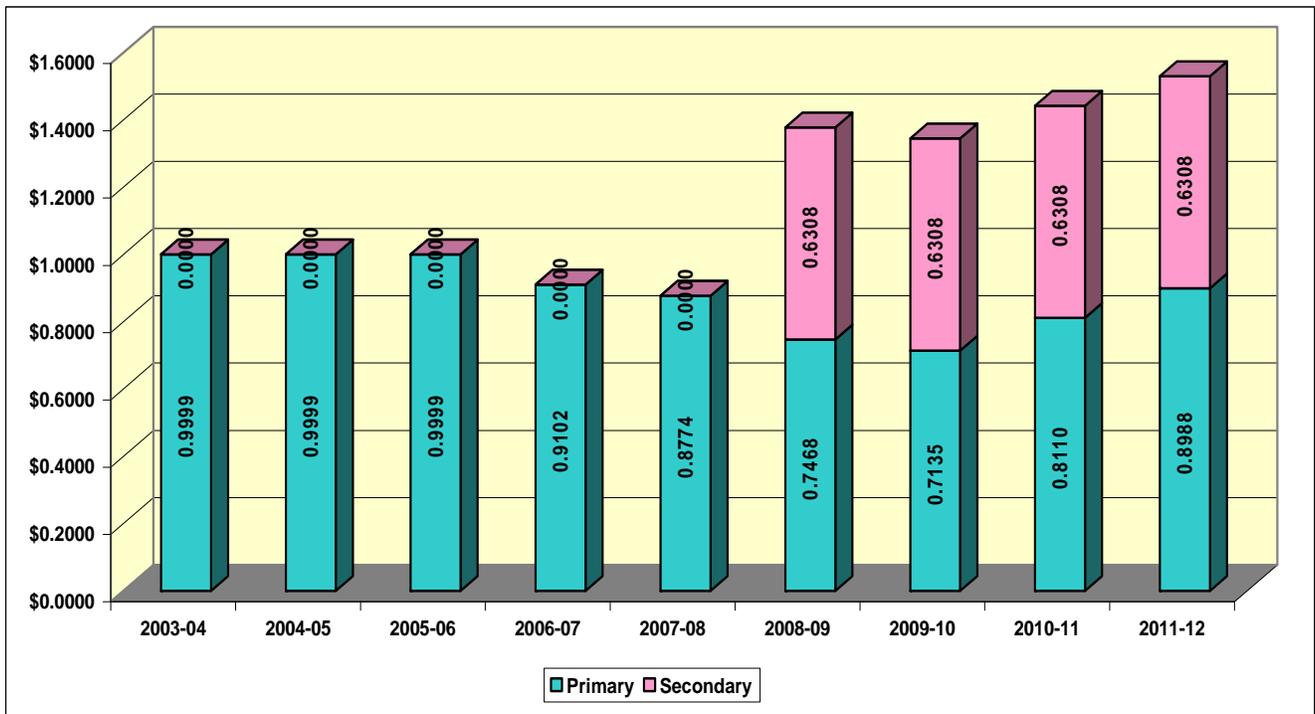


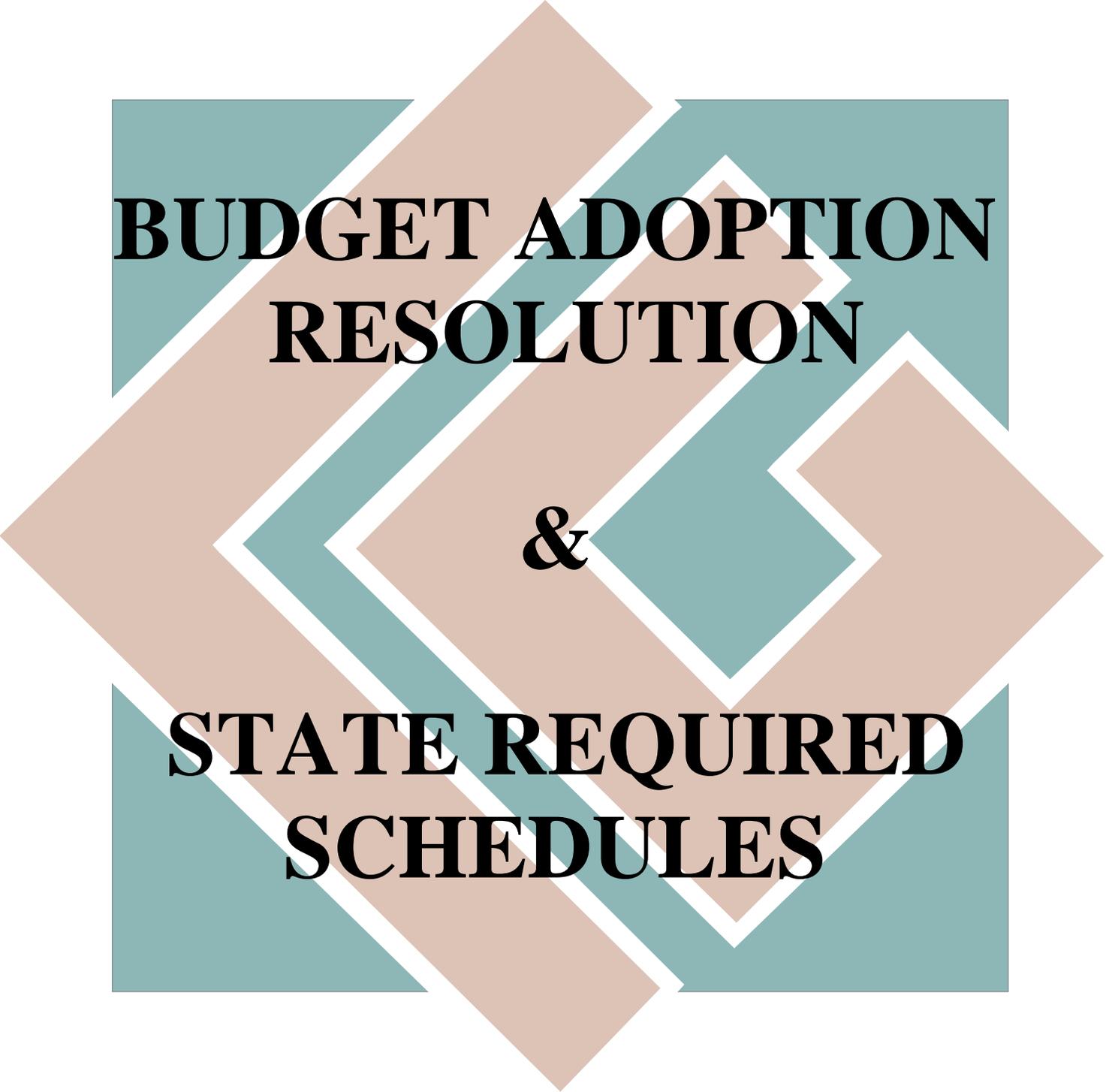
Property Taxes

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, \$19,000,000 as of 6-30-10.

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Primary Valuation	163,891,283	157,828,570	173,510,118	210,645,688	251,428,469	343,683,875	407,387,660	385,872,116	360,674,280
Secondary Valuation	173,136,653	166,072,472	180,092,436	219,790,300	276,565,097	417,121,116	460,008,100	405,970,566	370,149,679
Primary Tax Levy	1,638,913	1,578,100	1,735,100	1,917,297	2,206,069	2,566,600	2,566,600	3,129,000	3,241,740
Secondary Tax Levy	0	0	0	0	0	2,631,200	2,941,870	2,710,000	2,331,000
Total Tax Levy	1,638,913	1,578,100	1,735,100	1,917,297	2,206,069	5,197,800	5,508,470	5,839,000	5,572,740
Primary Tax Rate	0.9999	0.9999	0.9999	0.9102	0.8774	0.7468	0.7135	0.8110	0.8988
Secondary Tax Rate	0.0000	0.0000	0.0000	0.0000	0.0000	0.6308	0.6308	0.6308	0.6308
Total Tax Rate	0.9999	0.9999	0.9999	0.9102	0.8774	1.3776	1.3443	1.4418	1.5296
Maximum Allowable Primary Tax Levy	2,601,610	2,599,279	2,868,990	1,917,297	2,206,069	2,566,631	2,968,634	3,154,000	3,241,740





**BUDGET ADOPTION
RESOLUTION**

&

**STATE REQUIRED
SCHEDULES**

RESOLUTION NO. 4576

A RESOLUTION OF THE COUNCIL OF THE CITY OF CASA GRANDE, ARIZONA, ADOPTING THE BUDGET FOR THE FISCAL YEAR 2011-2012.

WHEREAS, in accordance with the provisions of Arizona Revised Statutes, Title 42, Chapter 17, Articles 1-5, the City Council did, on the 16th day of May, 2011, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, 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 6th day of June, 2011, 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 in a special meeting on the 20th day of June, 2011, at the office of the Council for the purpose of adopting the final budget and making the 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 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 2011-2012.

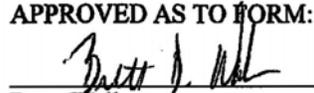
PASSED AND ADOPTED by the Mayor and Council of the City of Casa Grande, Arizona, this 20th day of June, 2011.



Robert M. Jackson
Mayor

ATTEST:


Gloria Leija, MMC
City Clerk

APPROVED AS TO FORM:


Brett Wallace
City Attorney



CITY OF CASA GRANDE
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2012

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2011	ACTUAL EXPENDITURES/EXPENSES ** 2011	FUND BALANCE/NET ASSETS*** July 1, 2011**	PROPERTY TAX REVENUES 2012	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2012	OTHER FINANCING 2012		INTERFUND TRANSFERS 2012		TOTAL FINANCIAL RESOURCES AVAILABLE 2012	BUDGETED EXPENDITURES/EXPENSES 2012
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 37,183,020	\$ 36,632,530	\$ 22,556,640	\$ 3,241,740	\$ 30,647,240	\$	\$	\$ 1,768,630	\$ 2,405,370	\$ 55,808,880	\$ 35,674,120
2. Special Revenue Funds	30,787,490	15,928,400	34,317,160		12,055,130	1,150,000		15,000	1,020,290	46,517,000	23,845,880
3. Debt Service Funds Available	3,819,860	3,936,190	1,380,290	2,331,000				1,890,080	115,000	5,486,370	3,449,550
4. Less: Amounts for Future Debt Retirement			1,380,290							1,380,290	
5. Total Debt Service Funds	3,819,860	3,936,190		2,331,000				1,890,080	115,000	4,106,080	3,449,550
6. Capital Projects Funds	41,400,000	22,499,200	23,085,020		8,414,500	20,000,000		2,053,300	1,952,100	51,600,720	28,161,700
7. Permanent Funds											
8. Enterprise Funds Available	43,408,750	24,687,060	31,220,510		15,527,800			4,026,440	4,165,790	46,608,960	28,689,160
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	43,408,750	24,687,060	31,220,510		15,527,800			4,026,440	4,165,790	46,608,960	28,689,160
11. Internal Service Funds	6,452,090	6,217,170	1,763,880		6,494,600				94,900	8,163,580	6,227,500
12. TOTAL ALL FUNDS	\$ 163,051,210	\$ 109,900,550	\$ 112,943,210	\$ 5,572,740	\$ 73,139,270	\$ 21,150,000	\$	\$ 9,753,450	\$ 9,753,450	\$ 212,805,220	\$ 126,047,910

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

	2011	2012
1. Budgeted expenditures/expenses	\$ 163,051,210	\$ 126,047,910
2. Add/subtract: estimated net reconciling items	(6,494,600)	(6,227,500)
3. Budgeted expenditures/expenses adjusted for reconciling items	156,556,610	119,820,410
4. Less: estimated exclusions	5,572,740	
5. Amount subject to the expenditure limitation	\$ 150,983,870	\$ 119,820,410
6. EEC or voter-approved alternative expenditure limitation	\$ 166,555,670	\$ 177,594,102

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 not in spendable form (e.g., prepaids, and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

CITY OF CASA GRANDE
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2012

	<u>2011</u>	<u>2012</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>3,153,500</u>	\$ <u>3,241,740</u>
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)	\$ <u>0</u>	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>3,129,000</u>	\$ <u>3,241,740</u>
B. Secondary property taxes	<u>2,710,000</u>	<u>2,331,000</u>
C. Total property tax levy amounts	\$ <u>5,839,000</u>	\$ <u>5,572,740</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ <u>3,100,000</u>	
(2) Prior years' levies	<u>10,000</u>	
(3) Total primary property taxes	\$ <u>3,110,000</u>	
B. Secondary property taxes		
(1) Current year's levy	\$ <u>2,690,000</u>	
(2) Prior years' levies	<u>8,000</u>	
(3) Total secondary property taxes	\$ <u>2,698,000</u>	
C. Total property taxes collected	\$ <u>5,808,000</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.8110</u>	<u>0.8988</u>
(2) Secondary property tax rate	<u>0.6308</u>	<u>0.6308</u>
(3) Total city/town tax rate	<u>1.4418</u>	<u>1.5296</u>

B. Special assessment district tax rates
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating 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.

CITY OF CASA GRANDE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2012

SOURCE OF REVENUES	ESTIMATED REVENUES 2011	ACTUAL REVENUES* 2011	ESTIMATED REVENUES 2012
GENERAL FUND			
Local taxes			
Local Sales Tax	\$ 16,775,000	\$ 16,056,000	\$ 15,875,000
Franchise Tax	2,080,000	2,081,000	2,100,000
Property Tax		3,110,000	
Licenses and permits			
Business License	180,000	209,000	160,000
Animal License	45,000	45,000	45,000
Building Permit	700,000	401,000	365,000
Intergovernmental			
State Shared Sales Tax	2,436,000	2,436,000	3,674,710
State Shared Income Tax	3,160,000	3,160,000	4,099,600
State Auto In Lieu	2,020,760	2,030,000	2,145,630
Other Governments	91,000	134,500	70,000
Charges for services			
Community Development	269,000	146,500	202,400
Recreation	365,000	361,800	343,300
Public Safety	242,000	180,000	232,000
Fuel Sales	4,000	9,000	4,000
Irrigation	12,000	14,000	14,000
Fines and forfeits			
Library	30,000	35,000	35,000
Animal Control	15,000	10,000	10,000
Court	1,150,000	933,200	783,200
False Alarm	45,000	45,000	20,000
Interest on investments			
Interest Income	115,000	40,000	40,000
In-lieu property taxes			
SRP	140,000	140,000	140,000
Contributions			
Voluntary contributions			5,000
State Comp Fund	50,000		
Sewer Payback	10,000	10,000	10,000
Miscellaneous			
Sales of Maps and Surplus Assets	46,000	49,000	13,400
Unclassified	251,000	166,510	100,000
Reimbursements	50,000	50,000	50,000
Rents and Royalties	235,000	115,000	110,000
Total General Fund	\$ 30,516,760	\$ 31,967,510	\$ 30,647,240

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

SCHEDULE C

CITY OF CASA GRANDE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2012

SOURCE OF REVENUES	ESTIMATED REVENUES 2011	ACTUAL REVENUES* 2011	ESTIMATED REVENUES 2012
SPECIAL REVENUE FUNDS			
Highway User Revenue Fund			
HURF	\$ 2,702,630	\$ 2,513,000	\$ 2,800,000
Lottery Funds	180,000		
Street Light User fee			96,000
Unclassified	20,000	30,000	35,000
1/2 cent sales tax	2,300,000	1,681,000	1,710,000
Interest	20,000	7,800	10,000
Total Highway User Revenue Fund	\$ 5,222,630	\$ 4,231,800	\$ 4,651,000
Development Impact Fees	\$ 1,718,000	\$ 958,000	\$ 1,009,000
	\$ 1,718,000	\$ 958,000	\$ 1,009,000
Airport	\$ 1,415,000	\$ 1,153,050	\$ 1,337,500
	\$ 1,415,000	\$ 1,153,050	\$ 1,337,500
Parks Development	\$ 35,000	\$ 59,000	\$ 59,000
	\$ 35,000	\$ 59,000	\$ 59,000
Other Special Revenue	\$ 1,463,400	\$ 354,190	\$ 480,300
	\$ 1,463,400	\$ 354,190	\$ 480,300
Grant Funds	\$ 4,863,890	\$ 2,558,020	\$ 4,518,330
	\$ 4,863,890	\$ 2,558,020	\$ 4,518,330
Total Special Revenue Funds	\$ 14,717,920	\$ 9,314,060	\$ 12,055,130

* 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 2012

SOURCE OF REVENUES	ESTIMATED REVENUES 2011	ACTUAL REVENUES* 2011	ESTIMATED REVENUES 2012
DEBT SERVICE FUNDS			
Recreation Debt	\$ 0	\$ 0	\$ 0
	\$ 0	\$ 0	\$ 0
Redevelopment	\$ 0	\$ 0	\$ 0
	\$ 0	\$ 0	\$ 0
General Obligation	\$ 0	\$ 0	\$ 0
	\$ 0	\$ 0	\$ 0
Improvement District	\$ 0	\$ 0	\$ 0
	\$ 0	\$ 0	\$ 0
Total Debt Service Funds	\$ 0	\$ 0	\$ 0
CAPITAL PROJECTS FUNDS			
Construction Sales Tax	\$ 2,050,000	\$ 1,293,000	\$ 1,315,000
Capital Replacement	30,000	1,831,320	8,000
Recreation Capital Project	652,000	918,400	936,500
Airport	4,668,950	51,000	6,150,000
Capital Development	0	4,016,000	5,000
	\$ 7,400,950	\$ 8,109,720	\$ 8,414,500
	\$	\$	\$
Total Capital Projects Funds	\$ 7,400,950	\$ 8,109,720	\$ 8,414,500

* 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 2012

FUND	OTHER FINANCING 2012		INTERFUND TRANSFERS 2012	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
General Government	\$ 0	\$ 0	\$ 1,768,630	\$ 2,405,370
Total General Fund	\$ 0	\$ 0	\$ 1,768,630	\$ 2,405,370
SPECIAL REVENUE FUNDS				
Airport	\$ 1,150,000	\$ 0	\$ 10,000	\$ 36,500
Community Arts	0	0	5,000	0
Streets	0	0	0	548,940
Impact Fees	0	0	0	375,000
Grants	0	0	0	59,850
Total Special Revenue Funds	\$ 1,150,000	\$ 0	\$ 15,000	\$ 1,020,290
DEBT SERVICE FUNDS				
Redevelopment	\$ 0	\$ 0	\$ 306,370	\$ 0
Recreation Debt	0	0	1,583,710	0
General Obligation	0	0	0	115,000
Total Debt Service Funds	\$ 0	\$ 0	\$ 1,890,080	\$ 115,000
CAPITAL PROJECTS FUNDS				
Replacement Fund	\$ 0	\$ 0	\$ 1,903,300	\$ 1,452,100
Airport	0	0	150,000	0
Recreation Facilities	0	0	0	500,000
Improvement District	20,000,000	0	0	0
Total Capital Projects Funds	\$ 20,000,000	\$ 0	\$ 2,053,300	\$ 1,952,100
PERMANENT FUNDS				
NONE	\$ 0	\$ 0	\$ 0	\$ 0
Total Permanent Funds	\$ 0	\$ 0	\$ 0	\$ 0
ENTERPRISE FUNDS				
Wastewater	\$ 0	\$ 0	\$ 2,364,340	\$ 2,726,320
Sanitation	0	0	1,386,600	1,267,200
Golf Course	0	0	275,500	150,020
Water	0	0	0	22,250
Total Enterprise Funds	\$ 0	\$ 0	\$ 4,026,440	\$ 4,165,790
INTERNAL SERVICE FUNDS				
Fleet Maintenance	\$ 0	\$ 0	\$ 0	\$ 94,900
Total Internal Service Funds	\$ 0	\$ 0	\$ 0	\$ 94,900
TOTAL ALL FUNDS	\$ 21,150,000	\$ 0	\$ 9,753,450	\$ 9,753,450

SCHEDULE D

CITY OF CASA GRANDE
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2012

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES* 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
GENERAL FUND				
General Government	\$ 9,549,250	\$ 21,690	\$ 7,857,280	\$ 8,140,860
Public Safety	18,196,510	(20,900)	17,582,340	18,358,660
Public Works	995,620	0	958,940	1,148,880
Community Services	5,725,870	(790)	5,858,600	5,676,850
Community Development	2,715,770	0	2,618,130	2,348,870
Transfers	0	0	1,757,240	0
Total General Fund	\$ 37,183,020	\$ 0	\$ 36,632,530	\$ 35,674,120
SPECIAL REVENUE FUNDS				
Streets	\$ 7,938,880	\$ 0	\$ 4,543,240	\$ 9,594,070
Development Fees	11,489,320	0	5,983,080	5,314,800
Airport	2,528,520	0	1,142,710	2,509,240
Parks Development	670,000	0	100,000	670,000
Community Arts	28,360	0	19,000	25,000
Wildland Firefighting	60,000	0	18,000	60,000
Redevelopment	1,850,000	0	394,360	250,000
Promotion and Tourism	100,000	0	100,000	100,000
Court	601,670	0	601,670	26,000
Grants	5,255,740	0	2,797,080	5,081,770
Recreation Facility	265,000	0	229,260	215,000
Total Special Revenue Funds	\$ 30,787,490	\$ 0	\$ 15,928,400	\$ 23,845,880
DEBT SERVICE FUNDS				
Redevelopment	\$ 305,120	\$ 0	\$ 307,820	\$ 304,370
Recreation .2%	1,344,160	0	1,344,160	1,583,710
Improvement Districts	0	0	0	0
General Obligation	2,170,580	0	2,284,210	1,561,470
Total Debt Service Funds	\$ 3,819,860	\$ 0	\$ 3,936,190	\$ 3,449,550
CAPITAL PROJECTS FUNDS				
Construction Sales Tax	\$ 1,200,000	\$ 0	\$ 729,920	\$ 850,000
Capital Replacement	1,813,000	0	2,850,080	2,140,000
Airport	5,017,000	0	107,120	2,671,700
Capital Development Projects	13,370,000	0	18,092,550	2,500,000
Improvement District	20,000,000	0	0	20,000,000
Recreation Construction	0	0	719,530	0
Total Capital Projects Funds	\$ 41,400,000	\$ 0	\$ 22,499,200	\$ 28,161,700
PERMANENT FUNDS				
NONE	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Golf	\$ 1,525,110	\$ 0	\$ 1,668,610	\$ 1,671,720
Wastewater	33,430,740	0	17,381,460	19,637,820
Sanitation	6,082,410	0	5,485,880	6,389,900
Water	2,370,490	0	151,110	989,720
Total Enterprise Funds	\$ 43,408,750	\$ 0	\$ 24,687,060	\$ 28,689,160
INTERNAL SERVICE FUNDS				
Fleet Maintenance	\$ 1,618,190	\$ 0	\$ 1,475,490	\$ 1,485,480
Insurance	4,833,900	0	4,741,680	4,742,020
Total Internal Service Funds	\$ 6,452,090	\$ 0	\$ 6,217,170	\$ 6,227,500
TOTAL ALL FUNDS	\$ 163,051,210	\$ 0	\$ 109,900,550	\$ 126,047,910

* 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.

CITY OF CASA GRANDE
Summary by Department of Expenditures/Expenses
Fiscal Year 2012

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
Mayor and City Council	\$ 675,960	\$ 0	\$ 559,610	\$ 680,910
City Attorney	639,710	0	590,560	632,890
City Manager	1,064,500	0	1,021,140	1,033,280
City Clerk	460,870	0	413,210	371,220
Finance and IT	2,945,000	21,690	2,966,690	2,704,440
Administrative Services	5,294,860	0	5,294,000	5,195,100
Public Works	69,814,150	0	40,000,000	51,616,420
Development Services	6,955,830	0	5,700,000	3,981,950
Community Services	12,026,330	(790)	9,900,550	12,605,630
City Court	4,191,980	0	4,150,000	934,260
Police	24,711,680	(13,140)	22,500,000	16,673,380
Fire	12,173,160	(7,760)	9,500,000	9,715,680
Improvement District	20,000,000	0	0	20,000,000
General Government	7,050,210	0	6,500,000	7,726,470
Contingency	3,000,000	0	1,500,000	1,929,730
Total Debt Service Funds	\$ 171,004,240	\$ 0	\$ 110,595,760	\$ 135,801,360

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



STRATEGIC AGENDA

STRATEGIC AGENDA

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 implemented in home monitoring 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 completed a performance study of the Police Department. The Police Department developed a strategic plan in response to provide an implementation tool.

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. The City has capacity for the collection system as well as the treatment facility. Wastewater Reuse and Recharge issues are currently the focus area. The City doubled the capacity of the wastewater facility. This expansion also improved the effluent quality.

Solid Waste Strategies reflect good planning practices in this area including the impact of recycling programs. 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 an issue. Planning for the future facility needs of city departments is essential based upon the service levels determined by the citizens of the City. Due to the age and condition of the facilities maintenance, planning is becoming a high priority. 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 has a Small Area Transportation Plan to provide a long-term outlook and plan for transportation needs. A pavement management system was implemented. The next step is to develop a maintenance plan based on pavement condition index and cost.

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. Street improvements for downtown are included in this budget.

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 a sports complex was constructed last fiscal year. Future plans include additional ball fields.

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 to oversee development standards in the corridors, as well as provide 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 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 goal.

GOVERNMENT STRUCTURE AND FINANCE

Capital Improvement Plan development is in its eleventh 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 are included as a strategy to emphasize the customer service orientation of the organization, accomplished by City-wide customer service training sessions.

Internal Human Resources Issues reflects the importance of our City team members to the mission of the organization. The Personnel Policy is reviewed and updated annually to address the ever changing laws and employment practices.



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 Council Focus Areas, the Strategic Plan and the Capital Improvements Plan, the Fiscal Policy serves as another 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 RATE LESS THAN \$1 per \$100 FOR 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 many 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 seven 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

Seven 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 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 to identify 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 small commercial projects. This revenue is recurring and therefore does 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 to deposit one-time revenues into a reserved capital fund for the financing of one-time capital improvement projects.

5. **INITIATE A PROGRAM OF COSTING 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 THE ACTIVITY SHOULD HAVE 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 the service should include a fee. 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 GENERAL FUND 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 the project is planned, 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 any of the outstanding bond issues.

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

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

Plan of Action

Each quarter 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 more frequently because of the nature of the operation.

10. CONTINUE ANNUALLY TO RECEIVE THE CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING AND THE DISTINGUISHED BUDGET AWARD.

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 using standards, 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 Distinguished Budget Award. The Finance Department will continue to submit the Annual Budget for consideration for the award.

The Finance Department has received fifteen consecutive Certificates of Achievements for Excellence in Financial Reporting and will continue to submit the City's annual 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 during a period of increased costs and decreased revenue. The most obvious solution in paying for new or increased services is raising taxes or fees. When that can't be done, the only other alternative is to cut other expenditures. Other expenses must not be cut without evaluating the services we provide.

Plan of Action

The City will highlight any new or increased service levels during budget preparation and will evaluate the services it provides to the public as part of the program budgets. The evaluation will take place before budgets are submitted to the City Manager for review. In doing so the following questions need to be addressed:

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 the City Manager for 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. The impact is completed to fairly evaluate the advisability of any annexation. The future 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. 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 follow up on business closings.

- 14. ANNUALLY REVIEW ALL MUNICIPAL TAXES, LICENSES, PERMITS, AND USER FEES AND ANNUALLY UPDATE LONG-RANGE PROJECTIONS.** Municipal taxes as a source of revenue include City Sales Tax, Property Taxes, and Franchise Taxes. These taxes are the major source 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 3 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 Supplies & Contractual Services, 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 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 municipal code, ordinances & resolutions

FRAMEWORK FOR FISCAL POLICY continued

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 2016 for total implementation. This means that by the year 2016, 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 2016 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 the on-going maintenance costs.

CAPITAL IMPROVEMENTS PROGRAM IMPACT ON OPERATIONS

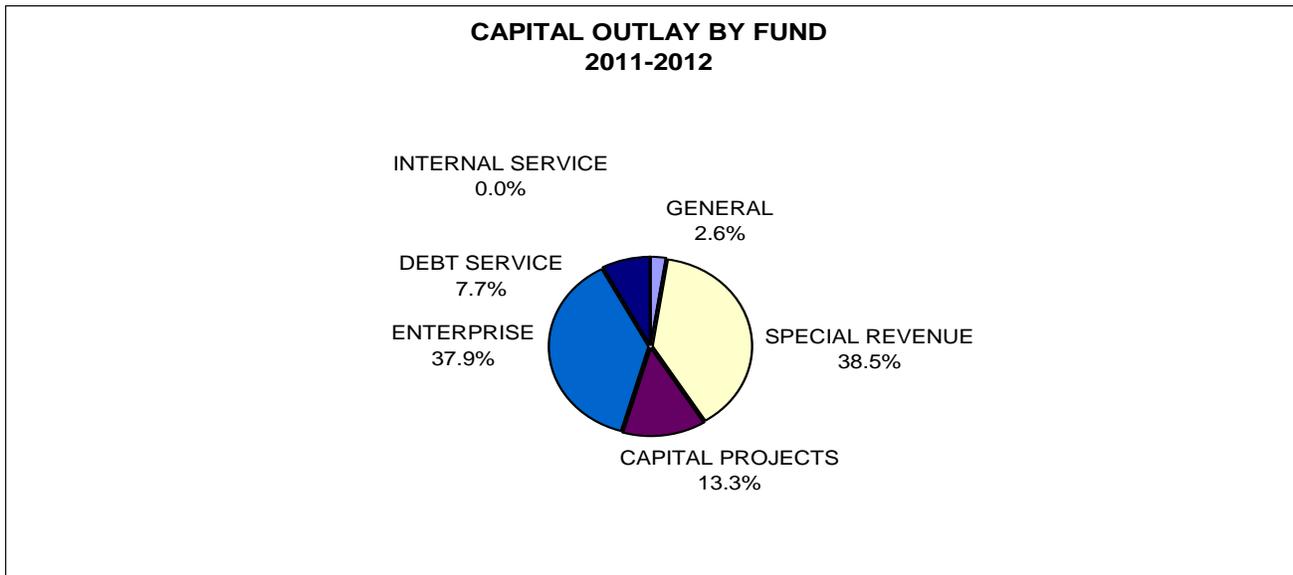
The 2011-2012 Capital Improvements Program was adopted by the City Council “in concept” for inclusion into the Annual Budget as a planning tool to predetermine capital needs. Projects included in the CIP form the basis for appropriations in the FY 2011-2012 budget. Some capital improvements and capital 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 IMPROVEMENTS PROGRAM

**CAPITAL OUTLAY SUMMARY
FISCAL YEARS 2011-2016**

<u>FUND TYPE</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
GENERAL	\$747,000	\$10,306,000	\$10,378,000	\$5,735,000	\$7,903,000
SPECIAL REVENUE	10,937,000	29,884,500	31,187,000	23,336,000	5,112,000
CAPITAL PROJECTS	3,774,780	31,848,600	4,704,000	17,210,000	4,442,000
ENTERPRISE	10,765,600	21,752,000	11,506,000	671,000	70,036,000
DEBT SERVICE	2,200,000	16,000,000	-	-	4,500,000
INTERNAL SERVICE	-	-	-	-	-
ALL FUNDS	\$28,424,380	\$109,791,100	\$57,775,000	\$46,952,000	\$91,993,000



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

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
ALL FUNDS	\$89,430	\$389,780	\$381,780	\$384,780	\$387,780

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL OUTLAY SCHEDULE						
FISCAL YEARS 2012 - 2016						
Department	Project	2011-12	2012-13	2013-14	2014-15	2015-16
General Fund						
Admin Services - Personnel	Compensation & classification study	0	75,000	0	0	0
Aquatics	Splash pad for parks (20'x40')	150,000	0	0	0	0
Development Center	911/Administrative voice/data recorder	0	100,000	0	0	0
Development Center	Digital plan review software & hardware	0	66,000	0	0	0
Development Center	New "form-based" or "smart growth" code	0	300,000	0	0	0
Development Center	Paperless plan review IT implementation	0	200,000	0	0	0
Engineering	CG retention basins maintenance program	0	50,000	20,000	20,000	20,000
Engineering	Copper Vista drainage channel improvements	0	4,000,000	0	0	0
Engineering	Cottonwood-Henness Rd drainage study	0	200,000	0	0	0
Engineering	Lighting & flooring	0	55,000	0	0	0
Engineering	Master drainage study Phase I	0	1,000,000	0	0	0
Engineering	Master drainage study Phase II	0	300,000	0	0	0
Engineering	Master drainage study Phase III	0	200,000	0	0	0
Engineering	On call professional design services	0	250,000	250,000	250,000	250,000
Engineering	Survey equipment	0	0	0	200,000	0
Facility Maintenance	Ceramics building bathrooms remodel	0	96,000	0	0	0
Facility Maintenance	City Hall main exterior painting	0	45,000	0	0	0
Facility Maintenance	Electric repairs/upgrades to city facilities	0	78,000	78,000	78,000	0
Facility Maintenance	General repairs/upgrades to city facilities	0	167,000	166,000	167,000	0
Facility Maintenance	Mechanical/plumbing repairs to city facilities	0	23,000	23,000	24,000	0
Facility Maintenance	Pavement/signage repairs to city facilities	0	92,000	91,000	92,000	0
Facility Maintenance	Peart Center security fencing	0	36,000	0	0	0
Facility Maintenance	Replace doors at City Hall	60,000	0	0	0	0
Facility Maintenance	Roof replacements	60,000	0	0	0	0
Facility Maintenance	Sealing & striping parking lots	30,000	30,000	30,000	0	0
Fire	800 mhz portable & mobile radios	0	98,000	0	0	0
Fire	Emergency traffic signal study	0	25,000	0	0	0
Fire	Fire station land & construction #506	0	0	0	0	7,500,000
Fire	Joint command vehicle - PD/FD	0	0	850,000	0	0
Fire	Monitor defibrillator upgrades	32,000	34,000	36,000	38,000	40,000
Fire	New technical rescue response team unit	0	0	1,300,000	0	0
Fire	New water tender	0	600,000	0	0	0
Fire	Refurbish station #501	0	300,000	0	0	0
Fire	SCBA's	0	60,000	0	0	0
Fire	Station #501 SCBA compressor	50,000	0	0	0	0
Fire	Station #503 construction	0	0	0	4,500,000	0
Fire	Station #505 construction	0	0	6,000,000	0	0
Fire	Station #505 pumper	0	0	700,000	0	0
Fire	Station alerting packages	0	225,000	0	0	0
Fire	Turn-out extractors	0	40,000	0	0	0
Fleet Services	South Operations site improvements	0	130,000	0	0	0
Information Technology	Business intelligence software	0	50,000	0	0	0
Information Technology	Deduplication	0	25,000	0	0	0
Information Technology	Disaster prevention	0	88,000	0	0	0
Information Technology	ESRI - GIS upgrade	80,000	0	0	0	0
Information Technology	Technology infrastructure network	0	200,000	0	0	0
Parks Maintenance	1 ton garbage truck	0	0	95,000	0	0
Parks Maintenance	Chipper	0	0	0	27,000	0
Parks Maintenance	Christmas decorations	0	45,000	25,000	0	0
Parks Maintenance	Forklift	0	0	0	0	28,000
Parks Maintenance	Grade tractor	0	65,000	0	0	0
Parks Maintenance	Mountain View Park improvements	0	26,000	0	0	0
Parks Maintenance	Mower	0	26,000	32,000	32,000	33,000
Parks Maintenance	Park signs	0	32,000	0	0	0
Parks Maintenance	Replace Evergreen irrigation lines	100,000	200,000	200,000	100,000	0
Police	Burglary supression vehicle	0	33,000	0	0	0
Police	Command post radio replacement	0	25,000	0	0	0
Police	Commercial vehicle enforcement truck	0	70,000	0	0	0
Police	Communication hot spots	0	100,000	0	0	0
Police	Community service vehicle	0	55,000	0	0	0
Police	Disaster Recovery program	35,000	0	0	0	0
Police	Evidence transport vehicle	0	25,000	0	0	0
Police	Incinerator	0	50,000	0	0	0
Police	Mobile radio improvements	150,000	150,000	0	0	0
Police	Night vision - SWAT team	0	40,000	0	0	0

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL OUTLAY SCHEDULE FISCAL YEARS 2012 - 2016						
Department	Project	2011-12	2012-13	2013-14	2014-15	2015-16
General Fund						
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 Animal Control sally port	0	0	240,000	0	0
Police	Remote control surveillance robot	0	0	35,000	0	0
Police	Starchase system	0	0	175,000	0	0
Police	Surveillance van	0	0	0	175,000	0
Public Works Operations	Resurfacing paved alleys	0	32,000	32,000	32,000	32,000
TOTAL - GENERAL FUND		747,000	10,306,000	10,378,000	5,735,000	7,903,000
Airport Capital Improvements						
Airport	8-10 aircraft 1/2 shade storage	0	92,000	0	0	0
Airport	Air evac building, parking & helicopter pad	0	140,000	0	0	0
Airport	Aviation fuel truck parking pad & shade	0	86,000	0	0	0
Airport	Design/construct south terminal apron	9,480	3,100,000	0	0	0
Airport	Design guidance electric system & vault	95,000	35,000	0	0	0
Airport	Design, relocate & construct taxiway	0	4,009,000	0	0	0
Airport	Drainage ditch relocation	0	1,800,000	0	0	0
Airport	Expand terminal area parking	0	500,000	0	0	0
Airport	High speed taxiways	0	0	0	0	1,558,000
Airport	Land	0	4,000,000	0	0	0
Airport	Master Plan Update	5,200	0	0	0	0
Airport	North side access road	0	0	0	777,000	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	2,535,000
Airport	Rehab. 4,330' x 100' of runway	0	0	0	3,432,000	0
Airport	Rehab. signs, wind cone, markings	178,000	0	0	0	0
Airport	Rehab. stop way, old taxiway & apron	0	0	0	975,000	0
Airport	Relocate runway 5	0	0	0	1,300,000	0
Airport	Relocate segmented circle	0	0	147,000	0	0
Airport	Runway & parallel taxiway improvement	0	70,000	120,000	125,000	50,000
Airport	Runway extension - design & construct	0	6,000,000	0	0	0
Airport	Runway overlay	100,000	500,000	0	0	0
Airport	Service road & security fence	0	1,409,000	0	0	0
Airport	Taxiway E rehab.	0	100,000	0	0	0
Airport	Terminal rehab.	0	35,000	0	0	0
Airport	Vacuum pavement sweeper	0	350,000	0	0	0
Airport	VFR parallel light ac runway	0	0	0	7,000,000	0
Airport	Wash rack	0	300,000	0	0	0
Airport	West apron extension	0	860,000	0	0	0
TOTAL - AIRPORT CAPITAL IMPROVEMENTS		387,680	23,386,000	267,000	16,006,000	4,143,000
Airport Operating						
Airport	Vehicle	0	35,000	0	0	0
TOTAL - AIRPORT OPERATING		0	35,000	0	0	0
Community Arts Fund						
City Clerk	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
Redevelopment Fund						
City Manager	Elliot Business Park	250,000	1,500,000	0	0	0
Facilities Maintenance	Auditorium demolition	0	200,000	0	0	0
TOTAL - REDEVELOPMENT FUND		250,000	1,700,000	0	0	0
Impact Fees						
Admin Services - Personnel	Update Impact Fee study	50,000	0	0	0	0
Aquatics	Splash pad for parks (40 x 40)	0	460,000	0	0	0
General Recreation	Community Recreation Center	1,500,000	0	0	0	0
Parks Maintenance	1/2 ton pickup	0	0	33,000	0	0
Parks Maintenance	Ed Hooper regional park land acq., design & dev.	0	500,000	3,000,000	2,000,000	0
Parks Maintenance	Land acquisition - East	0	4,250,000	5,000,000	5,000,000	0
Parks Maintenance	Maintenance shop building	0	0	0	35,000	350,000
Parks Maintenance	Regional park land design & dev.	0	2,800,000	2,300,000	0	0
Parks Maintenance	Trail system development (misc)	0	0	100,000	900,000	100,000

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL OUTLAY SCHEDULE						
FISCAL YEARS 2012 - 2016						
Department	Project	2011-12	2012-13	2013-14	2014-15	2015-16
Impact Fees						
Police	Additional marked patrol vehicles	0	215,000	0	234,000	0
Police	Additional Police radio frequencies	135,000	0	0	0	0
Police	CG mountain equipment move	0	50,000	0	0	0
Police	Citywide looped system	65,000	70,000	70,000	70,000	0
Police	Complete new Animal Control shelter	0	60,000	0	0	0
Police	Portable radio improvements	250,000	250,000	0	0	0
Police	Radio receiver (voter) sites	150,000	150,000	150,000	150,000	0
Sr. Adult Services	Remodel kitchen at Sr. Center	150,000	0	0	0	0
Street Maintenance	Cottonwood Ln	1,900,000	0	0	0	0
Street Maintenance	Thermoplastic truck mounted strip	0	500,000	0	0	0
TOTAL - IMPACT FEES		4,200,000	9,305,000	10,653,000	8,389,000	450,000
Capital Replacement Projects						
Development Center	Replace unit #382 & #383	0	0	0	38,000	0
Development Center	Replace units #376, 377, 378, 379, 380 & 381	0	0	114,000	0	0
Fire	Ladder 501 equipment	100,000	0	0	0	0
Fire	Replace unit #416 - tender 502	0	0	650,000	0	0
Fire	Replace unit #420 - engine 5011	650,000	0	0	0	0
Fire	Replace unit #424 - 55' l-duty ladder vehicle	0	0	875,000	0	0
Municipal Golf Course	Golf cart replacement	40,500	75,600	83,000	87,000	0
Municipal Golf Course	Greens mower	0	32,000	0	32,000	34,000
Municipal Golf Course	JD front deck mower	0	0	0	27,000	0
Municipal Golf Course	Spray rig	0	32,000	0	0	0
General Recreation	Replace unit #324 - pickup	0	25,000	0	0	0
General Recreation	Replace unit #356 - van	0	25,000	0	0	0
General Recreation	Show mobile	0	120,000	0	0	0
Parks Maintenance	Backhoe	0	0	71,000	0	0
Parks Maintenance	Replace unit #102 - 1 ton dump truck	40,000	0	0	0	0
Parks Maintenance	Replace unit #104 - 1 ton cab chassis	40,000	0	0	0	0
Parks Maintenance	Replace unit #106 - 3/4 ton pickup	28,000	0	0	0	0
Parks Maintenance	Replace units #107 & 108 - work trucks	56,000	0	0	0	0
Parks Maintenance	Replace unit #109 - truck	0	0	0	38,000	0
Parks Maintenance	Trencher replacement	0	40,000	0	0	0
Police	Replace CID car	0	0	30,000	0	0
Police	Replace CID cars (2)	0	60,000	0	0	0
Police	Replace CID vehicles (4)	0	120,000	0	0	0
Police	Replace CID vehicles (5)	150,000	0	0	0	0
Police	Replace marked patrol cars (6)	0	0	0	360,000	0
Police	Replace marked patrol cars (6)	0	330,000	0	0	0
Police	Replace marked patrol cars (7)	0	0	385,000	0	0
Police	Replace patrol cars (7)	385,000	0	0	0	0
Police	Replace unit #208 van	20,000	0	0	0	0
Police	Replace unit #247 - prisoner van	35,000	0	0	0	0
Police	Replace unit #290 - command van	0	0	40,000	0	0
Police	Replace unit #315 ac truck	0	36,000	0	0	0
Police	Replace unit #319 ac truck	0	0	36,000	0	0
Police	Replace unit #2200 - motorcycle	27,000	0	0	0	0
Police	Replace unit #2300 - prisoner van	0	35,000	0	0	0
Sanitation - Com. Front Load	Replace container delivery truck chassis	30,000	0	0	0	0
Sanitation - Com. Front Load	Replace unit #534 - front load truck	265,000	0	0	0	0
Sanitation - Com. Front Load	Replace unit #545 - small loader	60,000	0	0	0	0
Sanitation - Landfill	Replace unit #505 - pickup	0	30,000	0	0	0
Sanitation - Landfill	Replace unit #547 - scraper	0	600,000	0	0	0
Sanitation - Landfill	Replace unit #560 - landfill compactor	0	0	1,100,000	0	0
Sanitation - Res. Collection	Replace unit #509 - ASL refuse truck	0	0	248,000	0	0
Sanitation - Res. Collection	Replace unit #510 - ASL refuse truck	0	248,000	0	0	0
Sanitation - Res. Collection	Replace unit #511 - ASL refuse truck	0	248,000	0	0	0
Sanitation - Res. Collection	Replace unit #514 - 1 ton truck	0	0	30,000	0	0
Sanitation - Res. Collection	Replace unit #516 - recycle truck	215,000	0	0	0	0
Sanitation - Res. Collection	Replace unit #537 - front load truck	0	0	265,000	0	0
Sanitation - Res. Collection	Replace unit #546 fork lift	0	0	20,000	0	0
Sanitation - Res. Collection	Replace unit #552 - front load truck	0	0	0	265,000	0
Sanitation - Res. Collection	Replace unit #556 - front load truck	0	0	0	0	265,000
Sanitation - Uncont. Trash	Replace unit #529 - rear load truck	215,000	0	0	0	0
Sanitation - Uncont. Trash	Replace unit #538 - chipper	0	0	0	30,000	0

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL OUTLAY SCHEDULE						
FISCAL YEARS 2012 - 2016						
Department	Project	2011-12	2012-13	2013-14	2014-15	2015-16
Capital Replacement Projects						
Sanitation - Uncont. Trash	Replace unit #561 - uncontained trash trailer	31,600	0	0	0	0
Senior Adult Services	Replace unit #353 - passenger van	33,000	0	0	0	0
Streets Maintenance	Replace unit #606 - 2 ton dump truck	0	45,000	0	0	0
Streets Maintenance	Replace unit #609 - truck	0	0	45,000	0	0
Streets Maintenance	Replace unit #610 - pickup	0	0	25,000	0	0
Streets Maintenance	Replace unit #611 - pickup	0	30,000	0	0	0
Streets Maintenance	Replace unit #625 - street sweeper	0	210,000	0	0	0
Streets Maintenance	Replace unit #631 - tractor	0	0	0	49,000	0
Streets Maintenance	Replace unit #632 - backhoe	0	75,000	0	0	0
Streets Maintenance	Replace unit #634 - backhoe	0	79,000	0	0	0
Streets Maintenance	Replace unit #635 - pneumatic roller	0	140,000	0	0	0
Streets Maintenance	Replace unit #636 - compactor	0	45,000	0	0	0
Streets Maintenance	Replace unit #638 - large wheel loader	0	200,000	0	0	0
Streets Maintenance	Replace unit #640 - 4 dr truck & #686 compress.	91,000	0	0	0	0
Streets Maintenance	Replace unit #642 - patch truck	0	135,000	0	0	0
Streets Maintenance	Replace unit #643 - water truck	0	120,000	0	0	0
Streets Maintenance	Replace unit #644 - 10 wheel dump truck	0	140,000	0	0	0
Streets Maintenance	Replace unit #647 - swaploader truck	0	90,000	0	0	0
Streets Maintenance	Replace unit #648 - 10 wheel dump truck	0	120,000	0	0	0
Streets Maintenance	Replace unit #662 - spray patcher	0	80,000	0	0	0
Streets Maintenance	Replace unit #670 - paver	0	70,000	0	0	0
Streets Maintenance	Replace unit #671 - roller	0	31,000	0	0	0
Streets Maintenance	Replace unit #675 - street sweeper	0	0	210,000	0	0
Streets Maintenance	Replace unit #677 - street sweeper	0	0	210,000	0	0
Streets Maintenance	Replace unit #685 - compressor	0	26,000	0	0	0
Streets Maintenance	Replace unit #687 - 6" water-pump	0	0	0	38,000	0
Wastewater	Replace unit #710 - 1 ton truck	25,000	0	0	0	0
Wastewater	Replace unit #745 - backhoe	0	75,000	0	0	0
Wastewater	Replace unit #761 - truck	0	0	0	240,000	0
Wastewater	Replace unit #762 - sewer jet	0	45,000	0	0	0
Wastewater	Replace unit #769 - camera truck	0	150,000	0	0	0
TOTAL - CAPITAL REPLACEMENT PROJECTS		2,537,100	3,962,600	4,437,000	1,204,000	299,000
Court Fare Program						
City Court	Life Scan	26,000	0	0	0	0
TOTAL - COURT FARE PROGRAM		26,000	0	0	0	0
Construction Sales Tax						
Engineering	AIP APS Agreement	350,000	0	0	0	0
Engineering	Countrywalk drainage improvements const.	0	4,500,000	0	0	0
Street Maintenance	McMurray Blvd reconstruction	500,000	0	0	0	0
TOTAL - CONSTRUCTION SALES TAX		850,000	4,500,000	0	0	0
General Obligation Projects						
Fire	Station 501 replacement	0	0	0	0	4,500,000
General Recreation	Community recreation center	0	16,000,000	0	0	0
Library	Main Library expansion	1,100,000	0	0	0	0
Police	Remodel existing Police building	1,100,000	0	0	0	0
TOTAL - GENERAL OBLIGATION PROJECTS		2,200,000	16,000,000	0	0	4,500,000
Fleet Maintenance						
Fleet Services	Automated vehicle/equipment wash	0	400,000	0	0	0
Fleet Services	Lube fuel service truck	0	250,000	0	0	0
Fleet Services	Urea fuel dispensing addition	0	70,000	0	0	0
TOTAL - FLEET MAINTENANCE		0	720,000	0	0	0
Municipal Golf Course Fund						
Municipal Golf Course	Front end loader truck	38,000	0	0	0	0
Municipal Golf Course	Golf course improvements	250,000	0	0	0	0
Municipal Golf Course	Greens mower #22	0	0	35,000	0	0
Municipal Golf Course	Reel grinder	0	34,000	0	0	0
Municipal Golf Course	Restrooms on #14	0	65,000	0	0	0
Municipal Golf Course	Restrooms on #4	60,000	0	0	0	0
TOTAL - MUNICIPAL GOLF COURSE FUND		348,000	99,000	35,000	0	0

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL OUTLAY SCHEDULE						
FISCAL YEARS 2012 - 2016						
Department	Project	2011-12	2012-13	2013-14	2014-15	2015-16
Parks Development Fund						
Aquatics	Splash pad for parks (40' x 40')	0	0	525,000	0	0
Parks Maintenance	Bicycle park	0	0	0	0	150,000
Parks Maintenance	CG mountain trails design & development	100,000	300,000	0	0	0
Parks Maintenance	Dredge Dave White Park lake	0	0	0	0	30,000
Parks Maintenance	Renovate Dave White Park	0	375,000	1,000,000	1,000,000	1,000,000
TOTAL - PARKS DEVELOPMENT FUND		100,000	675,000	1,525,000	1,000,000	1,180,000
Grants & Subsidies						
Parks Maintenance	Santa Cruz linear wash trail design & dev.	150,000	900,000	900,000	900,000	900,000
Police	Automated citation system	40,000	0	0	0	0
Police	Community connect automatic vehicle locator	60,000	0	0	0	0
Police	Evidence barcoding system	35,000	0	0	0	0
Police	Mobile command post	600,000	0	0	0	0
TOTAL - GRANTS & SUBSIDIES		885,000	900,000	900,000	900,000	900,000
Sanitation Fund						
Collections	New trash containers	40,000	0	0	0	0
Collections	Sealed roll off containers	25,000	0	0	0	0
Landfill	Cover material	256,000	256,000	256,000	256,000	256,000
Landfill	Diesel fuel tank	77,600	0	0	0	0
Landfill	Land purchase - landfill replacement	0	5,000,000	0	0	0
Landfill	New scalehouse & 2nd landfill scale	200,000	0	0	0	0
Landfill	Replace tarp	0	195,000	0	0	0
Landfill	Title V/methane gas collection system	0	227,000	4,000,000	0	0
Landfill	Water truck	0	160,000	0	0	0
Recycling	1x1 collection program	0	1,100,000	0	0	0
Recycling	Recycling transfer facility for 1X1 collection	0	350,000	0	0	0
Recycling	Sanitation division 4 passenger SUV	0	30,000	0	0	0
TOTAL - SANITATION FUND		598,600	7,318,000	4,256,000	256,000	256,000
Sanitation Impact Fees						
Uncontained Trash	Uncontained trash - 1 ton 5th wheeler	65,000	0	0	0	0
TOTAL - SANITATION IMPACT FEES FUND		65,000	0	0	0	0
Street Maintenance						
Street Maintenance	2 IN street crosswalk lighting systems	0	67,000	67,000	67,000	67,000
Street Maintenance	2 message boards	0	39,000	0	0	0
Street Maintenance	Annual street restriping	0	200,000	200,000	200,000	200,000
Street Maintenance	Asphalt seal applicator	46,000	0	0	0	0
Street Maintenance	Backhoe	0	0	75,000	0	0
Street Maintenance	Crack seal applicator	0	0	0	0	65,000
Street Maintenance	Doan Street - Phase I & II	0	400,000	2,600,000	0	0
Street Maintenance	Downtown street reconstruction - Phase II & III	3,000,000	4,000,000	4,000,000	0	0
Street Maintenance	Earley Rd double chip from Henness to Peart Rd	250,000	0	0	0	0
Street Maintenance	End dump trailer	0	0	52,000	0	0
Street Maintenance	Kick broom sweeper	0	0	0	30,000	0
Street Maintenance	Kortsen Rd	0	0	0	5,000,000	0
Street Maintenance	Local street reconstruction	600,000	600,000	600,000	600,000	600,000
Street Maintenance	Lowboy transport trailer	0	0	70,000	0	0
Street Maintenance	McCartney Rd - Phase I & II	0	0	3,000,000	5,000,000	0
Street Maintenance	Mobile concrete mixer & truck	0	0	185,000	0	0
Street Maintenance	Pavement management system	0	0	0	0	100,000
Street Maintenance	Rodeo Rd	0	3,000,000	3,500,000	0	0
Street Maintenance	Street maintenance	0	600,000	600,000	600,000	600,000
Street Maintenance	Street sweeper	0	0	210,000	0	0
Street Maintenance	Streets South Operations Center	0	0	0	600,000	0
Street Maintenance	Thermal plastic meltor applicator	72,000	0	0	0	0
Street Maintenance	Thornton Rd reconstruction	0	3,000,000	0	0	0
Street Maintenance	Tractor truck & water tanker trailer	0	195,000	0	0	0
Street Maintenance	Traffic signal at Peart & Kortsen	350,000	0	0	0	0
Street Maintenance	Traffic signal interconnect	0	125,000	125,000	125,000	125,000
Street Maintenance	Traffic signals	800,000	800,000	800,000	800,000	800,000
Street Maintenance	Trekell Rd	0	4,000,000	2,000,000	0	0
Street Maintenance	Vacuum excavation machine	0	36,500	0	0	0
Street Maintenance	Val Vista corridor study	333,000	217,000	0	0	0
TOTAL - STREET MAINTENANCE FUND		5,451,000	17,279,500	18,084,000	13,022,000	2,557,000

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL OUTLAY SCHEDULE FISCAL YEARS 2012 - 2016						
Department	Project	2011-12	2012-13	2013-14	2014-15	2015-16
Wastewater Operating						
Wastewater	Aeration gear drive rehabilitation	0	100,000	0	0	0
Wastewater	Effluent pump rehabilitation	0	30,000	35,000	35,000	0
Wastewater	Effluent to Francisco Grande	0	2,000,000	0	0	0
Wastewater	Large diam. sewer cleaning	50,000	50,000	50,000	50,000	50,000
Wastewater	Lift station #3 decommission	75,000	0	0	0	0
Wastewater	Lift station #5 upgrade	75,000	0	0	0	0
Wastewater	Lift station rehabilitation	30,000	30,000	30,000	30,000	30,000
Wastewater	Managed recharge system	0	11,000,000	6,800,000	0	0
Wastewater	Manhole rehabilitation	0	200,000	200,000	200,000	200,000
Wastewater	New fork lift	0	40,000	0	0	0
Wastewater	Replace unit #710 - 1 ton truck	25,000	0	0	0	0
Wastewater	Replace unit #757 sewer rodder	0	30,000	0	0	0
Wastewater	Peters Rd sewer upsize project	500,000	0	0	0	0
Wastewater	Update sewer master plan	75,000	0	0	0	0
TOTAL - WASTEWATER OPERATING FUND		830,000	13,480,000	7,115,000	315,000	280,000
Wastewater Impact Fees						
Wastewater	East side expansion group upsize	3,574,000	0	0	0	0
Wastewater	Kortsen Rd sewer design & construction	4,500,000	0	0	0	0
Wastewater	Rodeo Rd sewer interceptor	0	0	0	0	69,500,000
TOTAL - WASTEWATER IMPACT FEES		8,074,000	0	0	0	69,500,000
Water Operating						
Water System	Distribution system upgrade/rehab.	100,000	100,000	100,000	100,000	0
Water System	Water system rehab - 2nd supply source	750,000	0	0	0	0
TOTAL - WATER OPERATING FEES		850,000	100,000	100,000	100,000	0
TOTAL REQUESTS		28,424,380	109,791,100	57,775,000	46,952,000	91,993,000

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Splash pad for Parks (20'x40')	NOTES: Will contain various play features.
COST CENTER:	Aquatics	
PROJECT COST:	\$150,000	
FUNDING SOURCE:	General Fund	
PROJECT DESCRIPTION:	A recirculation system with filtered and sanitized water will be used in the splash play area, drained to a holding tank to be reused again.	
PROJECT JUSTIFICATION:	It can be used by all ages and abilities without the need to know how to swim. It is handicapped accessible and meets all ADA standards.	
RELATION TO ADOPTED PLANS:	Strategic Agenda-Community Enhancement-Parks & Amenities.	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	20,000 20,000 20,000 20,000 20,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Sealing & striping parking lots	NOTES: Recoating and restriping needs to be done every 5 years to maintain original asphalt material.
COST CENTER:	Facilities Maintenance	
PROJECT COST:	\$30,000	
FUNDING SOURCE:	General Fund	
PROJECT DESCRIPTION:	Sealing and restriping of designated City owned parking lots.	
PROJECT JUSTIFICATION:	Required to maintain safe and orderly parking for all employees and patrons visiting City facilities.	
RELATION TO ADOPTED PLANS:	Facilities Maintenance Strategic Plan	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Replace doors at City Hall	NOTES: Enhance the appearance, functionality, and security of the entrance and exit system at City Hall.
COST CENTER:	Facilities Maintenance	
PROJECT COST:	\$60,000	
FUNDING SOURCE:	General Fund	
PROJECT DESCRIPTION:	Replace existing wood doors and framing with hollow metal along with replacing all worn hardware, while maintaining the original historical preservation of the building.	
PROJECT JUSTIFICATION:	The replacement will ensure building security and increase energy efficiency.	
RELATION TO ADOPTED PLANS:	Facilities Maintenance Assessment	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

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PROJECT TITLE:	Roof replacements	NOTES: Roof replacements will protect the interior structure of the facilities.
COST CENTER:	Facilities Maintenance	
PROJECT COST:	\$60,000	
FUNDING SOURCE:	General Fund	
PROJECT DESCRIPTION:	Remove existing roofing material & install rubber membrane roofing material to the Women's Club, Peart Center/Ceramics & South Operational Center facilities.	
PROJECT JUSTIFICATION:	Women's Club, Peart Center/Ceramics & South Operational Center facilities all have worn areas to the underlayment and are experiencing roof water leaks.	
RELATION TO ADOPTED PLANS:	Facilities Maintenance Assessment	
FISCAL IMPACTS:		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Monitor Defibrillator upgrades	NOTES: Paramedics use these multifunction diagnostic devices on patients.
COST CENTER:	Fire	
PROJECT COST:	\$32,000	
FUNDING SOURCE:	General Fund	
PROJECT DESCRIPTION:	Upgrade the existing five (5) LP12 monitor defibrillators that paramedics use to interpret critical patient signs such as cardiac EKG's.	
PROJECT JUSTIFICATION:	Upgrades such as non-invasive blood pressure & tidal CD2 measurements provide the necessary standard of care equipment for airway management & vital sign assessment.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Public Safety	
FISCAL IMPACTS:		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	1,000 1,000 1,000 1,000 1,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Station 501 SCBA compressor	NOTES: The useful life of this equipment was reached & needed repairs were too costly.
COST CENTER:	Fire	
PROJECT COST:	\$50,000	
FUNDING SOURCE:	General Fund	
PROJECT DESCRIPTION:	The SCBA compressor is a heavy duty unit designed for daily use to refill SCBA bottles used by Fire personnel in IDLH atmospheres.	
PROJECT JUSTIFICATION:	The current SCBA compressor is 14 years old (which has a 15 year life span). The repair to the cylinder head would cost \$15,000 with only a 90 day warranty.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Public Safety	
FISCAL IMPACTS:		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	2,000 2,000 2,000 2,000 2,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	ESRI - GIS - upgrade	NOTES: This software provides the ability to see vehicles moving on a map & can be extended to other City department vehicles in the future.
COST CENTER:	Information Technology	
PROJECT COST:	\$80,000	
FUNDING SOURCE:	General Fund	
PROJECT DESCRIPTION:	Provide the infrastructure to allow the Departments to implement software to provide dynamic map access.	
PROJECT JUSTIFICATION:	ArcGIS Server Advanced Enterprise is required for GeoBlade Mobile version software for the Police Dept. which is partially funded through EEDC grant money.	
RELATION TO ADOPTED PLANS:	Information Technology Strategic Plan	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	2,500 2,500 2,500 2,500 2,500
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Replace Evergreen irrigation lines	NOTES: This project is necessary for the irrigation district to continue supplying water to customers.
COST CENTER:	Parks Maintenance	
PROJECT COST:	\$100,000	
FUNDING SOURCE:	General Fund	
PROJECT DESCRIPTION:	Replace irrigation transmission lines in the Evergreen Irrigation District which is currently serving 40 customers.	
PROJECT JUSTIFICATION:	The concrete transmission lines are cracking & leaking under the streets & in the alleys. Old lines need to be removed & replaced which could be a 5 year phase in project.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement - Parks & Amenities	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Mobile radio improvements	NOTES: These radios have the ability to work on dual bands which provides a 2 year project phase in time period.
COST CENTER:	Police	
PROJECT COST:	\$150,000	
FUNDING SOURCE:	General Fund	
PROJECT DESCRIPTION:	Need to replace the current inventory of mobile radios to meet FCC narrowbanding & improve interoperability.	
PROJECT JUSTIFICATION:	The FCC has mandated that all radios will be narrowband compliant by January 2013. Current radios have a limited number of channels & some do not allow for narrowbanding.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Public Safety	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Disaster Recovery Program	NOTES: This project provides for a disaster recovery program for the AS400 CAD/CRIMES dispatching software for the Police & Fire Departments.			
COST CENTER:	Police				
PROJECT COST:	\$35,000				
FUNDING SOURCE:	General Fund				
PROJECT DESCRIPTION:	AS400 Sungard HTE CAD/CRIMES provides the software for police operations. In the event of a failure on the AS400 the secondary environment can be accessed via the web.				
PROJECT JUSTIFICATION:	Would allow offsite backup & remote access to the data in case of an emergency, decreasing the down time & manual operations of CAD in the event of a system failure.				
RELATION TO ADOPTED PLANS:	Public Safety - Communications Five Year Plan				
FISCAL IMPACTS:	FISCAL YEARS				
	11/12	12/13	13/14	14/15	15/16
Operating Costs	2,500	2,500	2,500	2,500	2,500
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE:	Community Art Work	NOTES: The location for the art piece has not been identified at this time.			
COST CENTER:	City Clerk				
PROJECT COST:	\$25,000				
FUNDING SOURCE:	Community Art Fund				
PROJECT DESCRIPTION:	The Commission will solicit proposals to design, construct and install an art piece.				
PROJECT JUSTIFICATION:	The City Council has charged the Commission with the responsibility of expanding experiences with the visual arts in public places (Ordinance No. 938.1).				
RELATION TO ADOPTED PLANS:	The Commission Five Year Visual Arts Plan				
FISCAL IMPACTS:	FISCAL YEARS				
	11/12	12/13	13/14	14/15	15/16
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE:	Elliot Business Park	NOTES: Additional adjacent land has been obtained, around Elliot Park to commence building a business incubator in expanding community.			
COST CENTER:	City Manager				
PROJECT COST:	\$250,000				
FUNDING SOURCE:	Redevelopment Fund				
PROJECT DESCRIPTION:	Design of a business incubator which would include a train depot building replica & an additional adjacent building to lease out office space with a small retail component.				
PROJECT JUSTIFICATION:	The area south of the railroad tracks is in desperate need for revitalization for many years & this project will be the kickoff to these efforts.				
RELATION TO ADOPTED PLANS:	Economic Development Plan				
FISCAL IMPACTS:	FISCAL YEARS				
	11/12	12/13	13/14	14/15	15/16
Operating Costs	-	-	30,000	30,000	30,000
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Update Impact fee study	NOTES: Required to comply with State law changes effective July 20, 2011.
COST CENTER:	Admin. Services - Personnel	
PROJECT COST:	\$50,000	
FUNDING SOURCE:	System Development Fund (Impact Fees)	
PROJECT DESCRIPTION:	Redesign & update of impact fee basis & fee methodology.	
PROJECT JUSTIFICATION:	The State Legislature enacted new laws that require a complete redesign of impact fees.	
RELATION TO ADOPTED PLANS:		
FISCAL IMPACTS:		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Design guidance electric system & vault	NOTES: Design & implementation of this project will greatly enhance airport safety for aircraft, especially in inclement weather & night time operations.
COST CENTER:	Municipal Airport	
PROJECT COST:	\$95,000	
FUNDING SOURCE:	Airport Capital Improvements	
PROJECT DESCRIPTION:	Design a new runway/taxiway/airfield guidance & electric distribution system & electric vault to replace the current one which is in very poor condition & fails on a regular basis.	
PROJECT JUSTIFICATION:	This project is vital for the safe & efficient operation of the airport & safety of flight. If not done, the FAA/ADOT/City of Casa Grande partnership for future grants is jeopardized.	
RELATION TO ADOPTED PLANS:	Airport Master Plan	
FISCAL IMPACTS:		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Rehab signs, wind cone, markings	NOTES: This project is in conjunction with the runway/taxiway/airfield guidance & electric distribution system & electric vault project.
COST CENTER:	Municipal Airport	
PROJECT COST:	\$178,000	
FUNDING SOURCE:	Airport Capital Improvements	
PROJECT DESCRIPTION:	Rehab/construct new guidance signs, distance remaining signs, lighted wind cone/base & new pavement markings. Includes installation of an ATS emergency generator.	
PROJECT JUSTIFICATION:	Provide the airport with a complete & functional approved runway/taxiway light system, guidance system, electrical distribution system & pavement markings.	
RELATION TO ADOPTED PLANS:	Airport Master Plan	
FISCAL IMPACTS:		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	500 500 500 500 500
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Runway overlay	NOTES: This program is a statewide high priority pavement preservation project.
COST CENTER:	Municipal Airport	
PROJECT COST:	\$100,000	
FUNDING SOURCE:	Airport Capital Improvements	
PROJECT DESCRIPTION:	Arizona Dept of Transportation aeronotics scheduled pavement preservation program overlay project.	
PROJECT JUSTIFICATION:	Failure to perform this pavement preservation project will result in further deterioration of the runway, adversely impacting the safety of flight & would be cause for future project cancellations.	
RELATION TO ADOPTED PLANS:	Airport Master Plan	
FISCAL IMPACTS:		
		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	- 12,000 12,000 12,000 12,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Community Recreation Center	NOTES: This project has donated land & General Obligation Bond funding for \$16,000,000.
COST CENTER:	General Recreation	
PROJECT COST:	\$1,500,000	
FUNDING SOURCE:	System Development Fund (Impact Fees)	
PROJECT DESCRIPTION:	Architectural design of building, infrastructure, engineering, street improvements & construction of 55,000 to 65,000 sq ft building & surrounding area landscaping.	
PROJECT JUSTIFICATION:	A City recreation/aquatics facility is currently non-existent. This creates extra costs of scheduling activities, cancelling programs, & paying a facility use fee to other facilities.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement - Parks & Amenities	
FISCAL IMPACTS:		
		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Additional Police radio frequencies	NOTES: Purchase of new frequency.
COST CENTER:	Police	
PROJECT COST:	\$135,000	
FUNDING SOURCE:	System Development Fund (Impact Fees)	
PROJECT DESCRIPTION:	Requires infrastructure equipment in the form of a transmitter at the Police Dept & mountain top, & voter receivers at each voter site.	
PROJECT JUSTIFICATION:	Existing radio frequencies are inadequate due to the growth of the City & the Police Dept. Adding radio frequencies, transmitters & voters to the existing system will answer this need.	
RELATION TO ADOPTED PLANS:	Public Safety - Communications Five Year Plan	
FISCAL IMPACTS:		
		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Portable radio improvements	NOTES: This project will take 2 years for implementation - purchase of 50 portable radios the 1st year and 75 the 2nd year.
COST CENTER:	Police	
PROJECT COST:	\$250,000	
FUNDING SOURCE:	System Development Fund (Impact Fees)	
PROJECT DESCRIPTION:	Additional radios related to growth in system.	
PROJECT JUSTIFICATION:	This will allow for added frequencies & channels, provide encryption capability & the ability to scramble a radio transmission.	
RELATION TO ADOPTED PLANS:	Public Safety - Communications Five Year Plan	
FISCAL IMPACTS:		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -
PROJECT TITLE:	Citywide looped system	NOTES: This project would be phased in over 5 years, each year adding 1 additional path until a ring around the City is created.
COST CENTER:	Police	
PROJECT COST:	\$65,000	
FUNDING SOURCE:	System Development Fund (Impact Fees)	
PROJECT DESCRIPTION:	Design & install a microwave system to supplement the existing fiber, copper, wireless & voice communication needs for the City.	
PROJECT JUSTIFICATION:	Once this loop is implemented, if one path were to fail, the information will automatically switch to another path.	
RELATION TO ADOPTED PLANS:	Public Safety - Communications Five Year Plan	
FISCAL IMPACTS:		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -
PROJECT TITLE:	Radio receiver (voter) sites	NOTES: Each site that is requested to be voted, will require a separate receiver for each frequency, 1 microwave link & channel cards.
COST CENTER:	Police	
PROJECT COST:	\$150,000	
FUNDING SOURCE:	System Development Fund (Impact Fees)	
PROJECT DESCRIPTION:	Ensures proper radio coverage for all City departments. Includes purchasing radio receiving equipment & microwave equipment at each site for all frequencies.	
PROJECT JUSTIFICATION:	Without this project, there will be a decrease in the performance of the radio system due to continued growth.	
RELATION TO ADOPTED PLANS:	Public Safety - Communications Five Year Plan	
FISCAL IMPACTS:		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	28,000 28,000 28,000 28,000 28,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Remodel kitchen at Senior Center	NOTES: This project is a carryforward from the prior fiscal year.
COST CENTER:	Senior Adult Services	
PROJECT COST:	\$150,000	
FUNDING SOURCE:	System Development Fund (Impact Fees)	
PROJECT DESCRIPTION:	Requires an addition of 200sq ft to house the walk in refrigerator freezer units & ice machine. Also allows for expansion of cooking surfaces & prep space.	
PROJECT JUSTIFICATION:	Current work space is inadequate for the amount of meals being prepared. Additional work space will accommodate the need for added space in food storage & preparation.	
RELATION TO ADOPTED PLANS:	General Plan 2020 & Community Services Master Plan	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	3,000 3,500 4,000 4,500 5,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Cottonwood Lane	NOTES: This project has been ongoing toward completion this fiscal year.
COST CENTER:	Street Maintenance	
PROJECT COST:	\$1,900,000	
FUNDING SOURCE:	System Development Fund (Impact Fees)	
PROJECT DESCRIPTION:	Replace & widen Cottonwood Lane to a 4 lane arterial standard from Hennis Rd to Trell Rd. along with adjacent collectors.	
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
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- 25,000 25,000 25,000 25,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Replace Unit #420 - Engine 5011	NOTES: This unit would be very similar to the 3 Quantum pumpers purchased in 2007.
COST CENTER:	Fire	
PROJECT COST:	\$650,000	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	This project would replace the 1997 Pierce Saber that was Engine 501 until 2008; then moved into the alarm/reserve engine until 2012 for the City.	
PROJECT JUSTIFICATION:	This unit was purchased when the life expectancy was rated at 15 years. The Pierce Saber will be 15 years old when a new unit is put on order.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Ladder 501 Equipment	NOTES: Equipment replacement for Ladder truck.
COST CENTER:	Fire	
PROJECT COST:	\$100,000	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	Replace loose individual pieces of equipment for Ladder 501.	
PROJECT JUSTIFICATION:	Replacement of 20+ years of old equipment & to add those items needed in order to bring it up to date with current equipment standards for ladder companies.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Golf cart replacement	NOTES: Golf cart replacement is based on a useful life of 4 years.
COST CENTER:	Municipal Golf Course	
PROJECT COST:	\$40,500	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	To purchase 20 replacement golf carts.	
PROJECT JUSTIFICATION:	There is a current fleet of 70 golf carts & the plan is to rotate about 20 every year.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Replace Unit #102 1 ton dump truck	NOTES: This vehicle has reached it's scheduled useful life.
COST CENTER:	Parks Maintenance	
PROJECT COST:	\$40,000	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	Replace Unit #102 - 2002 Ford F450, 2-ton dump truck.	
PROJECT JUSTIFICATION:	This unit meets the replacement program criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Replace Unit #104 - 1 ton cab chassis	NOTES: This vehicle has reached it's scheduled useful life.
COST CENTER:	Parks Maintenance	
PROJECT COST:	\$40,000	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	Replace Unit #104 - 2000 Dodge 3500, 1-ton cab & chassis.	
PROJECT JUSTIFICATION:	This unit meets the replacement program criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Replace Unit #106 - 3/4 ton pickup	NOTES: This vehicle has reached its scheduled useful life.
COST CENTER:	Parks Maintenance	
PROJECT COST:	\$28,000	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	Replace Unit #106 - 2001 Dodge, 3/4 ton pickup.	
PROJECT JUSTIFICATION:	This meets the replacement program criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Replace Unit #107 & #108 work trucks	NOTES: These vehicles have reached their scheduled useful life.
COST CENTER:	Parks Maintenance	
PROJECT COST:	\$56,000	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	Replace units #107 & #108 - 2005 Ford F250, regular with side boxes.	
PROJECT JUSTIFICATION:	These units meet the replacement program criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Replace 5 CID vehicles	NOTES: These vehicles have reached their scheduled useful life.
COST CENTER:	Police	
PROJECT COST:	\$150,000	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	Replace units #214, #240, #245 & #259 - Ford Crown Victoria's & unit #221 - Dodge Stratus.	
PROJECT JUSTIFICATION:	These units meet the replacement program criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Replace 7 patrol cars	NOTES: These vehicles have reached their rated scheduled useful life.
COST CENTER:	Police	
PROJECT COST:	\$385,000	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	Replace units #257, #2104, #2108, #2110, #2111, #2113 & #2114 - Ford Crown Victoria patrol cars.	
PROJECT JUSTIFICATION:	These units meet the replacement program criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Replace Unit #208 van	NOTES: This vehicle has reached its rated scheduled useful life.
COST CENTER:	Police	
PROJECT COST:	\$20,000	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	Replace unit #208 - 2002 Dodge Ram van.	
PROJECT JUSTIFICATION:	This unit meets the replacement program criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Replace Unit 2200 motorcycle	NOTES: This vehicle has reached its rated scheduled useful life.
COST CENTER:	Police	
PROJECT COST:	\$27,000	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	Replace unit #2200 - 2006 Honda ST1300SP motorcycle.	
PROJECT JUSTIFICATION:	This unit meets the replacement program criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Replace Unit #247 - prisoner van	NOTES: This vehicle has reached its rated scheduled useful life.
COST CENTER:	Police	
PROJECT COST:	\$35,000	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	Replace unit #247 - 2007 Ford E350 cargo van.	
PROJECT JUSTIFICATION:	This unit meets the replacement program criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Replace Unit #534 - front load truck	NOTES: This vehicle has reached its rated scheduled useful life.
COST CENTER:	Sanitation - Commercial front-load	
PROJECT COST:	\$265,000	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	Replace unit #534 - 2002 Mack front load refuse truck.	
PROJECT JUSTIFICATION:	This unit meets the replacement program criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Replace Unit #545 - small loader	NOTES: This vehicle has reached its rated scheduled useful life.
COST CENTER:	Sanitation - Commercial Front-Load	
PROJECT COST:	\$60,000	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	Replace unit #545 - 2000 Wrangler small loader.	
PROJECT JUSTIFICATION:	This unit meets the replacement program criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Replace container delivery truck chassis	NOTES: The container hauler is used to deliver & move 6-yard metal containers, as well as other containers, to collection sites in a safe & secured manner.
COST CENTER:	Sanitation - Commercial Front-Load	
PROJECT COST:	\$30,000	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	Purchase 2-ton truck chassis with existing container hauler.	
PROJECT JUSTIFICATION:	The current operation uses a retained & undersized 1-ton truck that has been retrofitted with a container lift.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Fund	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Replace Unit #516 - recycle truck	NOTES: This vehicle has reached its scheduled useful life.
COST CENTER:	Sanitation - Commercial Front-Load	
PROJECT COST:	\$215,000	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	Replace unit #516 - 2002 Isuzu NQR cab chassis truck.	
PROJECT JUSTIFICATION:	This unit meets the replacement program criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Fund	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Replace Unit #529 - rear load truck	NOTES: This vehicle has reached its scheduled useful life.
COST CENTER:	Sanitation - Uncontained Trash	
PROJECT COST:	\$215,000	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	Replace unit #529 - 1993 Volvo rear load truck.	
PROJECT JUSTIFICATION:	This unit meets the replacement program criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Fund	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Replace #561-Uncontained trash trailer	NOTES: This vehicle has reached its scheduled useful life.
COST CENTER:	Sanitation - Uncontained Trash	
PROJECT COST:	\$31,600	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	Replace unit #561 - 1970 trailer used to transport uncontained trash loader.	
PROJECT JUSTIFICATION:	This unit meets the replacement program criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Replace Unit #353 - passenger van	NOTES: This vehicle has reached its scheduled useful life.
COST CENTER:	Senior Adult Services	
PROJECT COST:	\$33,000	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	Replace unit #353 - 1999 Chevy passenger van.	
PROJECT JUSTIFICATION:	This unit meets the replacement program criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Replace Unit #640 4-door truck & #686 compressor	NOTES: This vehicle & equipment has reached their scheduled useful life.
COST CENTER:	Street Maintenance	
PROJECT COST:	\$91,000	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	Replace unit #640 - 2000 Ford F650 crew cab & unit #686 - compressor mounted on the back of the vehicle.	
PROJECT JUSTIFICATION:	These units meet the replacement program criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Replace Unit #710 - 1 ton truck	NOTES: This vehicle has reached its scheduled useful life.
COST CENTER:	Wastewater	
PROJECT COST:	\$25,000	
FUNDING SOURCE:	Capital Replacement Fund	
PROJECT DESCRIPTION:	Replace unit #710 - 2003 Dodge 3500 quad cab 1-ton truck.	
PROJECT JUSTIFICATION:	This unit meets the replacement program criteria.	
RELATION TO ADOPTED PLANS:	Vehicle Replacement Program	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Life Scan	NOTES: This equipment will be located at the new Court facility on the City Hall campus.
COST CENTER:	City Court	
PROJECT COST:	\$26,000	
FUNDING SOURCE:	Court Fare Program	
PROJECT DESCRIPTION:	Purchase & install Life Scan equipment & software used to gather arrest histories & electronically report the information to the Arizona Department of Public Safety.	
PROJECT JUSTIFICATION:	Convictions need to appear on an offender's criminal history report.	
RELATION TO ADOPTED PLANS:	General Plan 2020 - City Court	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	AIP APS Agreement	NOTES: In the first 5 years of this agreement, some of the associated costs are reimbursable.
COST CENTER:	Engineering	
PROJECT COST:	\$350,000	
FUNDING SOURCE:	Construction Sales Tax	
PROJECT DESCRIPTION:	This is a payback agreement with APS for expansion of electrical distribution facilities for Phase III - Airport Industrial Park expansion project.	
PROJECT JUSTIFICATION:	All proceeds from sales of lots in the industrial park are used to cover the costs for all airport capital improvements.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Government Facility Strategy	
FISCAL IMPACTS:		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	McMurray Blvd reconstruction	NOTES: This project is a continuation of on-going street reconstruction project due to age & pavement condition.
COST CENTER:	Street Maintenance	
PROJECT COST:	\$500,000	
FUNDING SOURCE:	Construction Sales Tax	
PROJECT DESCRIPTION:	Reconstruct McMurray Blvd. from Henness Rd. to Pinal Ave. to include mill & overlay.	
PROJECT JUSTIFICATION:	McMurray Blvd. has numerous pavement deteriorations & cracks.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement - Street Development	
FISCAL IMPACTS:		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Main Library expansion	NOTES: The added facility space will help meet the growing needs for library services in serving a growing community population.
COST CENTER:	Library	
PROJECT COST:	\$1,100,000	
FUNDING SOURCE:	Capital Development Projects	
PROJECT DESCRIPTION:	Designed to construct, equip & furnish the main library. It's potential approx. 6,000sq ft will provide additional space for collection, computer access, work area, seating, etc.	
PROJECT JUSTIFICATION:	Expansion will provide means to meet the residents increased demand for library service & resources.	
RELATION TO ADOPTED PLANS:	General Plan 2020 & Community Services Master Plan	
FISCAL IMPACTS:		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	- 119,000 69,000 70,000 71,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Remodel existing Police building	NOTES: Existing building conversion will accommodate the Dispatch Center.
COST CENTER:	Police	
PROJECT COST:	\$1,100,000	
FUNDING SOURCE:	Capital Development Projects	
PROJECT DESCRIPTION:	Sope analysis, design & remodel existing building for conversion to a communications center & precinct facility.	
PROJECT JUSTIFICATION:	Building remodeling is necessary to update & accommodate new site operations, functioning as a Public Safety Communications Facility & Police substation.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Government Facility Strategy	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Golf course restrooms on #4	NOTES: Golf course restrooms replacement necessary to continue serving the patrons.
COST CENTER:	Municipal Golf Course	
PROJECT COST:	\$60,000	
FUNDING SOURCE:	Municipal Golf Course	
PROJECT DESCRIPTION:	Replace current golf course restrooms on #4.	
PROJECT JUSTIFICATION:	Current restrooms are in dilapidated condition.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement - Parks & Amenities	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Front end loader tractor	NOTES: The Golf course needs this equipment to keep the course in good playing condition.
COST CENTER:	Municipal Golf Course	
PROJECT COST:	\$38,000	
FUNDING SOURCE:	Municipal Golf Course	
PROJECT DESCRIPTION:	The front end loader tractor had a clutch replaced & lift cylinders rebuilt to prolong its useful life. It completely broke down necessitating a new one.	
PROJECT JUSTIFICATION:	A tractor is needed, weekly, for hauling sand, dirt, tree limbs, etc. and is an essential piece of equipment.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement - Parks & Amenities	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	2,500 3,000 3,500 4,000 4,500
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Golf course improvements	NOTES: Golf course improvements will help accommodate large tournaments for enhanced revenue, which is currently being lost to other courses.			
COST CENTER:	Municipal Golf Course				
PROJECT COST:	\$250,000				
FUNDING SOURCE:	Municipal Golf Course				
PROJECT DESCRIPTION:	Design, engineer & construct Golf Course improvements				
PROJECT JUSTIFICATION:	The existing facilities are not in compliance with ADA & Public Health standards. The facility is not large enough.				
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancement - Parks & Amenities				
FISCAL IMPACTS:	FISCAL YEARS				
	11/12	12/13	13/14	14/15	15/16
	-	25,000	25,000	25,000	25,000
	-	-	-	-	-
	-	-	-	-	-

PROJECT TITLE:	CG Mountain trails design & develop.	NOTES: Implementation of a comprehensive multi-use trail plan.			
COST CENTER:	Parks				
PROJECT COST:	\$100,000				
FUNDING SOURCE:	Parks Development				
PROJECT DESCRIPTION:	Land acquisition, design & engineering, trail development, reconstruction, re-vegetation, trail support facilities, non-routine events & volunteer trail clean up activities or events.				
PROJECT JUSTIFICATION:	Creation of a formal trail, interpretive & interactive educational features, & is ADA accessible allowing all of the public to experience a mountaineous trail.				
RELATION TO ADOPTED PLANS:	General Plan 2020 & Regional Trails Master Plan				
FISCAL IMPACTS:	FISCAL YEARS				
	11/12	12/13	13/14	14/15	15/16
	5,000	5,000	5,000	5,000	5,000
	-	-	-	-	-
	-	-	-	-	-

PROJECT TITLE:	Santa Cruz linear wash trail design & development	NOTES: Location is from Dave White Regional Park from the west to Mission Valley on the east.			
COST CENTER:	Parks Maintenance				
PROJECT COST:	\$150,000				
FUNDING SOURCE:	Grants & Subsidies				
PROJECT DESCRIPTION:	Develop areas along the Santa Cruz linear wash (City property), along the Transwestern Pipeline. Design in year one, followed by construction in phases of 1 mile per year.				
PROJECT JUSTIFICATION:	This is a floodway area that can be utilized as a linear park. Improvement features should include 10' concrete sidewalks, pathway lighting, benches, landscaping, shade areas, etc.				
RELATION TO ADOPTED PLANS:	General Plan 2020 & Regional Trails Master Plan				
FISCAL IMPACTS:	FISCAL YEARS				
	11/12	12/13	13/14	14/15	15/16
	-	-	11,000	12,000	13,000
	-	-	-	-	-
	-	-	-	-	-

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Community connect automatic vehicle locator	NOTES: The server license was upgraded & will be housed at the Police Communication Sub-station.
COST CENTER:	Police	
PROJECT COST:	\$60,000	
FUNDING SOURCE:	Grants & Subsidies	
PROJECT DESCRIPTION:	This system uses the GPS signal from the computer modems or stand alone GPS units, to display real-time mapping for tracking all City units in the field.	
PROJECT JUSTIFICATION:	The current GPS program only tracks Police & Fire units in the communications center. It is a visual tool only, and is no longer supported by the manufacturer.	
RELATION TO ADOPTED PLANS:	Public Safety - Communication Five Year Plan	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12</u> <u>12/13</u> <u>13/14</u> <u>14/15</u> <u>15/16</u>
	Operating Costs	5,130 5,130 5,130 5,130 5,130
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Mobile command post	NOTES: Primary function is to respond to complex scenes to supply infrastructure support for communications, computers, and meeting/briefing quarters.
COST CENTER:	Police	
PROJECT COST:	\$600,000	
FUNDING SOURCE:	Grants & Subsidies	
PROJECT DESCRIPTION:	Purchase of a Mobile Command Post based on a Class A motor home frame.	
PROJECT JUSTIFICATION:	Currently using a box truck converted into a Command Post. This has become inadequate to meet present & future needs, due to vehicle age & community growth.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Public Safety	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12</u> <u>12/13</u> <u>13/14</u> <u>14/15</u> <u>15/16</u>
	Operating Costs	- 90,200 90,200 90,200 90,200
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Automated citation system	NOTES: These computers are compatible with all City in-car computers & could be used for call dispatching & wants/warrants inquiries.
COST CENTER:	Police	
PROJECT COST:	\$40,000	
FUNDING SOURCE:	Grants & Subsidies	
PROJECT DESCRIPTION:	"Desk pad" computers & software allows the Traffic Enforcement Officers to "swipe" traffic violators' licenses & automatically populate violation info into traffic citation forms.	
PROJECT JUSTIFICATION:	Use of this equipment will increase productivity by eliminating time consuming hand-writing of traffic citations & data input.	
RELATION TO ADOPTED PLANS:	Public Safety Communications Five Year Plan	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12</u> <u>12/13</u> <u>13/14</u> <u>14/15</u> <u>15/16</u>
	Operating Costs	- 6,000 6,000 6,000 6,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Evidence barcoding system	NOTES: Over 12,000 items of evidence are processed & stored annually. This system would include printers, scanners, & an interface with records mgmt.
COST CENTER:	Police	
PROJECT COST:	\$35,000	
FUNDING SOURCE:	Grants & Subsidies	
PROJECT DESCRIPTION:	Would eliminate using paper forms & performing manual data entry in speeding up the process of evidence, by automatically storing data in the records management system.	
PROJECT JUSTIFICATION:	Chain-of-custody & proper storage of evidence are essential to successful prosecution of criminal offenders.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Public Safety	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- 1,200 1,200 1,200 1,200
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	New trash containers	NOTES: New trash containers will be used for commercial accounts.
COST CENTER:	Sanitation - Collection	
PROJECT COST:	\$40,000	
FUNDING SOURCE:	Sanitation Fund	
PROJECT DESCRIPTION:	Purchase new trash containers to replace deteriorating customer owned front load containers.	
PROJECT JUSTIFICATION:	New trash containers are needed to replace severely deteriorated & lost containers.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancements - Sanitation Operations	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Sealed roll off containers	NOTES: These containers provide cost benefits to both the landfill and wastewater treatment plant.
COST CENTER:	Sanitation - Collection	
PROJECT COST:	\$25,000	
FUNDING SOURCE:	Sanitation Fund	
PROJECT DESCRIPTION:	Special roll off containers are needed for wastewater treatment plant sludge shipments.	
PROJECT JUSTIFICATION:	Sludge directed to the landfill will lower disposable cost for the wastewater treatment plant & provide landfill cover material in reducing future amounts needed.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancements - Sanitation Operations	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Landfill cover material	NOTES: Soil must begin to be imported from off-site on an ongoing basis to meet operational & regulatory requirements.
COST CENTER:	Sanitation - Landfill	
PROJECT COST:	\$256,000	
FUNDING SOURCE:	Sanitation Fund	
PROJECT DESCRIPTION:	Purchase off-site soil to use for daily, intermediate & final cover material for the landfill.	
PROJECT JUSTIFICATION:	The landfill has reached the point of development where it does not generate enough on-site soil to meet regulatory waste cover requirements.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Landfill diesel fuel tank	NOTES: The increased tank storage capacity contributes to lower fuel costs because diesel fuel purchases can be at a discounted bulk rate.
COST CENTER:	Sanitation - Landfill	
PROJECT COST:	\$77,600	
FUNDING SOURCE:	Sanitation Fund	
PROJECT DESCRIPTION:	Purchase diesel fuel tank (9,000 gallons) to replace deteriorating tanks.	
PROJECT JUSTIFICATION:	The two 500 gallon diesel fuel tanks are over 20 years old & contain rust flakes that must be filtered when fueling the landfill equipment.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancements - Sanitation Operations	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	New scalehouse & 2nd landfill scale	NOTES: Last year, the gate house processed over 27,400 transactions.
COST CENTER:	Sanitation - Landfill	
PROJECT COST:	\$200,000	
FUNDING SOURCE:	Sanitation Fund	
PROJECT DESCRIPTION:	Purchase new modular scale house & outbound scale.	
PROJECT JUSTIFICATION:	Will improve processing customer transactions, provide on-site office space & a clean environment for scale software/electronics. Will weigh outbound vehicles.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancements - Sanitation Operations	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- 4,200 4,200 4,200 4,200
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Uncontained trash - 1 ton 5th wheeler	NOTES: This equipment provides increased customer service demand.
COST CENTER:	Sanitation - Uncontained Trash	
PROJECT COST:	\$65,000	
FUNDING SOURCE:	Sanitation Impact Fees	
PROJECT DESCRIPTION:	Utility tractor with trailer to provide uncontained trash collection service.	
PROJECT JUSTIFICATION:	Another vehicle is needed based on the increased volume of uncontained trash.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancements - Sanitation Operations	
FISCAL IMPACTS:		
		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	14,300 14,300 14,300 14,300 14,300
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Asphalt seal applicator	NOTES: Continuation of multi-year program based on street condition, traffic & usage.
COST CENTER:	Street Maintenance	
PROJECT COST:	\$46,000	
FUNDING SOURCE:	Street Maintenance Fund - 1/2 Cent	
PROJECT DESCRIPTION:	Motor driven asphalt sealant applicator.	
PROJECT JUSTIFICATION:	To apply sealant to roadways on a 3 year cycle, to help extend the life of the pavement.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancements - Street Development	
FISCAL IMPACTS:		
		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	- 300 300 300 300
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Downtown street reconstruction Phase II & III	NOTES: Continuation of multi-year program based on street age, traffic counts & commercial marketing.
COST CENTER:	Street Maintenance	
PROJECT COST:	\$3,000,000	
FUNDING SOURCE:	Street Maintenance Fund - 1/2 Cent	
PROJECT DESCRIPTION:	Construction of street improvements to downtown area.	
PROJECT JUSTIFICATION:	Provide for an improved circulation of pedestrian & vehicular traffic.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancements - Street Development	
FISCAL IMPACTS:		
		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	- 2,200 2,200 2,200 2,200
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Local street reconstruction	NOTES: An annual program is needed to replace or reconstruct these streets beyond their useful life.
COST CENTER:	Street Maintenance	
PROJECT COST:	\$600,000	
FUNDING SOURCE:	Street Maintenance Fund - HURF	
PROJECT DESCRIPTION:	Annual local street reconstruction program includes removing, replacing, milling & overlaying of asphalt pavement on local streets as scheduled & needed.	
PROJECT JUSTIFICATION:	Many City streets have passed their 20 year life. Repeat applications of chip seal only cover existing pavement failure problems.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancements - Street Development	
FISCAL IMPACTS:		
		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Earley Rd double chip seal from Henness to Peart Rd	NOTES: ADOT will improve Earley Rd from I-10 to Henness, with the freeway improvements.
COST CENTER:	Street Maintenance	
PROJECT COST:	\$250,000	
FUNDING SOURCE:	Street Maintenance Fund - 1/2 Cent	
PROJECT DESCRIPTION:	Earley Rd double chip seal application on existing width from Henness Rd to Peart Rd. This roadway is currently all dirt.	
PROJECT JUSTIFICATION:	Unless the City improves the roadway surface from Hennes to Peart Rd, a dust issue is created affecting vehicular safety.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancements - Street Development	
FISCAL IMPACTS:		
		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Thermal plastic meltor applicator	NOTES: This equipment is part of the continuation of on-going street reconstruction projects.
COST CENTER:	Street Maintenance	
PROJECT COST:	\$72,000	
FUNDING SOURCE:	Street Maintenance Fund - HURF	
PROJECT DESCRIPTION:	Thermal plastic meltor applicator used for the application of thermoplastic road markings.	
PROJECT JUSTIFICATION:	To install road markings such as stop bars, crosswalks & twin arrows that provide a permanent, highly reflective & visible road marking.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancements - Street Development	
FISCAL IMPACTS:		
		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	- 8,250 8,250 8,250 8,250
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Traffic signal at Peart/Kortsen	NOTES: Traffic analysis presented need for a traffic signal at this site.
COST CENTER:	Street Maintenance	
PROJECT COST:	\$350,000	
FUNDING SOURCE:	Street Maintenance Fund - HURF	
PROJECT DESCRIPTION:	Construction of a previously designed traffic signal at this intersection location.	
PROJECT JUSTIFICATION:	Traffic analysis findings reveal need of traffic signal at this intersection.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancements - Street Development	
FISCAL IMPACTS:		
		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	3,000 3,000 3,000 3,000 3,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Traffic signals	NOTES: Part of the ongoing annual traffic signal program, which two are added to the City's system each fiscal year.
COST CENTER:	Street Maintenance	
PROJECT COST:	\$800,000	
FUNDING SOURCE:	Street Maintenance Fund - HURF	
PROJECT DESCRIPTION:	Design & construction of 2 traffic signals & components only, which does not include paving or roadway construction.	
PROJECT JUSTIFICATION:	A traffic warrants analysis will be completed for every intersection.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancements - Street Development	
FISCAL IMPACTS:		
		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	- 6,000 6,000 6,000 6,000
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Val Vista corridor study	NOTES: IGA with Maricopa County and Pinal County was prepared.
COST CENTER:	Street Maintenance	
PROJECT COST:	\$333,000	
FUNDING SOURCE:	Street Maintenance Fund - 1/2 Cent	
PROJECT DESCRIPTION:	Study to determine location & characteristics for high volume roadway, identified by the SATS from I-10 to Russell Rd.	
PROJECT JUSTIFICATION:	Provides guidance for private development & Public Works projects in this area, consistent with long range planning goals of the SATS.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Community Enhancements - Street Development	
FISCAL IMPACTS:		
		FISCAL YEARS
		11/12 12/13 13/14 14/15 15/16
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Large diameter sewer cleaning	NOTES: Will increase efficiency of treatment plant & collection system operations, while helping to sustain sanitary conditions.
COST CENTER:	Wastewater	
PROJECT COST:	\$50,000	
FUNDING SOURCE:	Wastewater Operations Fund	
PROJECT DESCRIPTION:	Cleaning of 20% large diameter sewer pipes, as per the 5 year program.	
PROJECT JUSTIFICATION:	Will reduce odor issues at the treatment plant & in the collection system, along with helping to protect the longevity of the collections system infrastructure.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Lift station #3 decommission	NOTES: Operating & maintenance costs for lift station #3 will be eliminated.
COST CENTER:	Wastewater	
PROJECT COST:	\$75,000	
FUNDING SOURCE:	Wastewater Operations Fund	
PROJECT DESCRIPTION:	Install 1400LF of gravity sewer to eliminate the need for lift station #3.	
PROJECT JUSTIFICATION:	Will reduce overall operating & maintenance costs associated with all lift station operations & improve overall system reliability.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Lift station #5 upgrade	NOTES: This project will eliminate a "confined space" work area.
COST CENTER:	Wastewater	
PROJECT COST:	\$75,000	
FUNDING SOURCE:	Wastewater Operations Fund	
PROJECT DESCRIPTION:	Upgrade existing lift station #5.	
PROJECT JUSTIFICATION:	This station is an older facility with pumps within the wet well. Upgrade will substantially improve the operation, maintenance & safety of the facility.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
FISCAL IMPACTS:		
		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Lift station rehabilitation	NOTES: There are 9 lift stations. Each year 1 is scheduled for rehabilitation.
COST CENTER:	Wastewater	
PROJECT COST:	\$30,000	
FUNDING SOURCE:	Wastewater Operations Fund	
PROJECT DESCRIPTION:	Replace pumps & other equipment as necessary & repair damage to the concrete wet well due to age & hydrogen sulfide gas deterioration.	
PROJECT JUSTIFICATION:	This will extend the life of the lift station & prevent sanitary sewer overflows.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Peters Rd sewer up size project	NOTES: Location is on Peters Rd from Burris Rd to Thornton Rd.
COST CENTER:	Wastewater	
PROJECT COST:	\$500,000	
FUNDING SOURCE:	Wastewater Operations Fund	
PROJECT DESCRIPTION:	Design & upsize the existing 8" sewer line to meet future sewer capacity in the surrounding area.	
PROJECT JUSTIFICATION:	Will prevent having to trench paved areas in the future & will assist in attracting job producing industries.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Update sewer master plan	NOTES: Updating will help in identifying & accommodating future sewer needs to meet the growth within the City.
COST CENTER:	Wastewater	
PROJECT COST:	\$75,000	
FUNDING SOURCE:	Wastewater Operations Fund	
PROJECT DESCRIPTION:	Update the sewer master plan to accommodate the newly designed/built interceptors & to emphasize the effect of these interceptors to the existing plan.	
PROJECT JUSTIFICATION:	Will provide current needed data in maintaining appropriate plans of action in the sewer master planning process.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE:	Eastside sewer expansion group upsize	NOTES: The Eastside Sewer Expansion Group is doing the construction & the City is paying for the cost of the upsize.
COST CENTER:	Wastewater	
PROJECT COST:	\$3,574,000	
FUNDING SOURCE:	Wastewater Operations Fund	
PROJECT DESCRIPTION:	Upsizing includes installing a 36" sewer main on Hacienda Rd from Earley Rd to Kortsen Rd, & a 24" sewer main on Kortsen Rd from Trekell Rd to Kortsen Rd.	
PROJECT JUSTIFICATION:	Participation with the Eastside Sewer Expansion Group to upsize the sewer pipes.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Kortsen Rd sewer design & construction	NOTES: This project allows for postponement for the necessity to build the Eastside Sewer Interceptor.
COST CENTER:	Wastewater	
PROJECT COST:	\$4,500,000	
FUNDING SOURCE:	Wastewater Operations Fund	
PROJECT DESCRIPTION:	Design & construction of a sewer main from the East to the existing treatment plant. Upsize from 18" to 36" & 48", from Trekell Rd to the plant on Kortsen Rd.	
PROJECT JUSTIFICATION:	Necessary to relieve the existing collection system & for future growth.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

PROJECT TITLE:	Distribution system upgrade/rehab.	NOTES: This project increases the potential for lower water cost & uninterrupted water supply.
COST CENTER:	Water System	
PROJECT COST:	\$100,000	
FUNDING SOURCE:	Water System Fund	
PROJECT DESCRIPTION:	The project includes leakage analysis and upgrading the water distribution system.	
PROJECT JUSTIFICATION:	Improve system reliability, help insure water quality, & reduce the potential for unaccounted water loss.	
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Water System	
FISCAL IMPACTS:		FISCAL YEARS
		<u>11/12 12/13 13/14 14/15 15/16</u>
	Operating Costs	- - - - -
	Operating Revenue	- - - - -
	Operating Savings	- - - - -

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

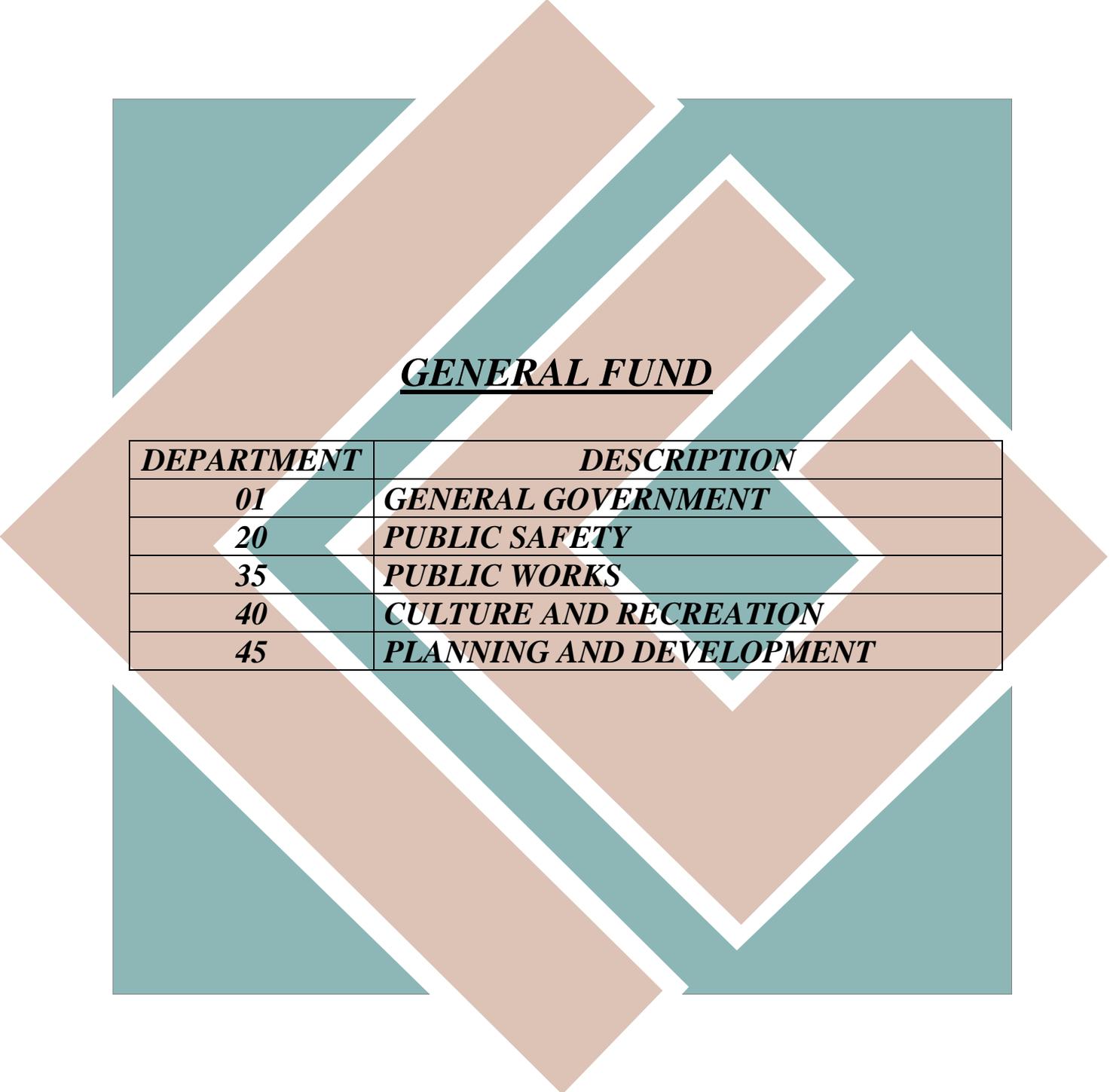
PROJECT TITLE:	Water system rehab-2nd supply source	NOTES: Will provide a reliable source to the customers & help in the operation & maintenance of the system.			
COST CENTER:	Water System				
PROJECT COST:	\$750,000				
FUNDING SOURCE:	Water System Fund				
PROJECT DESCRIPTION:	Develop 2nd water supply source for the water company.				
PROJECT JUSTIFICATION:	By law, need 2 sources of water. Once source was shut down due to abnormally high nitrates in the water.				
RELATION TO ADOPTED PLANS:	Strategic Agenda - Infrastructure Management - Water System				
FISCAL IMPACTS:		FISCAL YEARS			
		<u>11/12</u> <u>12/13</u> <u>13/14</u> <u>14/15</u> <u>15/16</u>			
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-



DEPARTMENTAL BUDGETS

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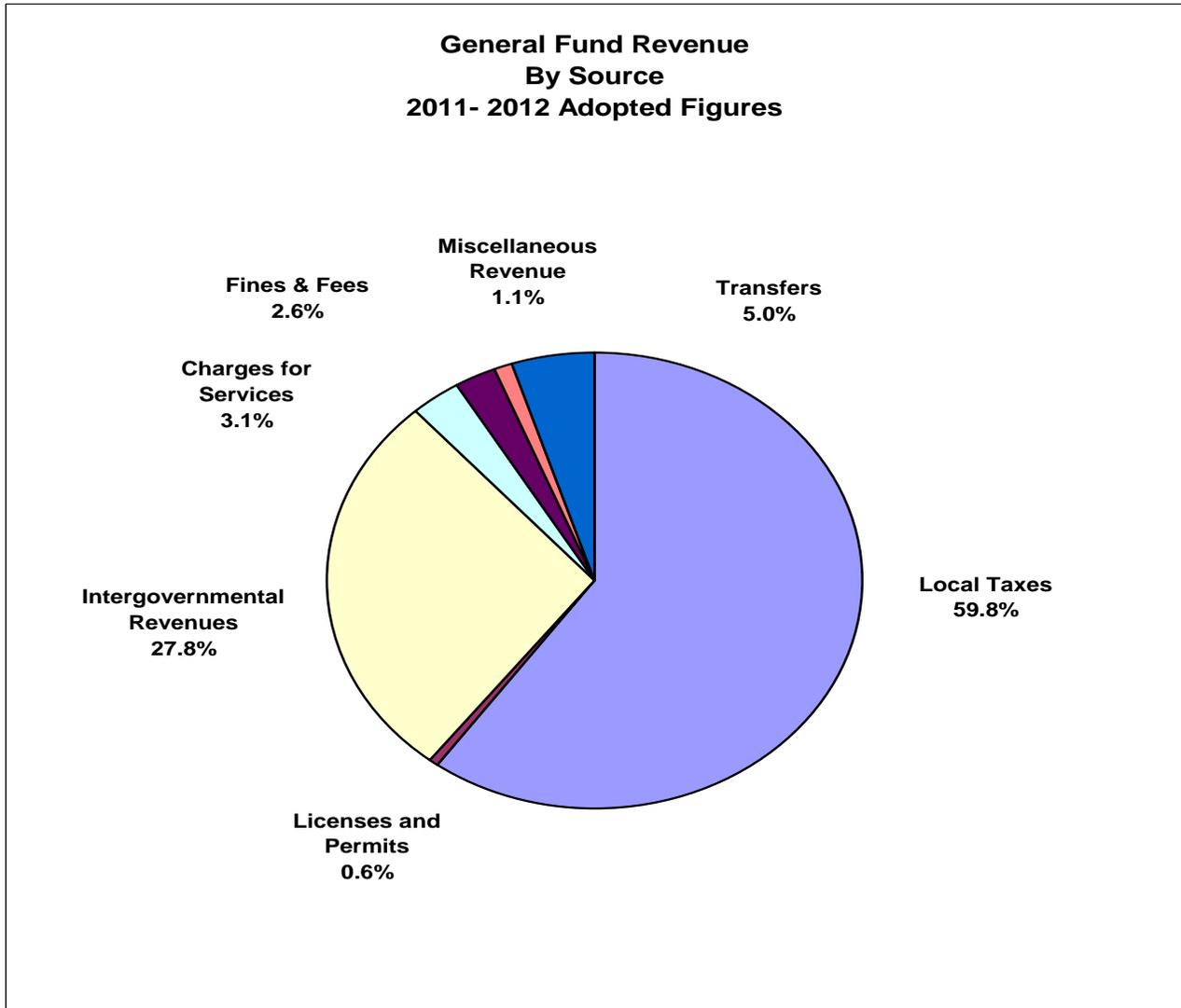
GENERAL FUND

<i>DEPARTMENT</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>

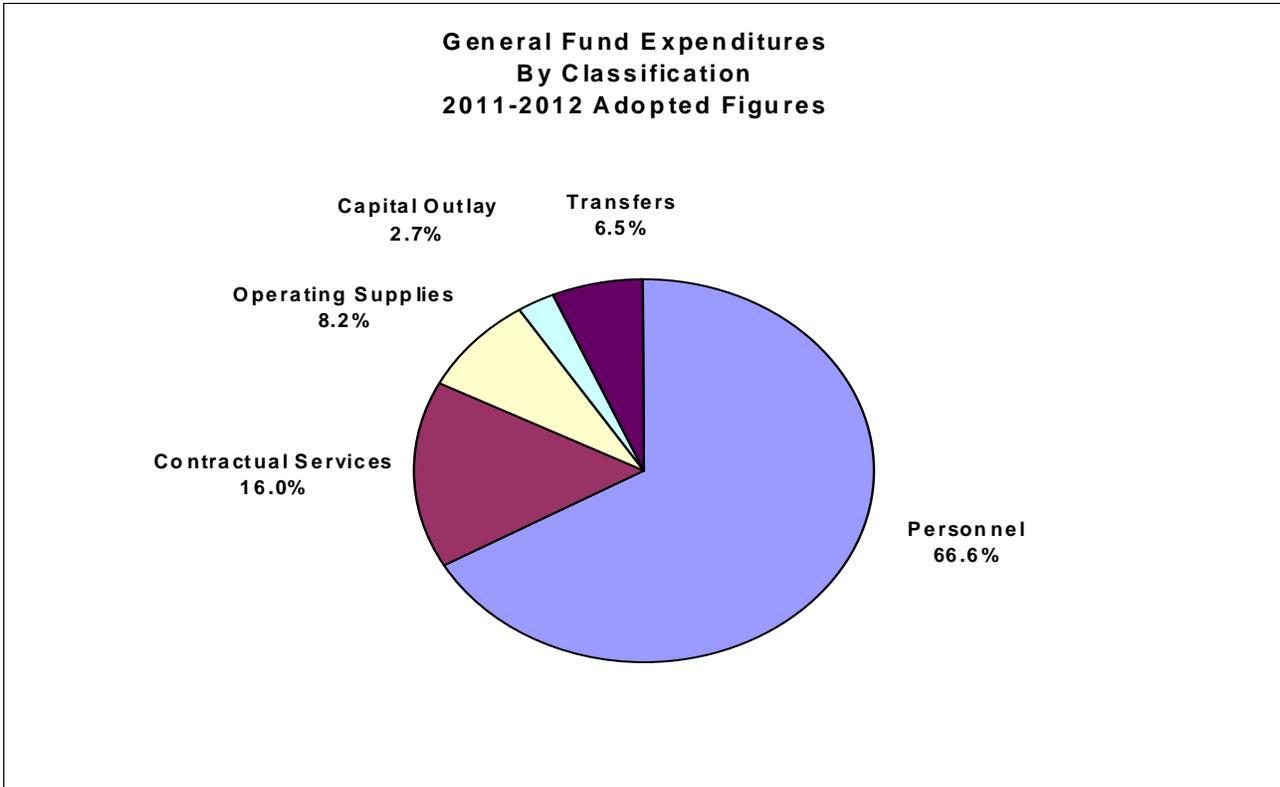
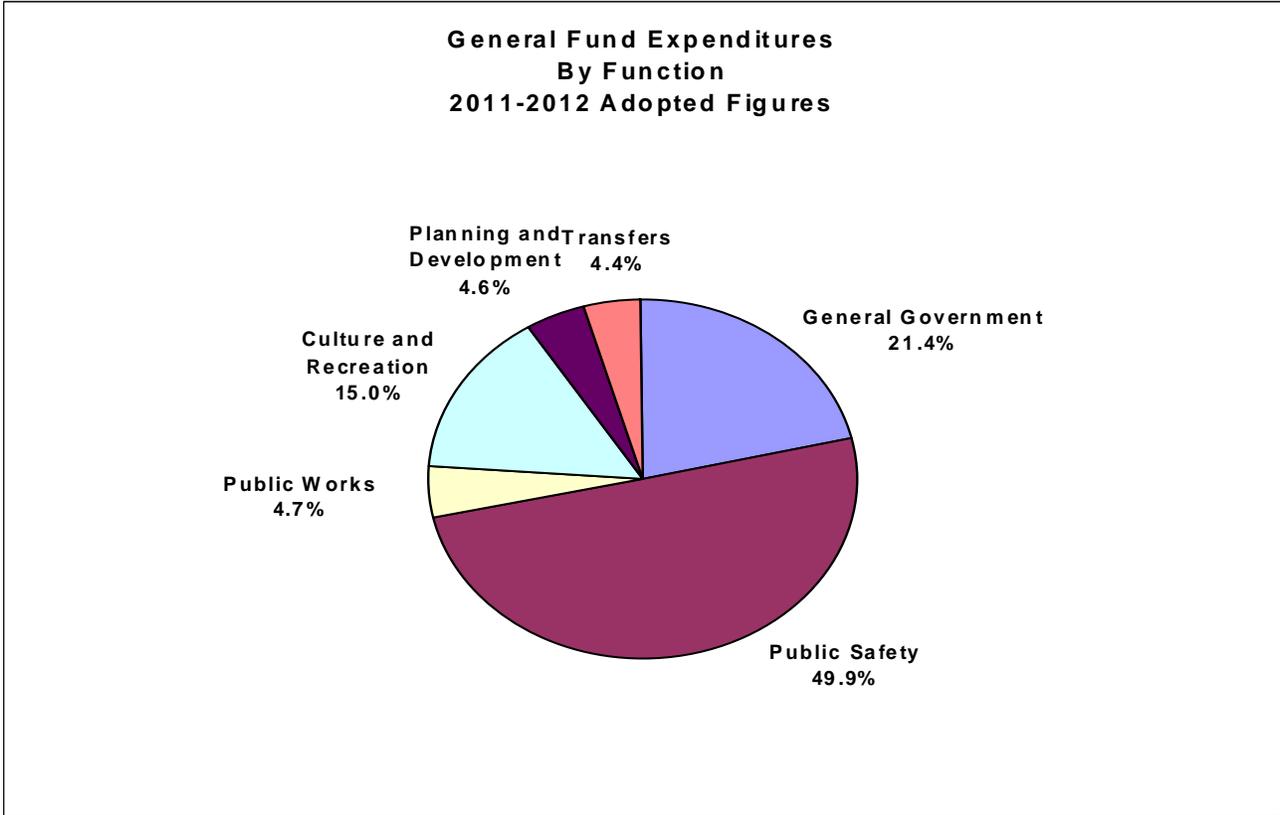
DEPARTMENTAL BUDGET

General Fund - Revenues/Expenditures/Changes in Fund Balance

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$33,556,500	\$28,731,524	\$28,731,524	\$26,608,387
REVENUE SOURCES:				
Taxes	21,735,387	22,124,000	21,388,000	21,356,740
Licenses and Permits	656,902	925,000	254,500	205,000
Intergovernmental Revenues	8,523,250	7,616,760	7,626,000	9,919,940
Charges for Services	332,085	669,000	1,113,110	1,102,100
Fines & Forfeitures	931,839	1,096,000	1,067,200	913,200
Miscellaneous Revenue	819,900	820,000	518,700	392,000
OTHER FINANCING SOURCES:				
Transfers In	2,106,704	1,708,760	1,708,760	1,768,630
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$35,106,067	\$34,959,520	\$33,676,270	\$35,657,610
EXPENDITURES:				
Personnel	\$25,677,539	\$25,899,730	\$25,127,490	\$25,366,850
Contractual Services	4,736,954	6,987,960	4,612,850	6,099,700
Operating Supplies	2,434,933	2,585,110	2,649,260	3,107,990
Capital Outlay	747,351	1,626,000	1,229,700	1,020,600
Debt Service	84,201	84,220	84,220	78,980
OTHER USES:				
Transfers Out	6,250,065	1,849,510	2,095,880	2,405,370
Payment to Refunded Bond Escrow Agent	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
Total Expenditures & Other Uses	\$39,931,043	\$39,032,530	\$35,799,400	\$38,079,490
Operating Result	(\$4,824,976)	(\$4,073,010)	(\$2,123,130)	(\$2,421,880)
Plus: Designated Reserves	3,815,140	4,336,350	4,336,350	24,186,507
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	24,916,384	20,322,164	22,272,044	0
Ending Fund Balance	\$28,731,524	\$24,658,514	\$26,608,394	\$24,186,507



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 /	
	PERSONNEL	SERVICES	SUPPLIES	DEBT SERVICE	TRANSFERS
Mayor and Council/Contingency	\$110,460	\$2,372,910	\$2,270	\$0	1,670,080
City Attorney	598,760	18,180	15,950	0	0
City Manager	637,160	151,450	20,840	0	0
City Clerk	309,950	26,060	5,210	0	5,000
Elections	0	0	0	0	0
Finance	802,330	124,910	34,920	0	0
Information Systems	666,310	419,880	273,090	383,000	0
Administrative Services	359,000	82,380	11,700	0	0
Public Information	154,450	62,030	7,350	0	0
Public Works Administration	467,940	7,080	5,700	9,590	0
City Court	426,020	115,840	66,400	0	0
Animal Control	231,400	13,060	47,170	0	10,460
Police Administration	410,600	147,490	271,050	0	320,940
Police Communications	1,128,890	204,750	2,200	150,000	0
Police Patrol	4,935,590	498,150	179,940	0	0
Police Criminal Investigation	2,369,980	34,430	53,000	0	0
Police Special Operations	769,810	16,700	29,270	0	0
Fire Department	5,412,780	468,210	271,130	115,000	314,880
Public Works Operations	66,770	16,570	10,600	0	0
Public Works - Fac. Maint.	226,560	580,340	248,040	0	3,980
Engineering	568,540	31,590	17,400	12,970	14,380
Downtown Public Library	549,310	34,000	93,660	0	0
Vista Grande Library	397,100	20,900	59,650	0	0
Senior Adult Services	101,580	14,890	54,370	47,760	10,200
Parks Maintenance	1,148,290	363,010	1,091,110	255,660	30,600
Recreation Programs	226,160	90,060	52,500	18,000	0
Len Colla Center	155,460	12,410	41,550	52,140	0
Aquatics	133,440	20,200	70,080	26,500	0
Keep Casa Grande Beautiful	15,020	470	300	0	0
General Recreation	416,480	34,280	40,690	20,000	9,270
Women's Club	0	0	7,420	2,200	0
Planning & Development	1,570,710	117,470	23,430	6,760	15,580
General Fund Totals	\$25,366,850	\$6,099,700	\$3,107,990	\$1,099,580	\$2,405,370
% of Total	66.6%	16.0%	8.2%	2.9%	6.3%

TOTAL GENERAL FUND EXPENDITURES

\$38,079,490

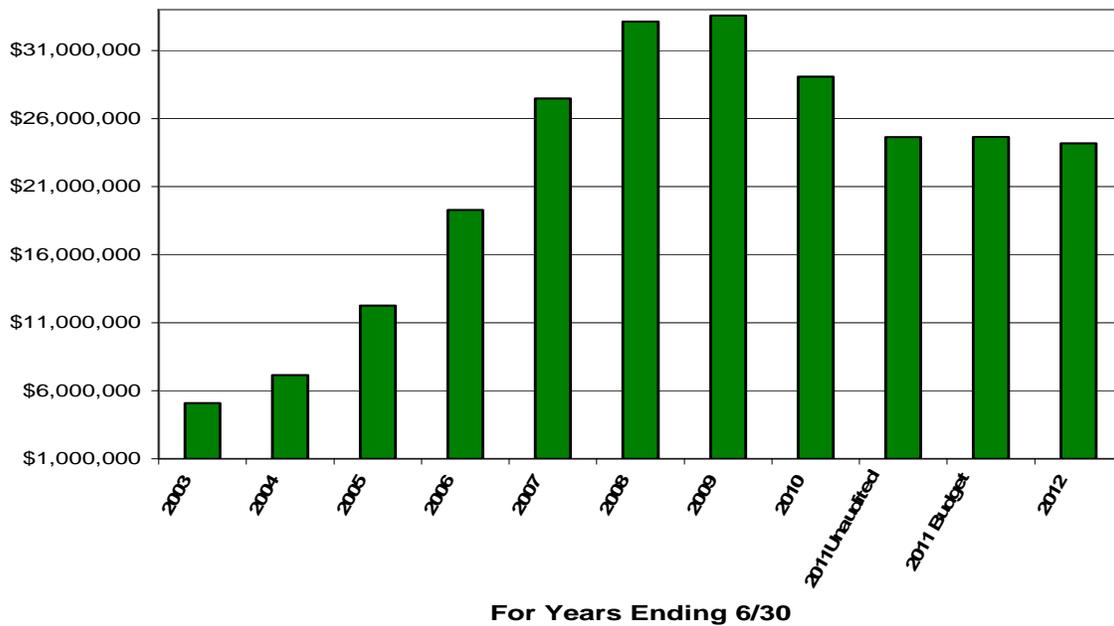
DEPARTMENTAL BUDGET**General Fund Expenses by Division**

DIVISION	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Mayor and Council	\$1,335,367	\$3,547,600	\$1,352,650	\$2,485,640
City Attorney	622,644	639,710	615,580	632,890
City Manager	945,949	819,770	897,430	809,450
City Clerk	361,154	356,870	346,450	346,220
Elections	74,782	80,000	65,500	0
Finance	1,005,536	1,047,310	1,052,180	962,160
Information Systems	1,489,716	1,919,380	1,595,690	1,742,280
Administrative Services-Personnel	431,642	460,960	443,560	453,080
Public Information	294,996	244,730	177,270	223,830
Public Works Administration	396,545	459,610	465,140	490,310
GENERAL GOVERNMENT	\$6,958,331	\$9,575,940	\$7,011,450	\$8,145,860
City Court	\$502,531	\$590,310	\$455,050	\$608,260
Animal Control	280,774	298,810	287,200	302,090
Police	11,435,971	11,198,780	11,243,780	11,522,790
Fire	6,473,094	6,749,400	6,516,990	6,582,000
PUBLIC SAFETY	\$18,692,370	\$18,837,300	\$18,503,020	\$19,015,140
Public Works Operations	\$125,410	\$94,980	\$94,520	\$93,940
Public Works - Facilities Maintenance	601,750	920,400	684,860	1,058,920
Engineering	657,935	643,730	665,200	644,880
PUBLIC WORKS	\$1,385,095	\$1,659,110	\$1,444,580	\$1,797,740
Downtown Public Library	\$839,772	\$718,210	\$754,480	\$676,970
Vista Grande Library	353,373	424,600	409,410	477,650
Senior Adult Services	166,659	247,290	168,000	228,800
Parks Maintenance	2,665,474	2,818,680	2,971,450	2,888,670
Recreation Programs	173,968	219,650	181,500	386,720
Len Colla Center	142,464	249,420	253,240	261,560
Aquatics	249,897	258,940	192,650	250,220
Keep America Beautiful	6,832	15,130	15,500	15,790
General Recreation	641,286	817,420	648,520	520,720
Women's Club	7,059	8,800	7,000	9,620
CULTURE AND RECREATION	\$5,246,784	\$5,778,140	\$5,601,750	\$5,716,720
Planning & Development	\$2,105,794	\$2,104,130	\$1,914,320	\$1,733,950
PLANNING AND DEVELOPMENT	\$2,105,794	\$2,104,130	\$1,914,320	\$1,733,950
Subtotal	\$34,388,374	\$37,954,620	\$34,475,120	\$36,409,410
Transfers Out	5,542,669	1,077,910	1,324,280	1,670,080
TRANSFERS	\$5,542,669	\$1,077,910	\$1,324,280	\$1,670,080
General Fund Expenditure Totals	\$39,931,043	\$39,032,530	\$35,799,400	\$38,079,490

General Fund Balance History

Fiscal Year Ending 6/30	Fund Balance at FY Ending 6/30	Amount inc/ (dec)	Percent inc/ (dec)
2003	5,092,430	484,645	-10%
2004	7,145,282	2,052,852	40%
2005	12,265,450	5,120,168	72%
2006	19,272,727	7,007,277	57%
2007	27,480,247	8,207,520	43%
2008	33,120,593	5,640,346	21%
2009	33,556,492	435,899	1%
2010	29,078,005	(4,478,487)	-13%
2011 Unaudited	24,630,739	(4,447,266)	-15%
2011 Budget	24,658,514	27,775	0%
2012	24,186,507	(472,007)	-2%

**General Fund Balance
10 Year History**



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GENERAL GOVERNMENT

<i>COST CENTER</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.

2010-2011 ACCOMPLISHMENTS

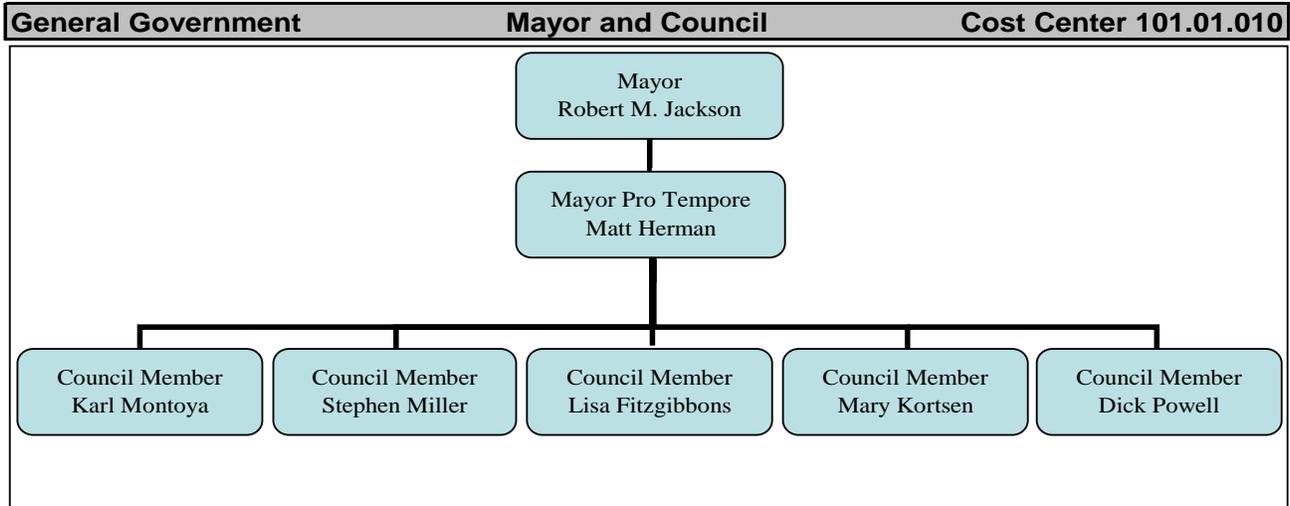
- Continued to follow Strategic and Financial Plans for Fiscal Year 2007-2012.
- Continued the implementation of the Central City Redevelopment District activities for downtown improvements, traffic circulation project, landscaping and support housing and commercial ventures.
- Continued participation 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.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Operations	-	\$555,910	\$555,910	0%	
TOTAL	-	\$555,910	\$555,910	0%	-



Funding Sources	Amount	% of Funding
General Fund	\$2,485,640	100.00%
Total Funding	\$2,485,640	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$107,828	\$114,800	\$104,950	\$110,460
Contractual Services	1,203,629	3,428,380	1,241,480	2,372,910
Operating Supplies	10,792	4,420	6,220	2,270
Capital Outlay	13,118	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$1,335,367	\$3,547,600	\$1,352,650	\$2,485,640

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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
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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.

2010-2011 ACCOMPLISHMENTS

- Hosted or co-hosted a number of Victim’s Rights events to help publicize the assistance available to victims of abuse and other crimes, and partnered with the Elementary School District and other organizations to provide a Love is Not Abuse curriculum within the school district.
- Worked with the Planning and Development Department on an aggressive “clean and lien” program to address issues with dilapidated and abandoned buildings within the City.

- With the City Court, drafted and helped implement a new Home Detention and Electronic Monitoring Ordinance and program for the City.
- With the Public Works Department, worked to amicably resolve outstanding enforcement and operational issues with the Arizona Dept. of Health Services and Arizona Dept. of Environmental Quality.
- Helped negotiate an economic development incentive agreement with the world’s largest equipment auctioneer to facilitate its relocation of Arizona operations to Casa Grande.
- Worked with the Planning and Development Department to create reasonable zoning restrictions for implementation of the State’s new medical marijuana law.
- Worked with the City Manager to negotiate a new Franchise Agreement with Southwest Gas and with the City Clerk to obtain voter approval of the agreement.

GOALS & OBJECTIVES

- Enhance the efficiency and effectiveness of the City Attorney’s services.
- Increase number of civil cases filed in collection matters by 15%.
 - Obtain judgment or collection in 85% of civil cases filed.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Prosecution	-	\$282,790	\$282,790	0%	4.25
Legal Support	-	\$350,100	\$350,100	0%	2.25
TOTAL	-	\$632,890	\$632,890	-	6.50

General Government	City Manager	Cost Center 101.01.100
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GENERAL INFORMATION

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

- Facilitated the completion of the internal effectiveness review for the Police Department.
- Launched the City’s Economic Development website: ThinkCasaGrande.com.
- Assisted in the development and implementation of new policies, procedures, and program.
- Assisted in obtaining more than \$200K in grants for economic development and redevelopment efforts.
- Continue to research private/public partnerships to assist with cost-savings and better use of resources, both monetary and staffing.

MISSION

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

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

GOALS & OBJECTIVES

To increase the efficiency and effectiveness of City operations.

- Facilitate the successful completion of the Citizen Survey.
- Provide live coverage of City Council meetings on Channel 11.
- Develop and launch a Small Business Incubator program.
- Facilitate at least \$50M in capital investment in the city.
- Actively promote and participate in the development of workforce development program(s) for the community.
- Reduce city-wide operational costs by 2.5% without negatively impacting staffing levels, levels of service, or programs provided.

2010-2011 ACCOMPLISHMENTS

- Maintained role in intergovernmental affairs in Pinal County.
- Increased role in Economic Development in region.
- Acquired 2 parcels of property to assist in the Southside Revitalization and Downtown Redevelopment efforts.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Operations	-	\$697,980	\$697,980	0%	4.15
Economic Development	-	\$111,470	\$111,470	0%	.60
TOTAL	-	\$809,450	\$809,450	-	4.75

General Government	City Manager	Cost Center 101.01.100
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
% of residents who feel the quality of life in City of Casa Grande is excellent/good	59%	62%	N/A	65%
# of City policies & procedures revised	N/A	N/A	7	5

Funding Sources	Amount	% of Funding
General Fund	\$809,450	100.00%
Total Funding	\$809,450	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$623,854	\$638,860	\$615,870	\$637,160
Contractual Services	317,346	171,860	265,260	151,450
Operating Supplies	4,749	9,050	16,300	20,840
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$945,949	\$819,770	\$897,430	\$809,450

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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	0.75	0.75	0.75
Executive Secretary	1.00	1.00	1.00
TOTAL POSITIONS	4.75	4.75	4.75

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.

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.

2010-2011 ACCOMPLISHMENTS

- Arts & Humanities Commission dedicated “Ed & Lillian Pederson Memorial for Fallen City Employee”.
- Processed 608 passport applications.
- Conducted a City auction.
- Posted 456 official public meeting notices.
- Processed and administered 47 bids.
- Processed 34 liquor license applications.
- Conducted 191 research projects.

GOALS & OBJECTIVES

Continue to provide quality service to our internal and external customers in the following areas:

- Public records request
- Passports
- Research projects
- Information on City boards
- City Council meetings and actions
- Elections
- Contract Management

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Council support	-	\$180,010	\$180,010	0%	1.60
Records management	-	\$ 17,510	\$ 17,510	0%	.20
Mailroom services	\$17,250	\$ 71,240	\$ 53,990	24%	1.70
Phone operations	-	\$ 27,620	\$ 27,620	0%	.60
Board and Commissions	-	\$ 49,840	\$ 49,840	0%	.40
TOTAL	\$17,250	\$346,220	\$328,970	5%	4.50

DEPARTMENTAL BUDGET

General Government	City Clerk	Cost Center 101.01.110
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Number of agenda items submitted	596	678	606	620
Number of Ordinances & Resolutions processed	240	215	218	225
Number of contracts	151	128	131	150
Passport applications processed	571	539	627	650
Revenue from processing passports	\$14,788	\$14,011	\$16,635	\$17,250
% of public records requests for information completed within 5 business days	65%	69%	57%	65%

Funding Sources	Amount	% of Funding
General Fund	\$328,970	95.02%
Passports	\$17,250	4.98%
Total Funding	\$346,220	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$323,468	\$319,270	\$310,630	\$309,950
Contractual Services	29,145	30,200	26,120	26,060
Operating Supplies	3,541	2,400	4,700	5,210
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	5,000	5,000	5,000	5,000
DEPARTMENTAL TOTALS	\$361,154	\$356,870	\$346,450	\$346,220

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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.

2010-2011 ACCOMPLISHMENTS

- Conducted a Mayor and Council election.
- Conducted a Southwest Gas Franchise election.

MISSION

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

GOALS & OBJECTIVES

Not applicable to this department.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

General Government	City Clerk-Elections	Cost Center 101.01.120
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Elections conducted	2	1	2	0

Funding Sources	Amount	% of Funding
General Fund	\$0	100.00%
Total Funding	\$0	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	65,559	68,000	47,100	0
Operating Supplies	9,223	12,000	18,400	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$74,782	\$80,000	\$65,500	\$0

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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.

2010-2011 ACCOMPLISHMENTS

- Received the GFOA’s award on excellence in reporting the financial statements.
- Received the GFOA’s Distinguished Budget Presentation Award.
- Improved customer communication resulting in enhanced participation for paying utility bills on line.
- Further developed and implemented fiscal core measures report for quarterly reporting, and assisted department participation in the annual ICMA Survey on Performance Measures.

- Worked with departments to achieve increased revenue by adding chargeable items and adjusting the fee schedule, along with assisting in the reduction of budgeted expenditures and moving some capital projects to subsequent years.
- Assisted departments in establishing program budgets, with specified measures and activities, as a tracking mechanism for evaluating costs and impacts.
- Successfully implemented new C.I.P. module software for data input, modification and reporting.
- Implemented lockbox to automate check payments.

GOALS & OBJECTIVES

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

- Increase electronic payment options.
- Reduce percent of delinquent accounts.
- Receive a “clean” audit opinion.
- Develop desktop procedures.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	-	\$ 62,210	\$ 62,210	0%	.50
Accounts Payable – Fixed Assets	-	\$ 81,270	\$ 81,270	0%	1.00
Payroll	-	\$ 54,440	\$ 54,440	0%	.50
Billing and collection	-	\$134,030	\$134,030	0%	1.50
Licensing	\$75,000	\$ 79,040	\$ 4,040	95%	1.25
Customer service	\$85,000	\$132,880	\$ 47,880	64%	2.25
Financial reporting	-	\$310,620	\$310,620	0%	3.50
Grant Administration	-	\$107,670	\$107,670	0%	1.25
TOTAL	\$160,000	\$962,160	\$802,160	17%	11.75

General Government	Financial Services	Cost Center 101.01.200
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
% Utilization of "Sure Bill"	6.0%	5.5%	7.0%	10.0%
Average % of return on investments	0.77%	0.09%	0.11%	0.15%
% of delinquent utility accounts	13.0%	17.6%	20.2%	16.0%
Average daily deposits	\$140,890	\$143,623	\$126,408	\$135,000

Funding Sources	Amount	% of Funding
General Fund	\$802,160	83.37%
Business Licenses	160,000	16.63%
Total Funding	\$962,160	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$823,285	\$819,620	\$832,570	\$802,330
Contractual Services	136,159	120,190	131,840	124,910
Operating Supplies	35,027	32,500	37,770	34,920
Capital Outlay	11,065	75,000	50,000	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$1,005,536	\$1,047,310	\$1,052,180	\$962,160

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Finance Director	0.75	0.75	0.75
Supervising Accountant	1.00	1.00	1.00
Budget Analyst	1.00	1.00	1.00
Accountant	1.00	1.00	1.00
Grants Coordinator	1.00	1.00	1.00
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	11.75	11.75	11.75

General Government	Information Systems	Cost Center 101.01.225
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GENERAL INFORMATION

The Information Technology Department provides support for a network of more than 1300 nodes distributed between 27 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 600 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.

2010-2011 ACCOMPLISHMENTS

- Planned and executed the technology infrastructure to support desktops, phone, data and security in two new facilities and three renovated City facilities.
- Deployed more open source solutions to provide more robust software at a greatly reduced cost.
- Upgraded critical disaster prevention technology such as spam filtering and backup as well as deploying updated hardware and software upgrades to keep enterprise level software current and secure.

- Continued consolidating servers, and databases to reduce overall hardware and data duplication and resource waste.
- Improved the content accuracy of mission-critical spatial datasets.
- Implemented spatial toolsets designed to facilitate infrastructure asset management.
- Continued providing critical technical support throughout the organization to facilitate successful implementation of new software solutions.
- Continued providing user friendly information (maps and data analysis/reports) to facilitate managerial policy formulation.

GOALS & OBJECTIVES

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

- Maintain or increase internal customer satisfaction level.
- Save money on server purchase, software licensing, electricity, etc. by continuing implementation of server virtualization and consolidation.
- Resolve at least 50% of Helpdesk requests within 24 hours.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Tech Support	-	\$989,640	\$989,640	0%	3.50
Networking & Security	-	\$412,690	\$412,690	0%	1.25
Data Mgmt & Reporting	-	\$149,860	\$149,860	0%	2.25
GIS	-	\$190,090	\$190,090	0%	3.25
TOTAL	-	\$1,742,280	\$1,742,280	-	10.25

DEPARTMENTAL BUDGET

General Government	Information Systems	Cost Center 101.01.225
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Service satisfaction level response from Helpdesk survey scale of 1-4 with 1 being the best	1.15	1.17	1.15	1.15
% of Helpdesk requests resolved within 24 hours	64.44%	56.57%	53.65%	65.00%
# of Helpdesk requests received	2,646	2,817	3,000	3,100
# of functions consolidated	0	0	3	3

Funding Sources	Amount	% of Funding
General Fund	\$1,742,280	100.00%
Total Funding	\$1,742,280	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$671,067	\$712,230	\$661,680	\$666,310
Contractual Services	423,956	413,360	361,610	419,880
Operating Supplies	249,994	227,790	179,400	273,090
Capital Outlay	144,699	566,000	393,000	383,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$1,489,716	\$1,919,380	\$1,595,690	\$1,742,280

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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.

2010-2011 ACCOMPLISHMENTS

- Closely monitored second year of self-funded employee health insurance; planned and implemented return to fully-insured coverage.
- Conducted successful 2011 City of Casa Grande Leadership Academy, graduating 13 participants.
- Assisted with update and distribution of annual employee Total Compensation Report.
- Worked closely with Finance Department staff on development/implementation of new payroll and HR information system program.
- Monitored legislation and initiated preparation to comply with significant new laws impacting city operation.

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).

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Employee Recruitment/Selection	-	\$100,210	\$100,210	0%	.83
Employee Relations/Development/Orientation	-	\$ 75,260	\$ 75,260	0%	.55
Employee Benefits Admin.	-	\$ 40,780	\$ 40,780	0%	.45
Employee Classification/Compensation	-	\$ 23,710	\$ 23,710	0%	.13
Employee Performance/Evaluation Admin.	-	\$ 24,980	\$ 24,980	0%	.27
General Admin. Services Dept Support	-	\$188,140	\$188,140	0%	1.77
TOTAL	-	\$453,080	\$453,080	-	4.00

General Government	Administrative Services	Cost Center 101.01.250
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Number of recruitments	25	21	43	35
Average # of applicants per recruitment	43	136	72	85
Employee turnover rate	13.0%	1.0%	1.5%	1.0%

Funding Sources	Amount	% of Funding
General Fund	\$453,080	100.00%
Total Funding	\$453,080	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$362,417	\$364,620	\$360,570	\$359,000
Contractual Services	61,703	84,640	74,190	82,380
Operating Supplies	7,522	11,700	8,800	11,700
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$431,642	\$460,960	\$443,560	\$453,080

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Administrative Services Director	1.00	1.00	1.00
Human Resources Analyst	2.00	2.00	2.00
Secretary	1.00	1.00	1.00
TOTAL POSITIONS	4.00	4.00	4.00

General Government	Public Information	Cost Center 101.01.251
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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.

2010-2011 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.
- Installed equipment in Council chambers to allow for broadcasting of Council meetings.

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 local programming.
- Expand the use and availability of website related resources.
- Promote positive stories and community service/involvement from City Departments and employees.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Web/Information Dissemination	-	\$223,830	\$223,830	0%	2.0
TOTAL	-	\$223,830	\$223,830	-	2.00

General Government	Public Information	Cost Center 101.01.251
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
# of videos/shows produced	New Measure	23	20	30
# of City web page "hits"	11,589,970	33,576,736	29,525,642	31,001,924

Funding Sources	Amount	% of Funding
General Fund	\$223,830	100.00%
Total Funding	\$223,830	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$165,079	\$157,990	\$122,230	\$154,450
Contractual Services	78,577	76,090	52,740	62,030
Operating Supplies	1,711	9,150	800	7,350
Capital Outlay	49,629	1,500	1,500	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$294,996	\$244,730	\$177,270	\$223,830

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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.

2010-2011 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.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Project Manager	-	\$ 87,650	\$ 87,650	0%	1.25
Boards & Commissions	-	\$ 28,760	\$ 28,760	0%	.35
RFI-PW Division	-	\$ 51,140	\$ 51,140	0%	.65
PW long range planning	-	\$ 67,460	\$ 67,460	0%	.75
Division support	-	\$246,000	\$246,000	0%	2.25
NOC facility operations	-	\$ 9,300	\$ 9,300	0%	0.00
TOTAL	-	\$490,310	\$490,310	-	5.25

General Government Public Works - Administration Cost Center 101.01.400

PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Total # of service requests	6,185	6,716	5,737	6,500
Average response time (days) per service request completion	0.43	0.43	0.56	0.50

Funding Sources	Amount	% of Funding
General Fund	\$490,310	100.00%
Total Funding	\$490,310	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$371,666	\$433,130	\$438,360	\$467,940
Contractual Services	9,433	9,680	8,180	7,080
Operating Supplies	6,165	7,500	9,300	5,700
Capital Outlay	0	0	0	0
Debt Service	9,281	9,300	9,300	9,590
DEPARTMENTAL TOTALS	\$396,545	\$459,610	\$465,140	\$490,310

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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	0.25	0.25	0.25
Administrative Assistant	1.00	1.00	1.00
Office Assistant	0.00	0.00	1.00
TOTAL POSITIONS	4.25	4.25	5.25

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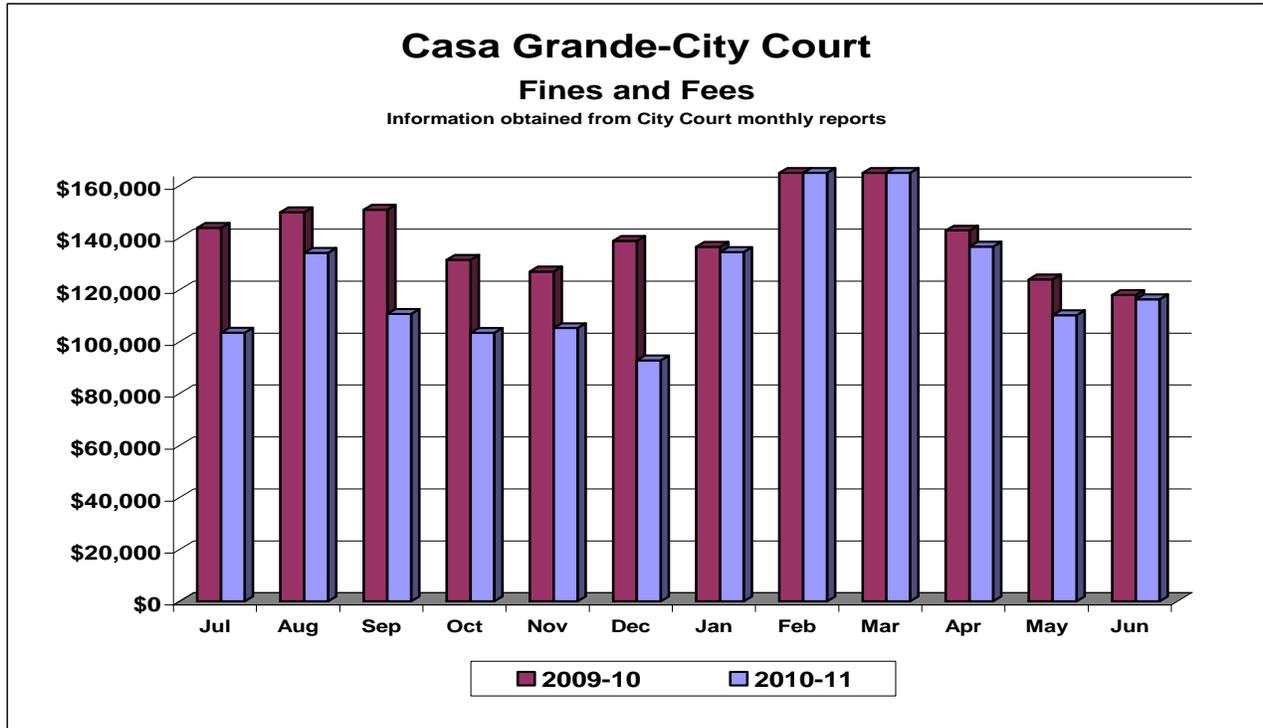


PUBLIC SAFETY

<i>COST CENTER</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>

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FINES & FEE STATISTICS		
	2009-10	2010-11
Jul	\$143,833	\$103,440
Aug	149,850	134,235
Sep	150,850	110,685
Oct	131,515	103,339
Nov	127,029	105,223
Dec	138,825	92,728
Jan	136,533	134,487
Feb	249,578	186,741
Mar	198,125	180,996
Apr	142,765	136,614
May	124,038	110,163
Jun	117,991	116,266
	\$1,810,932	\$1,514,917

Public Safety	City Court	Cost Center 101.20.040
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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.

2010-2011 ACCOMPLISHMENTS

- 100% of pre-trials scheduled within 60 days.
- Continued to offset jail expense by assessing jail fees to offenders.
- Implemented home detention program to hold offenders accountable and further reduce jail expenses.
- Broke ground on the construction of a new facility.
- Secured grant from Tohono O'odham Nation for court security.

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.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Caseflow Management	\$783,200	\$608,260	(\$174,940)	128%	6.50
TOTAL	\$783,200	\$608,260	(\$174,940)	128%	6.50

DEPARTMENTAL BUDGET

Public Safety City Court Cost Center 101.20.040

PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
% of recovered jail expenses	14%	22%	21%	22%
Avg. # of days from citation to adjudication	89	120	103	108
# of Jury trials	0	0	0	1
# of video adjudications	1,619	1,449	1,125	1,181

Funding Sources	Amount	% of Funding
General Fund	(\$174,940)	-28.76%
Fines	783,200	128.76%
Total Funding	\$608,260	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$421,068	\$507,190	\$374,530	\$426,020
Contractual Services	63,745	67,720	67,620	115,840
Operating Supplies	17,718	15,400	12,900	66,400
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$502,531	\$590,310	\$455,050	\$608,260

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
City Judge	1.00	1.00	1.00
Senior Court Clerk	1.00	1.00	1.00
Court Clerk	4.00	4.00	4.00
Clerk Assistant	0.50	0.50	0.50
TOTAL POSITIONS	6.50	6.50	6.50

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.

2010-2011 ACCOMPLISHMENTS

- Held 2nd Annual Open House Adopt-A-Thon.
- Attended the Public Safety Awareness Day.
- Held 2 low cost rabies vaccination and license clinics.
- Held a class with Game & Fish on how to deal with service calls for wild animals.

GOALS & OBJECTIVES

- To enhance the effectiveness of Animal Patrol Services.
- Respond to 95% of calls for service within established guidelines.
 - Increase number of licensed animals by 5%.
 - Increase percentage of animals adopted vs euthanized.
 - Increase the number of animals returned to their owner.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Field operations	\$10,000	\$214,800	\$204,800	5%	3.0
Kennel operations/adoption	\$45,000	\$ 87,290	\$ 42,290	52%	1.0
TOTAL	\$55,000	\$302,090	\$247,090	57%	4.00

Public Safety Public Safety-Animal Control Cost Center 101.20.440

PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Avg # of service calls per officer	756	1,057	1,172	1,150
# of licenses issued	3,416	3,382	3,238	3,250
# of animals adopted	97	204	263	225
# of citations issued	66	43	32	35

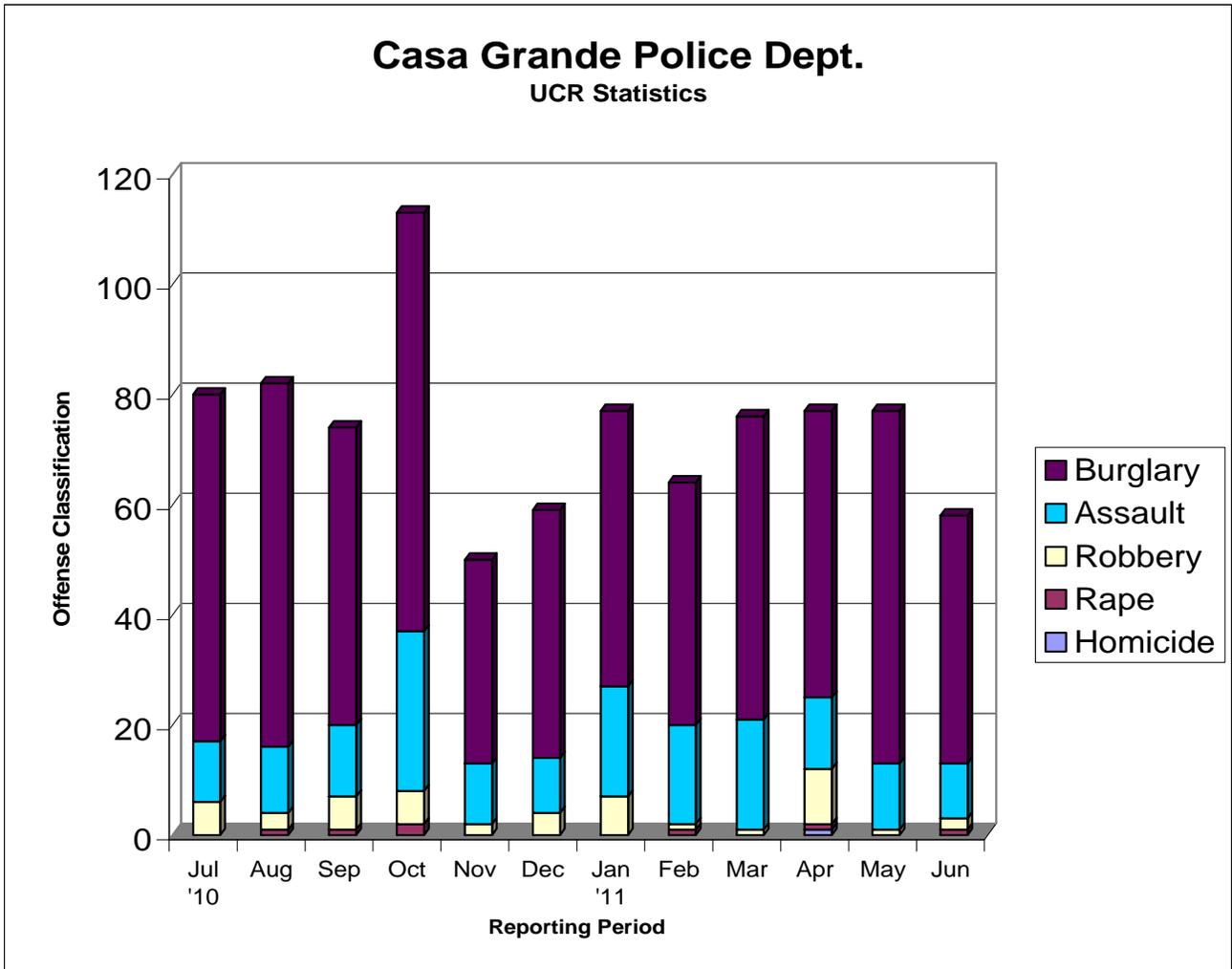
Funding Sources	Amount	% of Funding
General Fund	\$247,090	81.79%
Permits & Fines	55,000	18.21%
Total Funding	\$302,090	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$212,657	\$228,880	\$203,860	\$231,400
Contractual Services	15,165	16,040	26,060	13,060
Operating Supplies	41,004	43,430	46,820	47,170
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	11,948	10,460	10,460	10,460
DEPARTMENTAL TOTALS	\$280,774	\$298,810	\$287,200	\$302,090

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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 '10	0	0	6	11	63
Aug	0	1	3	12	66
Sep	0	1	6	13	54
Oct	0	2	6	29	76
Nov	0	0	2	11	37
Dec	0	0	4	10	45
Jan '11	0	0	7	20	50
Feb	0	1	1	18	44
Mar	0	0	1	20	55
Apr	1	1	10	13	52
May	0	0	1	12	64
Jun	0	1	2	10	45
TOTALS	1	7	49	179	651

Public Safety

Police Administration

Cost Center 101.20.610

GENERAL INFORMATION

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2010-2011 ACCOMPLISHMENTS

- Completed construction and move into the Public Safety Facility located at 373 E. Val Vista Blvd.
- Hired 1 Lateral (AZ POST Certified) Police Officer and graduated 3 Police Officers from the Police Academy.
- Received grant funding from the Department of Justice COPS program to replace 4 School Resource Officers.
- Received Stonegarden grant funds from Homeland Security to continue drug and human smuggling interdiction details.

GOALS AND OBJECTIVES

Goals and Objectives are reflected within each Police Division.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	\$2,000	\$1,030,510	\$1,028,510	.19%	2.25
Professional standards	-	\$ 119,570	\$ 119,570	0%	1.00
TOTAL	\$2,000	\$1,150,080	\$1,148,080	.17%	3.25

Public Safety	Police Communications	Cost Center 101.20.611
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2010-2011 ACCOMPLISHMENTS

- Installation of new 911 equipment funded by the State of Arizona.
- Completed inventory of all City two-way radios and determination of which units comply with the FCC Narrow banding regulation effective January 1, 2013.
- Designed a looped microwave system.
- Installed a new vehicle tracking GPS program for Police & Fire.
- Worked with Fire Department to begin developing a modified response protocol for ambulance response.

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.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Communication	-	\$1,485,840	\$1,485,840	0%	17.00
TOTAL	-	\$1,485,840	\$1,485,840	-	17.00

DEPARTMENTAL BUDGET

Public Safety	Police Communications	Cost Center 101.20.611
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Average time (in seconds) for priority one calls from start to dispatch - (immediate danger to life)	53	44	42	44
Average time (in seconds) for priority two calls from start to dispatch - (immediate danger to property)	N/A	57	50	55

Funding Sources	Amount	% of Funding
General Fund	\$1,485,840	100.00%
Total Funding	\$1,485,840	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$1,338,100	\$1,246,610	\$1,118,300	\$1,128,890
Contractual Services	133,827	96,780	96,030	204,750
Operating Supplies	6,477	29,100	3,750	2,200
Capital Outlay	0	0	0	150,000
Debt Service	0	0	0	0
Transfers				
DEPARTMENTAL TOTALS	\$1,478,404	\$1,372,490	\$1,218,080	\$1,485,840

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Public Safety Communications Manager	1.00	1.00	1.00
Public Safety Communication Supervisor	1.00	3.00	2.00
Public Safety Dispatcher	14.00	15.00	14.00
911 Call Taker / Public Safety Clerk	2.50	0.00	0.00
TOTAL POSITIONS	18.50	19.00	17.00

Public Safety	Police Patrol	Cost Center 101.20.612
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GENERAL INFORMATION

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2010-2011 ACCOMPLISHMENTS

- Expanded K9 program to include use of patrol service dogs.
- Adopted Command Central program for efficient deployment of resources.
- 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%.
- Decrease response time to top priority calls by 10%.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Detention	\$105,000	\$ 825,660	\$ 720,660	13%	6.00
Patrol teams	-	\$4,562,520	\$4,562,520	0%	46.50
K-9	-	\$ 225,500	\$ 225,500	0%	2.00
TOTAL	\$105,000	\$5,613,680	\$5,508,680	2%	54.50

DEPARTMENTAL BUDGET

Public Safety	Police Patrol	Cost Center 101.20.612
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Response time (minutes) for top priority calls	5.1	5.1	5.2	5.5
UCR part 1 crimes reported per 1,000 population	64	68	66	65
Citizen survey quality rating for Police services	75.20%	67%	unavailable	85%

Funding Sources	Amount	% of Funding
General Fund	\$5,508,680	98.13%
Detention	105,000	1.87%
Total Funding	\$5,613,680	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$4,904,434	\$4,817,750	\$4,888,440	\$4,935,590
Contractual Services	568,224	557,820	595,380	498,150
Operating Supplies	209,127	153,350	222,800	179,940
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$5,681,785	\$5,528,920	\$5,706,620	5,613,680

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Police Commander	1.00	1.00	1.00
Police Sergeant	6.00	6.00	6.00
Police Corporal	5.00	5.00	5.00
Police Officer	38.00	36.00	36.00
Police Transport Officers	6.00	5.50	5.50
Police Aide	1.00	1.00	1.00
TOTAL POSITIONS	57.00	54.50	54.50

Public Safety	Police Criminal Investigations	Cost Center 101.20.613
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GENERAL INFORMATION

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2010-2011 ACCOMPLISHMENTS

- General Investigations detectives investigated more than 350 cases.
- Special Enforcement detectives investigated more than 125 cases.
- Established a partnership with the U.S. Marshal’s Service to increase arrests of felony fugitives within our community.
- Continued monthly information sharing meetings with other Pinal County law enforcement agencies.
- Continue partnership with the Pinal County Attorney’s Family Advocacy Center while investigating domestic violence and crimes against children cases.

GOALS AND OBJECTIVES

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

- Increase the clearance rate of UCR Part I crimes assigned to the Criminal Investigations Division.
- Exceed a 95% contact rate with victims.
- Increase the number of criminal arrests by our Narcotics Enforcement Unit.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
General Investigations	-	\$901,360	\$901,360	0%	8.00
Special Enforcement	-	\$542,440	\$542,440	0%	6.00
Narcotics	-	\$495,940	\$495,940	0%	5.00
ID Unit Crime Scene	-	\$165,410	\$165,410	0%	2.00
Evidence	-	\$ 60,480	\$ 60,480	0%	1.00
Records	-	\$291,780	\$291,780	0%	5.62
TOTAL	-	\$2,457,410	\$2,457,410	-	27.62

DEPARTMENTAL BUDGET

Public Safety Police Criminal Investigations Cost Center 101.20.613

PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
% of UCR Part I crimes assigned to Investigators	31%	25%	34%	30%
% of UCR Part 1 assigned to Investigators cleared by arrest	18.70%	21.88%	47.30%	45.00%
% of victim contacts made for cases assigned to Investigators	95%	97%	98%	95%
Total # of arrests for UCR Part II drug offenses per 1,000 population	5.80	8.72	8.93	8.00

Funding Sources	Amount	% of Funding
General Fund	\$2,457,410	100.00%
Total Funding	\$2,457,410	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$1,935,629	\$2,167,110	\$2,043,520	\$2,369,980
Contractual Services	54,896	48,940	56,130	34,430
Operating Supplies	52,042	52,570	53,030	53,000
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$2,042,567	\$2,268,620	\$2,152,680	\$2,457,410

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Police Commander	1.00	1.00	1.00
Police Sergeant	3.00	3.00	4.00
Public Safety Records Supervisor	0.00	1.00	1.00
Crime Analyst	0.00	0.00	1.00
Police ID Technician	2.00	2.00	3.00
Public Safety Dispatcher POC	0.50	0.00	0.00
Police Officer	11.00	12.00	12.00
Police Property Technician	0.00	1.00	1.00
Secretary	1.00	1.00	1.00
Public Safety Clerk	2.50	4.13	3.62
TOTAL POSITIONS	21.00	25.13	27.62

Public Safety	Police Special Operations	Cost Center 101.20.614
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2010-2011 ACCOMPLISHMENTS

- 10,457 volunteer hours donated.
- 108 Active Blockwatch & Crime-Free Multi-Housing programs.
- Reduced total traffic collisions per 1,000 population from 23.0 to 21.83.
- Introduction of new graffiti eradication programs.
- Introduction of new ordinances to help combat graffiti.
- Responded to 2025 false alarms.
- Established a more comprehensive P.I.O. program.
- Began rewrite and update of entire policy manual with LEXIPOL.
- Relinquished primary control over off-duty sign up procedures to outside entity at no cost.
- All Division supervisors completed comprehensive leadership training through AZ POST by successfully completing the Leadership in Police Organizations program.

GOALS AND OBJECTIVES

- Reduce crime and enhance safety in the community through the various programs.
- Continue participation and support of Blockwatch and Crime-Free Multi-Housing programs.
 - Utilize Command Central to assist deploying resources to reduce traffic collisions.
 - Increase volunteer hour and expand programs.
 - Reimplementation of School Resource Program.
 - Complete and implement new department policies using LEXIPOL.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Traffic unit	-	\$348,030	\$348,030	0%	3.00
School Resource	-	\$261,930	\$261,930	0%	4.00
Crime prevention	-	\$ 89,530	\$ 89,530	0%	1.00
Volunteers	-	\$ 60,610	\$ 60,610	0%	1.00
Alarms	\$40,000	\$ 55,680	\$ 15,680	72%	1.00
TOTAL	\$40,000	\$815,780	\$775,780	5%	10.00

DEPARTMENTAL BUDGET

Public Safety	Police Special Operations	Cost Center 101.20.614
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Total # of active participants in blockwatch & crime free multi-housing programs	87	108	460	450
Total # of traffic collisions per 1,000 population	22.00	23.00	21.83	22.00
Total # of volunteer hours donated	11,969	10,459	9,655	10,000
Total # of Officer responses to false alarms	2,600	2,025	2,391	2,300

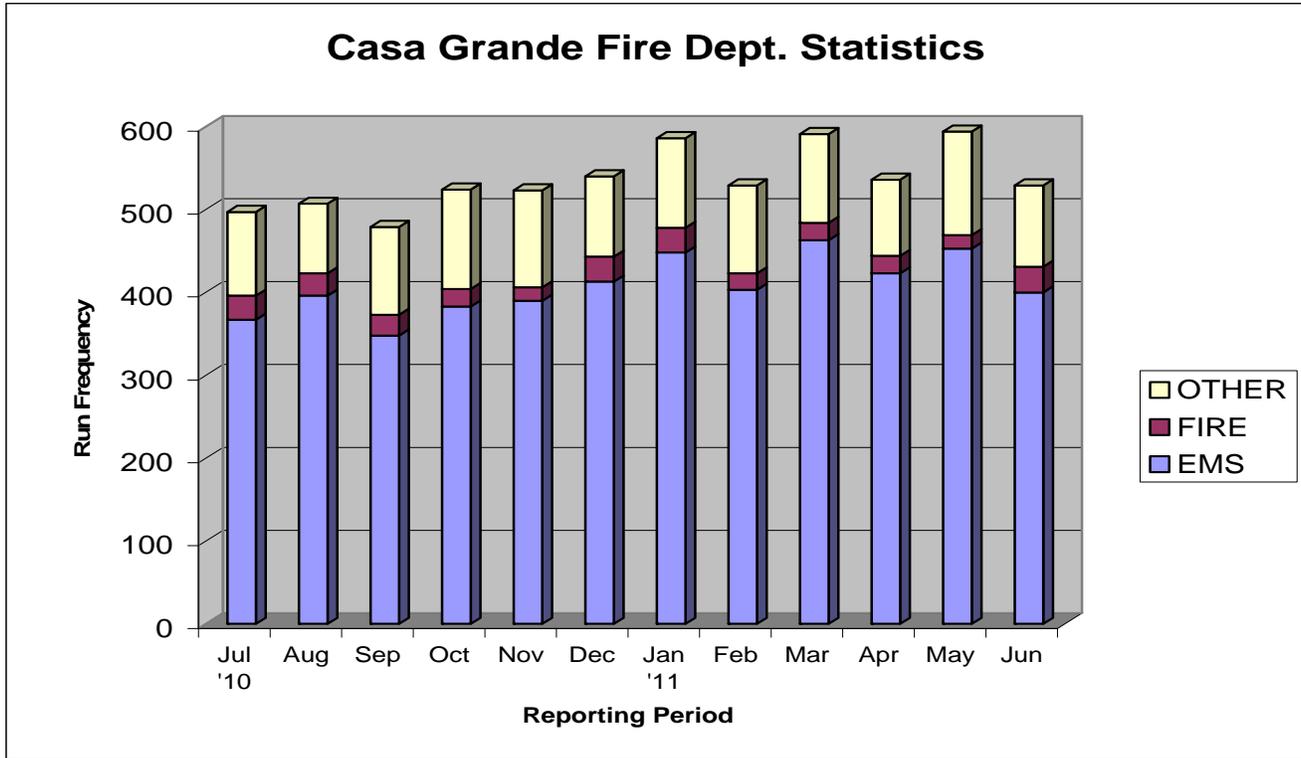
Funding Sources	Amount	% of Funding
General Fund	\$775,780	95.10%
Alarm Permits & Fines	40,000	4.90%
Total Funding	\$815,780	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$879,855	\$774,640	\$835,620	\$769,810
Contractual Services	17,562	11,520	12,820	16,700
Operating Supplies	19,884	17,500	17,950	29,270
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$917,301	\$803,660	\$866,390	\$815,780

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Police Commander	1.00	1.00	1.00
Police Sergeant	1.00	1.00	1.00
Police Officer	6.00	6.00	6.00
Alarm/Graffiti Coordinator	1.00	1.00	1.00
Police Volunteer Coordinator	1.00	1.00	1.00
TOTAL POSITIONS	10.00	10.00	10.00

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MONTHLY BREAKDOWN:

2010-11			
	EMS	FIRE	OTHER
Jul '10	367	29	101
Aug	396	27	84
Sep	348	25	106
Oct	383	21	120
Nov	390	16	117
Dec	413	30	97
Jan '11	448	30	108
Feb	403	20	106
Mar	463	21	107
Apr	423	21	92
May	453	16	125
Jun	400	31	98
	4,887	287	1,261

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.

2010-2011 ACCOMPLISHMENTS

- Responded to 6,397 emergencies, of which 4,887 (76.4%) involved emergency medical services, averaging a response time for all incidents of 5 minutes.
- Maintained a department commitment for excellence in public education by initiating in excess of 12,222 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 2010-2011 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.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	-	\$ 381,860	\$ 381,860	0%	3.00
EMS	\$50,000	\$4,005,510	\$3,955,510	1%	30.00
Fire suppression	\$10,000	\$1,922,290	\$1,912,290	1%	26.00
Inspections	-	\$ 105,460	\$ 105,460	0%	1.00
Plan reviews	\$30,000	\$ 72,300	\$ 42,300	41%	1.00
Public education	-	\$ 94,580	\$ 94,580	0%	1.25
TOTAL	\$90,000	\$6,582,000	\$6,492,000	1%	62.25

DEPARTMENTAL BUDGET

Public Safety Fire Department Cost Center 101.20.700

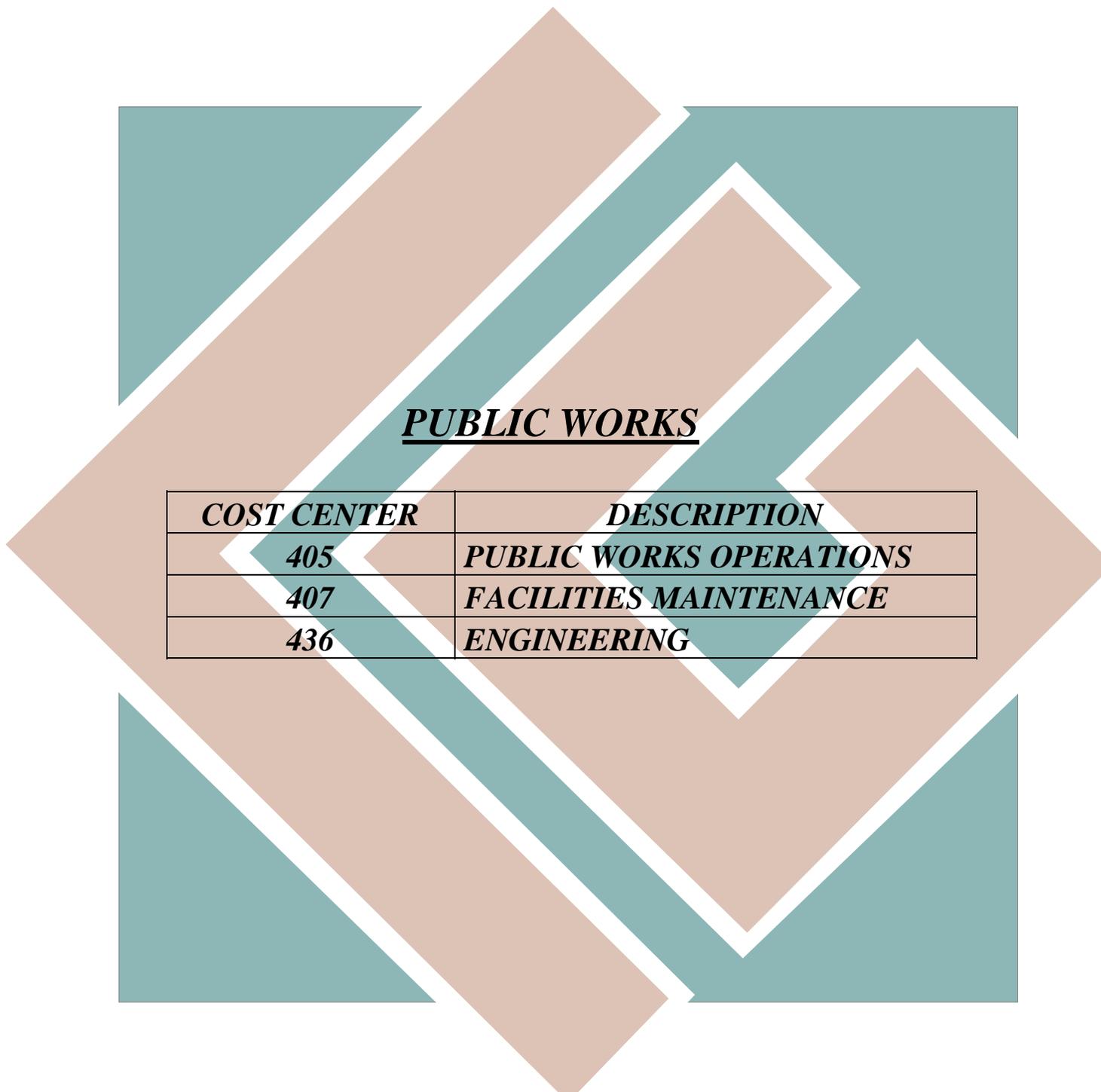
PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Residential structure fire incidents per 1,000 structures	3.64	3.22	3.07	3.05
Combined commercial & industrial structure fire incidents per 1,000 structures	24.04	10.68	14.68	14.50
ALS % response under 5 minutes from dispatch to arrival on scene	84%	86%	81%	83%
% of total fire calls with a response time of 5 minutes and under from dispatch to arrival on scene	47%	53%	51%	55%

Funding Sources	Amount	% of Funding
General Fund	\$6,492,000	98.63%
Fees	90,000	1.37%
Total Funding	\$6,582,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$5,388,818	\$5,551,080	\$5,378,120	\$5,412,780
Contractual Services	499,325	486,660	482,220	468,210
Operating Supplies	261,373	241,340	221,330	271,130
Capital Outlay	24,390	150,000	115,000	115,000
Debt Service	0	0	0	0
Transfers	299,188	320,320	320,320	314,880
DEPARTMENTAL TOTALS	\$6,473,094	\$6,749,400	\$6,516,990	\$6,582,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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	11.00
Fire Engineer	12.00	12.00	13.00
Firefighters*	30.00	30.00	29.00
Management Analyst	0.25	0.25	0.25
Plans Reviewer/Inspector	1.00	1.00	1.00
Fire Prevention Officer	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00
TOTAL POSITIONS	63.25	63.25	62.25

*Portion of firefighter salaries funded in Grants fund.



PUBLIC WORKS

<i>COST CENTER</i>	<i>DESCRIPTION</i>
<i>405</i>	<i>PUBLIC WORKS OPERATIONS</i>
<i>407</i>	<i>FACILITIES MAINTENANCE</i>
<i>436</i>	<i>ENGINEERING</i>

Health & Sanitation	Public Works-Operations	Cost Center 101.35.405
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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.

2010-2011 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 9 condemned or burned buildings city wide.
- Average response time per service request is less than 5 days.
- 62 miles of alley ways were maintained.
- 70% of drainage structures are maintained/cleaned.

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.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
ROW weed abatement	-	\$40,140	\$40,140	0%	.50
Drainage	-	\$32,030	\$32,030	0%	.25
Alleys	-	\$21,770	\$21,770	0%	.25
TOTAL	-	\$93,940	\$93,940	-	1.00

Health & Sanitation Public Works - Operations Cost Center 101.35.405

PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Average response time (days) per service request	3.0	2.5	4.0	3.0
# of miles of alley ways maintained	40	1	33	30
% of drainage structures maintained/cleaned	currently not tracked	84%	77%	75%

Funding Sources	Amount	% of Funding
General Fund	\$93,940	100.00%
Total Funding	\$93,940	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$97,771	\$66,660	\$65,800	\$66,770
Contractual Services	18,171	17,720	18,720	16,570
Operating Supplies	9,468	10,600	10,000	10,600
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	0	0	0	0
DEPARTMENTAL TOTALS	\$125,410	\$94,980	\$94,520	\$93,940

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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
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GENERAL INFORMATION

Facilities Maintenance activities are centralized under the Public Works Department.

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.

2010-2011 ACCOMPLISHMENTS

- Replaced 2 air conditioner units at the Waste Water plant.
- Had variable frequency drive installed on cooling tower at main City Hall.
- Installed mini split air conditioner system on fire department weight room.
- Completed first full year of monthly safety classes by acquiring equipment and designating a space to hold classes.

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.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	-	\$172,050	\$172,050	0%	.15
Janitorial	-	\$325,070	\$325,070	0%	.05
Building contractual	-	\$153,400	\$153,400	0%	.05
Building maintenance	-	\$408,400	\$408,400	0%	3.75
TOTAL	-	\$1,058,920	\$1,058,920	-	4.00

Public Works	Engineering	Cost Center 101.45.436
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GENERAL INFORMATION

The Engineering Department provides services to support the City staff. Major services include review of Public Works maintenance contracts, and inspection of Public Works construction. Additional services include preparation of request for proposals, and impact to the Geographic Information Systems. (GIS)

MISSION

The mission of the Engineering Department is to provide safe and efficient infrastructure systems. To provide upgrades and additions to the City’s infrastructure system to accommodate growth. To provide technical advice and guidance to the public and City management.

2010-2011 ACCOMPLISHMENTS

- Completed Cottonwood Lane widening.
- Completed McMurray Blvd mill and overlay.
- Completed phase 1 of Groundwater recharge upgrade.
- Completed design for the RW/TW Lighting upgrade.
- Completed evaluation of drainage issues north and east of Hopi/Pinal.
- Completed rehab/remodeling at existing Fire Station #3.

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.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	\$ 3,400	\$ 72,420	\$ 69,020	5%	.42
Internal Engineering Consulting	-	\$103,590	\$103,590	0%	1.30
Capital Improvement Program Project Mgmt	-	\$ 83,270	\$ 83,270	0%	.95
Construction inspection	-	\$188,290	\$188,290	0%	2.20
Storm Water Management Program	-	\$ 50,060	\$ 50,060	0%	.60
Infrastructure Master Planning	-	\$ 55,520	\$ 55,520	0%	.65
Infrastructure Maintenance Planning	-	\$ 36,240	\$ 36,240	0%	.45
Development Consultation & Plan Review	\$50,000	\$ 55,490	\$ 5,490	90%	.43
TOTAL	\$53,400	\$644,880	\$591,480	8%	7.00

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COMMUNITY SERVICES

<i>COST CENTER</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>TEEN PROGRAMS</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.

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.

2010-2011 ACCOMPLISHMENTS

- Was awarded a Library Services and Technology Act (L.S.T.A.) grant which provided funding for the increased training of tutors for our Adult Literacy Program, as well as additional materials with which to support the program. With this support we are able to continue to increase our literacy program and the services offered to an increased number of adult learners.
- Bookmobile patronage has increased by nearly 200% over last year, with a corresponding increase of 250% in the number of library items circulated.
- Increased outreach and programming efforts have produced significant increases in patron participation in library programs across all generations.

GOALS AND OBJECTIVES

- Provide increased learning opportunities to enhance the quality of life for the community through:
- Increased collection size
 - Increased circulation
 - Increased programming opportunities for all ages
 - Plan and complete the expansion and renovation.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	\$29,000	\$103,330	\$ 74,330	28%	1.00
Patron Services	-	\$330,400	\$330,400	0%	8.00
Programming	-	\$ 37,640	\$ 37,640	0%	.75
Collection development	-	\$203,660	\$203,660	0%	3.25
Outreach	-	\$ 1,940	\$ 1,940	0%	0.00
TOTAL	\$29,000	\$676,970	\$647,970	4%	13.00

Community Services Downtown Public Library Cost Center 101.40.360

PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Circulation	244,557	262,681	209,278	225,000
# of library visits	287,638	250,900	215,146	230,000
# of computer visits	82,890	79,356	60,492	75,000

Funding Sources	Amount	% of Funding
General Fund	\$647,970	95.72%
Library fines	29,000	4.28%
Total Funding	\$676,970	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$646,074	\$584,640	\$634,760	\$549,310
Contractual Services	40,949	38,010	32,110	34,000
Operating Supplies	84,658	95,560	87,610	93,660
Capital Outlay	68,091	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$839,772	\$718,210	\$754,480	\$676,970

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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	2.00	2.00
Library Assistant	3.50	4.50	5.00
Library Page	2.00	1.50	1.00
TOTAL POSITIONS	13.50	13.00	13.00

Community Services	Vista Grande Library	Cost Center 101.40.365
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GENERAL INFORMATION

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

MISSION

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

2010-2011 ACCOMPLISHMENTS

- Have seen a 45% increase in the number of patrons as well as 145% increase in the number of items circulated.
- Increased library collection from 28,000 items to 38,000.
- Increased outreach and programming efforts have produced significant increases in patron participation in library programs across all generations.

GOALS AND OBJECTIVES

Provide increased learning opportunities to enhance the quality of life for the community through:

- Increasing collection size
- Increase circulation
- Increase programming opportunities for all ages

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	\$21,000	\$ 91,060	\$ 70,060	23%	.75
Patron Services	-	\$236,720	\$236,720	0%	5.25
Programming	-	\$ 49,020	\$ 49,020	0%	.75
Collection development	-	\$ 78,500	\$ 78,500	0%	1.00
Outreach	-	\$ 22,350	\$ 22,350	0%	.25
TOTAL	\$21,000	\$477,650	\$456,650	4%	8.00

Community Services Vista Grande Public Library Cost Center 101.40.365

PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Circulation	N/A	67,109	159,415	160,000
# of library visits	N/A	103,368	149,614	150,000
# of computer visits	N/A	22,428	31,867	32,000
*New department in FY 2008-2009				

Funding Sources	Amount	% of Funding
General Fund	\$456,650	95.60%
Library Fines	21,000	4.40%
Total Funding	\$477,650	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$312,159	\$336,950	\$330,220	\$397,100
Contractual Services	8,436	23,050	21,090	20,900
Operating Supplies	32,778	64,600	58,100	59,650
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$353,373	\$424,600	\$409,410	\$477,650

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Librarian	3.00	2.00	2.00
Library Assistant	5.00	4.50	5.00
Library Page	1.50	1.00	1.00
TOTAL POSITIONS	9.50	7.50	8.00

Community Services	Senior Adult Services	Cost Center 101.40.510
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GENERAL INFORMATION

Dorothy Powell Senior Adult Center provides the senior adult community of our city, social opportunities, educational information, 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 congregate meal program. We also administer the Home Delivered Meal Program for this area, as well as being the only contribution based transportation program for seniors and the disabled in this area. We also provide ceramics and lapidary opportunities to the community at the Peart Center. Throughout the year we maximize the facilities use by offering some of our children’s programs and Adaptive Leisure programs at the center.

MISSION

The Dorothy Powell Senior Adult Center is a multi-generational facility whose primary function is to provide well rounded quality year round community programs, special events, and special interest classes for senior adults age 50+.

2010-2011 ACCOMPLISHMENTS

- Received additional LTAF II funding to continue providing the Mileage Reimbursement program and to increase driver hours for the Mini Bus Transportation program.
- Received an “E” for excellent rating from Pinal County Health Department for the inspection of the commercial kitchen used for the Senior Meals program.
- Implemented a successful volunteer application and screening process for all Senior Center volunteers.
- Received a grant from Wal-Mart Distribution Center for the Home Delivered Meals program.
- Established a Senior Committee to replace the previous Site Council.
- Hosted a successful series of Winter Celebration events: Senior Expo, Ice Cream Social & Craft Fair, Little Sweethearts Fashion Show, Senior Fair & Fiesta, and Senior Prom.

GOALS AND OBJECTIVES

- To provide quality social opportunities, recreational activities, and informational programs for seniors in the Casa Grande community. To reduce the City subsidy for this cost center without reducing the level of service.
- To seek a level of external funding to maintain or reduce the subsidy for Senior Adult programs.
 - Maintain or increase the number of visits to the Senior Center.
 - Maintain or increase the number of meals served.
 - Increase the number of volunteer hours.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	\$ 3,012	\$69,310	\$66,298	4%	.75
Senior Programs	\$ 1,613	\$32,520	\$30,907	5%	.50
Senior Special Events	\$ 1,670	\$ 7,380	\$ 5,710	23%	.25
Grants	-	\$70,800	\$70,800	0%	1.25
Special Interest Classes	\$ 1,613	\$34,220	\$32,607	5%	.75
General Recreation	\$ 2,092	\$14,570	\$12,478	14%	.25
TOTAL	\$10,000	\$228,800	\$218,800	4%	3.75

DEPARTMENTAL BUDGET

Community Services	Senior Adult Services	Cost Center 101.40.510
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
# of visits to Dorothy Powell Senior Adult Center	86,874	78,730	82,636	84,000
# of meals served	44,251	39,864	33,757	36,000
# of volunteer hours worked	Not tracked	6,729	6,879	7,500

Funding Sources	Amount	% of Funding
General Fund	\$218,800	95.63%
Recreation fees	10,000	4.37%
Total Funding	\$228,800	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$73,497	\$107,070	\$91,960	\$101,580
Contractual Services	39,199	20,350	24,850	14,890
Operating Supplies	52,463	88,870	51,190	54,370
Capital Outlay	1,500	31,000	0	47,760
Debt Service	0	0	0	0
Transfers	0	0	0	10,200
DEPARTMENTAL TOTALS	\$166,659	\$247,290	\$168,000	\$228,800

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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	0.10
Recreation Aide	0.00	0.50	0.50
Recreation Aide – Sr. Center	0.00	0.13	0.15
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.

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.

2010-2011 ACCOMPLISHMENTS

- Lead the local Special Olympics group to construct two Bocce ball courts at Peart Park.
- Installed park sign, irrigation system, brick pavers and landscape at Eastland Park/Len Colla Recreation Center.
- Fallen Employee Monument sign placement and installation of irrigation/landscaping completed.
- Solar lighting project completed with grant funds, which includes four lights at O’Neil, College and Elliott Parks, plus two lights for Dave White Park.
- Assisted with seven Casa Grande Mountain Trail Builds Community Service Events by the Casa Grande Mountain Trails Steering committee and one by the LDS Church Group.

- Completed electrical improvements and automated field lighting at O’Neil Park, South and North fields, Cougar Football Field, Little League Fields, Carr McNatt Open Space Fields and Dave White Park Open Space Fields.
- Americorps Fire “4” crew completed over 9000 feet of trail building to the south side of C.G. Mountain and Americorps Fire “8” crew built over 10,000 feet of new trail to the North East side of C.G. Mountain.
- Tennis court removal and replacement project for Dave White Park completed with two new tennis courts, three new Pickle-Ball courts and one new Basketball court.
- CIP parking lot improvements/preventative maintenance project for Carr McNatt, Rotary Park parking lots completed. Removal and replacement of walking path at Dave White Park completed.

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.
 - Start first phase of renovation of Irrigation District’s transmission lines.
 - Begin first phase of Santa Cruz Linear wash trail design and development.
 - Continue to assist Trails Steering Committee with Casa Grande Mountain Trails development.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	-	\$ 170,470	\$ 170,470	0%	.50
Aquatics Center	-	\$ 25,080	\$ 25,080	0%	.75
Evergreen Irrigation District	\$14,000	\$ 36,440	\$ 22,440	38%	.75
Field maintenance	-	\$ 439,860	\$ 439,860	0%	2.75
General maintenance	-	\$ 604,820	\$ 604,820	0%	7.25
Grounds	\$ 5,000	\$ 326,770	\$ 321,770	2%	.50
Irrigation	-	\$ 972,000	\$ 972,000	0%	3.25
Repair-replacement	-	\$ 193,370	\$ 193,370	0%	1.75
Retention	-	\$ 87,150	\$ 87,150	0%	1.50
Special Events	-	\$ 32,710	\$ 32,710	0%	.25
TOTAL	\$19,000	\$2,888,670	\$2,869,670	.6%	19.25

DEPARTMENTAL BUDGET

Community Services	Parks Maintenance	Cost Center 101.40.515
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Developed park acres per 1,000 population	10.95	10.95	10.95	12.33
Cost of maintenance per developed acre	\$1,521	\$1,241	\$1,105	\$1,500
Park Maintenance FTE's per 100 acres	2.18	2.18	2.18	2.20

Funding Sources	Amount	% of Funding
General Fund	\$2,869,670	99.34%
Rental	19,000	0.66%
Total Funding	\$2,888,670	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$1,145,144	\$1,153,460	\$1,110,370	\$1,148,290
Contractual Services	271,746	248,460	247,570	363,010
Operating Supplies	764,359	661,000	941,050	1,091,110
Capital Outlay	393,205	675,500	592,200	206,000
Debt Service	49,660	49,660	49,660	49,660
Transfers	41,360	30,600	30,600	30,600
DEPARTMENTAL TOTALS	\$2,665,474	\$2,818,680	2,971,450	\$2,888,670

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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	1.25	1.25	1.25
TOTAL POSITIONS	19.25	19.25	19.25

Community Services	Recreation Programs	Cost Center 101.40.525
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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.

2010-2011 ACCOMPLISHMENTS

- Hosted the 16th Annual Electric Light Parade, with over 33,000 in attendance.
- Received the 2010 Outstanding Aquatics Program Award for the 3rd Annual Doggie Dive In special event from the Arizona Parks and Recreation Association.
- Continued to partner with the Casa Grande Elementary School District to provide recreational activities.

- Started a men’s basketball league at the new Len Colla Gym.
- Co-Rec and Men’s softball ran at 100% + cost recovery, 44 teams spread over 5 leagues each season.
- Hosted events 34 out of 52 weekends at the Sportsplex.
- City sports fields hosted league games and practices for 5 Youth Sport Organizations with a total of 3,270 kids participating.
- Implemented the Gary Walker Junior Golf Development program.
- Received a grant from Union Pacific to fund the Children Theater, Art Daze and Just Paint.

GOALS AND OBJECTIVES

To reduce the amount of City subsidy for recreational activities and to minimize the cost per participant without reducing services.

- Maintain 80% or above cost recovery for recreation programs.
- Increase number of classes meeting or exceeding full-cost recovery.
- Obtain additional donations and sponsorships (monetary or in-kind goods or service) to reduce the City subsidy.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	\$ 45,000	\$ 64,080	\$ 19,080	70%	.00
Youth programs	\$ 17,000	\$ 77,990	\$ 60,990	22%	.00
Adult programs	\$113,450	\$ 87,310	(\$ 26,140)	130%	.00
Special Interest Classes	\$ 40,000	\$ 32,450	(\$ 7,550)	123%	.00
Special Events	\$ 3,000	\$ 78,570	\$ 75,570	4%	.00
Adaptive Leisure	\$ 450	\$ 13,180	\$ 12,730	3%	.00
Summer recreation	\$ 26,100	\$ 33,140	\$ 7,040	79%	.00
TOTAL	\$245,000	\$386,720	\$141,720	63%	.00

Community Services Recreation Programs Cost Center 101.40.525

PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
% of cost recovery	84%	93%	79%	85%
# of participants in programs	295,545	329,105	294,847	300,000
Program response satisfaction rate from Survey	N/A	92%	90%	92%

Funding Sources	Amount	% of Funding
General Fund	\$141,720	36.65%
Recreation Fees	245,000	63.35%
Total Funding	\$386,720	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$73,338	\$88,800	\$58,450	\$226,160
Contractual Services	42,421	73,050	68,050	90,060
Operating Supplies	58,209	57,800	55,000	52,500
Capital Outlay	0	0	0	18,000
Debt Service	0	0	0	0
Transfers	0	0	0	0
DEPARTMENTAL TOTALS	\$173,968	\$219,650	\$181,500	\$386,720

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Not applicable to this department.			
TOTAL POSITIONS	0.00	0.00	0.00

Community Services

Teen Programs

Cost Center 101.40.530

GENERAL INFORMATION

Youth and teen services are provided by two City facilities at this time. The Len Colla Center is a multi-purpose center located at 1105 E. 4th St. It features a full size gymnasium, multi-purpose game room, and a computer lab, meeting/craft room. Year round activities include a drop in after school & summer program, youth dances, youth/teen and community special events, teen and youth life workshops, adult programs including sports leagues and other related social programs. The Teen Center is located at 540 N. Camino Mercado. It includes video games, computer lab, pool table, ping pong, air hockey and other social media activities. Participants include middle school and high school age youth and teens. Open hours include after school, evenings and Saturdays. Daily activities and special events are held each month. Transportation is provided to the Teen Center through a LTAF grant.

- Held first Build A Back Pack program with Wells Fargo Bank donating 40 back packs and all the necessary school supplies to fill them.
- Partnered with Wal-Mart Distribution Center to provide the annual Thanksgiving dinner for over 200 participants. City staff donated and cooked the food for this event.
- Began hosting Teen Nights each Friday night.
- Began hosting adult open gym programs with adult basketball and volleyball leagues.
- Hosted a number of mini workshops, with the assistance of members from the Palm Creek RV Resort, to teach the children how to play Pickle Ball.
- Offer two programs for senior adults – Pickle Ball and line dancing.
- Held 20th Annual Sunday Celebration event.
- Received a donation from the Wal-Mart Distribution Center to assist with children’s programs.

MISSION

Our mission is to provide life enhancing experiences for youth and teens in the community through a variety of social, recreational, educational and fitness opportunities in a fun and safe atmosphere.

2010-2011 ACCOMPLISHMENTS

- Offered transportation from the middle schools and from the Parks & Recreation office to the Teen Center.
- Hosted 14 special events throughout the year.

GOALS AND OBJECTIVES

To reduce the amount of City subsidy for recreational activities and to minimize the cost per participant without reducing services.

- Increase sponsorships and/or program donations in an effort to reduce program costs.
- To seek out grant opportunities to enhance current program efforts.
- Track the cost per participant.
- Track the number of participants that use the center.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	-	\$ 70,680	\$ 70,680	0%	.25
Youth program	-	\$ 72,990	\$ 72,990	0%	.50
Len Colla Special Events	\$ 500	\$ 30,440	\$ 29,940	2%	.50
Adult programs	\$2,400	\$ 32,840	\$ 30,440	7%	.50
Programs	-	\$ 33,620	\$ 33,620	0%	.50
Teen Center Special Events	-	\$ 19,710	\$ 19,710	0%	.50
General Recreation	-	\$ 1,280	\$ 1,280	0%	.00
TOTAL	\$2,900	\$261,560	\$258,660	1%	2.75

Community Services	Teen Programs	Cost Center 101.40.530
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Total # of participants	10,882	14,601	32,213	33,824
Cost per participant	\$12.96	\$9.76	\$7.40	\$8.08

Funding Sources	Amount	% of Funding
General Fund	\$258,660	98.89%
Recreation Fees	2,900	1.11%
Total Funding	\$261,560	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$120,066	\$118,790	\$125,560	\$155,460
Contractual Services	3,645	5,720	19,580	12,410
Operating Supplies	18,753	39,910	45,100	41,550
Capital Outlay	0	85,000	63,000	52,140
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$142,464	\$249,420	\$253,240	\$261,560

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Recreation Program Coordinator	1.00	1.00	1.00
Recreation Aide	0.50	0.50	0.50
Teen Center Assistant Site Director	0.25	0.25	0.25
Recreation Instructor	0.25	0.25	0.50
Teen Site Directaor	0.25	0.25	0.50
TOTAL POSITIONS	2.25	2.25	2.75

Community Services	Aquatics	Cost Center 101.40.540
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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 82% of the revenues for this department, with the major portion of the revenues acquired in May and June.

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.

2010-2011 ACCOMPLISHMENTS

- Purchased and installed two sections of an aqua climbing bringing the total amenities to nine for this facility.
- Secured \$3500 Pool Pack Scholarship fund from Southwest Ambulance to help cover the cost of providing one free set of swim lessons for the children in Casa Grande.
- Hosted 5th Annual Tri-Valley Swim Camp.
- Purchased an “in water” automatic vacuum.
- Americorp volunteers painted the fence surrounding the pool area.

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.
- Maintain the amount of open pool time.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	-	\$ 82,050	\$ 82,050	0%	0.00
Special Events	-	\$ 11,350	\$ 11,350	0%	0.00
General swim	\$30,600	\$ 91,270	\$ 60,670	34%	0.00
Aquatics programs	\$23,000	\$ 52,700	\$ 29,700	44%	0.00
Aquatics facility rental	\$ 5,000	\$ 12,850	\$ 7,850	39%	0.00
TOTAL	\$58,600	\$250,220	\$191,620	23%	.00

Community Services	Keep Casa Grande Beautiful	Cost Center 101.40.545
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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.

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.

2010-2011 ACCOMPLISHMENTS

- Produced a 12 month calendar focusing on litter prevention and recycling. Received sponsorship toward the production costs of the calendar.
- Raised over \$1500 with a softball tournament to help support the breakfasts for the City “Clean Ups”.
- Partnered with the Sanitation department to hold a design-a-calendar contest for 3rd, 4th & 5th grade students.
- Increased the percentage of community residents that feel the cleanliness of Casa Grande is good or excellent from 78% to 83%.

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.
- Submit all annual reports to maintain certification.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Committee	-	\$11,750	\$11,750	0%	.05
Clean ups	-	\$ 4,040	\$ 4,040	0%	.20
TOTAL	-	\$15,790	\$15,790	-	.25

Community Services Keep Casa Grande Beautiful Cost Center 101.40.545

PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Total # of volunteer hours	1,322	1,347	1,407	1,400
% of residents who feel the cleanliness of Casa Grande is Excellent or Good	N/A	78%	83%	82%

Funding Sources	Amount	% of Funding
General Fund	\$15,790	100.00%
Total Funding	\$15,790	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$6,023	\$14,360	\$14,830	\$15,020
Contractual Services	520	470	470	470
Operating Supplies	289	300	200	300
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$6,832	\$15,130	\$15,500	\$15,790

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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
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GENERAL INFORMATION

The General Recreation Department surrounds the administration of all our recreation programs. Included in this division are primarily salaries and operating costs. This is the administrative arm of the Community Services Department.

MISSION

The mission of the General Recreation Department 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, equal access to a diversity of materials through library services and a variety of recreational programs and activities for the community.

2010-2011 ACCOMPLISHMENTS

- The Learn to Swim program classes were available for online registration.
- Increased the number of online registrations by 70%.
- Distributed 45,000 activity brochures to the public.
- Attended 34 outreach opportunities providing information and/or activities about recreation programs and amenities.
- Received over 450 program surveys with a rating of good or excellent on recreation programs.

- Received recognition as a Playful City USA for the 3rd year.
- Have partnership agreements with many agencies.
- Applied for and received two service groups from the Americorp volunteer program. These two groups of volunteers worked on building trails on Casa Grande Mountain and educating future trail builders on the correct way to build trails during community trail builds. They also conducted several service learning projects throughout the community.

GOALS AND OBJECTIVES

For all Community Service Departments to work together to provide prompt, efficient and courteous service to the public through quality Recreation, Parks, Library and Golf Course programs and materials. To reduce the City subsidy associated with recreation, parks and library programs.

- Attend a minimum of four outreach opportunities outside of our department sponsored events.
- Increase number of surveys received rating recreation programs as good or excellent.
- Increase number of registrations per year.
- Apply for outside funding to decrease the City subsidy.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	\$ 300	\$199,670	\$199,370	0%	1.25
Boards & Commissions	-	\$ 29,760	\$ 29,760	0%	.50
Facility & field management	\$5,000	\$144,910	\$139,910	3%	2.00
Planning	-	\$ 67,090	\$ 67,090	0%	1.00
Programs	-	\$ 79,290	\$ 79,290	0%	2.00
TOTAL	\$5,300	\$520,720	\$515,420	1%	6.75

Community Services	General Recreation	Cost Center 101.40.550
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
# of marketing & outreach opportunities attended	N/A	N/A	38	0
% of residents rating Community programs as excellent or good	N/A	N/A	86%	98%
# of capacity filled classes	N/A	242	288	250

Funding Sources	Amount	% of Funding
General Fund	\$515,420	98.98%
Rentals	5,300	1.02%
Total Funding	\$520,720	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$556,042	\$551,940	\$548,330	\$416,480
Contractual Services	35,673	38,820	35,980	34,280
Operating Supplies	37,296	204,200	41,750	40,690
Capital Outlay	4,375	0	0	20,000
Debt Service	0	0	0	0
Transfers	7,900	22,460	22,460	9,270
DEPARTMENTAL TOTALS	\$641,286	\$817,420	\$648,520	\$520,720

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Community Services Director	1.00	1.00	1.00
Recreation Program Superintendent	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00
Recreation Program Coordinator	1.00	1.00	1.00
Admin. Assistant	1.00	1.00	1.00
Recreation Programmer	1.75	1.75	1.75
TOTAL POSITIONS	6.75	6.75	6.75

Community Services	Women’s Club	Cost Center 101.40.562
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GENERAL INFORMATION

The Women’s Club is located at 407 N. Sacaton St. This facility is used for recreation classes and community meetings. It is also listed on the historic register.

MISSION

The mission of the Women’s Club is to provide services for well-rounded quality educational and recreational opportunities that reflect the interest of our diverse community.

2010-2011 ACCOMPLISHMENTS

- Partnered with United Way and Casa Grande Emergency Assistance Ministry to provide emergency services in Casa Grande.
- Partnered with Central Arizona College to provide fitness classes to members of the community.
- Friends of the Library held their annual book sale at the Women’s Club.

GOALS AND OBJECTIVES

To reduce the City subsidy for recreational activities and to minimize the facility cost per hour without reducing services.

- Refinish floors.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Recreation programs	-	\$5,180	\$5,180	0%	0.00
Facility rentals	\$1,500	\$4,440	\$2,940	34%	0.00
TOTAL	\$1,500	\$9,620	\$8,120	16%	.00

Community Services	Women's Club	Cost Center 101.40.562
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
None available				

Funding Sources	Amount	% of Funding
General Fund	\$8,120	84.41%
Rentals	1,500	15.59%
Total Funding	\$9,620	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	7,059	8,800	7,000	7,420
Capital Outlay	0	0	0	2,200
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$7,059	\$8,800	\$7,000	\$9,620

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Not applicable to this department.			
TOTAL POSITIONS	0.00	0.00	0.00

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PLANNING & DEVELOPMENT

<i>COST CENTER</i>	<i>DESCRIPTION</i>
<i>434</i>	<i>PLANNING & DEVELOPMENT</i>

Planning & Development	Planning & Development	Cost Center 101.45.434
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GENERAL INFORMATION

The Planning & Development Department is responsible for the operation of Planning, Building Plan Review, Building Permitting/Inspection, Code Enforcement and Housing programs. It is also responsible for coordinating the processing, and facilitating the review of all land use projects, building permits and infrastructure improvements that require City approval.

MISSION

The mission of the Planning & Development Department is to effectively and efficiently manage growth and development within Casa Grande in a manner that ensures all new development contributes to the implementation of the community's General Plan.

2010-2011 ACCOMPLISHMENTS

- Processed 94 land use projects.
- Completed 4,830 plan reviews.
- Issued 1,530 building permits.
- Performed 14,750 building inspections.
- Addressed 990 code violations.

GOALS AND OBJECTIVES

Improve the Planning & Development Department's level of service.

- Complete the initial review of all land use projects, and provide a comprehensive set of review comments, within 30 days of application submittal.
- Complete the initial review of all building plans for new construction and building additions, and provide a comprehensive set of review comments, within 21 days of application submittal
- Complete the initial review of all building plans for tenant improvements, and provide a comprehensive set of review comments, within 14 days of application submittal.
- Maintain a minimum ratio of 20 inspections/Building Inspector per day.
- Maintain a minimum ratio of 90% of cases abated in each fiscal year.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Code Enforcement	-	\$ 270,410	\$ 270,410	0%	3.50
Inspection	\$162,000	\$ 345,820	\$ 183,820	47%	5.00
Permitting	\$127,500	\$ 528,790	\$ 401,290	24%	7.50
Planning	\$117,900	\$ 588,930	\$ 471,030	20%	6.00
TOTAL	\$407,400	\$1,733,950	\$1,326,550	23%	22.00

DEPARTMENTAL BUDGET

Planning & Development Planning & Development Cost Center 101.45.434

PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
% of land use projects initial review completed within 21 days of submittal	58%	75%	91%	90%
% of building plans for commercial/industrial new buildings/additions initial review completed within 21 days of submittal	77%	91%	93%	93%
% of building plans for commercial/industrial buildings tenant improvements initial review completed within 14 days of submittal	86%	91%	9300%	93%
# of public nuisance violations (run down buildings, weeds, junk vehicles, etc.) abated	390	434	677	600
Average # of daily inspections per inspector	15	12	15	15

Funding Sources	Amount	% of Funding
General Fund	\$1,326,550	76.50%
Permits & Fees	407,400	23.50%
Total Funding	\$1,733,950	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$1,997,662	\$1,964,150	\$1,805,240	\$1,570,710
Contractual Services	59,434	88,150	53,700	117,470
Operating Supplies	24,118	27,360	30,910	23,430
Capital Outlay	0	0	0	0
Debt Service	6,760	6,760	6,760	6,760
Transfers	17,820	17,710	17,710	15,580
DEPARTMENTAL TOTALS	\$2,105,794	\$2,104,130	\$1,914,320	\$1,733,950

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Planning & Development Director	1.00	1.00	1.00
Chief Building Official	1.00	1.00	0.00
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
Planner	3.00	3.00	3.00
Plans Examiner	1.00	1.00	1.00
Building Inspector	7.00	7.00	5.00
Code Compliance Specialist	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00
Permit Technician	3.00	3.00	2.00
Secretary	2.00	2.00	2.00
Office Assistant	1.00	1.00	1.00
TOTAL POSITIONS	26.00	26.00	22.00

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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.

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

DEPARTMENTAL BUDGET

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

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$39,874,443	\$40,867,911	\$40,867,911	\$32,968,461
REVENUE SOURCES:				
Taxes	\$611,479	\$375,000	\$229,490	\$150,000
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	4,604,720	5,242,630	4,208,000	4,522,500
Grants and Entitlements	3,865,382	3,617,900	2,040,090	4,363,830
Charges for Services	1,271,502	2,283,000	1,472,000	1,535,400
Development Impact Fees	1,376,042	1,618,000	989,000	974,000
Fines & Forfeitures	64,851	60,000	51,000	51,000
Miscellaneous Revenue	215,480	1,387,990	572,020	410,500
Interest	29,286	133,400	47,150	47,900
OTHER FINANCING SOURCES:				
Transfers In	884,107	129,000	5,000	15,000
Proceeds from Lease Purchase	0	1,150,000	0	1,150,000
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$12,922,849	\$15,996,920	\$9,613,750	\$13,220,130
EXPENDITURES:				
Personnel	\$2,564,050	\$2,493,890	\$2,670,060	\$2,600,310
Contractual Services	2,611,075	4,442,600	1,738,250	4,271,950
Operating Supplies	2,559,552	3,054,670	2,405,020	2,471,050
Capital Outlay	2,520,931	20,541,540	3,387,160	14,263,890
Debt Service	304,585	254,770	252,350	238,680
OTHER USES:				
Transfers Out	1,369,188	1,613,240	7,060,360	1,020,290
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$11,929,381	\$32,400,710	\$17,513,200	\$24,866,170
Ending Fund Balance	\$40,867,911	\$24,464,121	\$32,968,461	\$21,322,421

DEPARTMENTAL BUDGET

Street Maintenance Revenues/Expenditures/Changes in Fund Balance

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$8,854,540	\$9,656,946	\$9,656,946	\$10,168,056
REVENUE SOURCES:				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	4,569,263	5,182,630	4,194,000	4,510,000
Grants and Entitlements	0	0	0	0
Charges for Services	6,800	0	14,000	10,000
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	8,436	20,000	20,000	121,000
Interest	0	20,000	12,000	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
Total Revenues & Other Financing Sources	\$4,584,499	\$5,222,630	\$4,240,000	\$4,651,000
EXPENDITURES:				
Personnel	\$1,324,927	\$1,300,440	\$1,248,830	\$1,245,990
Contractual Services	390,215	1,753,040	759,200	1,480,560
Operating Supplies	817,844	1,273,130	825,000	871,500
Capital Outlay	414,635	3,453,000	192,000	5,841,240
Debt Service	198,472	159,250	154,690	154,780
OTHER USES:				
Transfers Out	636,000	549,170	549,170	548,940
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$3,782,093	\$8,488,030	\$3,728,890	\$10,143,010
Ending Fund Balance	\$9,656,946	\$6,391,546	\$10,168,056	\$4,676,046
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Unreserved Fund Balance	\$9,656,946	\$6,391,546	\$10,168,056	\$4,676,046

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.

2010-2011 ACCOMPLISHMENTS

- Replaced broken, raised and cracked sidewalks at numerous locations around the City.
- Installed several new handicap ramps throughout the City as warranted.
- Crack sealed 290,000 sq yards of pavement.
- Installed 3 video detection systems for traffic signals on McMurray Blvd.
- Installed service island for vehicles at North Operation Center.
- Built trailhead access to parking lots for Casa Grande Mountain trails.
- Rebuilt 2 bridge crossings at Dave White Municipal Golf Course.
- Demolished old announcer stands and paved slab in front of concession stand at 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.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

DEPARTMENTAL BUDGET

Street Maintenance Highway User Revenue Fund Cost Center 201.25.430

PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Average response time (days) per service request	8.0	3.5	2.7	3.0
# of road lane miles paved	3.0	10.0	0.01	5.0
% of streets swept	100%	100%	100%	100%
# of pothole service request received	10	13	10	10

Funding Sources	Amount	% of Funding
HURF	\$2,800,000	95.21%
Interest Income	10,000	0.34%
Misc. Income	131,000	4.45%
Total Funding	\$2,941,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$1,324,927	\$1,300,440	\$1,248,830	\$1,245,990
Contractual Services	370,535	1,153,040	757,140	1,147,560
Operating Supplies	816,229	1,273,130	824,500	871,500
Capital Outlay	200,166	953,000	92,000	176,200
Debt Service	94,497	154,690	154,690	51,120
Transfers Out	636,000	549,170	549,170	548,940
DEPARTMENTAL TOTALS	\$3,442,354	\$5,383,470	\$3,626,330	\$4,041,310

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Streets Superintendent	1.00	1.00	1.00
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	7.00	7.00	7.00
Signal Light Tech. Assistant	1.00	1.00	1.00
Maintenance Worker	5.00	5.00	5.00
Office Assistant	1.00	1.00	0.00
TOTAL POSITIONS	19.00	19.00	18.00

Street Maintenance	½ 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.

MISSION

The mission of this department is the same as the Highway User Revenue Fund.

2010-2011 ACCOMPLISHMENTS

Accomplishments are reflected in the Highway User Revenue Fund.

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.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

DEPARTMENTAL BUDGET

Street Maintenance	1/2 Percent Sales Tax	Cost Center 201.25.431
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Street improvements (miles)	2.50	1.00	0.20	0.45
Street construction (miles)	1.00	1.00	0.30	1.00

Funding Sources	Amount	% of Funding
1/2 Cent Sales Tax	1,710,000	100.00%
Total Funding	\$1,710,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	19,680	600,000	2,060	333,000
Operating Supplies	1,615	0	500	0
Capital Outlay	214,469	2,500,000	100,000	5,665,040
Debt Service	103,975	4,560	0	103,660
DEPARTMENTAL TOTALS	\$339,739	\$3,104,560	\$102,560	\$6,101,700

AUTHORIZED POSITIONS CLASSIFICATION	PAY RANGE	NUMBER OF PERSONNEL 2009-10	NUMBER OF PERSONNEL 2010-11	NUMBER OF PERSONNEL 2011-12
Not applicable to this department.				
TOTAL POSITIONS		0.00	0.00	0.00

DEPARTMENTAL BUDGET

System Development Revenues/Expenditures/Changes in Fund Balance

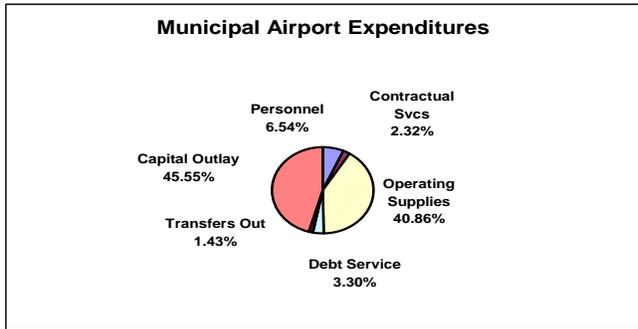
	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$27,046,770	\$27,126,633	\$27,126,633	\$19,767,633
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	1,366,847	1,618,000	987,000	974,000
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	0	0	0	0
Interest	25,261	100,000	30,000	35,000
OTHER FINANCING SOURCES:				
Transfers In	22,000	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$1,414,108	\$1,718,000	\$1,017,000	\$1,009,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	449,108	75,000	0	0
Operating Supplies	290,513	250,000	240,000	250,000
Capital Outlay	219,624	11,164,320	1,661,000	5,064,800
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	375,000	375,000	6,475,000	375,000
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$1,334,245	\$11,864,320	\$8,376,000	\$5,689,800
Ending Fund Balance	\$27,126,633	\$16,980,313	\$19,767,633	\$15,086,833
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	\$27,126,633	\$16,980,313	\$19,767,633	\$15,086,833

Projects for FY 2011-12:			
Public Safety building	1,100,000	Streets - traffic signals	1,150,000
Community Rec Center	1,500,000	Cottonwood Lane	1,900,000
East side sewer expansion	3,574,000	Sanitation vehicle	65,000
Kortsen Rd. sewer design & const.	4,500,000	Parks & Recreation	150,000
Police Communications	600,000	Impact Fee Study	50,000

DEPARTMENTAL BUDGET

Municipal Airport-Revenues/Expenditures/Other Sources and Uses

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$99,960	(\$75,846)	(\$75,846)	(\$190,826)
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	1,137,998	1,403,000	1,195,000	1,325,400
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	1,971	12,000	3,000	2,000
Interest	52	0	50	100
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	10,000
Proceeds from Lease Purchase	0	1,150,000	0	1,150,000
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$1,140,021	\$2,565,000	\$1,198,050	\$2,487,500
EXPENDITURES:				
Personnel	\$191,933	\$194,060	\$190,780	\$166,480
Contractual Services	52,903	53,800	58,660	59,100
Operating Supplies	917,264	981,590	926,740	1,040,210
Capital Outlay	11,426	1,203,550	3,000	1,159,550
Debt Service	106,113	95,520	97,660	83,900
OTHER USES:				
Transfers Out	36,188	35,420	36,190	36,500
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$1,315,827	\$2,563,940	\$1,313,030	\$2,545,740
Ending Fund Balance	(\$75,846)	(\$74,786)	(\$190,826)	(\$249,066)
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Ending Fund Balance	(\$75,846)	(\$74,786)	(\$190,826)	(\$249,066)



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.

MISSION

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

2010-2011 ACCOMPLISHMENTS

- Hosted the Cactus Antique Aircraft Fly-In, with over 450 aircrafts & over 6,000 visitors participating.
- Conducted monthly Airport Advisory Board meetings.
- Operated Airport Industrial Park Design Review Committee meetings.
- Hosted the Copperstate Regional Fly-In.
- Leased land to private individuals who constructed several new hangars.
- Had more than 119,000 aircraft movements.
- Hosted weekly Civil Air Patrol meetings.

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.
 - Increase the number of based aircraft.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

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DEPARTMENTAL BUDGET

Parks Development Revenues/Expenditures/Changes in Fund Balance

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$791,062	\$836,522	\$836,522	\$891,922
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	57,405	33,000	58,000	58,000
Interest	761	2,000	1,000	1,000
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	\$58,166	\$35,000	\$59,000	\$59,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	12,706	570,000	3,600	570,000
Operating Supplies	0	0	0	0
Capital Outlay	0	100,000	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	\$12,706	\$670,000	\$3,600	\$670,000
Ending Fund Balance	\$836,522	\$201,522	\$891,922	\$280,922
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Ending Fund Balance	\$836,522	\$201,522	\$891,922	\$280,922

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.

MISSION

To provide funding for capital projects relating to the upgrade of existing facilities and for the construction of new facilities.

2010-2011 ACCOMPLISHMENTS

- Assisted with seven Casa Grande Mountain Trail Builds Community Service events by the Casa Grande Mountain Trails Steering committee and one by the LDS Church group.
- Americorps Fire “4” crew completed over 9,000 feet of trail building to the south side of C.G. Mountain and Americorps Fire “8” crew built over 10,000 feet of new trail to the north east side of C.G. Mountain.
- Installed 5,000 feet of barbed wire fencing at Arica Rd. Trailhead and along Isom Rd. property line.
- Installed 3,900 feet of barbed wire fencing at BLM leased land that the City of Casa Grande manages.

GOALS & OBJECTIVES

- Continue to upgrade playground areas and ramadas in parks as needed.
- Continue to assist Trails Steering Committee with Casa Grande Mountain Trails construction and development.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

DEPARTMENTAL BUDGET

Community Services	Parks Development Fund	Cost Center 206.40.535
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Not applicable to this department.				

Funding Sources	Amount	% of Funding
Rental Income	\$33,000	55.93%
Interest Income	1,000	1.69%
Miscellaneous	25,000	42.37%
Total Funding	\$59,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	12,706	570,000	3,600	570,000
Operating Supplies	0	0	0	0
Capital Outlay	0	100,000	0	100,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$12,706	\$670,000	\$3,600	\$670,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Not applicable to this department.			
TOTAL POSITIONS	0.00	0.00	0.00

DEPARTMENTAL BUDGET

Community Arts Revenues/Expenditures/Changes in Fund Balance

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$10,455	\$17,406	\$17,406	\$14,956
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	50,000	17,000	3,600	15,000
Interest	6	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	15,500	5,000	5,000	5,000
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$65,506	\$22,000	\$8,600	\$20,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	1,142	3,000	5,690	0
Operating Supplies	16,888	360	450	0
Capital Outlay	40,525	25,000	4,910	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	\$58,555	\$28,360	\$11,050	\$25,000
Ending Fund Balance	\$17,406	\$11,046	\$14,956	\$9,956
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	\$17,406	\$11,046	\$14,956	\$9,956

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	25.00%
Donations	15,000	75.00%
Total Funding	\$20,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	1,142	3,000	5,690	0
Operating Supplies	16,888	360	450	0
Capital Outlay	40,525	25,000	4,910	25,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$58,555	\$28,360	\$11,050	\$25,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$29,700	\$22,290	\$29,700
Contractual Services	1,838	18,960	2,820	18,960
Operating Supplies	730	11,340	100	11,340
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$2,568	\$60,000	\$25,210	\$60,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	(\$335,402)	\$309,107	\$309,107	\$186,747
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	2,523,756	2,271,900	1,521,500	2,455,830
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	65	1,245,990	357,420	64,500
Interest	115	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	\$846,607	\$124,000	\$0	\$0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$3,370,543	\$3,641,890	\$1,878,920	\$2,520,330
EXPENDITURES:				
Personnel	772,823	641,720	945,500	868,140
Contractual Services	561,016	405,800	179,460	65,330
Operating Supplies	337,811	373,250	209,070	103,000
Capital Outlay	1,032,384	2,477,000	667,250	2,047,300
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	22,000	153,650	0	59,850
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$2,726,034	\$4,051,420	\$2,001,280	\$3,143,620
Ending Fund Balance	\$309,107	(\$100,423)	\$186,747	(\$436,543)
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Ending Fund Balance	\$309,107	(\$100,423)	\$186,747	(\$436,543)

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.	\$6,900	\$6,900	\$13,800
Arizona Criminal Justice Commission	Cover a portion of the Victim's Rights and Assistance Specialist's salary.	\$11,200	\$11,200	\$22,400
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				
Safe Routes to School	Install 8 ADA ramps, restripe school crosswalks, and install solar lights along the San Carlos Trail.	\$382,776	\$0	\$382,776
Arizona Department of Economic Recovery	Overtime & employee related expenses for Public Safety.	\$25,000	\$0	\$25,000
Arizona Governor's Office of Highway Safety	Fund overtime expenses for D.U.I. enforcement activities.	\$20,000	\$0	\$20,000
Arizona Governor's Office of Highway Safety	Purchase TraCS software to enhance e-ticking on Police motorcycles.	\$18,384	\$0	\$18,384
Arizona State Historic Preservation Office	Funding for Historic Building Preservation plans for Shonessy House & CG Hotel.	\$9,600	\$9,600	\$19,200
Arizona State Library	Purchase test preparation materials & supplies.	\$8,000	\$8,000	\$16,000
Arizona State Library	Purchase Nook color eReaders for library story time.	\$20,377	\$2,500	\$22,877
Local Transportation Assistance II	Funding for Rider Assistance for seniors.	\$99,537	\$24,884	\$124,421
Local Transportation Assistance II	Funding for transportation to & from Teen Center.	\$32,874	\$8,208	\$41,082
Pinal County Library District	Variety of library services	\$50,000	\$0	\$50,000
Pinal Gila Council for Senior Citizens	Provide home delivered & congregated meals, educational, social & recreational activities & transportation services to senior citizens.	\$138,328	\$133,440	\$271,768
Union Pacific Railroad	Children's theater & summer program.	\$5,000	\$0	\$5,000
United States Department of Energy	Funding to purchase & install LED traffic signal lights.	\$23,818	\$0	\$23,818
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.	\$156,965	\$0	\$156,965
Emergency Operation Center	Purchase & install equipment for the new Emergency Operation Center in the Public Safety Complex.	\$562,500	\$187,500	\$750,000
Staffing for Adequate Fire & Emergency Response	Provide partial funding for 8 firefighters through 2013.	\$875,739	\$1,263,847	\$2,139,586

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.	\$15,014	\$0	\$15,014
Community Policing	Fund overtime expenses for various community policing programs.	\$109,597	\$0	\$109,597
COPS	Provide funding for 4 Police Officers for 3 years	\$1,021,488	\$402,156	\$1,423,644

TOTAL \$5,766,478

AIRPORT GRANTS

FUNDING SOURCE	GRANT	AWARD AMOUNT	CITY MATCH	TOTAL GRANT
Arizona Department of Transportation	Environmental Assessment	\$153,551	\$8,082	\$161,633
Arizona Department of Transportation	Airport Surface Treatment Program	\$513,810	\$57,090	\$570,900

TOTAL \$732,533

DEPARTMENTAL BUDGET

Redevelopment Fund Revenues/Expenditures/Changes in Fund Balance

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$2,295,808	\$2,243,301	\$2,243,301	\$1,832,291
REVENUE SOURCES:				
Taxes	\$405,990	\$270,000	\$1,490	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	359,607	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	2,183	10,000	3,000	1,000
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	\$767,780	\$280,000	\$4,490	\$1,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	17,827	250,000	13,000	250,000
Operating Supplies	123	0	2,500	0
Capital Outlay	802,337	1,600,000	400,000	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	\$820,287	\$1,850,000	\$415,500	\$250,000
Ending Fund Balance	\$2,243,301	\$673,301	\$1,832,291	\$1,583,291
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	\$2,243,301	\$673,301	\$1,832,291	\$1,583,291

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:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE	2011-12 ESTIMATE
Not applicable to this department.				

Funding Sources	Amount	% of Funding
Interest	1,000	100.00%
Total Funding	\$1,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	17,827	250,000	13,000	250,000
Operating Supplies	123	0	2,500	0
Capital Outlay	802,337	1,600,000	400,000	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$820,287	\$1,850,000	\$415,500	\$250,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Not applicable to this department.			
TOTAL POSITIONS	0.00	0.00	0.00

DEPARTMENTAL BUDGET

Performance Institute Revenues/Expenditures/Changes in Fund Balance

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$0	(\$202,438)	(\$202,438)	(\$301,208)
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	41,705	880,000	120,000	200,000
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	5,000	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	\$46,705	\$880,000	\$120,000	\$200,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	74,682	100,000	21,500	20,000
Operating Supplies	174,461	165,000	197,270	195,000
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	0	500,000	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$249,143	\$765,000	\$218,770	\$215,000
Ending Fund Balance	(\$202,438)	(\$87,438)	(\$301,208)	(\$316,208)
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	(\$202,438)	(\$87,438)	(\$301,208)	(\$316,208)

DEPARTMENTAL BUDGET

Culture and Recreation	Performance Institute	Cost Center 226.40.576
General Information:		
<p>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.</p>		

PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE	2011-12 ESTIMATE
Not applicable to this department.				

Funding Sources	Amount	% of Funding
Facility Use Fees	\$200,000	100.00%
Total Funding	\$200,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	74,682	100,000	21,500	20,000
Operating Supplies	174,461	165,000	197,270	195,000
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	0	500,000	0	0
DEPARTMENTAL TOTALS	\$249,143	\$765,000	\$218,770	\$215,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Not applicable to this department.			
TOTAL POSITIONS	0.00	0.00	0.00

DEPARTMENTAL BUDGET

Promotion & Tourism Revenues/Expenditures/Changes in Fund Balance

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$355,069	\$160,860	\$160,860	\$288,960
REVENUE SOURCES:				
Taxes	\$205,489	\$105,000	\$228,000	\$150,000
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	0	0	0	0
Interest	302	1,000	100	100
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	\$205,791	\$106,000	\$228,100	\$150,100
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	300,000	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$400,000	\$100,000	\$100,000	\$100,000
Ending Fund Balance	\$160,860	\$166,860	\$288,960	\$339,060
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	\$160,860	\$166,860	\$288,960	\$339,060

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:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE	2011-12 ESTIMATE
Not applicable to this department				

Funding Sources	Amount	% of Funding
Bed Tax	\$150,000	99.93%
Interest	100	0.07%
Total Funding	\$150,100	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 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
Transfers	300,000	0	0	0
DEPARTMENTAL TOTALS	\$400,000	\$100,000	\$100,000	\$100,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Not applicable to this department.			
TOTAL POSITIONS	0.00	0.00	0.00

DEPARTMENTAL BUDGET

Court Enhancement Fund Revenues/Expenditures/Changes in Fund Balance

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$443,170	\$537,193	\$537,193	\$137,443
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	35,457	60,000	14,000	12,500
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	64,851	60,000	51,000	50,000
Miscellaneous Revenue	0	0	0	0
Interest	465	400	1,000	700
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	\$100,773	\$120,400	\$66,000	\$63,200
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	6,750	18,000	6,750	0
Operating Supplies	0	0	0	0
Capital Outlay	0	518,670	459,000	26,000
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	\$6,750	\$536,670	\$465,750	\$26,000
Ending Fund Balance	\$537,193	\$120,923	\$137,443	\$174,643
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	\$537,193	\$120,923	\$137,443	\$174,643

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:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE	2011-12 ESTIMATE

Funding Sources	Amount	% of Funding
Court Enhancement	62,500	98.89%
Interest Income	700	1.11%
Total Funding	\$63,200	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	6,750	18,000	6,750	0
Operating Supplies	0	0	0	0
Capital Outlay	0	518,670	459,000	26,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$6,750	\$536,670	\$465,750	\$26,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Not applicable to this department.			
TOTAL POSITIONS	0.00	0.00	0.00

DEPARTMENTAL BUDGET

Probationary Fund Revenues/Expenditures/Changes in Fund Balance

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$68,810	\$68,873	\$68,873	\$68,873
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	1,000
Miscellaneous Revenue	0	0	0	0
Interest	63	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	\$63	\$0	\$0	\$1,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	65,000	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	\$65,000	\$0	\$0
Ending Fund Balance	\$68,873	\$3,873	\$68,873	\$69,873
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Ending Fund Balance	\$68,873	\$3,873	\$68,873	\$69,873

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:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ESTIMATE	2011-12 ESTIMATE
Not applicable to this department				

Funding Sources	Amount	% of Funding
Probationary Fund	\$1,000	100.00%
Total Funding	\$1,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	65,000	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$0	\$65,000	\$0	\$0

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 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	0	0	0
Grants and Entitlements	144,000	0	0	300,000
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	\$144,000	\$0	\$0	\$300,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	144,000	0	0	300,000
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	\$144,000	\$0	\$0	\$300,000
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

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.

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.

2010-2011 ACCOMPLISHMENTS

- Completed 12 Housing Rehabilitation projects.

GOALS & OBJECTIVES

To rehabilitate 12 owner-occupied units using current available funding (CDBG), and any additional dollars available from Pinal County.

FUNDED BY

Usually funded by USDA-RD 504 grants, and Pinal County for Colonial Del Sol.

FUNDING STATUS

USDA-RD continues to fund 504 grants on an individual basis, anticipate approximately \$100,000 from Federal sources.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

DEPARTMENTAL BUDGET

Community Enrichment Housing Rehab - Leveraged Funds Cost Center 241.50.341

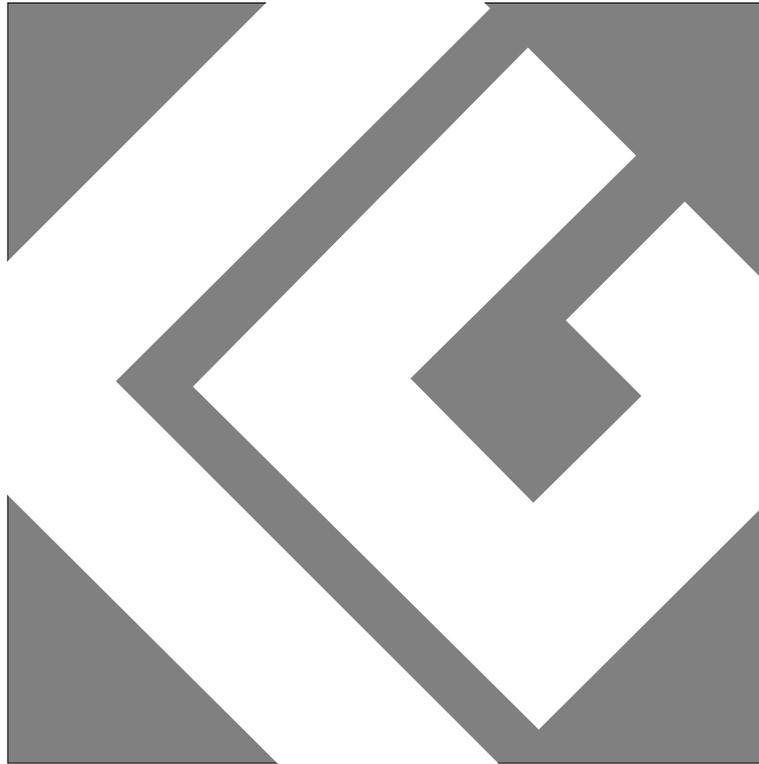
PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Not applicable to this department				

Funding Sources	Amount	% of Funding
Grant	\$300,000	100.00%
Total Funding	\$300,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	144,000	0	0	300,000
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$144,000	\$0	\$0	\$300,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$79,640	\$171,223	\$171,223	\$161,373
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$79,640	\$171,223	\$171,223	\$161,373
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	435,942	716,000	57,700	1,078,000
Charges for Services	84,999	0	143,000	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	\$520,941	\$716,000	\$200,700	\$1,078,000
EXPENDITURES:				
Personnel	\$45,083	\$0	\$27,610	\$0
Contractual Services	381,716	700,000	180,500	1,078,000
Operating Supplies	2,559	0	2,440	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	\$429,358	\$700,000	\$210,550	\$1,078,000
Ending Fund Balance	\$171,223	\$187,223	\$161,373	\$161,373
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$171,223	\$187,223	\$161,373	\$161,373

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.

- 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.

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.

2010-2011 ACCOMPLISHMENTS

- Completed 15 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.

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).

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

DEPARTMENTAL BUDGET

Community Enrichment	C. D. B. G.	Cost Center 242.50.300
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Not applicable to this department				

Funding Sources	Amount	% of Funding
Federal Grants	\$1,078,000	100.00%
Total Funding	\$1,078,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$45,083	\$0	\$27,610	\$0
Contractual Services	381,716	700,000	180,500	1,078,000
Operating Supplies	2,559	0	2,440	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$429,358	\$700,000	\$210,550	\$1,078,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Housing Program Mgr.	0.50	0.50	0.50
TOTAL POSITIONS	0.50	0.50	0.50

DEPARTMENTAL BUDGET

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

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$65,250	\$33,217	\$33,217	(\$99,793)
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$65,250	\$33,217	\$33,217	(\$99,793)
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	870	0	1,000	90,000
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	\$870	\$0	\$1,000	\$90,000
EXPENDITURES:				
Personnel	\$0	\$50,000	\$64,350	\$90,000
Contractual Services	32,739	0	69,640	0
Operating Supplies	164	0	20	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	\$32,903	\$50,000	\$134,010	\$90,000
Ending Fund Balance	\$33,217	(\$16,783)	(\$99,793)	(\$99,793)
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$33,217	(\$16,783)	(\$99,793)	(\$99,793)

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.

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.

2010-2011 ACCOMPLISHMENTS

- Completed 11 Housing Rehabilitation projects.

FUNDING STATUS

No new contracts at present.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

DEPARTMENTAL BUDGET

Community Enrichment	Housing Mini Grants	Cost Center 250.50.344
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Not Applicable to this department.				

Funding Sources	Amount	% of Funding
Misc. charges	\$90,000	100.00%
Total Funding	\$90,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$50,000	\$64,350	\$90,000
Contractual Services	32,739	0	69,640	0
Operating Supplies	164	0	20	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$32,903	\$50,000	\$134,010	\$90,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Not applicable to this department.			
TOTAL POSITIONS	0.00	0.00	0.00

DEPARTMENTAL BUDGET

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

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$6,540	(\$12,929)	(\$12,929)	\$10,731
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$6,540	(\$12,929)	(\$12,929)	\$10,731
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	219,328	300,000	189,090	200,000
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	7,875	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	\$227,203	\$300,000	\$194,090	\$200,000
EXPENDITURES:				
Personnel	\$221,684	\$277,970	\$168,200	\$200,000
Contractual Services	23,793	0	800	0
Operating Supplies	1,195	0	1,430	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	\$246,672	\$277,970	\$170,430	\$200,000
Ending Fund Balance	(\$12,929)	\$9,101	\$10,731	\$10,731
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	(\$12,929)	\$9,101	\$10,731	\$10,731

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.

2010-2011 ACCOMPLISHMENTS

- Completed 17 Housing Rehabilitation Projects.
- Completed 6 Self Help new construction homes.

GOALS AND OBJECTIVES

- Complete an additional 15 Housing Rehabilitation projects prior to February 2012.

FUNDED BY

Rural Development (RD-formerly Farmers HomeAdministration) 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

This funding source will expire in February 2012 and cannot be replenished due to the population of the city. We no longer qualify for Rural Housing funding.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

DEPARTMENTAL BUDGET

Community Enrichment	Rural Development-Self Help	Cost Center 251.50.340
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
# of houses rehabilitated	13	16	13	15
# of self-help homes under construction	25	17	33	35

Funding Sources	Amount	% of Funding
Grant	\$200,000	100.00%
Total Funding	\$200,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$221,684	\$277,970	\$168,200	\$200,000
Contractual Services	23,793	0	800	0
Operating Supplies	1,195	0	1,430	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$246,672	\$277,970	\$170,430	\$200,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Housing Program Mgr.	1.00	1.00	0.00
Housing Intake & Financing Spec.	1.00	1.00	0.00
Housing Program Office Specialist	2.00	2.00	2.00
TOTAL POSITIONS	4.00	4.00	2.00

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DEPARTMENTAL BUDGET

HOME Revenues/Expenditures/Changes in Fund Balance

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	(\$18,589)	(\$47,000)	(\$47,000)	(\$240)
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	(\$18,589)	(\$47,000)	(\$47,000)	(\$240)
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	182,749	330,000	271,800	330,000
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	\$182,749	\$330,000	\$271,800	\$330,000
EXPENDITURES:				
Personnel	\$7,600	\$0	\$2,500	\$0
Contractual Services	203,560	330,000	222,540	330,000
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	\$211,160	\$330,000	\$225,040	\$330,000
Ending Fund Balance	(\$47,000)	(\$47,000)	(\$240)	(\$240)
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	(\$47,000)	(\$47,000)	(\$240)	(\$240)

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.

2010-2011 ACCOMPLISHMENTS

- Completed 11 Housing Rehabilitation projects serving 24 families.

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.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

DEPARTMENTAL BUDGET

Community Enrichment	HOME - Housing Program	Cost Center 255.50.343
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Included in Rural Development - Self Help				

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

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$7,600	\$0	\$2,500	\$0
Contractual Services	203,560	330,000	222,540	330,000
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$211,160	\$330,000	\$225,040	\$330,000

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Housing/Revitalization Manager	1.00	1.00	0.00
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	2.00

DEPARTMENTAL BUDGET

Housing Development Revenues/Expenditures/Changes in Fund Balance

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$111,360	\$74,777	\$74,777	\$94,727
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$111,360	\$74,777	\$74,777	\$94,727
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	9,195	0	2,000	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	81,884	0	64,000	0
Interest	78	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	\$91,157	\$0	\$66,000	\$0
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	127,740	0	46,050	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	\$127,740	\$0	\$46,050	\$0
Ending Fund Balance	\$74,777	\$74,777	\$94,727	\$94,727
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$74,777	\$74,777	\$94,727	\$94,727

DEPARTMENTAL BUDGET

Community Enrichment	Housing Development Fees	Cost Center 260.50.345
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PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Not applicable to this department				

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

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	127,740	0	46,050	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$127,740	\$0	\$46,050	\$0

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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 12 Budget
Police Trust Fund	Accumulation of resources for designated police activities.	702	\$1,100
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	317,000
Police Volunteer	Accounts for donations to support Police Volunteer activities.	706	2,100
Volunteer Retirement Fund	This fund accounts for Casa Grande's volunteers	710	10,000
125 Plan Fund	Employee contributions & expenditures for the City's Section 125 Plan.	711	170,000
CDBG Escrow	Accounts for rehabilitation activity.		<u>500,000</u>
		TOTAL	\$1,015,200

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

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$337,920	\$832,380	\$832,380	\$923,440
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$337,920	\$832,380	\$832,380	\$923,440
REVENUE SOURCES:				
Taxes	\$3,140,640	\$2,710,000	\$2,600,000	\$2,331,000
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	9,063	0	200	0
OTHER FINANCING SOURCES:				
Transfers In	\$1,327,875	\$1,649,280	\$1,649,280	\$1,890,080
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$4,477,578	\$4,359,280	\$4,249,480	\$4,221,080
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	3,352	1,000	3,200	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	3,979,766	3,818,860	3,818,860	3,449,550
OTHER USES:				
Transfers Out	0	113,630	336,360	115,000
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$3,983,118	\$3,933,490	\$4,158,420	\$3,564,550
Change in Fund Balance	\$832,380	\$1,258,170	\$923,440	\$1,579,970
Designated Reserves	0	0	0	0
Ending Fund Balance	\$832,380	\$1,258,170	\$923,440	\$1,579,970

DEPARTMENTAL BUDGET

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

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$30,516	\$27,816	\$27,816	\$25,116
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	\$27,816	\$27,816	\$25,116
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	299,920	305,120	305,120	306,370
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$299,920	\$305,120	\$305,120	\$306,370
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	299,920	305,120	305,120	304,370
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$302,620	\$305,120	\$307,820	\$304,370
Ending Fund Balance	\$27,816	\$27,816	\$25,116	\$27,116
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$27,816	\$27,816	\$25,116	\$27,116

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	306,370	100.00%
Total Funding	\$306,370	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 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	299,920	305,120	305,120	304,370
DEPARTMENTAL TOTALS	\$302,620	\$305,120	\$307,820	\$304,370

DEPARTMENTAL BUDGET

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

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 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	1,027,955	1,344,160	1,344,160	1,583,710
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$1,027,955	\$1,344,160	\$1,344,160	\$1,583,710
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	1,027,955	1,344,160	1,344,160	1,583,710
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$1,027,955	\$1,344,160	\$1,344,160	\$1,583,710
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>The sales tax is now used in the following manner: Up to \$500,000 for 2009 Excise Tax Bond repayment & the remainder for recreation construction projects. Other funding for repayment is General Fund & Performance Institute revenues.</p>		

Funding Sources	Amount	% of Funding
Sales Tax	\$0	0.00%
Interest	\$0	0.00%
Transfers In	\$1,583,710	100.00%
Total Funding	\$1,583,710	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 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	1,027,955	1,344,160	1,344,160	1,583,710
DEPARTMENTAL TOTALS	\$1,027,955	\$1,344,160	\$1,344,160	\$1,583,710

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DEPARTMENTAL BUDGET

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

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$178,135	\$800,144	\$800,144	\$893,704
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$178,135	\$800,144	\$800,144	\$893,704
REVENUE SOURCES:				
Taxes	3,140,640	2,710,000	2,600,000	2,331,000
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	\$3,140,640	\$2,710,000	\$2,600,000	\$2,331,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	250	1,000	500	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	2,518,381	2,169,580	2,169,580	1,561,470
OTHER USES:				
Transfers Out	0	113,630	336,360	115,000
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$2,518,631	\$2,284,210	\$2,506,440	\$1,676,470
Ending Fund Balance	\$800,144	\$1,225,934	\$893,704	\$1,548,234
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$800,144	\$1,225,934	\$893,704	\$1,548,234

DEPARTMENTAL BUDGET

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

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$129,269	\$4,420	\$4,420	\$4,620
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$129,269	\$4,420	\$4,420	\$4,620
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	180	0	200	0
Special Assessments	8,883	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	\$9,063	\$0	\$200	\$0
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	402	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	133,510	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	\$133,912	\$0	\$0	\$0
Ending Fund Balance	\$4,420	\$4,420	\$4,620	\$4,620
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$4,420	\$4,420	\$4,620	\$4,620

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	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	201	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	133,510	0	0	0
DEPARTMENTAL TOTALS	\$133,711	\$0	\$0	\$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

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$24,031,527	\$37,473,453	\$37,473,453	\$30,929,373
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$24,031,527	\$37,473,453	\$37,473,453	\$30,929,373
REVENUE SOURCES:				
Taxes	\$2,893,220	\$2,650,000	\$2,391,000	\$2,236,000
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	100,803	4,668,950	316,440	6,150,000
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	32,000	0
Interest Income	41,296	82,000	35,400	28,500
OTHER FINANCING SOURCES:				
Transfers In	8,510,435	2,125,100	7,680,140	2,053,300
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	37,512,915	20,000,000	2,500,000	20,000,000
Total Revenues & Other Financing Sources	\$49,058,669	\$29,526,050	\$12,954,980	\$30,467,800
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	6,616	300,000	8,710	0
Operating Supplies	0	0	0	0
Capital Outlay	29,079,146	41,100,000	18,435,310	28,161,700
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	6,530,981	1,989,500	1,055,040	1,952,100
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$35,616,743	\$43,389,500	\$19,499,060	\$30,113,800
Ending Fund Balance	\$37,473,453	\$23,610,003	\$30,929,373	\$31,283,373
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$37,473,453	\$23,610,003	\$30,929,373	\$31,283,373

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

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$16,212,945	\$13,067,404	\$13,067,404	\$15,511,154
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$16,212,945	\$13,067,404	\$13,067,404	\$15,511,154
REVENUE SOURCES:				
Taxes	1,957,078	2,000,000	1,441,000	1,300,000
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	32,000	0
Interest Income	14,470	50,000	15,000	15,000
OTHER FINANCING SOURCES:				
Transfers In	0	0	2,355,750	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	4,024,431	0	0	0
Total Revenues & Other Financing Sources	\$5,995,979	\$2,050,000	\$3,843,750	\$1,315,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	5,126,702	1,200,000	1,400,000	850,000
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	4,014,818	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$9,141,520	\$1,200,000	\$1,400,000	\$850,000
Ending Fund Balance	\$13,067,404	\$13,917,404	\$15,511,154	\$15,976,154
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	\$13,067,404	\$13,917,404	\$15,511,154	\$15,976,154

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:		
APS Agreement	\$ 350,000	
McMurry Blvd Reconstruction	\$ 500,000	

Funding Sources	Amount	% of Funding
Sales Tax Collections	\$1,300,000	98.86%
Interest Income	15,000	1.14%
Total Funding	\$1,315,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	5,126,702	1,200,000	1,400,000	850,000
Debt Service	0	0	0	0
Transfers	4,014,818	0	0	0
DEPARTMENTAL TOTALS	\$9,141,520	\$1,200,000	\$1,400,000	\$850,000

DEPARTMENTAL BUDGET

Capital Replacement Fund-Revenues/Expenditures/Changes in Fund Balance

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$8,195,740	\$6,964,516	\$6,964,516	\$7,916,866
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$8,195,740	\$6,964,516	\$6,964,516	\$7,916,866
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	0	0	0	0
Interest	7,571	30,000	8,000	8,000
OTHER FINANCING SOURCES:				
Transfers In	1,442,248	1,817,820	1,824,390	1,903,300
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$1,449,819	\$1,847,820	\$1,832,390	\$1,911,300
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	300,000	0	0
Operating Supplies	0	0	0	0
Capital Outlay	835,043	1,513,000	325,000	2,140,000
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	1,846,000	1,489,500	555,040	1,452,100
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$2,681,043	\$3,302,500	\$880,040	\$3,592,100
Ending Fund Balance	\$6,964,516	\$5,509,836	\$7,916,866	\$6,236,066
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$6,964,516	\$5,509,836	\$7,916,866	\$6,236,066

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. The remainder of expenditures are carry forwards from last FY.					
Use of current fiscal year's funding:					
Replace #420 - engine 511	\$650,000	Replace #534	\$265,000		
Equipment for Fire	\$100,000	Replace #545	\$60,000		
Golf Carts	\$40,500	Repl. chassis	\$30,000		
Replace #102 - 1 ton dump	\$40,000	Replace #516	\$215,000		
Replace #104 1 ton cab	\$40,000	Replace #529	\$215,000		
Replace #106 3/4 T pickup	\$28,000	Replace #561	\$31,600		
Replace #107 & #108 pickups	\$56,000	Replace #353	\$33,000		
Replace 12 police vehicles	\$535,000	Replace #640	\$91,000		
Replace 2 vans	\$55,000	Replace #710	\$25,000		
Replace #2200 motorcycle	\$27,000				

Funding Sources	Amount	% of Funding
Transfers In	\$1,903,300	99.58%
Interest	8,000	0.42%
Total Funding	\$1,911,300	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	300,000	0	0
Operating Supplies	0	0	0	0
Capital Outlay	835,043	1,513,000	325,000	2,140,000
Debt Service	0	0	0	0
Transfers	1,846,000	1,489,500	555,040	1,452,100
DEPARTMENTAL TOTALS	\$2,681,043	\$3,302,500	\$880,040	\$3,592,100

DEPARTMENTAL BUDGET

Recreation Construction-Revenues/Expenditures/Changes in Fund Balance

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	(\$6,821,436)	\$388,185	\$388,185	\$660,285
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	(\$6,821,436)	\$388,185	\$388,185	\$660,285
REVENUE SOURCES:				
Taxes	936,142	650,000	950,000	936,000
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	0	0	0	0
Interest Income	652	2,000	400	500
OTHER FINANCING SOURCES:				
Transfers In	7,000,000	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	11,470,055	0	0	0
Total Revenues & Other Financing Sources	\$19,406,849	\$652,000	\$950,400	\$936,500
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	3,866	0	4,300	0
Operating Supplies	0	0	0	0
Capital Outlay	11,623,307	0	174,000	0
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	570,055	500,000	500,000	500,000
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$12,197,228	\$500,000	\$678,300	\$500,000
Ending Fund Balance	\$388,185	\$540,185	\$660,285	\$1,096,785
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$388,185	\$540,185	\$660,285	\$1,096,785

DEPARTMENTAL BUDGET

Capital Improvements	Recreation Construction	Cost Center 406.80.000
General Information:		
<p>This capital project fund is recording the activity to construct and repay debt for 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 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	\$936,000	99.95%
Proceeds from bond	0	0.00%
Interest	500	0.05%
Total Funding	\$936,500	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	3,866	0	4,300	0
Operating Supplies	0	0	0	0
Capital Outlay	11,623,307	0	174,000	0
Debt Service	0	0	0	0
Transfers	570,055	500,000	500,000	500,000
DEPARTMENTAL TOTALS	\$12,197,228	\$500,000	\$678,300	\$500,000

DEPARTMENTAL BUDGET

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

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$6,928	\$150,740	\$150,740	\$94,350
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$6,928	\$150,740	\$150,740	\$94,350
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	100,803	4,668,950	51,000	6,150,000
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
Interest Income	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	68,187	307,280	0	150,000
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	\$168,990	\$4,976,230	\$51,000	\$6,300,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	500	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	24,678	5,017,000	107,390	2,671,700
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	\$25,178	\$5,017,000	\$107,390	\$2,671,700
Ending Fund Balance	\$150,740	\$109,970	\$94,350	\$3,722,650
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$150,740	\$109,970	\$94,350	\$3,722,650

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 Master Plan	\$5,200	
Design South Runway	\$9,480	
Design rw/tw/guidance	\$95,000	
Rehab/Construct rw/tw	\$178,000	
Runway overlay	\$100,000	
Install rw/tw light system (carryforward)	\$1,200,000	
Construct terminal apron (carryforward)	\$1,084,020	
The revenue projection was based on an earlier project list. Grants will not exceed actual expenditures.		

Funding Sources	Amount	% of Funding
Federal Grant	6,000,000	95.24%
State Grant	150,000	2.38%
General Fund Transfer	150,000	2.38%
Total Funding	\$6,300,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	500	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	24,678	5,017,000	107,390	2,671,700
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$25,178	\$5,017,000	\$107,390	\$2,671,700

DEPARTMENTAL BUDGET

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

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Beginning Fund Balance	\$6,437,350	\$16,902,608	\$16,902,608	\$6,746,718
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	\$6,437,350	\$16,902,608	\$16,902,608	\$6,746,718
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	265,440	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
Interest Earned	18,603	0	12,000	5,000
OTHER FINANCING SOURCES:				
Transfers In	0	0	3,500,000	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	22,018,429	0	2,500,000	0
Total Revenues & Other Financing Sources	\$22,037,032	\$0	\$6,277,440	\$5,000
EXPENDITURES:				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	2,250	0	4,410	0
Operating Supplies	0	0	0	0
Capital Outlay	11,469,416	13,370,000	16,428,920	2,500,000
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	100,108	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$11,571,774	\$13,370,000	\$16,433,330	\$2,500,000
Ending Fund Balance	\$16,902,608	\$3,532,608	\$6,746,718	\$4,251,718
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	\$16,902,608	\$3,532,608	\$6,746,718	\$4,251,718

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:		
Library expansion	\$1,100,000	
Communication Center	\$1,100,000	
Court (carry forward)	\$300,000	

Funding Sources	Amount	% of Funding
Interest Income	\$5,000	100.00%
Total Funding	\$5,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	2,250	0	4,410	0
Operating Supplies	0	0	0	0
Capital Outlay	11,469,416	13,370,000	16,428,920	2,500,000
Debt Service	0	0	0	0
Transfers Out	100,108	0	0	0
DEPARTMENTAL TOTALS	\$11,571,774	\$13,370,000	\$16,433,330	\$2,500,000

DEPARTMENTAL BUDGET

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

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 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
Interest Income	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 is established for budget authority purposes and will be assigned to specific development 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	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 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>520</i>	<i>WASTEWATER TREATMENT</i>
<i>521</i>	<i>Operations & Collector System</i>
<i>522</i>	<i>Sewer Capacity</i>
<i>523</i>	<i>Expansion</i>
<i>523</i>	<i>Sewer Development</i>
<i>540</i>	<i>SANITATION</i>
	<i>Residential Collection</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

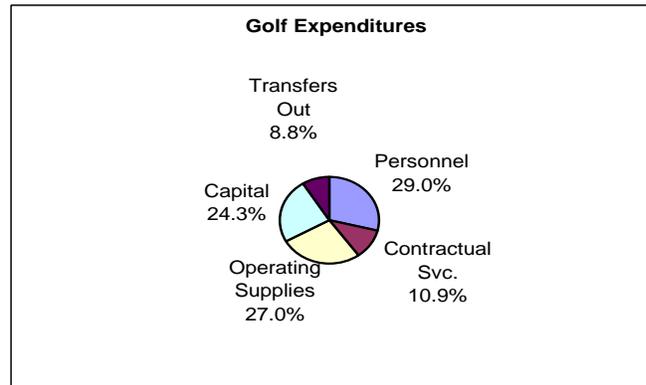
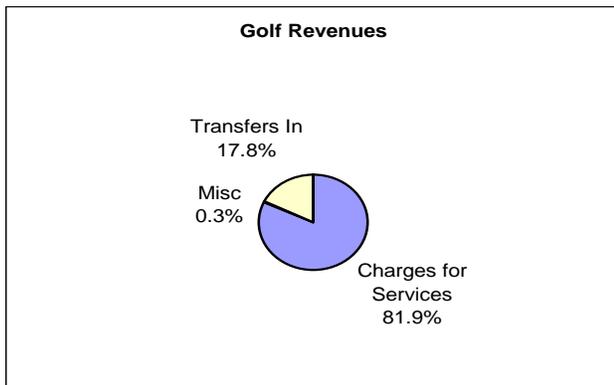
Consolidated Enterprise Funds-Revenues/Expenditures/Other Sources and Uses

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
REVENUE SOURCES:				
Taxes	\$26,657	\$0	\$25,000	\$19,000
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	11,440,877	12,532,800	14,217,130	14,869,200
Fines & Forfeitures	0	0	0	0
Impact Fees	983,431	847,000	516,000	585,000
Interest Income	22,661	24,000	28,700	19,600
Miscellaneous Revenue	1,815	15,000	43,000	35,000
OTHER FINANCING SOURCES:				
Transfers In	\$4,043,748	\$4,874,130	\$3,776,760	\$4,026,440
Proceeds from Lease Purchase	0	22,200,000	15,000,000	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	\$16,519,189	\$40,492,930	\$33,606,590	\$19,554,240
EXPENDITURES:				
Personnel	\$3,540,016	\$3,549,790	\$3,306,820	\$3,635,990
Contractual Services	5,025,654	3,589,440	2,647,210	4,502,220
Operating Supplies	1,943,090	2,156,230	2,327,950	2,716,800
Capital Outlay	95,377	28,127,000	12,748,030	11,900,700
Debt Service	981,271	5,986,290	6,789,090	5,933,450
OTHER USES:				
Transfers Out	3,412,428	4,825,490	4,830,720	4,165,790
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$14,997,836	\$48,234,240	\$32,649,820	\$32,854,950

DEPARTMENTAL BUDGET

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

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
REVENUE SOURCES:				
Taxes	\$26,657	\$0	\$25,000	\$19,000
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	1,067,326	1,152,800	1,184,930	1,266,000
Fines & Forfeitures	0	0	0	0
Impact Fees	0	0	0	0
Interest	209	0	0	0
Miscellaneous Revenue	2,075	5,000	5,000	5,000
OTHER FINANCING SOURCES:				
Transfers In	326,000	288,630	641,360	275,500
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	\$1,422,267	\$1,446,430	\$1,856,290	\$1,565,500
EXPENDITURES:				
Personnel	\$479,565	\$450,300	\$459,930	\$494,900
Contractual Services	293,940	134,880	153,280	185,990
Operating Supplies	376,088	412,800	446,560	462,700
Capital Outlay	93,140	413,500	129,700	414,500
Debt Service	706	113,630	113,630	113,630
OTHER USES:				
Transfers Out	146,860	150,020	150,020	150,020
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$1,390,299	\$1,675,130	\$1,453,120	\$1,821,740



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.

2010-2011 ACCOMPLISHMENTS

- Developed the annual fiscal year Business Plan.
- Completed design for clubhouse improvements, with construction to be completed by Oct. 2011.
- Continue utilizing and expanding recommendations from USGA to enhance course conditions.
- Hosted several golf tournaments, golf clinics, demo days, special events and youth/family programs.
- Purchased 20 new gas golf carts and a Greens mower.

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.

GOALS AND OBJECTIVES

- Establish and maintain a self-sustaining golf enterprise.
- Continue to decrease the city subsidy within the golf course annual budget by increasing overall golf course revenues, and decrease expenditures whenever possible.

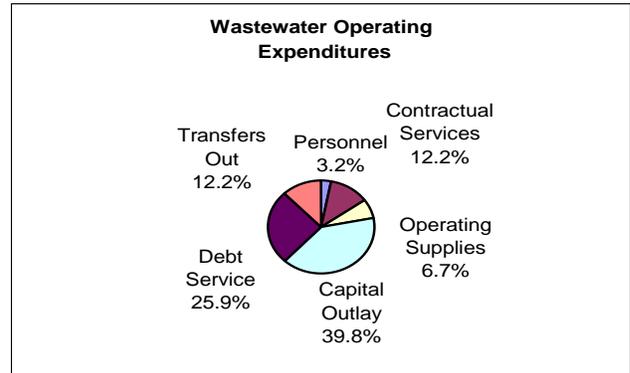
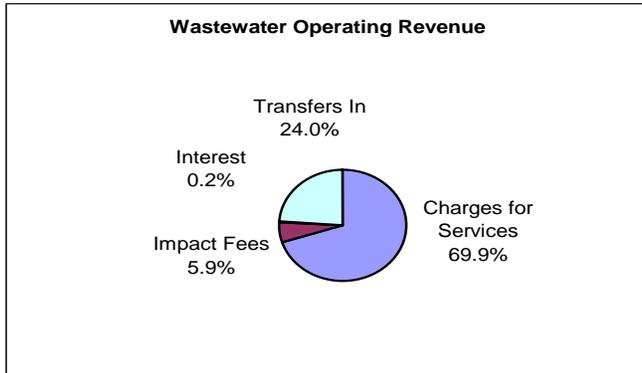
PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

DEPARTMENTAL BUDGET

Wastewater System Funds-Revenues/Expenditures/Other Sources and Uses

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	5,059,894	5,440,000	6,784,000	6,881,000
Fines	0	0	0	0
Impact Fees	983,431	847,000	516,000	585,000
Interest	21,097	19,000	26,300	17,300
Miscellaneous Revenue	14,017	0	9,000	20,000
OTHER FINANCING SOURCES:				
Transfers In	2,092,748	3,120,000	3,120,000	2,364,340
Proceeds from Lease Purchase	0	20,000,000	15,000,000	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	\$8,171,187	\$29,426,000	\$25,455,300	\$9,867,640
EXPENDITURES:				
Personnel	\$623,763	\$731,950	\$542,460	\$707,580
Contractual Services	3,013,483	2,161,590	1,290,790	2,719,300
Operating Supplies	916,759	940,860	1,087,100	1,509,500
Capital Outlay	0	23,748,000	11,789,260	8,899,000
Debt Service	974,870	5,848,340	6,651,290	5,802,440
OTHER USES:				
Transfers Out	2,414,356	3,514,950	3,514,950	2,726,320
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$7,943,231	\$36,945,690	\$24,875,850	\$22,364,140



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.

2010-2011 ACCOMPLISHMENTS

- Continue to coordinate the plant operation with ongoing Phase III expansion.
- Maintained 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.

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.

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.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

DEPARTMENTAL BUDGET

Health & Sanitation Wastewater Operations Cost Center 520.35.451

PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Million gallons of wastewater reused	N/A	119	325	350
Wastewater treatment cost per 1,000 gallons	\$1.57	\$1.48	\$1.49	\$1.55
Billion gallons of water treated	N/A	1.868	1.660	1.750

Funding Sources	Amount	% of Funding
Treatment Fees	6,881,000	99.26%
Interest	6,000	0.09%
Miscellaneous	20,000	0.29%
Transfers In	25,000	0.36%
Total Funding	\$6,932,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$487,005	\$568,830	\$371,530	\$543,810
Contractual Services	2,303,195	1,714,590	1,270,190	2,200,750
Operating Supplies	877,609	752,860	997,600	1,321,500
Capital Outlay	0	48,000	28,000	75,000
Debt Service	0	1,561,230	1,561,230	2,294,900
Transfers	416,608	394,950	394,950	386,980
DEPARTMENTAL TOTALS	\$4,084,417	\$5,040,460	\$4,623,500	\$6,822,940

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
W/W Superintendent	1.00	1.00	0.00
Chief W.W.T. Plant Operator	1.00	1.00	1.00
Management Analyst	0.25	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	0.00
W/W Laboratory Technician	1.00	1.00	1.00
Industrial Pretreatment Coord	1.00	1.00	1.00
Senior Maintenance Worker	1.00	1.00	1.00
Maintenance Worker	3.00	2.00	3.00
TOTAL POSITIONS	10.25	9.25	8.25

DEPARTMENTAL BUDGET

Health & Sanitation		Wastewater Collector System		Cost Center 520.35.455	
PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE	
% of linear ft. of sewer line cleaned per year	N/A	10.0%	18.8%	20.0%	
Average response time (days) per service request	15.00	6.00	2.25	2.00	
# of breaks, leaks, etc. repaired	N/A	88	272	300	

Funding Sources	Amount	% of Funding
Included in Wastewater Operations		
Total Funding	\$0	0.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$136,758	\$163,120	\$170,930	\$163,770
Contractual Services	41,183	447,000	20,600	518,550
Operating Supplies	39,150	188,000	89,500	188,000
Capital Outlay	0	0	0	750,000
DEPARTMENTAL TOTALS	\$217,091	\$798,120	\$281,030	\$1,620,320

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
WW Treatment Plant Operator	1.00	1.00	1.00
Senior Maintenance Worker	1.00	1.00	1.00
Maintenance Worker	1.00	1.00	1.00
TOTAL POSITIONS	3.00	3.00	3.00

DEPARTMENTAL BUDGET

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

Funding Sources	Amount	% of Funding
Interest Income	300	100.00%
Total Funding	\$300	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 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
Interest Income	1,000	0.04%
Transfer In	2,339,340	99.96%
Total Funding	\$2,340,340	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	540,679	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	20,000,000	11,126,260	0
Debt Service	974,870	4,287,110	5,090,060	3,507,540
DEPARTMENTAL TOTALS	\$1,515,549	\$24,287,110	\$16,216,320	\$3,507,540

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 Kortsen Rd \$4,500,000, East side sewer \$3,574,000 and transfer to the Sewer Expansion Fund for the WIFA loan repayment.</p>		

Funding Sources	Amount	% of Funding
Impact Fees	\$585,000	98.32%
Interest Income	10,000	1.68%
Total Funding	\$595,000	100.00%

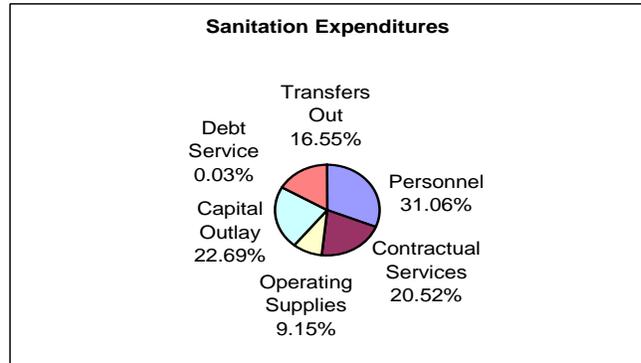
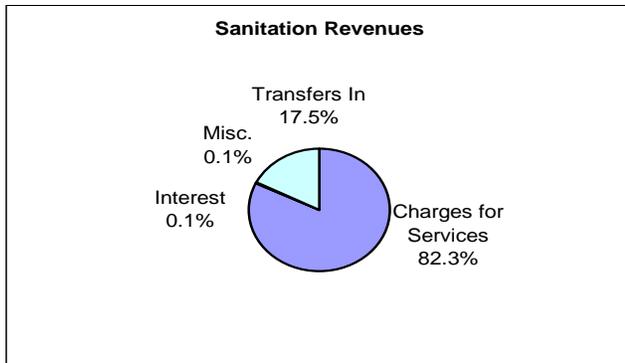
SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	4,005	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	3,700,000	635,000	8,074,000
Debt Service	0	0	0	0
Transfers	1,997,748	3,120,000	3,120,000	2,339,340
DEPARTMENTAL TOTALS	\$2,001,753	\$6,820,000	\$3,755,000	\$10,413,340

DEPARTMENTAL BUDGET

Sanitation Funds-Revenues/Expenditures/Other Sources and Uses

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	5,151,563	5,740,000	6,077,200	6,511,200
Fines & Forfeitures	0	0	0	0
Impact Fees	0	0	0	0
Interest	1,355	5,000	2,400	2,300
Miscellaneous Revenue	(14,277)	10,000	29,000	10,000
OTHER FINANCING SOURCES:				
Transfers In	1,625,000	1,435,000	0	1,386,600
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	\$6,763,641	\$7,190,000	\$6,108,600	\$7,910,100

EXPENDITURES:				
Personnel	\$2,381,015	\$2,312,940	\$2,251,480	\$2,378,030
Contractual Services	1,656,516	1,266,480	1,185,750	1,571,430
Operating Supplies	612,493	758,970	751,590	701,000
Capital Outlay	2,237	1,735,000	714,030	1,737,200
Debt Service	1,119	9,020	9,020	2,240
OTHER USES:				
Transfers Out	827,424	1,140,770	1,140,500	1,267,200
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$5,480,804	\$7,223,180	\$6,052,370	\$7,657,100



Health & Sanitation	Sanitation – Residential Collection	Cost Center 540.35.420
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GENERAL INFORMATION

This division is responsible for the collection of all residential refuse within the City. Refuse receptacles are provided by the City and are collected twice per week.

2010-2011 ACCOMPLISHMENTS

- Collected 18,389 tons of residential trash.
- Responded to 97.8% of requests for collection of blocked and missed collections within 24 hours of request.

MISSION

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

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 maximize public education on sanitation schedules and services offered.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

DEPARTMENTAL BUDGET

Health & Sanitation		Sanitation - Residential Collection			Cost Center 540.35.420
PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE	
Average # of containers serviced per route	969	983	983	995	
# of households collected per staff hour	121.00	122.90	122.80	130.00	

Funding Sources	Amount	% of Funding
Charges for Service	3,162,000	67.85%
Interest Income	2,000	0.04%
Miscellaneous	110,000	2.36%
Transfers	1,386,600	29.75%
Total Funding	\$4,660,600	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$671,169	\$453,740	\$471,740	\$496,060
Contractual Services	1,161,924	457,800	441,100	449,720
Operating Supplies	294,457	272,870	307,470	252,560
Capital Outlay	86	260,000	38,000	260,800
Debt Service	893	2,240	2,240	2,240
Transfers	243,068	377,700	377,430	475,880
DEPARTMENTAL TOTALS	\$2,371,597	\$1,824,350	\$1,637,980	\$1,937,260

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Sanitation Superintendent	0.20	0.20	0.20
Sanitation Supervisor	0.20	0.20	0.20
Management Analyst	0.25	0.25	0.25
Heavy Equipment Operator	5.40	5.40	4.60
Equipment Operator	0.50	0.50	0.90
Maintenance Worker	0.40	0.40	0.20
TOTAL POSITIONS	6.95	6.95	6.35

Health & Sanitation	Sanitation – 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.

2010-2011 ACCOMPLISHMENTS

- Collected 1,361 tons of bulk trash.
- Completed 100% of bulk trash collections within scheduled week.

MISSION

To provide customer oriented, environmentally safe and low cost sanitation service for all residential customers in the city.

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 cycles.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

DEPARTMENTAL BUDGET

Health & Sanitation		Sanitation - Uncontained Trash		Cost Center 540.35.421	
PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE	
% of collection zones completed by end of week	100%	100%	100%	100%	
Tons of uncontained trash collected per quarter	N/A	335.50	367.55	374.90	

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

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$280,627	\$272,340	\$293,470	\$271,470
Contractual Services	52,488	70,560	60,880	53,520
Operating Supplies	25,513	37,530	28,020	28,400
Capital Outlay	0	0	0	93,100
Debt Service	0	0	0	0
Transfers	58,036	41,860	41,860	51,170
DEPARTMENTAL TOTALS	\$416,664	\$422,290	\$424,230	\$497,660

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Sanitation Superintendent	0.10	0.10	0.10
Sanitation Supervisor	0.20	0.20	0.20
Heavy Equipment Operator	0.20	0.20	0.20
Equipment Operator	0.30	0.30	0.80
Maintenance Worker	4.40	4.40	3.90
TOTAL POSITIONS	5.20	5.20	5.20

Health & Sanitation	Sanitation - 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.

2010-2011 ACCOMPLISHMENTS

- Hosted E-Cycles collection event to promote recycling of electronics.
- Assisted Casa Grande Youth Commission with two paper-shred events.
- Partnered with Keep Casa Grande Beautiful to develop recycle signs for calendar and sanitation trucks.

MISSION

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

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.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

DEPARTMENTAL BUDGET

Health & Sanitation		Sanitation - Recycling Collection		Cost Center 540.35.422	
PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE	
Average weight of recyclables collected per commercial account (quarterly in pounds)	606.23	557.74	589.67	601.46	
# of businesses collected per staff hour	4.80	3.99	3.79	4.80	
Average weight of recyclables collected per household (quarterly in pounds)	44.50	43.11	46.54	47.47	

Funding Sources	Amount	% of Funding
Recycling Revenue	\$241,000	25.9%
Total Funding	\$241,000	25.9%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$419,714	\$427,500	\$369,150	\$429,270
Contractual Services	58,958	70,770	67,340	82,410
Operating Supplies	33,503	54,690	38,700	57,050
Capital Outlay	0	45,000	0	261,500
Debt Service	0	0	0	0
Transfers	113,408	73,270	73,270	100,780
DEPARTMENTAL TOTALS	\$625,583	\$671,230	\$548,460	\$931,010

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Superintendent	0.10	0.10	0.10
Supervisor	0.20	0.20	0.20
Heavy Equipment Operator	1.80	1.80	1.50
Equipment Operator	0.40	0.40	2.30
Maintenance Worker	6.00	6.00	4.30
TOTAL POSITIONS	8.50	8.50	8.40

Health & Sanitation	Sanitation Recycling Operations	Cost Center 540.35.423
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GENERAL INFORMATION

The Sanitation Recycling Operations is responsible for public education on recycling and the processing of recyclables prior to shipment to recycling facilities. The operation is also responsible for the marketing and tracking of all commodities sold to the recycling facilities.

2010-2011 ACCOMPLISHMENTS

- Shipped out 1,710 tons of recyclable material.
- Distributed "Sanitation Newsletter" to all single family households.

MISSION

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

GOALS AND OBJECTIVES

To prepare all collected recyclables for shipment to recycling facilities.

- To maximize the tonnage of recyclables shipped to recycling facilities.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

DEPARTMENTAL BUDGET

Health & Sanitation		Sanitation Recycling Operations		Cost Center 540.35.423	
PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE	
Recyclables shipped to recycling facilities (quarterly in tons)	361.00	399.89	406.89	415.00	

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

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$166,109	\$199,110	\$216,520	\$229,260
Contractual Services	26,534	28,370	27,440	119,990
Operating Supplies	16,981	23,500	43,000	29,100
Capital Outlay	0	0	30	1,900
Debt Service	0	0	0	0
Transfers	58,976	50,070	50,070	21,980
DEPARTMENTAL TOTALS	\$268,600	\$301,050	\$337,060	\$402,230

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Superintendent	0.20	0.20	0.20
Supervisor	1.15	1.15	0.15
Heavy Equipment Operator	1.00	1.00	2.00
Maintenance Worker	1.00	1.00	1.00
TOTAL POSITIONS	3.35	3.35	3.35

Health & Sanitation	Sanitation 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.

2010-2011 ACCOMPLISHMENTS

- Managed 26,850 transactions and 64,800 tons of refuse.
- Continued soil reuse program to minimize use of soil and loss of airspace.
- Obtained Title V air quality permit application.
- Installed water tower to maximize dust control program.

GOALS AND OBJECTIVES

To maximize the life of the landfill by minimizing the amount of space used to dispose of wastes delivered to the landfill.

- Maximize waste compaction.
- Minimize depth of soil cover.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

DEPARTMENTAL BUDGET

Health & Sanitation		Sanitation - Landfill		Cost Center 540.35.425	
PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE	
Cubic yards of soil used to cover each ton of waste	0.55	0.77	0.40	0.45	
# of tons processed	77,776	64,044	61,547	62,778	

Funding Sources	Amount	% of Funding
Charges for Service	1,410,000	68.7%
Total Funding	\$1,410,000	68.7%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$422,382	\$420,900	\$404,950	\$419,370
Contractual Services	226,294	490,870	445,590	719,150
Operating Supplies	143,138	161,250	155,420	159,870
Capital Outlay	2,151	776,000	649,000	279,900
Debt Service	226	6,780	6,780	0
Transfers	181,908	431,170	431,170	473,320
DEPARTMENTAL TOTALS	\$976,099	\$2,286,970	\$2,092,910	\$2,051,610

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Sanitation Superintendent	0.00	0.20	0.20
Sanitation Supervisor	1.00	0.85	0.85
Heavy Equipment Operator	4.00	4.00	4.00
Landfill Gate Attendant	1.50	2.00	1.50
TOTAL POSITIONS	6.50	7.05	6.55

Health & Sanitation	Sanitation – 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 3 yards to 8 yards.

2010-2011 ACCOMPLISHMENTS

- Collected 10,932 tons of commercial front load contained trash.
- Responded to 100% of special collection requests within 24 hours of customer’s call.

MISSION

To provide customer oriented, environmentally safe and cost effective sanitation service for all commercial and industrial customers.

GOALS AND OBJECTIVES

- To minimize operational costs while maintaining current service levels.
- To reduce the ratio of front load staff hours to containers service.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

DEPARTMENTAL BUDGET

Health & Sanitation Sanitation - Commercial Front Load Cost Center 540.35.426

PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
# of containers serviced per staff hour	10.62	10.88	12.11	12.35

Funding Sources	Amount	% of Funding
Charges for Service	1,558,000	100.00%
Total Funding	\$1,558,000	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$257,290	\$294,120	\$287,150	\$295,050
Contractual Services	80,847	92,660	90,470	123,240
Operating Supplies	58,031	132,200	137,720	102,470
Capital Outlay	0	560,000	0	560,000
Debt Service	0	0	0	0
Transfers	104,712	90,780	90,780	48,640
DEPARTMENTAL TOTALS	\$500,880	\$1,169,760	\$606,120	\$1,129,400

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Sanitation Superintendent	0.10	0.10	0.10
Sanitation Supervisor	0.20	0.20	0.20
Heavy Equipment Operator	2.40	2.40	2.40
Equipment Operator	1.20	1.20	1.30
Maintenance Worker	0.20	0.20	0.10
TOTAL POSITIONS	4.10	4.10	4.10

Health & Sanitation	Sanitation – 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.

2010-2011 ACCOMPLISHMENTS

- Collected 10,932 tons of roll off container trash.
- Responded to 100% of service requests within 24 hours of customer call in.

MISSION

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

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.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

DEPARTMENTAL BUDGET

Health & Sanitation		Sanitation - Commercial Roll Off		Cost Center 540.35.427	
PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE	
# of containers serviced per staff hour	0.93	0.76	0.88	0.89	

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

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$163,724	\$245,230	\$208,500	\$237,550
Contractual Services	49,471	55,450	52,930	23,400
Operating Supplies	40,870	76,930	41,260	71,550
Capital Outlay	0	94,000	27,000	280,000
Debt Service	0	0	0	0
Transfers	67,316	75,920	75,920	95,430
DEPARTMENTAL TOTALS	\$321,381	\$547,530	\$405,610	\$707,930

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Sanitation Superintendent	0.10	0.10	0.10
Sanitation Supervisor	0.20	0.20	0.20
Heavy Equipment Operator	1.20	1.20	1.30
Equipment Operator	1.30	1.30	0.70
Maintenance Worker	1.00	1.00	1.50
TOTAL POSITIONS	3.80	3.80	3.80

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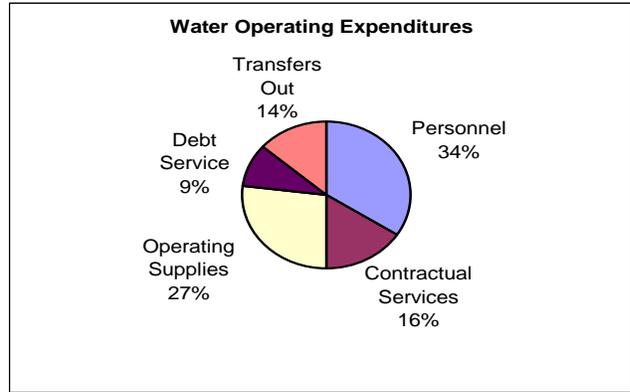
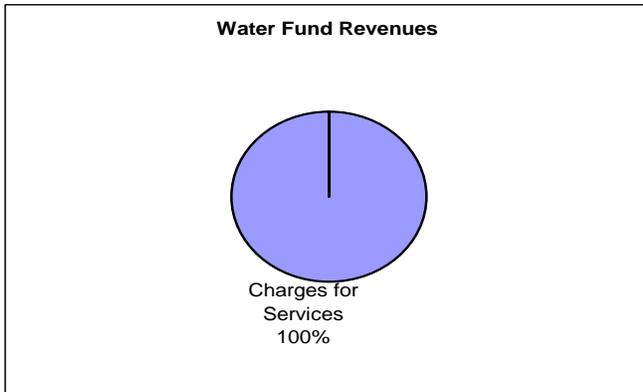


DEPARTMENTAL BUDGET

Water Fund-Revenues/Expenditures/Other Sources and Uses

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	162,094	200,000	171,000	211,000
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	30,500	15,400	0
Proceeds from Lease Purchase	0	2,200,000	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	\$162,094	\$2,430,500	\$186,400	\$211,000

EXPENDITURES:				
Personnel	\$55,673	\$54,600	\$52,950	\$55,480
Contractual Services	61,715	26,490	17,390	25,500
Operating Supplies	37,750	43,600	42,700	43,600
Depreciation	0	0	0	0
Capital Outlay	0	2,230,500	115,040	850,000
Debt Service	4,576	15,300	15,150	15,140
OTHER USES:				
Transfers Out	23,788	19,750	25,250	22,250
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$183,502	\$2,390,240	\$268,480	\$1,011,970



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.

2010-2011 ACCOMPLISHMENTS

- Delivered 45 million gallons of drinking water.
- Maintained the system so that there were no system-wide outages.
- Responded to all customer service and Blue Stake requests.

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.

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.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

DEPARTMENTAL BUDGET

Health & Sanitation		Water System		Cost Center 550.35.460	
PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE	
Water Pumped (million gal.)	N/A	N/A	44,580,540	45,000,000	
Meter Installations	36	26	0	10	
Chemical Usage (Gal.)	2,000	1,500	720	800	

Funding Sources	Amount	% of Funding
Charges for Service	211,000	20.85%
Total Funding	\$211,000	20.85%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$55,673	\$54,600	\$52,950	\$55,480
Contractual Services	61,715	26,490	17,390	25,500
Operating Supplies	37,750	43,600	42,700	43,600
Capital Outlay	0	2,230,500	115,040	850,000
Debt Service	4,576	15,300	15,150	15,140
Transfers	23,788	19,750	25,250	22,250
DEPARTMENTAL TOTALS	\$183,502	\$2,390,240	\$268,480	\$1,011,970

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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 & RISK MANAGEMENT</i>

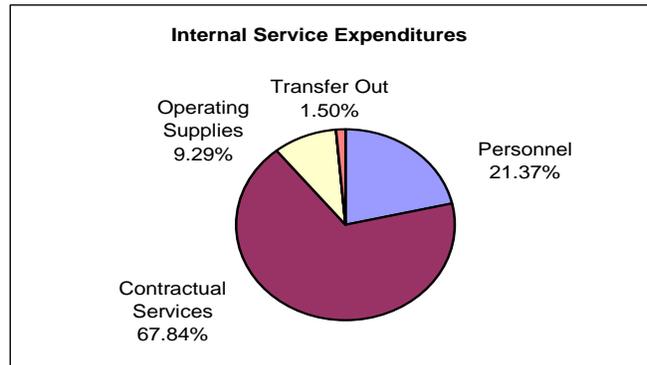
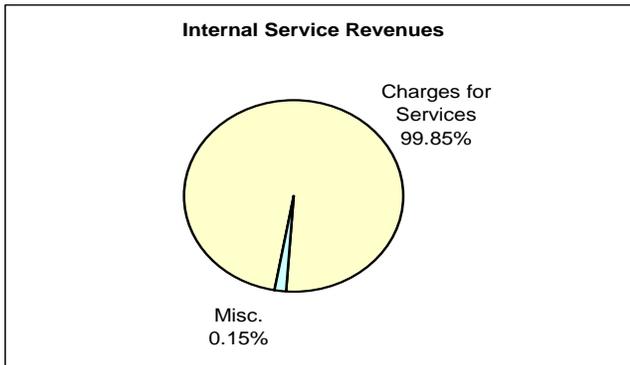
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DEPARTMENTAL BUDGET

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

	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
REVENUE SOURCES:				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Charges for Services	6,939,668	6,773,950	6,306,000	6,394,600
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Miscellaneous Revenues	38,004	10,000	153,000	100,000
OTHER FINANCING SOURCES:				
Transfers In	600,000	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	\$7,577,672	\$6,783,950	\$6,459,000	\$6,494,600
EXPENDITURES:				
Personnel	\$2,129,503	\$1,435,930	\$2,020,420	\$1,351,310
Contractual Services	4,033,767	4,152,370	3,242,720	4,289,090
Operating Supplies	619,674	639,600	538,490	587,100
Capital Outlay	8,500	66,500	0	0
Debt Service	0	157,690	157,690	0
OTHER USES:				
Transfers Out	95,188	94,900	95,190	94,900
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	\$6,886,632	\$6,546,990	\$6,054,510	\$6,322,400



Internal Service	Fleet Services	Cost Center 601.01.410
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GENERAL INFORMATION

Fleet services 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.

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.

2010-2011 ACCOMPLISHMENTS

- Fabricated mounts and installed new oil/air reels at the North Operation Center (N.O.C.) oil island.
- Added new tire machine and other equipment in order to expand service capabilities.
- Incorporated a Fleet Services survey to review our customer feedback for trends and improvements.
- Completed annual fleet and parts inventory.
- Assisted with the implementation of Site Improvements; retaining wall, parking lot paving, security gates for our assets.
- Added 15 vehicles/equipment to fleet.
- Entire shop certified as heavy truck brake inspectors.

GOALS AND OBJECTIVES

Keep spending within our budgets during this downturn in the economy while supporting our customer’s needs and to maximize equipment utilization and cost effectiveness by:

- Executing a solid preventative maintenance program for all vehicles and equipment.
- Deferring replacement costs by extending the life cycle of the vehicle through our preventative maintenance program and in-house repairs.
- Communication and feedback of our services.
- Improving overdue preventative maintenance due percentages.
- Reducing breakdown percentages through preventative maintenance.
- Equipping the fleet with fuel efficient vehicles when due for replacement.
- Reviewing devices to monitor excessive idle times and unnecessary driving habits in order to reduce fuel costs.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

DEPARTMENTAL BUDGET

Internal Service	Fleet Services		Cost Center 601.01.410	
PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Due preventative maintenance completed	68%	71%	60%	70%
Time spent on emergency repairs vs total repairs	11%	14%	13%	15%
Total gallons of consumed fuel	299,122	287,685	298,030	301,010

Funding Sources	Amount	% of Funding
Repair city vehicles	1,589,310	100.00%
Total Funding	\$1,589,310	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$494,183	\$553,030	\$464,690	\$541,310
Contractual Services	421,488	204,370	190,180	360,070
Operating Supplies	618,378	636,600	538,340	584,100
Capital Outlay	8,500	66,500	0	0
Debt Service	0	157,690	157,690	0
Transfers	95,188	94,900	95,190	94,900
DEPARTMENTAL TOTALS	\$1,637,737	\$1,713,090	\$1,446,090	\$1,580,380

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
Equipment Maintenance Supervisor	1.00	1.00	1.00
Lead Equipment Mechanic	1.00	1.00	1.00
Equipment Mechanic	3.00	3.00	3.00
Emergency Vehicle Tech	1.00	1.00	1.00
Secretary	1.00	1.00	1.00
Equipment Mechanic Assistant	2.00	2.00	2.00
TOTAL POSITIONS	9.00	9.00	9.00

Internal Service	Insurance & Risk Management	Cost Center 603.01.256
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GENERAL INFORMATION

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

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 risk management, employee training, 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.

2010-2011 ACCOMPLISHMENTS

- Closely monitored second year of worker's compensation insurance coverage through the Arizona Municipal Risk Retention Pool (AMRRP).
- Scheduled and held several risk management related training sessions.
- 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.
- Revised City Facility inventory.

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.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

DEPARTMENTAL BUDGET

Internal Service Insurance & Risk Management Cost Center 603.01.256

PERFORMANCE INDICATORS:	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
# of property/liability claims filed per 10,000 population	10.8	12.0	15.2	15.0
# of Worker's Compensation claims filed per 100 FTE's	10.0	8.2	12.5	10.5
Average # of work days lost per claim	3.9	1.8	3.5	3.0

Funding Sources	Amount	% of Funding
Dept. Insurance charge	4,805,290	97.96%
Miscellaneous revenue	100,000	2.04%
Total Funding	\$4,905,290	100.00%

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2009-10 ACTUAL	2010-11 ADJUSTED	2010-11 ESTIMATED	2011-12 BUDGET
Personnel	\$1,635,320	\$882,900	\$1,555,730	\$810,000
Contractual Services	3,612,279	3,948,000	3,052,540	3,929,020
Operating Supplies	1,296	3,000	150	3,000
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	\$5,248,895	\$4,833,900	\$4,608,420	\$4,742,020

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2009-10	2010-11	2011-12
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 to finance capital projects 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 6-30-2011 was:

	20%	6%
2010-11 Secondary Assessed Value	\$370,149,679	\$370,149,679
Limit	74,029,936	22,208,980
Outstanding Debt	22,256,367	2,853,633
Debt Capacity	\$ 51,773,569	\$ 19,355,347

Revenue Bonds - this type of bond is used to finance a revenue producing facility such as a public utility or airport. The bonds are 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-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	6,397,390
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
	\$21,745,000	\$7,533,431	\$29,278,431	\$59,089,192	\$25,126,700	\$84,215,892	\$113,494,323	\$113,494,323

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-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>\$13,230,000</u>	<u>\$4,536,650</u>	<u>\$17,766,650</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-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	<u>290,000</u>	<u>7,540</u>	<u>305,080</u>
TOTAL	<u>\$1,535,000</u>	<u>\$290,750</u>	<u>\$1,825,750</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-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	\$6,980,000	\$2,706,031.38	\$9,686,031.38

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-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>\$17,990,000</u>	<u>\$10,494,979</u>	<u>\$28,484,979</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-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	<u>\$18,130,000</u>	<u>\$13,519,768</u>	<u>\$31,649,768</u>



PERSONNEL DATA

2011 - 2012 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 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
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

2011 - 2012 CLASSIFICATION PLAN

CLASS TITLE	SALARY RANGE	STEP A MINIMUM	STEP H MAXIMUM
Grounds Keeper	22	22,110	30,492
Heavy Equipment Operator	46	38,370	52,887
Housing Intake & Financing Specialist	43	35,749	49,348
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
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
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
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

2011 - 2012 CLASSIFICATION PLAN

CLASS TITLE	SALARY RANGE	STEP A MINIMUM	STEP H MAXIMUM
Senior Accounting Clerk	43	35,749	49,348
Senior Animal Control Officer	45	37,466	51,660
Senior Court Clerk	43	35,749	49,348
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	05-06	06-07	07-08	08-09	09-10	10-11	11-12
Administrative Services	3.00	3.25	4.33	4.33	4.00	4.00	4.00
Risk Management	0.00	0.00	1.00	1.00	1.00	1.00	1.00
City Attorney	4.65	5.65	6.10	6.10	6.10	6.10	6.00
Crime Victims Assistance	0.20	0.30	0.30	0.30	0.40	0.40	0.50
Victim's Rights	0.15	0.10	0.10	0.10	0.10	0.10	0.50
City Clerk	4.00	4.00	4.50	4.50	4.50	4.50	4.50
City Court	5.00	5.00	7.50	7.50	6.50	6.50	6.50
City Manager	3.00	4.50	4.33	4.33	4.75	4.75	4.75
Public Information	1.00	1.00	2.00	2.00	2.00	2.00	2.00
Community Services							
Downtown Library	12.50	12.50	12.50	13.50	13.50	13.00	13.00
General Recreation	5.00	6.50	9.30	9.08	6.75	6.75	6.75
Golf Course	9.00	9.00	7.00	7.00	12.87	11.17	12.87
Keep Casa Grande Beautiful	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Parks Maintenance	16.00	16.50	19.00	18.00	19.25	19.25	19.25
Senior Adult Services	0.75	1.75	2.75	2.75	2.75	3.76	3.75
Teen Programs	1.50	1.50	2.00	3.00	2.25	2.25	2.75
Vista Grande Public Library	0.00	0.00	8.50	8.17	9.50	7.50	8.00
Finance Services	8.75	10.50	14.08	14.08	11.75	11.75	11.75
I.T. & G.I.S.	4.25	7.75	9.25	9.25	10.25	10.25	10.25
Fire	40.75	54.75	60.43	62.08	63.25	62.25	62.25
Planning & Development							
C D B G	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Planning & Development	15.00	17.00	29.00	29.00	26.00	26.00	22.00
Housing Programs	1.75	1.00	1.00	1.00	1.00	1.00	2.00
Rural Development	3.00	3.50	4.00	3.50	4.00	4.00	2.00
Police	97.50	108.50	120.83	119.23	110.75	112.88	112.37
Animal Control	3.00	4.00	4.00	4.00	4.00	4.00	4.00
Public Works							
Administration	2.00	2.00	3.00	4.00	4.25	4.25	5.25
Airport	2.00	3.00	3.00	3.00	3.00	3.00	2.75
Engineering	8.00	11.00	10.00	8.00	7.00	7.00	0.00
Facilities Maintenance	4.00	5.00	5.00	5.00	4.00	4.00	4.00
Fleet Services	6.75	7.75	8.00	9.00	9.00	9.00	9.00
Operations	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Sanitation Collection	17.50	19.50	22.50	22.50	20.05	20.05	19.45
Sanitation Landfill	7.50	8.00	7.00	7.00	6.50	7.05	6.55
Sanitation Recycling	8.00	8.00	8.00	8.00	11.85	11.85	11.75
Street Maintenance	18.50	18.50	22.00	22.00	19.00	19.00	18.00
Wastewater Treatment	13.00	8.50	10.00	13.00	13.25	12.25	11.25
Water	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FUNDED POSITIONS	312.75	354.25	411.22	414.22	405.27	402.76	390.49
Authorized and Frozen	0.00	0.00	0.00	0.00	24.00	29.00	27.00
TOTAL AUTHORIZED	312.75	354.25	411.22	414.22	429.27	431.76	417.49

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SALES TAX RATES

TAX RATE AND FEE SCHEDULE

CITY OF CASA GRANDE TAX RATES
Effective July 01, 2011

Privilege Tax except Retail, Utilities/Telecommunications

City of Casa Grande	1.80%
Pinal County	1.10%
State of Arizona	6.60%
Total	9.50%

Construction Contracting

City of Casa Grande	4.00%
Pinal County	1.10%
State of Arizona	6.60%
Total	11.70%

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

City of Casa Grande	2.00%
Pinal County	1.10%
State of Arizona	6.60%
Total	9.70%

Retail over \$5,000.00

City of Casa Grande	1.50%
Pinal County	1.10%
State of Arizona	6.60%
Total	9.20%

Hotel/Motel

City of Casa Grande	3.80%
Pinal County	1.10%
State of Arizona	6.60%
Total	11.50%

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