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City of Casa Grande, Arizona

2012-2013 ANNUAL BUDGET

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CITY OF CASA GRANDE, ARIZONA

Annual Budget for the fiscal year
beginning July 1, 2012 and ending June 30, 2013

MAYOR
Robert M. Jackson

MAYOR PRO TEMPORE
Dick Powell

COUNCIL MEMBERS
Matt Herman
Karl Montoya
Mary E. Kortsen
Lisa Fitzgibbons
Ralph Varela

CITY MANAGER
James Thompson

FINANCE DIRECTOR
Diane Archer

BUDGET ANALYST
Art Marcello

ASSISTANT
Gay Barnhart

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MISSION STATEMENT

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

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.

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Casa Grande

Arizona

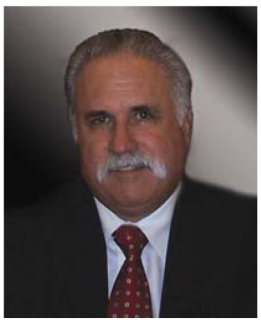
For the Fiscal Year Beginning

July 1, 2011

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, 2011. 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 2012-2013 Annual Budget. The budget as adopted does not include any service changes. Casa Grande is beginning to experience small improvements in the local economy; however, the revenue experienced in the years prior to the recession may not be seen for many years to come.

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

- ***Enhance Transportation Routes***

Enhance the quality and availability of transportation infrastructure through regional planning within the City. Street upgrades and repairs will take high priority as funding becomes available. Multi-modal and other urban-level transportation services will be considered a key part of Casa Grande's future.

- ***Maintain a High Quality of Life through Strong Fiscal Constraint***

Casa Grande must adjust to new financial realities, while managing the expectations of those it serves. Continued metered growth leads to a need to understand the levels of service the City provides its residents and visitors. 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 operations at higher levels despite having fewer available resources. This will be accomplished by making data-driven decisions and performance management through fiscal core measures.

- ***Revitalize and Redevelop Historic Casa Grande***

To have a strong presence and positive impact in the City's historic neighborhoods and historic downtown. Efforts should be made to reduce perceptions of crime and blight in these areas. Parks, services, and infrastructure should be expanded 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 businesses and people to Casa Grande. This includes growing new businesses through enhanced efforts to promote workforce development and economic gardening. Casa Grande will expand upon its economic strength by leveraging current assets through a broad base of regional collaborations and internal development.

- ***Ensure the Long-Term Viability of the Casa Grande Region***

Casa Grande has a duty to ensure that the beauty of the area is protected for future generations. The use of water and other natural resources should be reduced or reused, whenever possible. The City will be a regional leader in promoting techniques and practices that reflect its commitment to protecting these finite resources.

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 2012-2013 Annual Budget includes the resources to provide following:

- **Public Safety** – Expansion of the Communications Center.
- **Community Services** – Design of a Community Recreation Center, expand capacity of the downtown library, 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** – Maintain the relationships with the Greater Casa Grande Economic Development Foundation and also join the Greater Phoenix Economic Council.
- **Revitalization** – A downtown street reconstruction project will be complete in the fall of 2012. A consultant is working with the community to develop a vision for the future through the "Life on Main" project.
- **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 such as a sound wall, improved landscaping and increased traffic capacity.
- **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 improvement project was complete. The budget includes funding to develop a reclaimed water plan with viable options for making the best use of treated wastewater.

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. We know that preparation and monitoring of the budget has a high fiduciary responsibility, and take our commitment very seriously.

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

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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. The Casa Grande budget as adopted reflects increases in revenue based on an anticipated slow economic recovery.

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 **$173,928,670** with Interfund transfers. The primary property tax rate is increased this year to **$0.9489** per one hundred dollars of assessed valuation from **$0.8988**. 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 2012-2013 budget is as follows:

- The **General Fund's** budget is **$38,503,250.** This is a **$423,760** increase compared to expenditures from the previous fiscal year budget of **$38,079,490**. This is the first year that staff will receive a pay increase, after three years of no pay changes. No new programs or services were added. Most capital projects were postponed.

- The total for the **Special Revenue Fund's** budgeted amount is **$25,989,870**. The Special Revenue Fund type consists of Streets, Half Percent street construction, airport parks development, community arts, wildland firefighting, promotion and tourism, court, grants, development fees, and redevelopment district revenues. This is an increase of **$1,123,700** from last year's budget of **$24,866,170**.

- The **Debt Service Fund's** includes debt expenditures in the amount of **$3,304,630.** This level of funding is **$259,920** less than the prior fiscal year total of **$3,564,550**. The decrease is a result of decreased interest expenditures resulting from a decrease in the principal balances.

- The **Capital Improvement Fund's** shows an increase of **$23,162,200** in budget with a total budget amount of **$53,276,000**. The increase from last year's budget of **$30,113,800** is largely the result of moving impact fee construction projects to this fund type.

- The **Enterprise Fund's**, comprised of the Dave White Golf Course, Wastewater and Sanitation operations are budgeted at **$34,867,930**. This is a **$2,012,980** increase from last year's budget of **$32,854,950**. The increase is due to a $5,000,000 land purchase contingency in the Sanitation Fund for a replacement site.

-

- The Internal Service Fund's provide maintenance for the City's fleet and for insurance cost allocations. The insurance fund budget is **$4,940,150**. 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 **$1,680,360**, an increase of **$99,980** from last year's budget of **$1,580,380**. The increase is attributed to .

The past several fiscal years' budgets were created during a period of economy decline. This is the first year of slight increases in revenue assumptions. The uncertainty in the economy placed a hold on any plans for increases to programs or services. As there are only small 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 sales tax increases and state shared revenue increases.

The City continues to improve the cost of service model in reviewing fees and charges. Increases directed as specific users of specialized services allow the City to program general services based on system revenues such as retail sales tax and state shared income tax. 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. The City uses one-time revenue to pay for one-time expenses, such as capital projects. 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.

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 some additional staff for the first time in several years. The additional staff is necessary to meet current service levels.

.50 FTE Office Clerk in City Attorney
1.0 FTE Wastewater Instrumentation Technician
1.0 FTE Wastewater Plant Operator
1.0 FTE Secretary split between Wastewater and Sanitation
Reclassification of 2 HEO in Sanitation to Crew Leaders

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 route, maintain a high quality of life through strong fiscal constraint, revitalize and redevelop historic Casa Grande, and be a leader in economic development.

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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."

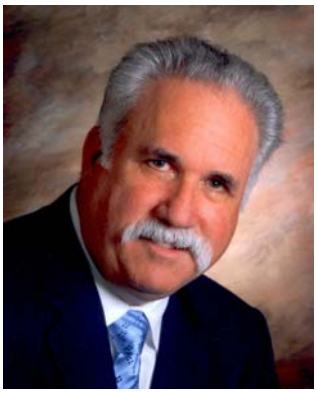
The preparation of this budget document is attributed to the countless hours spent throughout the past year by the Mayor and the City Council members. In addition, thanks to the Finance staff for the time spent in providing the financial information needed for the creation of this informative document. Lastly, thanks to the rest of the Executive Leadership Team for presenting requests within the parameters established to develop the 2012-2013 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



Robert M. Jackson

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.

Dick Powell

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. He was re-elected to serve as Mayor Pro Tempore in June 2012.

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.

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Mary Kortsen

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.

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.

Karl Montoya

Lisa Fitzgibbons

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.

Ralph Varela

Mr. Ralph Varela was appointed to fill a vacant seat on the City Council on April 3, 2012. He previously served on the Casa Grande City Council from 2003 to 2010. Additionally, Mr. Varela served as Mayor Pro Tempore from June 2006 – June 2007.

Mr. Varela holds a BA in Sociology from the University of Texas at El Paso and a Master's in Social Work from Arizona State University. Mr. Varela has been Chief Executive Officer for the Pinal Hispanic Council for twenty two years. He is a National Consultant in the areas of non-profit fiscal management, cultural competency, and community mobilization. Mr. Varela has been a Substance Abuse and Mental Health Services Administration Federal Grant Reviewer for the past eleven years.

Mr. Varela currently serves on the Pinal County Merit Commission. He is the Chairman of the Cesar E. Chavez Memorial Committee of Pinal County, the Finance Chair for Corazon de Latino Unidos, and the Vice-Chairman on the Board of Directors for Sun Life Family Health Center. Mr. Varela served on the Arizona State Liquor Board as appointed by Governor Hull from 1998 to May 2003. He served on the Casa Grande Police Advisory Board and Heritage Commission. Mr. Varela's civic involvement includes: Sunrise Optimist Club, St. Anthony of Padua Catholic School Board and the Tradition of the Faith Facilities Committee, Casa Grande Parks & Recreation basketball and soccer coach, and the Pinal County Juvenile Court Community Advisory Board.

He is married and has two daughters.

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.

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CITY OF CASA GRANDE, ARIZONA PROFILE

Casa Grande is a diverse community that is a modern city with rural heritage, historical landmarks, and old-fashioned values that has retained its renowned small-town appeal.

Founded in 1879, Casa Grande was named for the famous Hohokam Indian Ruins located 20 miles to the northeast. It is centrally located midway between Phoenix and Tucson, and is the largest community in western Pinal County since its incorporation in 1915. Ninety-seven years ago, Casa Grande held its first council election. It was a hotly contested inaugural race with 109 voters. The City has evolved into 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. All four fire station locations are staffed with Advanced Life Support Paramedics. New building facilities this year include a Court. Pictured is City Hall, which was originally the high school.

City Hall

PRINCIPAL ECONOMIC ACTIVITIES

Casa Grande is strategically located at the intersection of I-8 and I-10, two major interstate highways, in an area known as Arizona's Sun Corridor. The main line of the Union Pacific Railroad runs through the City, which at one time, transported passengers by train, but now only hauls cargo. Once dependent upon agriculture and mining, the community has evolved into a diverse full-service area with manufacturing, retail trade, government, healthcare, entertainment and tourist-related employment.

Anticipated commercial new growth includes an auction facility and one of a kind sourcing complex. The auction facility in Casa Grande is expected to generate $1.2 million in sales tax income yearly, resulting from hundreds of buyers at local motels and restaurants. The first auction is scheduled in 2013.

Phoenix Mart, a 1.5 million square international commercial complex, is scheduled to break ground in late 2012 or early 2013. This facility is the largest sourcing center in the United States and will promote small and mid-sized manufacturers' and agents' products directly to consumers, businesses, and international buyers. Phoenix Mart is expected to create in excess of 3,000 direct jobs in Casa Grande.

SCENIC ATTRACTIONS

Casa Grande's location, climate, and scenic attractions make it attractive to tourists and winter visitors. The Casa Grande Valley Historical Museum and Chamber of Commerce offer a multitude of historical displays and facts about the area. The unique architecture of the downtown historical buildings can be seen and enjoyed on a walking tour of Casa Grande.

A widely diverse blend of art, humanities, entertainment activities and 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 wonderful mix of cultural and educational programs, along with a number of quality musical, theatrical, and entertainment productions for people of all ages.

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

Casa Grande is one of Arizona's 15 Main Street communities to revitalize downtown areas. Main Streets annual Historic Downtown Street Fair/Car & Bike show, the weekly Farmers' Market, and the monthly Arizona Main Street award winning "Art in the Alley" events are just a few of available family activities.

The Casa Grande Art Museum hosts a variety of shows each year featuring sculpture, water-color, multimedia and Western art by Arizona artists. The Greater Casa Grande Chamber of Commerce offers the annual Business Showcase and Fall Golf Tournament.

Some of the traditional annual events include the Historic Downtown Street Fair and Car Show, the Arizona State Open Chili Championship, the Cactus and Copperstate Fly In, Pinal Gila Seniors Fair and Bazaar, Halloween Carnival City Celebration, Party in the Park Concert Series, Catfish Rodeo, Electric Light Parade, and many others are held for widespread participation and enjoyment.

COMMUNITY FACILITIES

Casa Grande offers a broad range of community facilities for a myriad of activities and programs that include 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 shade ramadas, handball courts, tennis courts, basketball courts, baseball and softball diamonds, pickle ball and bocce ball play areas, playground equipment, skate park, shooting range, and hiking and bike trails.

In addition, the Performance Institute has 8 multi-use fields, youth sports training, along with available sports clinics, for both public and private use. Other activities for youth are available at the Boys and Girls Clubs of the Casa Grande Valley.

All of these community facilities create opportunities for exciting leisure and competitive sports, multiple parks and recreational programs, leagues, relation, exercise, and entertainment as a spectator or participant.

COMMUNICATION

The Casa Grande Dispatch newspaper celebrated its 100th year in business in 2011, and serves the community by bringing news and feature stories. The Greater Casa Grande Chamber of Commerce publishes a very informative monthly newsletter that contains area and other news affecting the business community.

Casa Grande TV11 is a government access 24/7 television channel programmed and operated by the Public Information Office in the City of Casa Grande. The City serves its citizens by providing timely and accurate information about local issues, activities, and events. Channel 11 offers ongoing communication and accessibility of municipal government to residents.

In addition, SeeLocal TV is where you can find a TV Show Guide to Casa Grande for learning about places to shop, dine, and have fun. The City's website, www.casagrandeaz.gov has numerous data links available on an array of topics and subjects for residents, businesses, and visitors. Social media includes Twitter & Facebook feeds.

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

EDUCATION

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, located east of Casa Grande, with 3 direct satellite campuses/centers established within the city limits. A range of courses are offered, 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. 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 and on-line education.

MEDICAL

The Casa Grande Regional Medical Center is a 187-licensed acute care bed, nonprofit community hospital with full-service healthcare. There are over 150 active medical staff physicians and specialists, along with nurses, paramedics, technicians, and other allied healthcare professionals.

Other cutting edge services include an interventional cardiac program, Wound Center, comprehensive Sleep Lab, specialized surgical services, Endoscopy lab, outpatient imaging, a 10-bed impatient Behavioral Health service, and Rehabilitative services featuring physical therapy, speech therapy, and occupational therapy.

Through partnerships with AirEvac and Southwest ambulance, there is a medical helicopter, as well as a critical care car on the campus, when transport services are required. Other available medical services include home healthcare, hospice, urgent care center, and skilled/nursing care facility.

FINANCIAL

There are a number of banks, credit unions and branches within Casa Grande.

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.

During this slow nationwide economy recovery, Casa Grande real estate continues to grow slowly, offering a selection of new and resale homes, condominiums, apartment complexes, RV resorts, manufactured home communities and 55+ communities. In addition, housing subsidies and assisted-living facilities are also available in the area.

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. Multiple airport projects including upgrades of equipment and facilities, and expansion (runway extensions) are planned for this fiscal year, and future years, primarily financed by Federal and State approved grant applications.

The adjacent Donovan M. Kramer Sr. Airport Industrial Park continues to expand and is the home of several thriving businesses.

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

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LODGING AND MEETING FACILITIES

There are over 1,000 rooms available in 11 hotels/motels, which also feature numerous meeting facilities, with the largest seating capacity for 500 persons. Casa Grande also offers 9 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
Telecommunication:	Century Link Cox Business
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.

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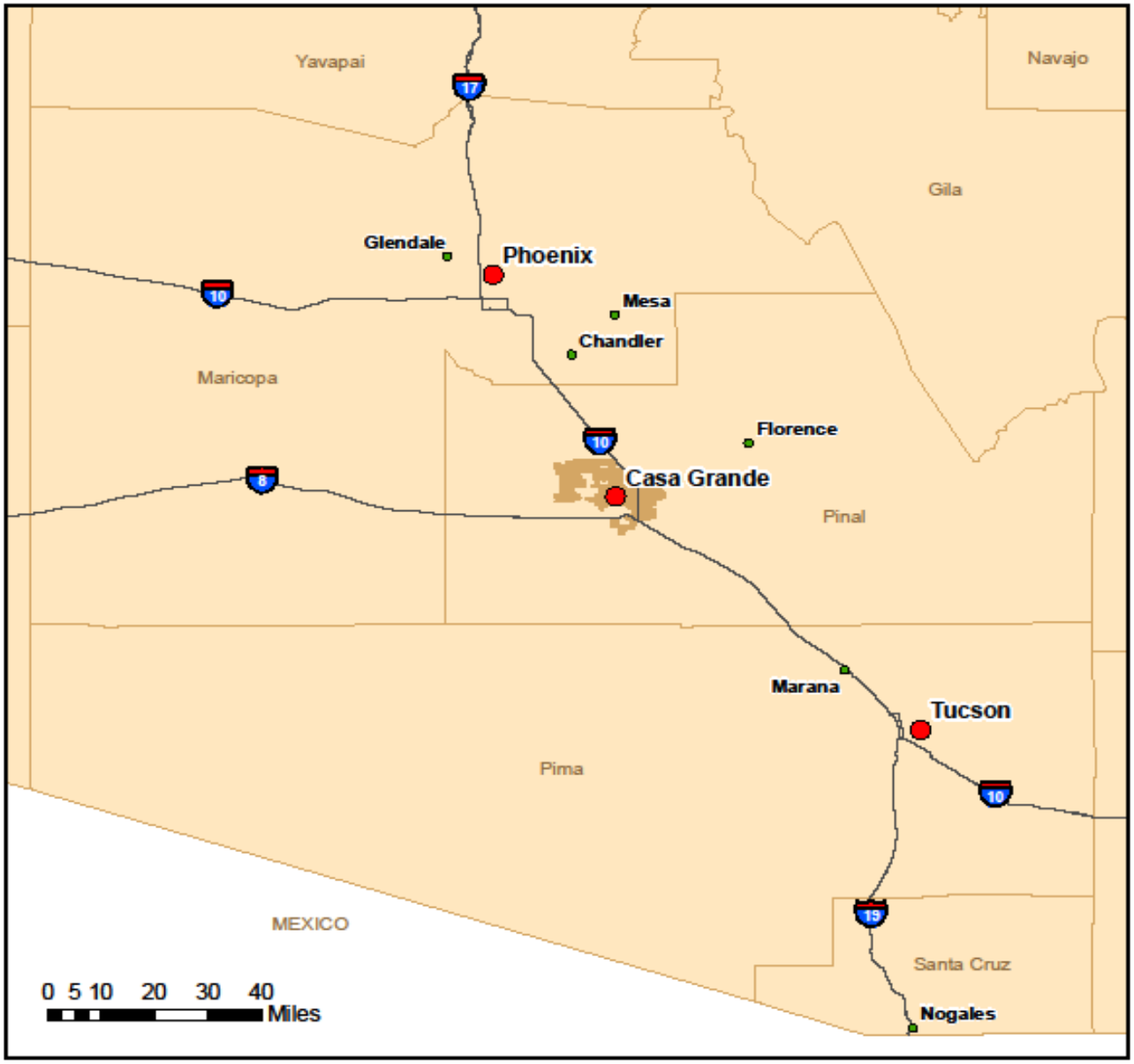

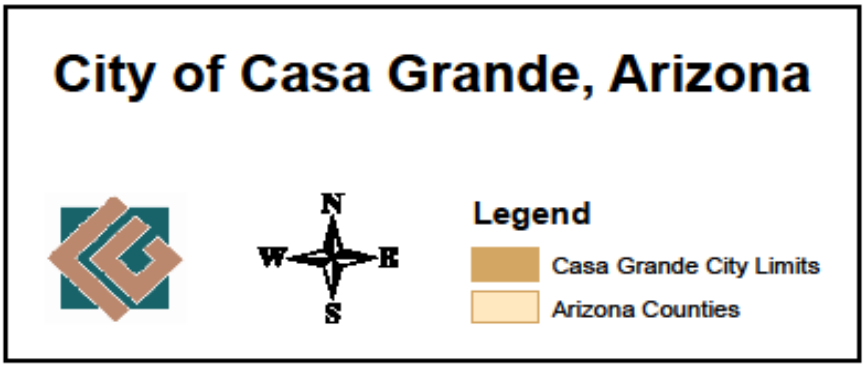

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CITY OF CASA GRANDE

Population, 2011		49,804
Land Area		110.12 sq. miles
Elevation		1,398 – 2,090 ft.
Form of Government		Council/Manager
Unemployment Rate, 2012		10.8%
Labor Force		21,039
Unemployed		2,273
Average Household Income		$45,009
Property Tax Rate per $100 Assessed Valuation, 2012		$1.5797
Sales Tax Rate, FY 2012	**Privilege**	**Retail**
City	1.5%	2.0%
County	1.1%	1.1%
State	6.6%	6.6%
Total	**9.2%**	**9.7%**
Growth Indicators, FY 2011-2012		
Taxable Sales ($)		$958,167,500
New Building Permits		100
School Enrollment		9,820
Educational Facilities	**Public**	**Private**
Elementary Schools	Y	Y
High School	Y	Y
Middle School	Y	Y
Two-year Community College	Y	N
Medical Facilities & Care Providers		
Casa Grande Regional Medical Center		187 beds
Financial Facilities		
Banks		5
Credit Unions		3
Total Branches		9

Information obtained from the Arizona Dept. of Administration and U.S. Census Bureau

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CITY/COUNTY POPULATION

(Source: Arizona Department of Administration
2011 ESTIMATES

Year	Casa Grande	Percent Increase	Pinal County	Percent Increase
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%
2011	49,804	2.5%	384,231	2.2%

POPULATION BY AGE DISTRIBUTION

(Source: U.S. Census Bureau)
2011 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%**

ETHNIC CHARACTERISTICS

(Source: U.S. Census Bureau)
2011 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 TOTAL ASSESSED VALUE

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

Year	Valuation	Change Percentage
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%)
2012-13	353,439,411	(2.00%)

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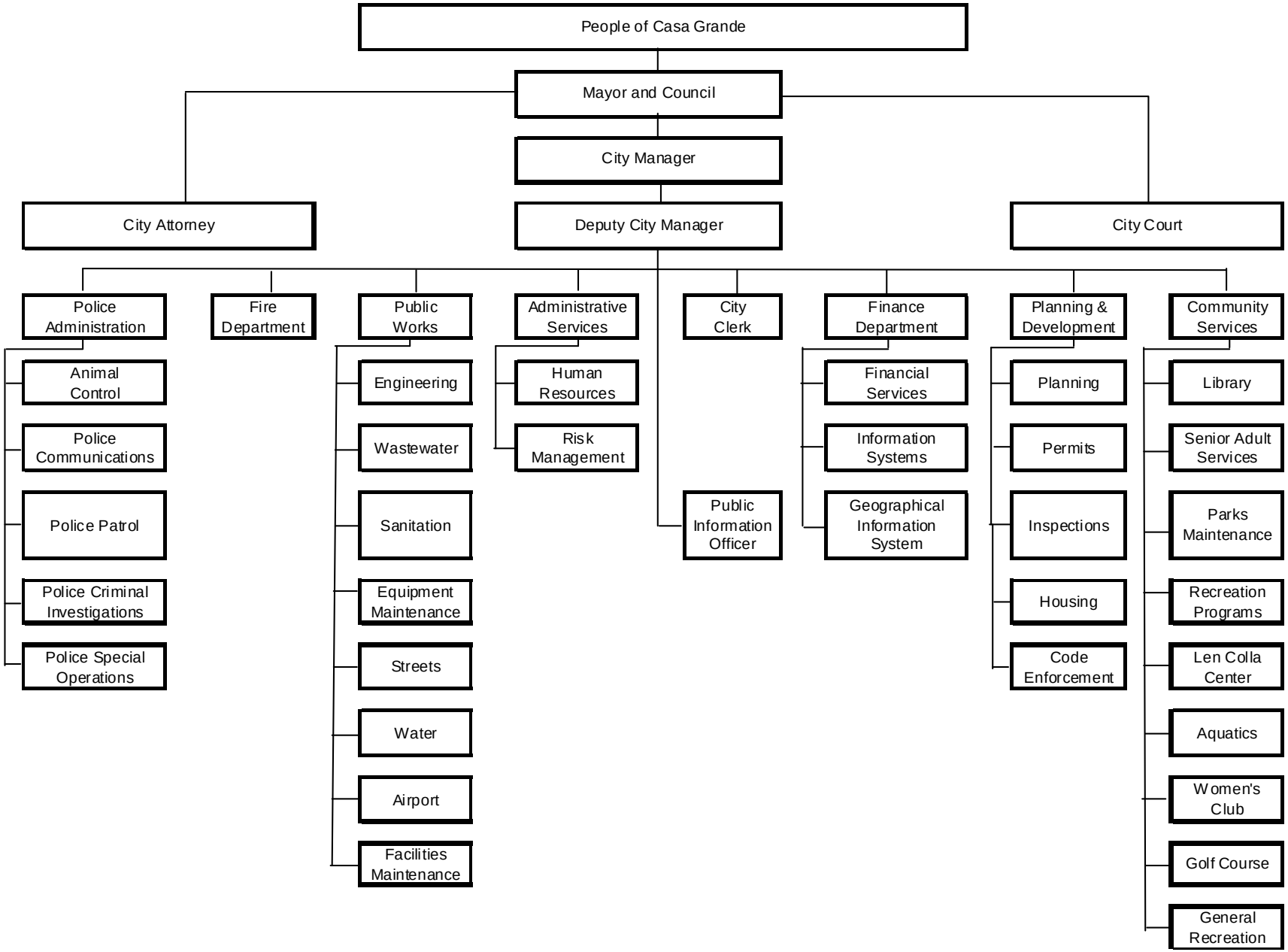
City of Casa Grande Organizational Chart



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BUDGET GUIDE

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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
Special Revenue Funds	Street Maintenance:		
	Highway User Revenue Fund	201	430
	Public Works - 1/2 Percent Sales Tax	201	431
	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
	Energy Savings	222	000
	Redevelopment	225	323
	Performance Institute	226	576
	Promotion & Tourism	230	012
	Court Fare	234	000
	Court Enhancement	235	041
	Probationary Fund	236	042
	CAPP Program	237	610

FUND AND COST CENTER LISTING

Fund	Description	Fund	Cost Centers
	Community Enrichment - Housing Programs:		
	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
Debt Service Funds	Redevelopment	341	216
	Recreation (2%) Debt Service	342	216
	General Obligation	351	000
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
	Transportation Impact Fees	410	404, 405
	Public Safety Impact Fees	415	600, 700
	Capital Development Projects	420	000, 365, 346, 530, 600, 700
	Improvement District #39	492	000
Enterprise Funds	Municipal Golf Course	510	555
	Wastewater Treatment:		
	Operations	520	451, 452, 453, 454, 455, 456
	Sewer Capacity	521	456
	Expansion	522	452, 453
	Sewer Development	523	453, 454, 455, 456
	Sanitation:		
	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 Services	601	410
	Insurance	603	256
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
Community Facilities Districts	Mission Royale CFD	801	454
	Villago CFD	805	454
	Copper Mountain Ranch CFD	810	454
	Post Ranch CFD	815	454

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BUDGET DOCUMENT GUIDE

This budget document was prepared with two major objectives in mind:

- to present an easy to read document that presents projected revenue, approved expenditures and anticipated activities for FY2013
- 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 2010-2011 actual expenditures, 2011-2012 adjusted and estimated expenditures and the 2012-2013 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, 2011-2012 estimates and the 2012-2013 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 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 when paid on a Budget basis.

c. Capital outlays within the Enterprise Funds are recorded as assets on a GAAP basis and expended on a Budget basis.

d. Depreciation expense is recorded on a GAAP basis only. Casa Grande has a capital replacement fund. Transfers are made based on 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 2012-2013 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).

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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.

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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.

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2012 - 2013 BUDGET CALENDAR

Date	Action Required (Deadline Set By Law)
October 10 – October 14, 2011	Discuss fee study, and CIP update
October 17 – October 24, 2011	Departments prepare CIP requests
October 25 – November 20, 2011	Finance meets with depts. and prepares CIP for CIP Committee review
October 25 – November 21, 2011	Finance reviews cost of service report with Council IB's
December 6 – December 20, 2011	CIP Committee review of CIP requests
December 19 – January 13, 2012	Dept prepare budget requests for 2012-2013
January 9, 2012	Send out outside funding request letters
January 17 – January 31, 2012	Finance meets with departments
January 17 – February 4, 2012	Departments prepare fee requests
February 1 – February 10, 2012	City Manager reviews budget requests
February 8, 2012	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 13 – February 29, 2012	Finance prepares preliminary budget
March 5, 2012	Council Study session on proposed fee changes
March 14 – March 30, 2012	Prepare final revenue and expenditure projections
April 16, 2012	Submit balanced budget to Council
April 19, 2012	Publish Proposed Property Tax on website
April 24, 2012	Council's Budget Study Session
April 26, 2012	Advertise fee changes on website
May 21, 2012	Council Adopt Tentative Budget *(on or before the third Monday in July {ARS 42-17101}).*
	Adopt Tentative CFD's Budget
May 21, 2012	Council call for public hearing on fees

2012 - 2013 BUDGET CALENDAR

Date	Action Required (Deadline Set By Law)
May 29, 2012	Publish Tentative Budget on website and have full copies available *(ARS 42-17103).*
June 2, 2012	Publish first "Truth in Taxation" notice – *(Not less than fourteen or more than twenty days before tax levy hearing).*
June 2, 2012	First publication of 2012-2013 Tentative Budget *(must be published once a week for at least two consecutive weeks {ARS 42-17103}).*
June 9, 2012	Publish second "Truth in Taxation" notice - *(Not less than seven or more than ten days before tax levy hearing).*
June 9, 2012	Second publication of 2012-2013 Tentative Budget *(must be published once a week for at least two consecutive weeks {ARS 42-17103}).*
June 18, 2012	Hold public hearing on budget and property tax levy - "Truth in Taxation". *(Tax Levy Hearing - on or before 14 days before the tax levy is adopted and on or before adoption of the final budget).*
	Hold public hearing on CFD's.
June 18, 2012	Adoption of the 2012-2013 Final Budget in a Special Meeting
July 2, 2012	Adoption of 2012-2013 Property Tax Levy (1st reading)
	Adopt property tax levy for CFD's
July 2, 2012	Council adopt fee Resolutions
July 3, 2012	New fees are effective
July 16, 2012	Adoption of 2012-2013 Property Tax Levy (final reading)
July 19, 2012	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.
July 19, 2012	Forward certified copy of tax levy Ordinance to County. (*Tax levy must be adopted by the board of supervisors on or before the third Monday in August {ARS 42-17151 A.}.*

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BUDGET SUMMARY

BUDGET OVERVIEW

The total City of Casa Grande budget including transfers for fiscal year 2012-2013 is $173,928,670. Of that total, 22% or $38,503,250 is for General Fund use, 20% or $34,867,930 is for the Enterprise Funds, 15% or $25,989,870 is for Special Revenue Funds, 31% or $53,216,000 is for Capital Improvement Funds, 4% or $6,620,510 is for the Internal Service Fund and 2% or $3,304,630 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 is a 2 ½ merit increase and a 2% market adjustment. During this time of change, technological solutions are sought to cost-effectively increase the productivity of the City's workforce and boost service levels.

LOCAL TAXES

Local Sales Tax – The local sales tax revenue estimate for this year is $20,628,000 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 $3,750,000. 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 2012-2013 is $950,000. The City also has a 2% hotel and motel accommodation tax. Anticipated revenue of $100,000 is allocated to the Boys and Girls Club.

Property Tax - The state constitution and state law specify a property tax levy limitation system. This system consists of two levies: a limited levy known as the primary property tax levy and an unlimited levy referred to as the secondary property tax levy. The primary levy may be imposed for all purposes, while the secondary levy, in cities and towns, may only be used to retire the principal and interest or redemption charges on bonded indebtedness. Primary property tax levied for this year is $3,353,000. The primary tax rate is $0.9489 per $100 assessed value, while the secondary rate is $0.6308 per $100 assessed value. The combined property tax rate is $1.5797 per $100 assessed value. This represents approximately 12% 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 $2,170,000. 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 $612,000.

SERVICE CHARGES

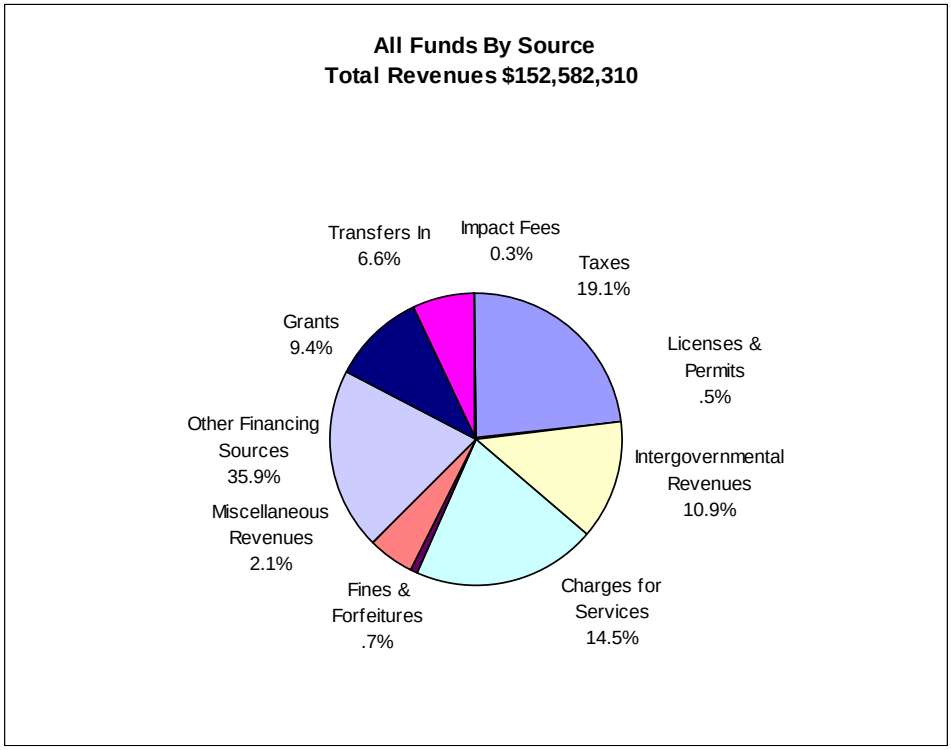
Charges for Services - Charges for services consist of Planning and Development Fees which are estimated to be $264,060, Wastewater User Fees estimated to be $6,670,000, Sanitation Charges estimated to be $6,408,000, Recreation Fees estimated to be $2,103,250 (including Golf Course and Performance Institute), and Irrigation Water Fees estimated to be $15,000 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 $841,200.

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 $1,757,000, which is 1% of the total revenues.



EXPENDITURE ANALYSIS

The amount budgeted for each type of expenditures are as follows: Personnel Services 22.2% of the total, Contractual Services 9.5%, Operating Supplies 5.8%, Capital Outlay 51.2%, Debt Service 5.3%, and Inter-fund Transfers 5.8%.

Personnel Services - With a market study update for the compensation plan completed, the city chose to provide a 2% general cost adjustment for its employees. Health insurance costs increased. Additionally, the pension contributions increased for Fire and Police employees, and increased for ASRS members.

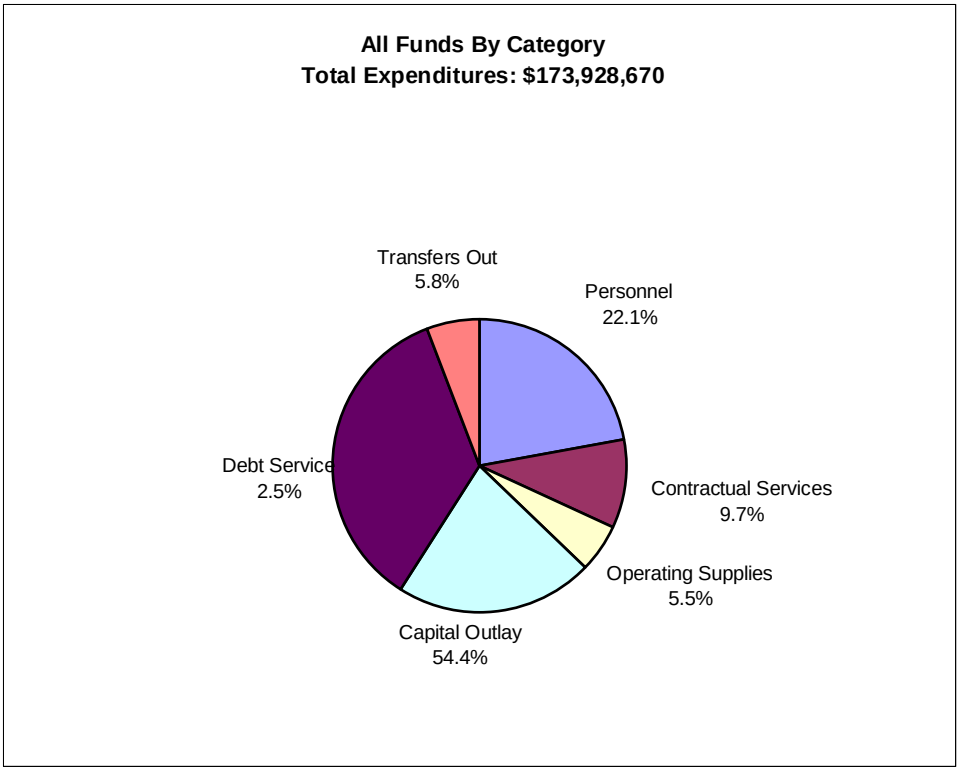
Contractual Services - These are expenditures for external professional services and maintenance contracts on grounds, buildings, computer and other equipment. Professional services include engineering, financial, computer consultants, attorneys, and etcetera.

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 $16,000,000 of voter approved debt to finance construction of a Community Recreation Center.

Transfers – Transfers between funds are used to properly account for true costs within each fund. For fiscal year 2012 transfers between funds decreased as a result of fewer capital project transfers.



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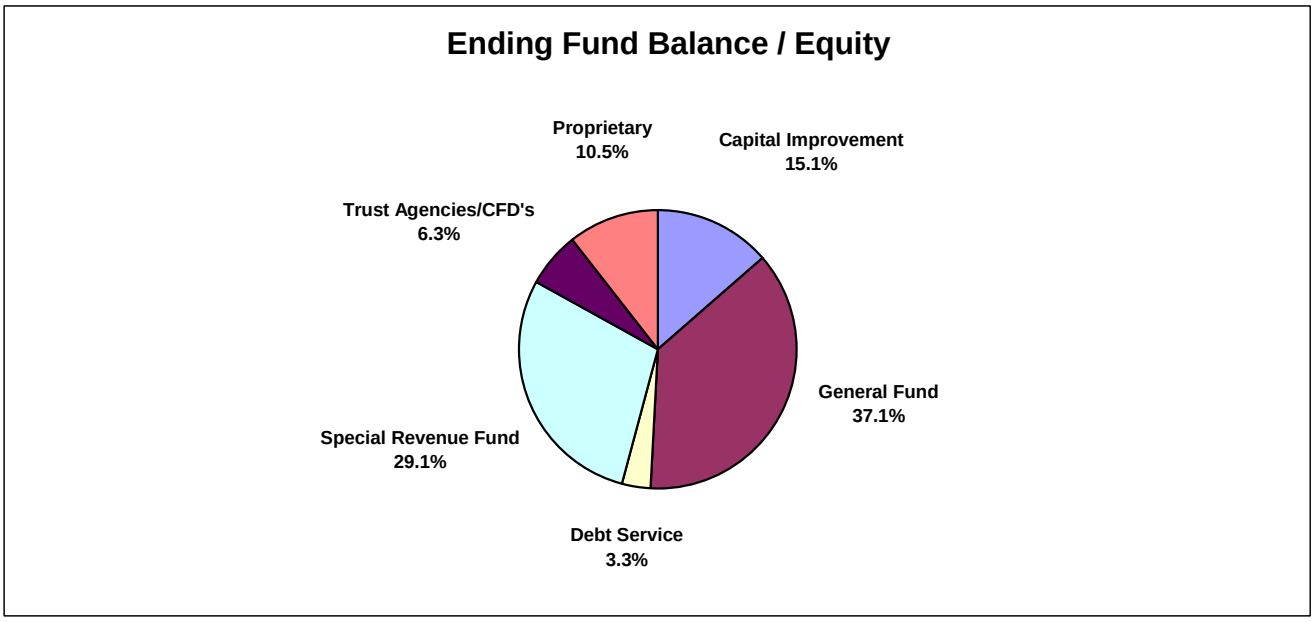
FUND BALANCE ANALYSIS

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 slightly at the end of fiscal year 2012-2013 due to slow economy recovery. In the General Fund, fund balance is appropriated for Economic Development, Aesthetics Revitalization, and Capital Outlay. The majority of the Special Revenue Funds' fund balance is to be used for the impact fee projects. The fund balance appropriated for use in the Capital Improvement Funds is for public safety facilities and recreation construction. The Proprietary fund balance appropriated is primarily for the wastewater treatment plant debt.

FUND BALANCE SUMMARY FOR FISCAL YEAR 2012-2013 - BY FUND

	General Fund	Special Revenue	Debt Service	Capital Improvements	Proprietary	Trust Agencies CFD's	Total
Beginning Balance	$20,801,700	$27,372,541	$1,291,120	$38,751,750	$12,569,560	$3,379,010	$104,165,681
Use of Balance	(258,600)	(11,262,950)	544,370	(31,163,400)	(6,737,500)	113,520	($48,764,560)
Ending Balance	$20,543,100	$16,109,591	$1,835,490	$7,588,350	$5,832,060	$3,492,530	$55,401,121



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BUDGET SUMMARY FOR FISCAL YEAR 2012-2013 - BY FUND TYPE

	General Fund	Special Revenue	Debt Service	Capital Imprvmnt	Enterprise Fund	Internal Service	Trust and CFD's	Grand Total
Funding Sources								
Taxes	$22,976,000	$190,000	$2,264,000	$3,200,000	$19,000	$0	$461,000	$29,110,000
Licenses and Permits	195,000	0	0	0	0	0	0	$195,000
Intergovernmental Revenues	11,211,790	5,092,540	0	0	0	0	0	$16,304,330
Grants	0	4,529,750	0	8,592,000	0	0	0	$13,121,750
Charges for Services	1,374,860	2,371,400	0	0	14,450,330	6,776,000	0	$24,972,590
Impact Fees	0	1,000	0	0	150,050	0	0	$151,050
Fines & Forfeitures	890,220	44,000	0	0	0	0	0	$934,220
Miscellaneous Revenue	203,000	1,135,030	0	8,863,000	(4,844,900)	150,000	1,019,000	$6,525,130
Other Financing Sources	0	1,150,000	0	1,457,600	12,600,000	0	10,000,000	$25,207,600
Total Before Transfers	**$36,850,870**	**$14,513,720**	**$2,264,000**	**$22,112,600**	**$22,374,480**	**$6,926,000**	**$11,480,000**	**$116,521,670**
Transfers In	1,393,780	213,200	1,585,000	0	5,450,460	0	0	8,642,440
Total Financial Resources Available	**$38,244,650**	**$14,726,920**	**$3,849,000**	**$22,112,600**	**$27,824,940**	**$6,926,000**	**$11,480,000**	**$125,164,110**
Expenditures								
Personnel	$26,629,020	$3,391,490	$0	$0	$3,872,320	$4,577,140	$0	$38,469,970
Contractual Services	5,876,970	4,790,250	0	0	4,013,570	1,210,700	1,019,000	16,910,490
Operating Supplies	3,319,110	2,853,430	0	0	2,690,250	555,980	15,000	9,433,770
Capital Outlay	629,640	13,906,550	0	0	13,301,350	0	10,000,000	37,837,540
Debt Service	82,840	411,520	3,200,870	52,016,000	4,962,480	157,690	332,480	61,163,880
Other Uses	0	0	0	0	0	0	0	0
Total Before Transfers	**$36,537,580**	**$25,353,240**	**$3,200,870**	**$52,016,000**	**$28,839,970**	**$6,501,510**	**$11,366,480**	**$163,815,650**
Transfers Out	1,965,670	636,630	103,760	1,260,000	6,027,960	119,000	0	10,113,020
Total Budgeted Expenditures/Expenses	**$38,503,250**	**$25,989,870**	**$3,304,630**	**$53,276,000**	**$34,867,930**	**$6,620,510**	**$11,366,480**	**$173,928,670**

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REVENUE COMPARISON

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATE	2012-13 BUDGET	PERCENT TO TOTAL
LOCAL TAXES					
Property Taxes	6,739,996	6,363,740	6,422,000	6,218,000	4.08%
Local Sales Tax	18,782,105	18,261,000	18,901,000	20,703,000	13.57%
Franchise Taxes	2,034,471	2,100,000	2,201,300	2,170,000	1.42%
Subtotal	**$27,556,572**	**$26,724,740**	**$27,524,300**	**$29,091,000**	**19.07%**
LICENSES & PERMITS					
Business Licenses	148,419	160,000	134,140	150,000	0.10%
Animal Licenses	48,889	45,000	46,500	45,000	0.03%
Building Permits	342,553	365,000	290,000	614,000	0.40%
Subtotal	**$539,861**	**$570,000**	**$470,640**	**$809,000**	**0.53%**
INTER-GOV'T					
Shared Lottery Funds - LTAF	0	0	0	0	0.00%
Shared Gasoline Tax - HURF	2,708,673	2,800,000	2,800,000	3,145,480	2.06%
Half Cent Sales Tax	1,738,579	1,722,500	1,710,000	1,700,000	1.11%
Shared Sales Tax	2,590,692	3,674,710	3,795,500	4,061,520	2.66%
Shared Income Tax	2,897,028	4,099,600	4,099,600	4,960,970	3.25%
Shared Auto-In-Lieu	1,992,071	2,145,630	2,160,000	2,104,300	1.38%
Housing Program Income	1,005,898	1,908,000	1,259,300	685,900	0.45%
Grant Revenues	1,606,636	9,756,030	3,097,490	14,286,750	9.36%
Subtotal	**$14,539,577**	**$26,106,470**	**$18,921,890**	**$30,944,920**	**20.28%**
SERVICE CHARGES					
Planning & Development Fees	140,271	299,100	734,920	201,500	0.13%
Municipal Golf Fees	1,148,080	1,285,000	1,095,700	1,324,330	0.87%
Wastewater Treatment Charges	5,811,388	6,881,000	6,524,600	6,547,000	4.29%
Sanitation Charges	5,814,075	6,511,200	6,254,400	6,387,000	4.19%
Water Service Charges	167,772	211,000	197,800	211,000	0.14%
Recreation Fees	444,698	817,000	267,400	519,530	0.34%
Public Safety Fees	46,272	252,000	134,100	167,000	0.11%
Internal Service Charges	7,009,886	6,394,600	6,394,600	6,776,000	4.44%
Irrigation Water Fees	11,480	14,000	12,000	15,000	0.01%
Subtotal	**$20,593,922**	**$22,664,900**	**$21,615,520**	**$22,148,360**	**14.52%**
FINES & FORFEITURES					
Library Fines	28,222	50,000	30,000	40,000	0.03%
Animal Control Fines	4,642	10,000	6,950	10,000	0.01%
City Court Fines & Fees	857,881	834,200	827,300	946,280	0.62%
Subtotal	**$890,745**	**$894,200**	**$864,250**	**$996,280**	**0.65%**
MISC. REVENUE					
Impact Fees	1,522,129	1,559,200	1,222,000	422,050	0.28%
Sale of Fixed Assets	30,187	14,000	3,700	13,000	0.01%
LGIP Interest	149,314	148,100	145,000	78,030	0.05%
Sale of Maps	538	400	800	1,000	0.00%
Contributions and Donations	385,560	141,200	253,500	580,300	0.38%
Rentals, Leases & Concessions	582,310	462,000	581,110	498,300	0.33%
Aviation Fuel Sales	973,788	1,093,000	1,099,600	1,711,000	1.12%
Special Assessment Revenue	0	0	0	0	0.00%
Unclassified Revenue	257,982	0	360,000	432,000	0.28%
Housing Program Income	INCLUDED IN INTERGOVERNMENTAL				0.00%
Copier Revenue	7,982	0	0	7,030	0.00%
Subtotal	**$3,909,790**	**$3,417,900**	**$3,665,710**	**$3,742,710**	**2.45%**
OTHER FINANCING SOURCES					
Lease Purchase Proceeds	0	1,150,000	0	8,750,000	5.73%
Bond Proceeds	2,134,000	30,000,000	0	46,000,000	30.15%
Subtotal	**$2,134,000**	**$31,150,000**	**$0**	**$54,750,000**	**35.88%**
TRANSFERS					
Transfers In	16,959,300	9,753,450	12,043,080	10,100,040	6.62%
Subtotal	**$16,959,300**	**$9,753,450**	**$12,043,080**	**$10,100,040**	**6.62%**
Total Revenues	**$87,123,767**	**$121,281,660**	**$85,105,390**	**$152,582,310**	**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:	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
All gross receipts - 1.80% - General Fund	2007-2008	28,082,890	13.1
Plus:	2008-2009	23,313,627	(17.0)
Construction - 2.20% - Capital Improvements	2009-2010	19,776,000	(15.2)
Retail Sales - .20% - Recreation Bond	2010-2011	18,778,878	(5.0)
Accommodations - 2.00% - Boys and Girls Club	2011-12 Bud	18,261,000	(2.8)
	2011-12 Proj	18,610,000	(0.9)
	2012-13 Bud	20,628,000	13.0

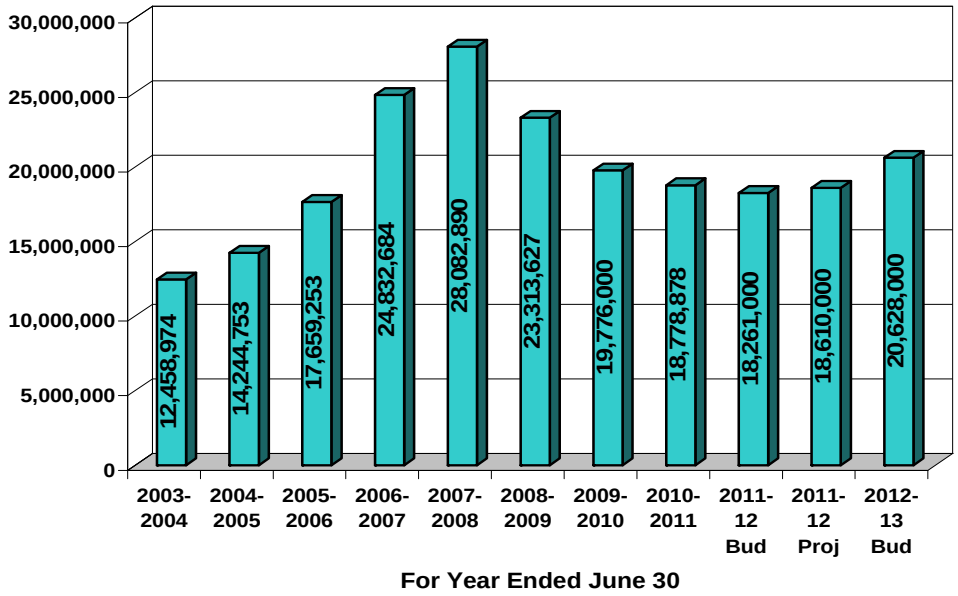
Analysis

The Arizona Department of Revenue provides the City with tax collection services. The estimates for the current year's budget are based upon analysis of trended collections over the last year.
The analysis includes the actual slowdown in construction seen over the last few years, and includes an assumption that retails sales tax will rebound slightly.

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.	2003-2004	1,370,573	19.8
	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)
	2010-2011	1,738,579	(1.7)
	2011-12 Bud	1,710,000	(1.6)
	2011-12 Proj	1,710,000	(1.6)
	2012-13 Bud	1,700,000	(0.6)

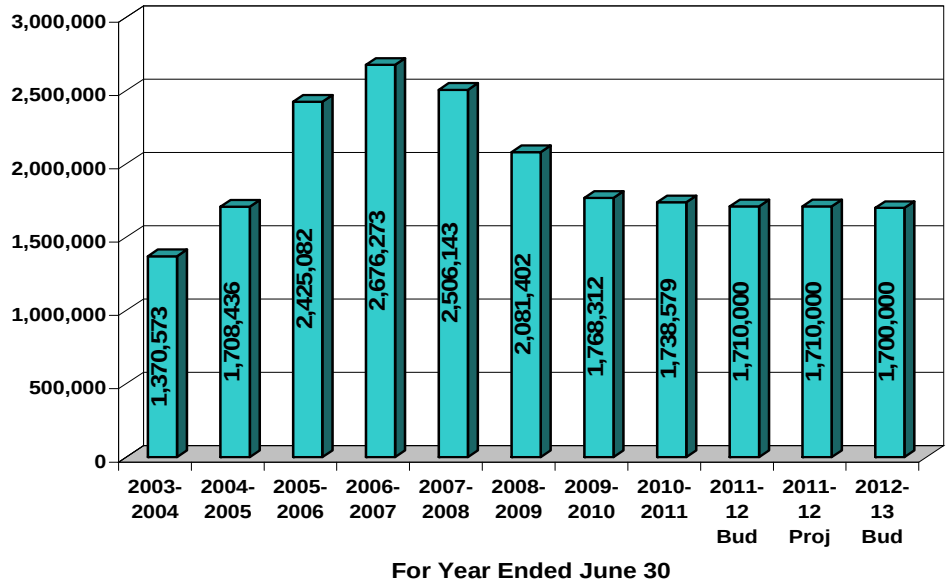
Analysis

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 and remains less due to growth in other parts of Pinal County.

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



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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:	2003-2004	899,604	5.7
	2004-2005	954,852	6.1
	2005-2006	1,236,366	29.5
Arizona Public Service **2%**	2006-2007	1,511,752	22.3
(2/3 of the APS franchise taxes are reserved for Economic Development)	2007-2008	2,028,576	34.2
	2008-2009	1,910,594	(5.8)
Southwest Gas **3%**	2009-2010	1,947,031	1.9
Qwest **2%**	2010-2011	2,034,470	4.5
Cox Communication **2%**	2011-12 Bud	2,100,000	3.2
Electric District No. 2 **1%**	2011-12 Proj	2,170,000	6.7
	2012-13 Bud	2,170,000	3.3

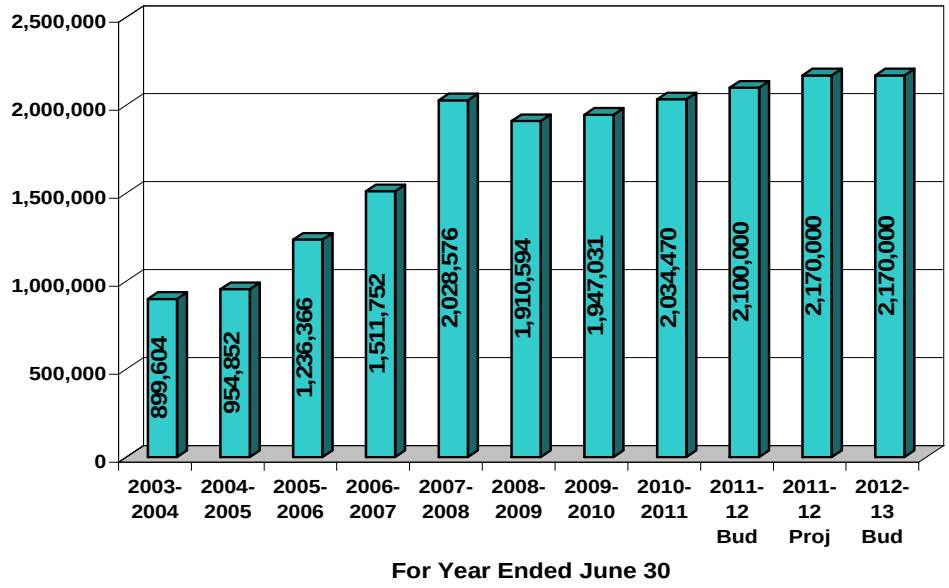
Analysis

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 a 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



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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.	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)
	2010-2011	342,553	(30.7)
	2011-12 Bud	365,000	6.6
	2011-12 Proj	291,000	(15.0)
	2012-13 Bud	612,000	67.7

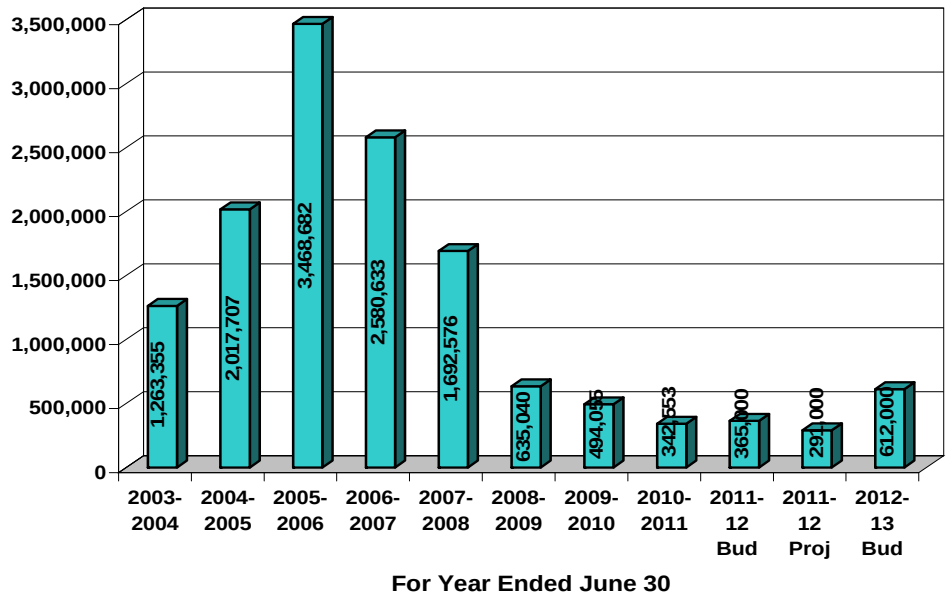
Analysis

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 some additional commercial permits.

Method

Increase to current year estimates based on assumption of several commercial projects.

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.	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
	2010-2011	746,467	(17.4)
	2011-12 Bud	1,036,000	38.8
	2011-12 Proj	712,600	(4.5)
	2012-13 Bud	774,220	(25.3)

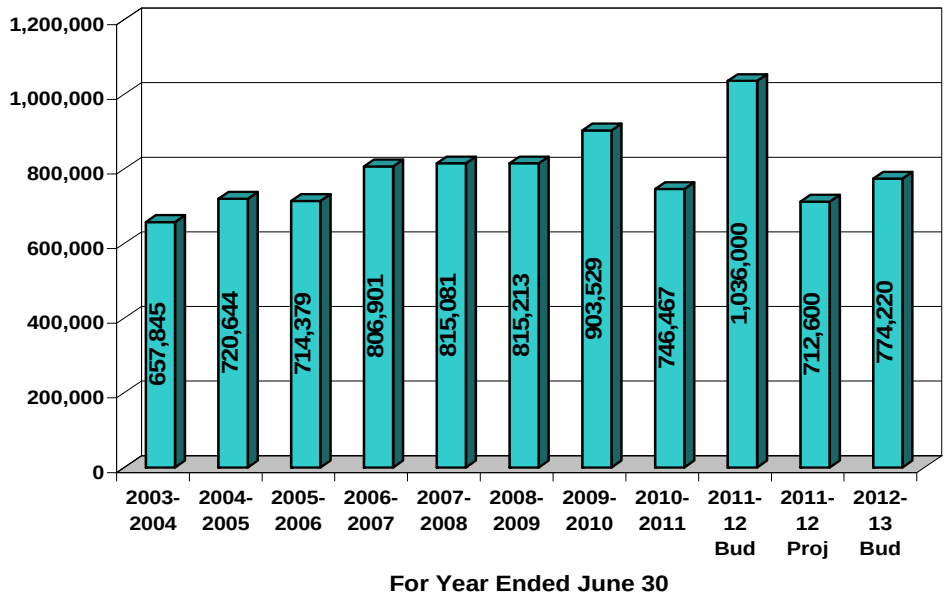
Analysis

In 1997-98 a court enhancement fee of $10 was added to all fines, sanctions, and penalties and assessments imposed by the Court. These fees are appropriated for court security and automation. Arizona enacted a law in 2004 that returned 75% of the increase in all this revenue back to the state. Some increase in the amount of this revenue resulted from population growth and changes to enforcement and fine policies.

Method

Reflects an increase from current year actuals based on 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.	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)
	2010-2011	2,897,028	(29.4)
	2011-12 Bud	4,099,600	41.5
	2011-12 Proj	4,099,600	41.5
	2012-13 Bud	4,960,970	21.0

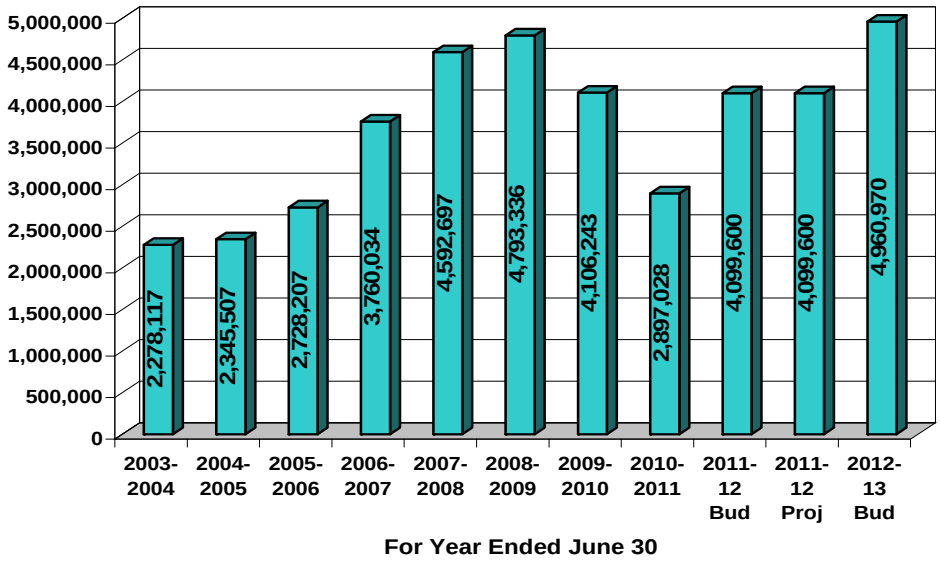
Analysis

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 increased income tax collection. 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.	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)
	2010-2011	2,590,692	8.7
	2011-12 Bud	3,674,710	41.8
	2011-12 Proj	3,674,710	41.8
	2012-13 Bud	4,061,520	10.5

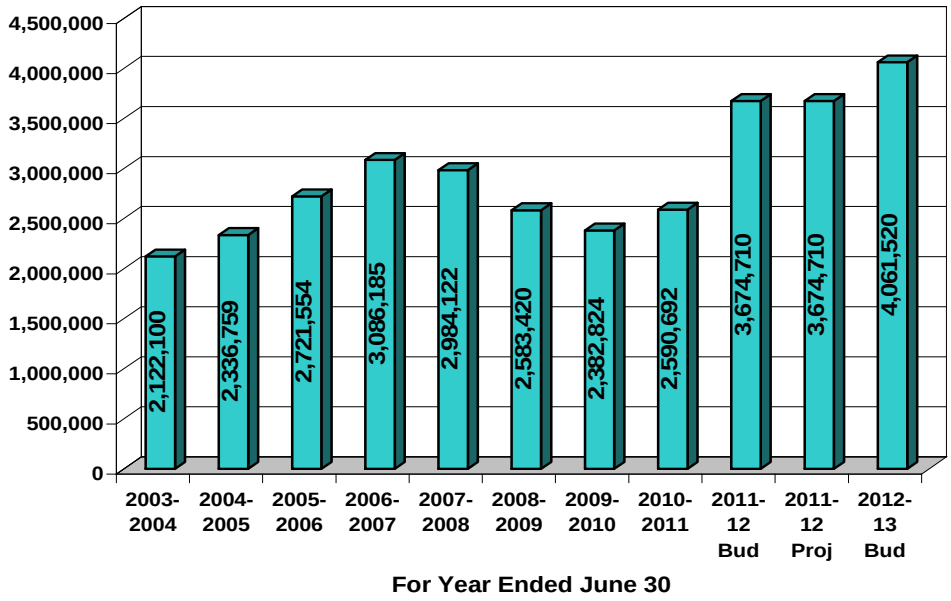
Analysis

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.	2003-2004	1,189,494	19
	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)
	2010-2011	1,992,071	(2.1)
	2011-12 Bud	2,030,000	1.9
	2011-12 Proj	2,160,000	8.4
	2012-13 Bud	2,104,300	3.7

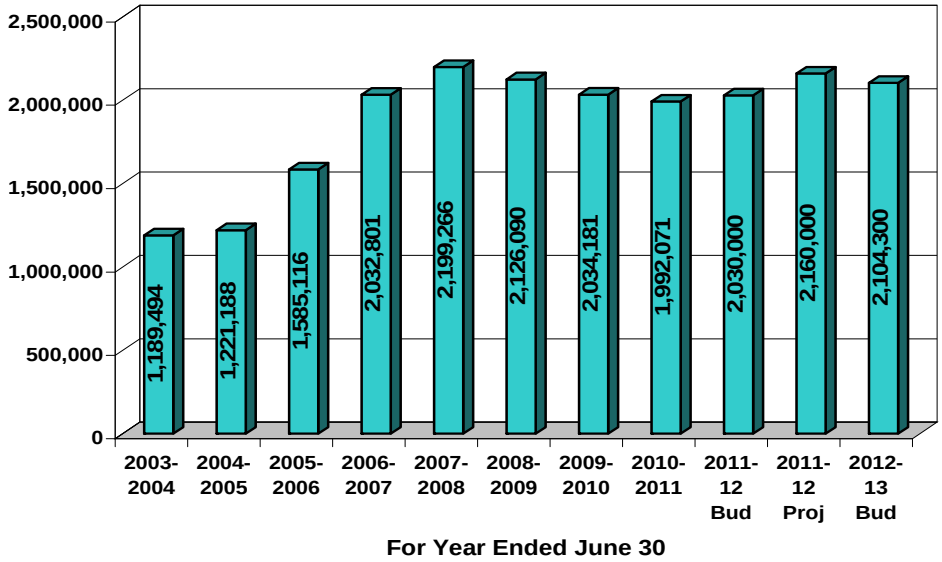
Analysis

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 udpated 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



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.	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
	2010-2011	2,708,673	0.6
	2011-12 Bud	2,800,000	3.4
	2011-12 Proj	2,770,000	2.3
	2012-13 Bud	3,145,480	12.3

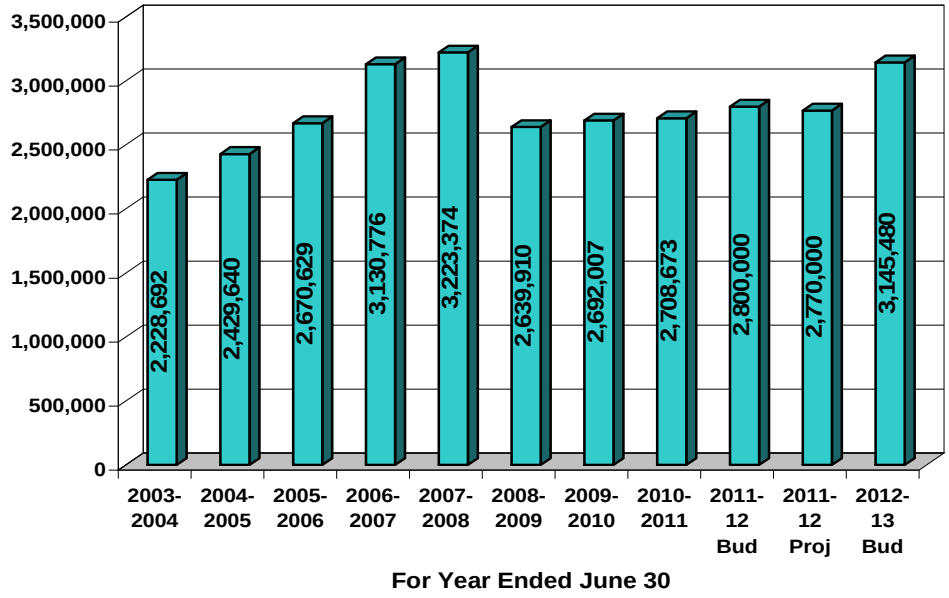
Analysis

This revenue is influenced by the population, State budget policy, economy and gasoline sales.
Growth in the relative population of Casa Grande increased the share Casa Grande received last year; unfortunately, the State removed a portion of the funding to balance the State's budget.
For the current fiscal year, an increase is sales is projected and a portion of the amount removed was reinstated.

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 driving range, retail and concessions.	2003-2004	632,429	2.3
	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)
	2010-2011	1,151,316	5.2
	2011-12 Bud	1,285,000	11.6
	2011-12 Proj	1,098,830	(4.6)
	2012-13 Bud	1,327,330	3.3

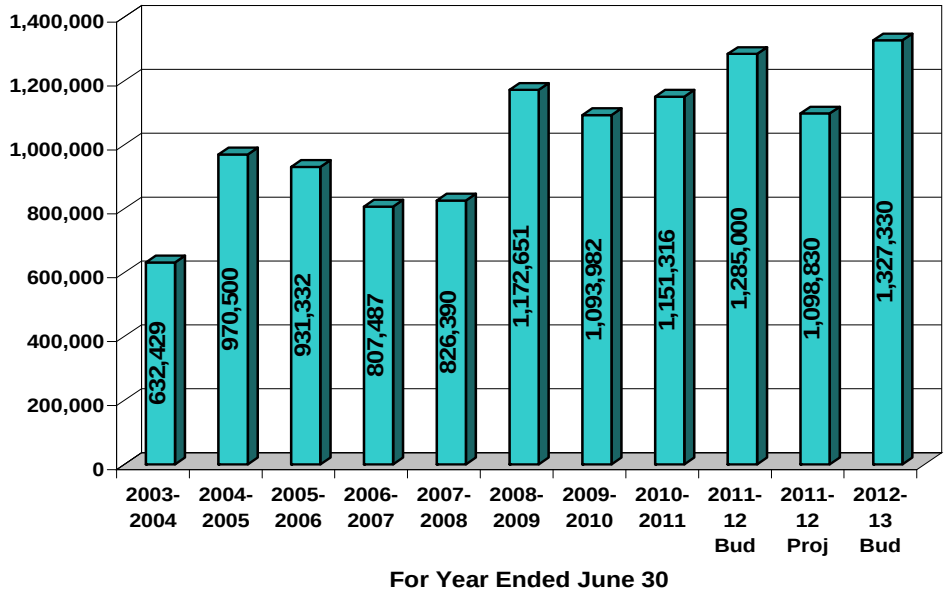
Analysis

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 proticals. 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



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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.	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
	2010-2011	5,819,829	12.7
	2011-12 Bud	6,932,000	19.1
	2011-12 Proj	6,524,600	(5.9)
	2012-13 Bud	6,670,000	(3.8)

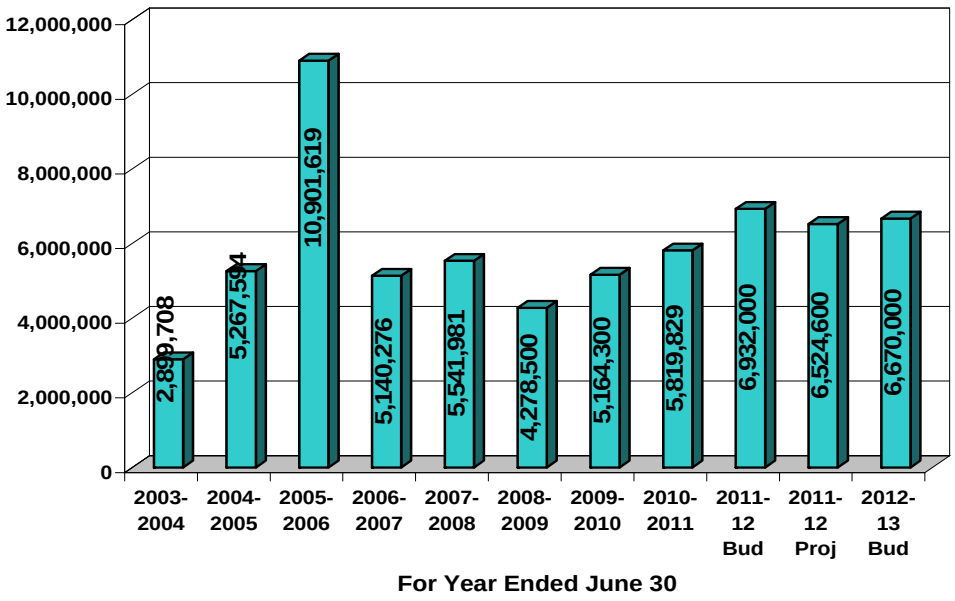
Analysis

These revenues increased in 2000 to 2006 due to the City growth and user fee increases. Rate increases were implemented annually starting in FY09 to ensure the operating fund is 100% self supporting.

Method

Estimates include a small amount of residential and commerical 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.	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
	2010-2011	5,844,783	(12.8)
	2011-12 Bud	7,869,600	34.6
	2011-12 Proj	6,161,270	5.4
	2012-13 Bud	6,408,000	(18.6)

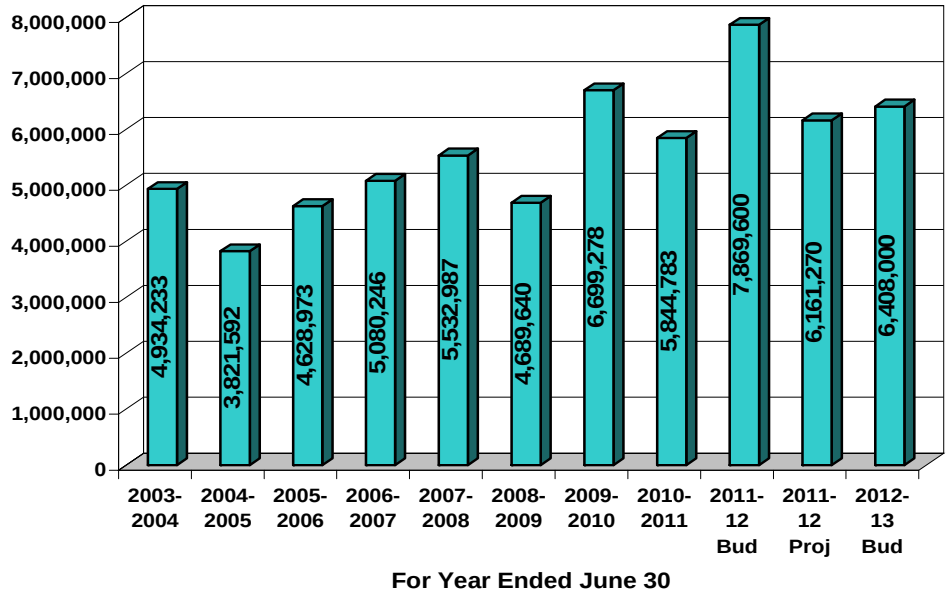
Analysis

Revenues have continued to grow at a steady rate due to increased growth in the City, new services being implemented and user fee increases. 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



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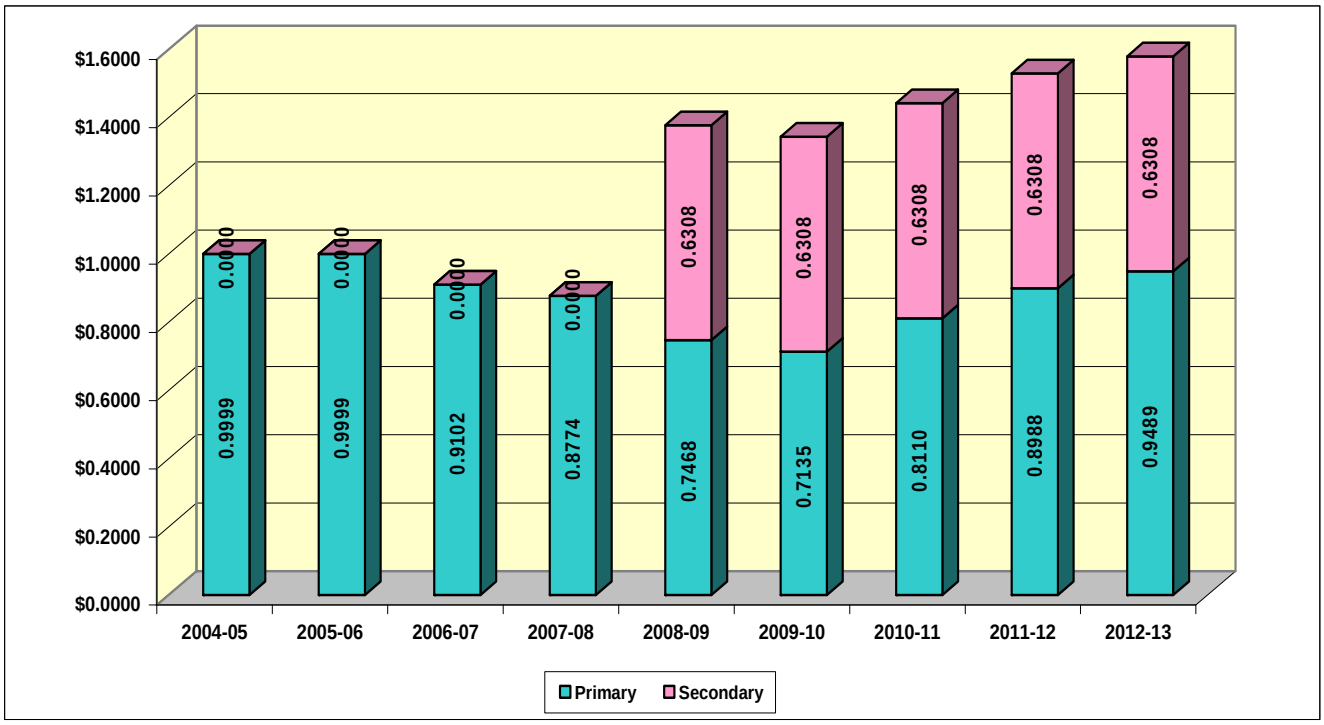
Property Taxes

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.

	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Primary Valuation	157,828,570	173,510,118	210,645,688	251,428,469	343,683,875	407,387,660	385,872,116	360,674,280	353,439,411
Secondary Valuation	166,072,472	180,092,436	219,790,300	276,565,097	417,121,116	460,008,100	405,970,566	370,149,679	358,940,023
Primary Tax Levy	1,578,100	1,735,100	1,917,297	2,206,069	2,566,600	2,566,600	3,129,000	3,241,740	3,353,780
Secondary Tax Levy	0	0	0	0	2,631,200	2,941,870	2,710,000	2,331,000	2,264,190
Total Tax Levy	1,578,100	1,735,100	1,917,297	2,206,069	5,197,800	5,508,470	5,839,000	5,572,740	5,617,970
Primary Tax Rate	0.9999	0.9999	0.9102	0.8774	0.7468	0.7135	0.8110	0.8988	0.9489
Secondary Tax Rate	0.0000	0.0000	0.0000	0.0000	0.6308	0.6308	0.6308	0.6308	0.6308
Total Tax Rate	0.9999	0.9999	0.9102	0.8774	1.3776	1.3443	1.4418	1.5296	1.5797
Maximum Allowable Primary Tax Levy	2,599,279	2,868,990	1,917,297	2,206,069	2,566,631	2,968,634	3,154,000	3,241,740	3,353,780



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BUDGET ADOPTION RESOLUTION

&

STATE REQUIRED SCHEDULES

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RESOLUTION NO. 4700

A RESOLUTION OF THE COUNCIL OF THE CITY OF CASA GRANDE, ARIZONA, ADOPTING THE BUDGET FOR THE FISCAL YEAR 2012-2013.

WHEREAS, in accordance with the provisions of Arizona Revised Statutes, Title 42, Chapter 17, Articles 1-5, the City Council did, on the 18th day of May, 2012, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, as well as 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 18th day of June, 2012, 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 will meet on the 2nd day of July, 2012, at the office of the Council for the purpose of making tax levies as set forth in said estimates; and

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

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

That the said estimates of revenues and expenditures/expenses shown on the accompanying schedules (attached hereto as Exhibit A and incorporated herein by this reference) as now increased, reduced, or changed, are hereby adopted as the budget of the City of Casa Grande, Arizona, for the Fiscal Year 2012-2013.

PASSED AND ADOPTED by the Mayor and Council of the City of Casa Grande, Arizona, this 18th day of June, 2012.

Robert M. Jackson
Mayor

ATTEST:

Remilie S. Miller, CMC
City Clerk

CITY OF CASA GRANDE INCORPORATED 1915 CASA GRANDE, ARIZONA

APPROVED AS TO FORM:

Brett Wallace
City Attorney

FIN R-Adopting Annual Budget FY 12-13 for City of Casa Grande

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CITY OF CASA GRANDE
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2013

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2012	ACTUAL EXPENDITURES/ EXPENSES ** 2012	FUND BALANCE/ NET ASSETS*** July 1, 2012**	PROPERTY TAX REVENUES 2013	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2013	OTHER FINANCING 2013		INTERFUND TRANSFERS 2013		TOTAL FINANCIAL RESOURCES AVAILABLE 2013	BUDGETED EXPENDITURES/ EXPENSES 2013
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	$ 38,086,890	$ 37,575,939	$ 20,801,700	Primary: $ 3,353,000	$ 33,497,870	$	$	$ 1,393,780	$ 1,952,690	$ 57,093,660	$ 38,503,250
2. Special Revenue Funds	26,613,390	10,828,040	27,372,541	Secondary:	13,363,720	1,150,000		213,200	636,630	41,462,831	30,666,870
3. Debt Service Funds Available	4,951,170	4,882,090	1,291,120	2,264,000				1,585,000	103,760	5,036,360	3,304,630
4. Less: Amounts for Future Debt Retirement			1,291,120							1,291,120	
5. Total Debt Service Funds	4,951,170	4,882,090		2,264,000				1,585,000	103,760	3,745,240	3,304,630
6. Capital Projects Funds	22,607,530	3,788,000	38,751,750		12,073,200	36,000,000		1,457,600	1,260,000	87,022,550	48,539,000
7. Permanent Funds											
8. Enterprise Funds Available	37,148,940	22,129,080	12,569,560		14,774,480	7,600,000		5,450,460	6,027,960	34,366,540	34,867,930
9. Less: Amounts for Future Debt Retirement			4,890,000							4,890,000	
10. Total Enterprise Funds	37,148,940	22,129,080	7,679,560		14,774,480	7,600,000		5,450,460	6,027,960	29,476,540	34,867,930
11. Internal Service Funds	6,322,400	6,535,400	1,752,470		6,926,000				119,000	8,559,470	6,620,510
12. TOTAL ALL FUNDS	$ 135,730,320	$ 85,738,549	$ 96,358,021	$ 5,617,000	$ 80,635,270	$ 44,750,000	$	$ 10,100,040	$ 10,100,040	$ 227,360,291	$ 162,502,190

EXPENDITURE LIMITATION COMPARISON	2012	2013
1. Budgeted expenditures/expenses	$ 135,730,320	$ 162,502,190
2. Add/subtract: estimated net reconciling items	(6,494,600)	(6,227,500)
3. Budgeted expenditures/expenses adjusted for reconciling items	129,235,720	156,274,690
4. Less: estimated exclusions	5,572,740	
5. Amount subject to the expenditure limitation	$ 123,662,980	$ 156,274,690
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).

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CITY OF CASA GRANDE
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2013

	2012	2013
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$ 3,241,740	$ 3,353,780
2. Amount received from primary property taxation in the **current year** in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	$ 0	
3. Property tax levy amounts		
A. Primary property taxes	$ 3,241,740	$ 3,353,000
B. Secondary property taxes	2,331,000	2,264,000
C. Total property tax levy amounts	$ 5,572,740	$ 5,617,000
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$ 3,199,000	
(2) Prior years' levies	7,080	
(3) Total primary property taxes	$ 3,206,080	
B. Secondary property taxes		
(1) **Current** year's levy	$ 2,310,000	
(2) Prior years' levies	8,000	
(3) Total secondary property taxes	$ 2,318,000	
C. Total property taxes collected	$ 5,524,080	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.8988	0.9489
(2) Secondary property tax rate	0.6308	0.6308
(3) Total city/town tax rate	1.5296	1.5797

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 disctrics and their tax rates, please contact the city/town.

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

SCHEDULE B

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CITY OF CASA GRANDE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
GENERAL FUND			
Local taxes			
Sales Tax	$ 15,875,000	$ 16,752,000	$ 17,313,000
Property Tax	3,241,740	3,196,000	
Licenses and permits			
Business License	150,000	130,000	150,000
Building Permit	365,000	291,000	614,000
Intergovernmental			
State Shared Sales Tax	3,674,710	3,674,710	4,061,520
State Shared Income Tax	4,099,600	4,099,600	4,960,970
State Auto In Lieu	2,145,630	2,160,000	2,104,300
CGUHSD	70,000	88,400	85,000
Charges for services			
Land Use Appplication Review	110,000	111,000	120,000
Community Services	322,600	338,050	310,360
Public Safety	252,000	209,100	147,000
Other	258,800	255,100	250,000
Fines and forfeits			
Library	35,000	30,200	30,000
Traffic	600,000	520,000	550,000
Other	93,200	87,050	180,220
Interest on investments			
Interest Income	40,000	22,700	30,000
In-lieu property taxes			
SRP	140,000	210,630	140,000
Franchise	2,100,000	2,170,000	2,170,000
Contributions			
Voluntary contributions	5,000	18,500	5,000
Miscellaneous			
Miscellaneous	274,000	241,690	276,500
Library	8,000	5,900	
Total General Fund	$ 33,860,280	$ 34,611,630	$ 33,497,870

* 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

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CITY OF CASA GRANDE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
SPECIAL REVENUE FUNDS			
Streets	$ 4,555,000	$ 4,491,200	$ 4,876,480
	$ 4,555,000	$ 4,491,200	$ 4,876,480
Impact Fees	$ 38,000	$ 8,000	$ 9,000
	$ 38,000	$ 8,000	$ 9,000
Airport	$ 2,477,400	$ 1,327,400	$ 1,950,000
	$ 2,477,400	$ 1,327,400	$ 1,950,000
Grants	$ 2,470,280	$ 1,639,250	$ 5,255,050
	$ 2,470,280	$ 1,639,250	$ 5,255,050
Arts	$ 15,000	$ 3,000	$ 15,000
Wildland Firefighting	60,000	170,000	150,000
Recreation	59,000	59,100	61,500
Court	64,200	59,840	56,130
	$ 198,200	$ 291,940	$ 282,630
CDBG/Housing	$ 1,833,000	$ 578,020	$ 518,400
CGPI	200,000	134,000	200,000
Tourism	150,100	240,200	190,100
	$ 2,183,100	$ 952,220	$ 908,500
Energy Savings	$		$ 82,060
	$	$	$ 82,060
Total Special Revenue Funds	$ 11,921,980	$ 8,710,010	$ 13,363,720

* 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.

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CITY OF CASA GRANDE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
DEBT SERVICE FUNDS			
City Hall	$	$	$
	$	$	$
Recreation	$	$	$
	$	$	$
General Obligation	$ 2,331,000	$ 2,100,000	$
	$ 2,331,000	$ 2,100,000	$
Total Debt Service Funds	$ 2,331,000	$ 2,100,000	$
CAPITAL PROJECTS FUNDS			
Recreation Impact Fees	$	$ 163,050	$ 54,000
Construction Sales Tax	1,315,000	911,000	2,256,000
Capital Replacement	8,000	6,500	4,000
	$ 1,323,000	$ 1,080,550	$ 2,314,000
Recreation Capital Projects	$ 936,500	$ 920,150	$ 950,200
Airport Capital Projects	750,000	11,000	8,592,000
	$ 1,686,500	$ 931,150	$ 9,542,200
Transportation Impact Fees	$	$ 498,350	$ 112,000
Public Safety Impact Fees		152,450	105,000
	$	$ 650,800	$ 217,000
General Obligation Improvement	$ 5,000	$ 257,100	$
Improvement District	20,000,000		
	$ 20,005,000	$ 257,100	$
Total Capital Projects Funds	$ 23,014,500	$ 2,919,600	$ 12,073,200

* 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

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CITY OF CASA GRANDE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
PERMANENT FUNDS			
	$	$	$
NONE			
	$	$	$
	$	$	$
	$	$	$
	$	$	$
	$	$	$
	$	$	$
	$	$	$
	$	$	$
Total Permanent Funds	$	$	$
ENTERPRISE FUNDS			
Golf Course	$ 1,290,300	$ 1,098,830	$ 1,327,330
Wastewater	7,496,300	6,786,510	6,828,150
Sanitation	6,483,000	6,161,270	6,408,000
Water	211,000	197,800	211,000
	$ 15,480,600	$ 14,244,410	$ 14,774,480
	$	$	$
	$	$	$
	$	$	$
	$	$	$
	$	$	$
Total Enterprise Funds	$ 15,480,600	$ 14,244,410	$ 14,774,480

* 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

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CITY OF CASA GRANDE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
INTERNAL SERVICE FUNDS			
Fleet Maintenance	$ 1,589,310	# 1,589,310	$ 1,730,000
	$ 1,589,310	$ 1,589,310	$ 1,730,000
Insurance	$ 4,905,290	$ 4,956,600	$ 5,196,000
	$ 4,905,290	$ 4,956,600	$ 5,196,000
	$	$	$
	$	$	$
	$	$	$
	$	$	$
Total Internal Service Funds	$ 6,494,600	$ 6,545,910	$ 6,926,000
TOTAL ALL FUNDS	$ 93,102,960	$ 69,131,560	$ 80,635,270

* 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.

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CITY OF CASA GRANDE
Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2013

FUND	OTHER FINANCING 2013 SOURCES	OTHER FINANCING 2013 <USES>	INTERFUND TRANSFERS 2013 IN	INTERFUND TRANSFERS 2013 <OUT>
GENERAL FUND				
General Government	$	$	$ 1,393,780	$ 1,952,690
Total General Fund	$	$	$ 1,393,780	$ 1,952,690
SPECIAL REVENUE FUNDS				
Airport	$ 1,150,000	$	$ 10,000	$ 33,500
Community Arts			5,000	
Streets				543,130
Grants			198,200	60,000
Total Special Revenue Funds	$ 1,150,000	$	$ 213,200	$ 636,630
DEBT SERVICE FUNDS				
General Obligation	$	$	$	$ 103,760
Recreation Debt			1,585,000	
Total Debt Service Funds	$	$	$ 1,585,000	$ 103,760
CAPITAL PROJECTS FUNDS				
Replacement Fund	$	$	$ 1,457,600	$ 760,000
Recreation Construction	16,000,000			500,000
Improvement District Construction	20,000,000			
Total Capital Projects Funds	$ 36,000,000	$	$ 1,457,600	$ 1,260,000
PERMANENT FUNDS				
NONE	$	$	$	$
Total Permanent Funds	$	$	$	$
ENTERPRISE FUNDS				
Wastewater	$ 2,600,000	$	$ 4,491,700	$ 4,862,550
Sanitation	5,000,000		735,000	1,029,610
Golf Course			223,760	114,520
Water				21,280
Total Enterprise Funds	$ 7,600,000	$	$ 5,450,460	$ 6,027,960
INTERNAL SERVICE FUNDS				
Fleet Maintenance	$	$	$	$ 119,000
Total Internal Service Funds	$	$	$	$ 119,000
TOTAL ALL FUNDS	$ 44,750,000	$ 0	$ 10,100,040	$ 10,100,040

SCHEDULE D

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CITY OF CASA GRANDE
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2013

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES* 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
GENERAL FUND				
General Government	$ 8,258,810	$ (276,618)	$ 7,590,969	$ 7,887,960
Public Safety	18,406,880	589,578	18,720,700	19,758,460
Public Works	2,288,050	(326,550)	813,240	968,140
Community Services	5,716,720	65,850	5,902,850	5,608,440
Community Development	1,733,950	(51,750)	2,301,720	2,327,560
Transfers	1,675,080	6,890	2,246,460	1,952,690
Total General Fund	$ 38,079,490	$ 7,400	$ 37,575,939	$ 38,503,250
SPECIAL REVENUE FUNDS				
Streets	$ 10,143,010	$	$ 5,431,180	$ 12,248,740
Development Fees	5,689,800	982,950	88,000	7,324,000
Airport	2,545,740		1,357,650	3,094,990
Parks Development	670,000		14,000	100,000
Community Arts	25,000		3,000	22,700
Wildland Firefighting	60,000	120,660	125,240	150,000
Redevelopment	250,000	253,960	294,000	1,345,000
Performance Institute	215,000		191,600	210,000
Promotion and Tourism	100,000		100,000	100,000
Court Enhancement	26,000	356,060	336,450	24,000
Grants	3,143,620	33,590	2,074,500	5,491,910
Housing	1,998,000		812,420	555,530
Total Special Revenue Funds	$ 24,866,170	$ 1,747,220	$ 10,828,040	$ 30,666,870
DEBT SERVICE FUNDS				
Redevelopment	$ 304,370	$ 1,327,600	$ 1,631,970	$
Recreation .2%	1,583,710	950	1,584,650	1,583,860
General Obligation Bond 2008	1,676,470	58,070	1,665,470	1,720,770
Total Debt Service Funds	$ 3,564,550	$ 1,386,620	$ 4,882,090	$ 3,304,630
CAPITAL PROJECTS FUNDS				
Construction Sales Tax	$ 850,000	$ 770,480	$ 1,147,500	$ 1,685,000
Capital Replacement	3,592,100	0	1,261,610	4,836,000
Airport	2,671,700		338,620	8,592,000
Capital Development Projects	2,500,000	236,160	540,270	16,500,000
Improvement District	20,000,000	(9,126,830)		16,426,000
Recreation Construction	500,000	613,920	500,000	500,000
Total Capital Projects Funds	$ 30,113,800	$ (7,506,270)	$ 3,788,000	$ 48,539,000
PERMANENT FUNDS				
	$	$	$	$
NONE				
Total Permanent Funds	$	$	$	$
ENTERPRISE FUNDS				
Golf	$ 1,821,740	$	$ 1,472,240	$ 1,679,620
Wastewater	22,364,140	4,293,990	14,217,990	20,210,370
Sanitation	7,657,100		6,062,140	12,566,240
Water	1,011,970		376,710	411,700
Total Enterprise Funds	$ 32,854,950	$ 4,293,990	$ 22,129,080	$ 34,867,930
INTERNAL SERVICE FUNDS				
Fleet Services	$ 1,580,380	$	$ 1,471,940	$ 1,680,360
Insurance	4,742,020		5,063,460	4,940,150
Total Internal Service Funds	$ 6,322,400	$	$ 6,535,400	$ 6,620,510
TOTAL ALL FUNDS	$ 135,801,360	$ (71,040)	$ 85,738,549	$ 162,502,190

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

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CITY OF CASA GRANDE
Summary by Department of Expenditures/Expenses
Fiscal Year 2013

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
General Government	$ 20,323,370	$ (291,458)	$ 15,881,367	$ 18,273,320
Public Safety	21,926,960	1,490,578	21,100,690	21,480,930
Streets	10,444,070	(115,270)	5,259,240	2,761,610
Airport	5,180,940	4,900	1,659,770	1,758,710
Public Works	23,245,910	(395,080)	9,166,010	10,460,050
Community Services	8,890,240	222,990	7,794,440	7,155,050
Planning & Development	2,598,870	(137,700)	2,627,420	2,569,200
Housing	1,998,000	33,590	1,193,620	1,055,530
Capital	28,000,200	(7,175,170)	6,400,010	93,946,670
Debt Service	3,449,550	1,628,540	5,339,960	4,307,560
Transfers	9,743,250	4,734,080	10,798,580	10,100,040
Total Debt Service Funds	$ 135,801,360	$ 0	$ 87,221,107	$ 173,868,670

*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.

SCHEDULE F

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STRATEGIC AGENDA

STRATEGIC AGENDA

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

PUBLIC SAFETY

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

Jail Services remain a challenge for the City of Casa Grande due to the absence of a local jail facility and the centralization of detention facilities by Pinal County. The current prisoner transport system strategy has addressed the immediate problem. Attention to the monitoring of the prisoner transport system, as well as the cost of incarceration, will be a focus of this area. The Court 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, ongoing maintenance efforts are at the forefront. The addition of a Community Recreation Center is planned in the next couple 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 annual maintenance programs 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. The visioning process for "life on Main" project began in late FY2012 and will continue in the coming year.

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. 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 that has world class soccer fields. 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.

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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 General Obligation Bonds approved by the voters in 2007.

   Plan of Action:
   Voter approved facilities will be funded with General Obligation Debt, beginning with fiscal year 2009 the amount designated as the secondary tax levy will pay the debt created for voter approved building improvements. Future debt is not issued unless repayment can occur within the rate of 0.6308. The City has $17,000,000 in remaining capacity to issue voter approved debt.

2. **MAINTAIN THE VEHICLE REPLACEMENT FUND TO REPLACE VEHICLES AND EQUIPMENT**. The City funds replacement of existing fleet by placing funds in a specific fund (Capital Replacement Fund). These funds are used specifically for replacement fleet.

   Plan of Action
   The replacement schedule is updated annually to ensure all fleet is included in replacement funding and that the Capital Replacement Fund remains a sustainable funding source.

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
During the budget process Departments will identify funding sources or expense reductions for any requested 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. Unfunded mandates will be noted as such.

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 prepares a quarterly fiscal core measure report on a cost center basis. One example is the landfill operation that calculates the cost per ton to provide landfill service. The City must keep focused on the outcome based 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 through program budgets, and cost of service analysis for fee development. 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 OR LEASES 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 do they enhance your delivery of services to the public? The goal of these two award programs is to provide the tools to all cities and towns, despite their size, to 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 sixteen 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 Economic Development staff 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 was 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 revenue 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.

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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, and is 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 can be made effectively. 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 and ensure the best value for each dollar spent.

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 available 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). Capital items cost more than $10,000 and have a useful life greater than three years.

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 (generally 60 days) to pay liabilities of the current period. Expenditures are recorded when liabilities are incurred except for:

- Interest expense on general obligation debt, which is recorded on the due date.
- Prepaid expenses are recorded and recognized as expenditures in the period benefited.
- Disbursements for inventory-type items are considered expenditures at the time of purchase.
- Inter-fund transactions, which 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 audits 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.

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.

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.

POLICIES FOR GOVERNMENTAL MANAGEMENT continued

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.

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 health of the City.

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.

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.

POLICIES FOR REVENUES AND PROGRAM FUNDING continued

Special Funds - The revenues and expenditures of specific programs are accounted for in special revenue funds. A special revenue fund accounts and reports for proceeds of a specific revenue source that is restricted to expenditures for a specified purpose.

When the fund balances of special funds grow to exceed mandated or specified levels relative to the specific purpose, 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 solid management practices, ensure appropriate net assets for its enterprise funds while obtaining full cost-recovery for direct and indirect government support, as well as appropriate level of revenue transfer for General Fund operational support.

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 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 assure a high level of safety. Idle cash is invested in the Local Government Investment Pool, local bank certificates of deposit and Treasury Direct purchases.

Contingencies - The City of Casa Grande will budget a contingent account in the General Fund dependent on the estimate of ensuing risk of unforeseen events in the coming fiscal year. The purpose of the contingency account 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

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.

FRAMEWORK FOR FISCAL POLICY continued

- The assessable property tax base of the City of Casa Grande, which is the principal indicator of anticipated property tax revenue for the primary and secondary property tax.

- Income tax collected by the State two fiscal years ago indicates the general change in State Share Income tax.

- 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.

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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 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 defined 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 departments.

Standard Criteria for Evaluating Alternative Investments: Strategic capital planning uses standard criteria for evaluating alternative investments that maintain 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 prior to 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 Program 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 2012-2013 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 2012-2013 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.

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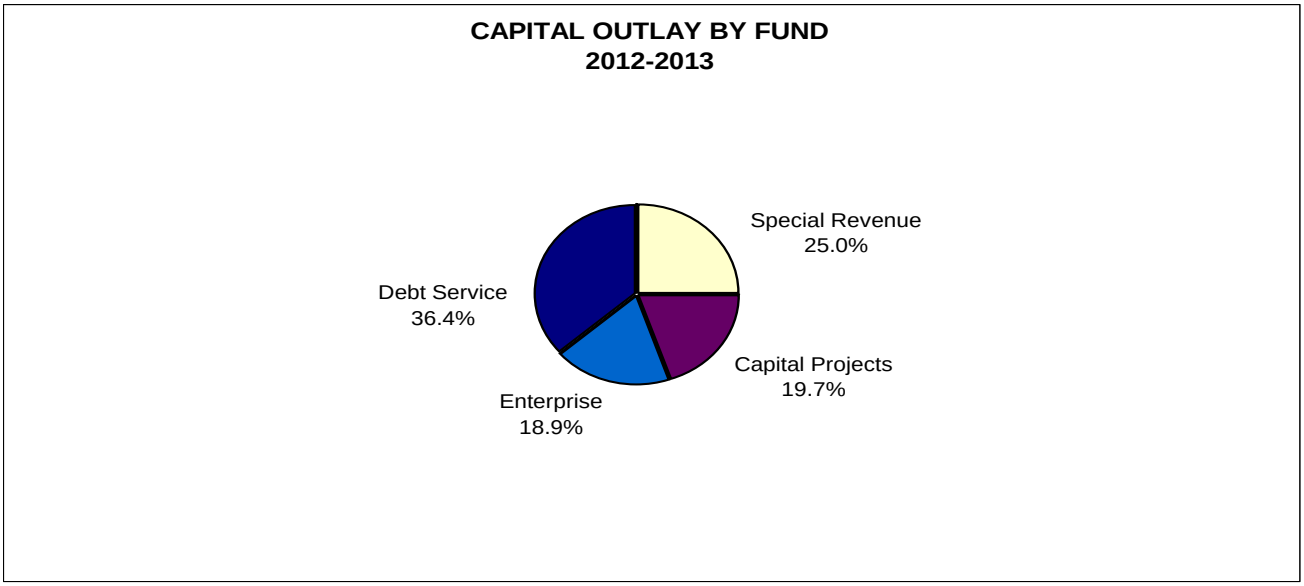
CAPITAL OUTLAY SUMMARY
FISCAL YEARS 2013 - 2017

FUND TYPE	2012-13	2013-14	2014-15	2015-16	2016-17
General	$0	$4,919,000	$1,876,000	$1,815,000	$422,000
Special Revenue	11,349,000	15,461,000	26,060,000	11,272,000	3,240,000
Capital Projects	8,945,000	2,030,000	14,320,000	11,079,000	17,110,000
Enterprise	8,579,000	6,582,200	7,627,000	2,130,000	74,847,000
Debt Service	16,500,000	-	-	-	24,000,000
Internal Service	0	320,000	0	0	0
ALL FUNDS	**$45,373,000**	**$29,312,200**	**$49,883,000**	**$26,296,000**	**$119,619,000**



Summary of Increased Operating Costs (Net of Revenues)

	Fiscal Years				
	2013	2014	2015	2016	2017
ALL FUNDS	**$382,060**	**$1,809,360**	**$1,898,460**	**$1,902,560**	**$1,925,410**

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CAPITAL OUTLAY SCHEDULE
FISCAL YEARS 2013 - 2017

Department	Project	2012-13	2013-14	2014-15	2015-16	2016-17
General Fund						
Admin Services - Personnel	Compensation & classification study	0	75,000	0	0	0
Aquatics	Splash pad for parks (20'x40')	0	0	400,000	0	0
City Manager	Small business incubator	0	200,000	0	0	0
Engineering	Cottonwood-Henness Rd drainage study	0	200,000	0	0	0
Facility Maintenance	Ceramics building bathrooms remodel	0	100,000	0	0	0
Facility Maintenance	City Hall cooling tower replacement	0	35,000	0	0	0
Facility Maintenance	Electric repairs/upgrades to city facilities	0	78,000	78,000	0	0
Facility Maintenance	General repairs/upgrades to city facilities	0	167,000	166,000	0	0
Facility Maintenance	Pavement/signage repairs to city facilities	0	92,000	91,000	0	0
Facility Maintenance	Mechanical/plumbing repairs to city facilities	0	46,000	0	0	0
Facility Maintenance	Peart Center security fencing	0	36,000	0	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 Chief vehicle	0	45,000	0	0	0
Fire	Joint command vehicle - PD/FD	0	875,000	0	0	0
Fire	New technical rescue response team unit	0	0	0	1,300,000	0
Fire	Phase 1 - Station alerting packages	0	39,000	62,000	62,000	62,000
Fire	Refurbish station #501	0	325,000	0	0	0
Fire	Refurbish station #502	0	180,000	0	0	0
Fire	Station #502 additional bay & bunkroom	0	138,000	0	0	0
Fire	Upgrade existing LP12 & LP15	0	32,000	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	Information tech backbone infrastructure	0	140,000	0	0	0
Information Technology	Microsoft Office 2010	0	188,000	0	0	0
Information Technology	Video conferencing	0	33,000	0	0	0
Parks Maintenance	Chipper	0	0	27,000	0	0
Parks Maintenance	Christmas decorations	0	45,000	25,000	0	0
Parks Maintenance	Forklift	0	28,000	0	0	0
Parks Maintenance	Grade tractor	0	0	0	0	60,000
Parks Maintenance	Mountain View Park improvements	0	26,000	0	0	0
Parks Maintenance	Mower	0	32,000	32,000	33,000	0
Parks Maintenance	Park signs	0	32,000	0	0	0
Parks Maintenance	Parks new fencing	0	25,000	0	0	0
Parks Maintenance	Replace Evergreen irrigation transmission lines	0	300,000	200,000	200,000	200,000
Parks Maintenance	Replace field lighting at Paul Mason	0	0	0	0	100,000
Parks Maintenance	Replace lighting at Little League complex	0	0	400,000	0	0
Parks Maintenance	Wood fiber installation	0	39,000	0	0	0
Planning & Development	New form based or smart growth code	0	300,000	0	0	0
Police	911/Administrative voice/data recorder	0	100,000	0	0	0
Police	Burglary supression vehicle	0	35,000	0	0	0
Police	Citywide microwave looped system	0	70,000	70,000	70,000	0
Police	Command post comms replacement	0	25,000	0	0	0
Police	Commercial vehicle enforcement truck	0	80,000	0	0	0
Police	Communication hot spots	0	100,000	0	0	0
Police	Evidence transport vehicle	0	25,000	0	0	0
Police	Incinerator	0	50,000	0	0	0
Police	Radio receiver (voter) sites	0	150,000	150,000	150,000	0
Police	Remodel Animal Control sally port	0	25,000	0	0	0
Police	Remote control surveillance robot	0	35,000	0	0	0
Police	Starchase system	0	175,000	0	0	0
Police	Surveillance van	0	0	175,000	0	0
	TOTAL - GENERAL FUND	**0**	**4,919,000**	**1,876,000**	**1,815,000**	**422,000**
Airport Capital Improvements						
Airport	Air evac building, parking & helicopter pad	140,000	0	0	0	0
Airport	Aviation fuel truck parking pad & shade	0	0	86,000	0	0
Airport	Displacement of runway 23	500,000	0	0	0	0
Airport	Drainage ditch relocation	1,800,000	0	0	0	0
Airport	Expand terminal area parking	500,000	0	0	0	0
Airport	High speed taxiways	0	0	0	0	1,600,000
Airport	Land acquisition for runway extention	3,500,000	0	0	0	0
Airport	North side access road	0	0	0	800,000	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

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CAPITAL OUTLAY SCHEDULE
FISCAL YEARS 2013 - 2017

Department	Project	2012-13	2013-14	2014-15	2015-16	2016-17
Airport Capital Improvements						
Airport	Rehab. 4,330' x 100' of runway	0	0	0	3,432,000	0
Airport	Rehab. stop way, old taxiway & apron	0	0	0	0	975,000
Airport	Relocate runway 5	0	0	0	1,300,000	0
Airport	Relocate segmented circle	0	0	0	150,000	0
Airport	Runway extension - design & construct	0	0	6,000,000	0	0
Airport	Service road & security fence	0	1,409,000	0	0	0
Airport	Southwest apron extension	860,000	0	0	0	0
Airport	Taxiway B design & construct	0	0	4,009,000	0	0
Airport	Taxiway E rehab.	0	270,000	0	0	0
Airport	Terminal rehab.	0	35,000	0	0	0
Airport	Vacuum pavement sweeper	0	0	225,000	0	0
Airport	VFR parallel light ac runway	0	0	0	0	7,000,000
Airport	Wash rack	0	316,000	0	0	0
TOTAL - AIRPORT CAPITAL IMPROVEMENTS		**7,300,000**	**2,030,000**	**10,320,000**	**8,079,000**	**12,110,000**
Redevelopment Fund						
Facilities Maintenance	Auditorium demolition	1,100,000	0	0	0	0
Facilities Maintenance	City Hall main exterior painting	0	45,000	0	0	0
TOTAL - REDEVELOPMENT FUND		**1,100,000**	**45,000**	**0**	**0**	**0**
Impact Fees						
Aquatics	Splash pad for parks (40 x 40)	0	460,000	0	0	0
Community Services	1 ton garbage truck	95,000	0	0	0	0
Community Services	Chipper	27,000	0	0	0	0
Community Services	Community park land design & development	500,000	2,300,000	2,300,000	0	0
Community Services	Community recreation center	1,500,000	0	0	0	0
Community Services	Grade tractor new	60,000	0	0	0	0
Community Services	Trencher new	40,000	0	0	0	0
Downtown Library	Expansion	1,200,000	0	0	0	0
Fire	New water tender	0	600,000	0	0	0
Fire	Station pumper - 505	0	700,000	0	0	0
Parks Maintenance	1/2 ton pickup	0	0	0	33,000	0
Parks Maintenance	Land acquisition for parks	0	4,250,000	5,000,000	5,000,000	0
Parks Maintenance	Maintenance shop building	0	0	35,000	350,000	0
Parks Maintenance	Regional park land design & dev.	0	500,000	3,000,000	2,000,000	0
Parks Maintenance	Trail system development (misc)	0	100,000	900,000	100,000	900,000
Police	Additional marked patrol vehicles	0	215,000	0	234,000	0
Police	Animal Control shelter expansion	60,000	0	0	0	0
Police	CG mountain equipment move	0	50,000	0	0	0
Police	Communication Center	1,500,000	0	0	0	0
Police	New radios	280,000	0	0	0	0
Public Safety Communications	Vehicle	44,000	0	0	0	0
Street Maintenance	End dump trailer	0	52,000	0	0	0
Street Maintenance	Rodeo Rd	0	0	4,000,000	0	0
Street Maintenance	Street sweeper	0	210,000	0	0	0
Transportation	Kortsen & I-10 Design Concept report	638,000	0	0	0	0
Transportation	Kick broom sweeper	30,000	0	0	0	0
Transportation	Lowboy transport trailer	70,000	0	0	0	0
Transportation	Thermoplastic truck mounted striper	500,000	0	0	0	0
Transportation	Tractor truck & water tanker trailer	195,000	0	0	0	0
TOTAL - IMPACT FEES		**6,739,000**	**9,437,000**	**15,235,000**	**7,717,000**	**900,000**
Construction Sales Tax						
Streets Maintenance	Casa Grande Ave	120,000	0	0	0	0
Streets Maintenance	Downtown street reconstruct - Phase 3	0	0	4,000,000	0	0
Streets Maintenance	McCartney Rd - Phase 1 & 2	0	0	0	3,000,000	5,000,000
Streets Maintenance	Peart Rd	600,000	0	0	0	0
Streets Maintenance	Thornton Rd reconstruction	475,000	0	0	0	0
Streets Maintenance	West McMurray Blvd	450,000	0	0	0	0
TOTAL - CONSTRUCTION SALES TAX		**1,645,000**	**0**	**4,000,000**	**3,000,000**	**5,000,000**

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CAPITAL OUTLAY SCHEDULE
FISCAL YEARS 2013 - 2017

Department	Project	2012-13	2013-14	2014-15	2015-16	2016-17
General Obligation Projects						
Downtown Library	Expansion	500,000	0	0	0	0
Fire	Land & construction - #506	0	0	0	0	7,500,000
Fire	Station 501 replacement	0	0	0	0	6,000,000
Fire	Station construction - 503	0	0	0	0	5,500,000
Fire	Station construction - 505	0	0	0	0	5,000,000
General Recreation	Community recreation center	16,000,000	0	0	0	0
TOTAL - GENERAL OBLIGATION PROJECTS		**16,500,000**	**0**	**0**	**0**	**24,000,000**
Fleet Services						
Fleet Services	Lube fuel service truck	0	250,000	0	0	0
Fleet Services	Urea fuel despensing addition	0	70,000	0	0	0
TOTAL - FLEET MAINTENANCE		**0**	**320,000**	**0**	**0**	**0**
Municipal Golf Course Fund						
Municipal Golf Course	Acid injector	0	0	0	0	79,000
Municipal Golf Course	Driving range lights	130,000	0	0	0	0
Municipal Golf Course	Golf cart replacement	60,000	62,000	65,000	35,000	0
Municipal Golf Course	Greens mower #22	0	30,000	0	0	0
Municipal Golf Course	Reel grinder	0	0	0	35,000	0
Municipal Golf Course	Restrooms	0	0	0	60,000	60,000
TOTAL - MUNICIPAL GOLF COURSE FUND		**190,000**	**92,000**	**65,000**	**130,000**	**139,000**
Parks Development Fund						
Aquatics	Splash pad for parks (40' x 40') - recirc. system	0	525,000	0	0	0
Parks Maintenance	Bicycle park	0	0	0	0	155,000
Parks Maintenance	CG mountain trails design & development	100,000	100,000	0	0	0
Parks Maintenance	Dredge Dave White Park lake	0	0	0	30,000	0
Parks Maintenance	Upgrade & expand Dave White Park	0	375,000	1,000,000	1,000,000	1,000,000
TOTAL - PARKS DEVELOPMENT FUND		**100,000**	**1,000,000**	**1,000,000**	**1,030,000**	**1,155,000**
Grants & Subsidies						
Parks Maintenance	Santa Cruz linear wash trail design & dev.	150,000	900,000	900,000	900,000	0
Police	EOC equipment & training	35,000	0	0	0	0
Police	Interoperable radio equipment	50,000	0	0	0	0
Police	Nuisance property surveillance vehicle	0	100,000	0	0	0
TOTAL - GRANTS & SUBSIDIES		**235,000**	**1,000,000**	**900,000**	**900,000**	**0**
Sanitation Fund						
Collections	1x1 sanitation collection program	0	536,200	858,000	0	0
Landfill	Grader	340,000	0	0	0	0
Landfill	Land purchase - landfill replacement	5,000,000	0	0	0	0
Landfill	Perimeter landfill berm & drainage ditch	0	504,000	504,000	0	1,008,000
Landfill	Route software for landfill scale	43,000	0	0	0	0
Landfill	Title V/landfill gas collection system	0	0	0	0	4,200,000
TOTAL - SANITATION FUND		**5,383,000**	**1,040,200**	**1,362,000**	**0**	**5,208,000**
Sanitaton Impact Fees						
Residential-Collection	Purchase automated sideload truck	286,000	0	0	0	0
TOTAL - SANITATION IMPACT FEES FUND		**286,000**	**0**	**0**	**0**	**0**
Street Maintenance						
Streets - Maintenance	Backhoe	0	0	0	0	75,000
Streets - Maintenance	Infrared pavement patching unit	0	50,000	0	0	0
Streets - Maintenance	Kortsen Rd	0	0	5,000,000	0	0
Streets - Maintenance	Mobile concrete mixer & truck	0	0	0	0	185,000
Streets - Maintenance	Pavement management system	0	0	0	100,000	0
Streets - Maintenance	Streets South Operation Center	0	0	0	600,000	0
Streets - Maintenance	Traffic signal interconnect	0	125,000	125,000	125,000	125,000
Streets - Maintenance	Vacuum excavation machine	0	37,000	0	0	0
Streets - Maintenance	Val Vista east/west design concept report	0	217,000	0	0	0
TOTAL - STREET MAINTENANCE FUND		**0**	**429,000**	**5,125,000**	**825,000**	**385,000**

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CAPITAL OUTLAY SCHEDULE
FISCAL YEARS 2013 - 2017

Department	Project	2012-13	2013-14	2014-15	2015-16	2016-17
1/2 Cent						
Street Maintenance	Doan Street - Phase I & II	300,000	2,000,000	3,000,000	0	0
Street Maintenance	Peart square	75,000	750,000	0	0	0
Street Maintenance	Traffic signals	800,000	800,000	800,000	800,000	800,000
Street Maintenance	Trekell Rd	1,200,000	0	0	0	0
Street Maintenance	Trekell Rd South	800,000	0	0	0	0
	TOTAL - 1/2 CENT	**3,175,000**	**3,550,000**	**3,800,000**	**800,000**	**800,000**
Wastewater Operations						
Wastewater	Aeration gear drive rehabilitation	0	100,000	0	0	0
Wastewater	Copper Vista drainage channel improvements	0	1,600,000	2,400,000	0	0
Wastewater	Countrywalk drainage imp. & construction phs II	0	1,650,000	2,500,000	0	0
Wastewater	Flow monitoring equipment purchase	30,000	0	0	0	0
Wastewater	Master drainage study Phase I acquire topo	100,000	0	0	0	0
Wastewater	Master drainage study Phase II analysis	0	300,000	0	0	0
Wastewater	Master drainage study Phase III master plan	0	200,000	0	0	0
Wastewater	Operation/administrative building expansion	0	300,000	0	0	0
Wastewater	Overhead crane purchase (2 ton)	50,000	0	0	0	0
	TOTAL - WASTEWATER OPERATIONS FUND	**180,000**	**4,150,000**	**4,900,000**	**0**	**0**
Wastewater Impact Fees						
Wastewater	2 end dump trailers	110,000	0	0	0	0
Wastewater	Effluent to Fransisco Grande	0	0	0	2,000,000	0
Wastewater	Rodeo Rd sewer interceptor	0	0	0	0	69,500,000
Wastewater	Tractor truck	130,000	0	0	0	0
	TOTAL - WASTEWATER IMPACT FEES	**240,000**	**0**	**0**	**2,000,000**	**69,500,000**
Water Operating						
Water System	Distribution system upgrade/rehabilitation	100,000	100,000	100,000	0	0
	TOTAL - WATER OPERATING FEES	**100,000**	**100,000**	**100,000**	**0**	**0**
Wastewater Expansion						
Wastewater	Managed recharge system	2,200,000	1,200,000	1,200,000	0	0
	TOTAL - WASTEWATER EXPANSION	**2,200,000**	**1,200,000**	**1,200,000**	**0**	**0**
	TOTAL REQUESTS	**45,373,000**	**29,312,200**	**49,883,000**	**26,296,000**	**119,619,000**

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE: **Traffic signals**

COST CENTER: Street Maintenance - 1/2 Cent

PROJECT COST: $800,000

NOTES: Part of the ongoing traffic signal program. 2 are added to the City's system each fiscal year.

FUNDING SOURCE: Sales Tax

PROJECT DESCRIPTION: Design & construction of 2 traffic signals & components only. Does not include paving or roadway construction.

PROJECT JUSTIFICATION: As indicated in the traffic warrants analysis completed for every intersection.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancement - Street Development

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	6,200	6,200	6,200	6,200	6,200
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Doan Street - Phase I & II**

COST CENTER: Street Maintenance - 1/2 Cent

PROJECT COST: $300,000

NOTES: Pave collector streets for enhanced traffic mobility.

FUNDING SOURCE: Sales Tax

PROJECT DESCRIPTION: Phase I: paving a collector street from Pottebaum to Trekell Rd; Phase II: paving from Arizola to Henness Rd; both include one new lane in each direction.

PROJECT JUSTIFICATION: This project is to complete the scheduled planned pavement collector links design.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancement - Street Development

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Peart square**

COST CENTER: Street Maintenance - 1/2 Cent

PROJECT COST: $75,000

NOTES: Provides more open & accessible public space with convenient on street parking for downtown shopping & events.

FUNDING SOURCE: Sales Tax

PROJECT DESCRIPTION: Design: Introduction of a new street to allow Peart square enhanced public space that ties the Florence Blvd. corridor to the downtown area.

PROJECT JUSTIFICATION: New adjacent streets & parking will allow the square to better accommodate gatherings & special events.

RELATION TO ADOPTED PLANS: Economic Development Plan - Community Enhancements - Street Development

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

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CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE: **Trekell Rd south**

COST CENTER: Street Maintenance - 1/2 Cent

PROJECT COST: $800,000

NOTES: Project addresses pavement deterioration and road conditions below the target PCI.

FUNDING SOURCE: Sales Tax

PROJECT DESCRIPTION: This project consists of milling & overlaying from Florence Blvd. to Jimmie Kerr Blvd.

PROJECT JUSTIFICATION: The condition of the pavement is rapidly deteriorating which nessitates the work to be done.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancement - Street Development

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Trekell Rd**

COST CENTER: Street Maintenance - 1/2 Cent

PROJECT COST: $1,200,000

NOTES: Project will provide significant road improvement & contribute to less future maintenance costs.

FUNDING SOURCE: Sales Tax

PROJECT DESCRIPTION: Complete milling & filling from Kortsen Rd to Avenida Elena. This section of Trekell Rd has reached the end of its pavement life cycle.

PROJECT JUSTIFICATION: Repeat resurfacing applications are no longer an alternative for maintenance.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancement - Street Development

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	-	-	-	10,000
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Kortsen & I-10 Design Concept report**

COST CENTER: Transportation

PROJECT COST: $638,000

NOTES: Project will address traffic flow to meet the demands of the area's growth.

FUNDING SOURCE: Impact Fees

PROJECT DESCRIPTION: Design concept report & interchange justification for a new interchange at I-10 & Kortsen Rd.

PROJECT JUSTIFICATION: Creation of an additional entrance to the City of Casa Grande to improve traffic circulation to meet the impact of growth & development.

RELATION TO ADOPTED PLANS: Economic Development Plan - Community Enhancements

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE: **Vehicle**

COST CENTER: Public Safety Communications

PROJECT COST: $44,000

NOTES: This vehicle will provide the Police Communications Manager the means to address the Division's multiple functions.

FUNDING SOURCE: Impact Fees

PROJECT DESCRIPTION: Multi-purpose vehicle to allow the Police Communications Manager to perform daily duties.

PROJECT JUSTIFICATION: This 4x4 vehicle will have radios, mobile laptop computer, and test equipment for use to attend meetings, trainings, response to major incidents, etc.

RELATION TO ADOPTED PLANS: Public Safety - Communications Five Year Plan

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	14,100	14,100	14,100	14,100
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **New Radios**

COST CENTER: Police

PROJECT COST: $280,000

NOTES: Upgrade radios for growth demands.

FUNDING SOURCE: Impact Fees

PROJECT DESCRIPTION: New portable & mobile radios for Public Safety.

PROJECT JUSTIFICATION: Upgrade radios.

RELATION TO ADOPTED PLANS: Public Safety - Communications Five Year Plan

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Animal Control shelter expansion**

COST CENTER: Police

PROJECT COST: $60,000

NOTES: The shelter is running at full compacity, requiring the need for additional kennels to meet the demand for them.

FUNDING SOURCE: Impact Fees

PROJECT DESCRIPTION: Complete construction of the remaining internal kennels in the Animal Care & Adoption Centers shelter.

PROJECT JUSTIFICATION: Animals are turned away or abandoned in greater numbers resulting in a large overflow of animals into the shelter.

RELATION TO ADOPTED PLANS: Strategic Agenda - Public Safety

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	5,000	5,000	5,000	5,000	5,000
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE: **Thermoplastic truck mounted striper**

COST CENTER: Transportation

PROJECT COST: $500,000

NOTES: This equipment allows Street Maintenance to provide this needed service in-house.

FUNDING SOURCE: Impact Fees

PROJECT DESCRIPTION: Truck mounted long line thermoplastic striping machine to complete annual street re-striping.

PROJECT JUSTIFICATION: The city's growth has reached the point to where this work can be done in house with City crews.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancement - Street Development

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	127,500	127,500	127,500	127,500
Operating Revenue	-	-	-	-	-
Operating Savings	-	70,000	70,000	70,000	70,000

PROJECT TITLE: **Tractor truck & water tanker trailer**

COST CENTER: Transportation

PROJECT COST: $195,000

NOTES: This equipment wets dirt roads to achieve adequate compaction, resulting in longer lasting roads & less dust.

FUNDING SOURCE: Impact Fees

PROJECT DESCRIPTION: New tractor truck & water tanker trailer.

PROJECT JUSTIFICATION: Equipment is cost effective by reducing the amount of times the roads will need to be graded during the year. Additional growth added dirt roads to system.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancement - Street Development

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	24,000	24,000	24,000	24,000
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Lowboy transport trailer**

COST CENTER: Transportation

PROJECT COST: $70,000

NOTES: This trailer is also used to transport equipment quickly in emergency situations.

FUNDING SOURCE: Impact Fees

PROJECT DESCRIPTION: New 55 ton lowboy transport trailer used to transport equipment to jobsites.

PROJECT JUSTIFICATION: Provides greater safety than driving slow equipment on busy streets & cause less wear & tear on equipment.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancement - Street Development

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	8,500	8,500	8,500	8,500
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE: **Kick broom sweeper**

COST CENTER: Transportation

PROJECT COST: $30,000

NOTES: This equipment is also used to clear low lying roads of debris after storms.

FUNDING SOURCE: Impact Fees

PROJECT DESCRIPTION: New motorized kick broom sweeper.

PROJECT JUSTIFICATION: Cleans the edge of roadways that have no curb or gutter on them, construction projects throughout the City, parking lots when resealing or restriping, & spills on the roadways.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancement - Street Development

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	4,800	4,800	4,800	4,800
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **One-ton garbage truck**

COST CENTER: Community Services

PROJECT COST: $95,000

NOTES: The parks get extensive use on weekends and continue to increase on the week days.

FUNDING SOURCE: Impact Fees

PROJECT DESCRIPTION: Purchase new one-ton truck chassis and a garbage compactor bed to install on the chassis.

PROJECT JUSTIFICATION: Required due to growth in system and growth in users.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancement - Parks & Amenities

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	11,000	11,000	11,400	11,800	11,800
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Grade tractor - new**

COST CENTER: Community Services

PROJECT COST: $60,000

NOTES: The tractor is used about 10 hours per week.

FUNDING SOURCE: Impact Fees

PROJECT DESCRIPTION: New grade tractor/front end loader with gannon.

PROJECT JUSTIFICATION: Required due to growth in park areas.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancement - Parks & Amenities

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	3,500	3,700	3,900	4,100	4,500
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE: **Chipper**

COST CENTER: Community Services

PROJECT COST: $27,000

NOTES: This equipment is estimated to be used about 60 hours, annually.

FUNDING SOURCE: Impact Fees

PROJECT DESCRIPTION: New chipper for expanded parks maintenance service.

PROJECT JUSTIFICATION: Needed to trim trees, clean-up after storm damage, grind branches and wood, which results in less trips and mass material dumped into landfill.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancement - Parks & Amenities

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	2,800	2,800	3,000	3,200	3,300
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Trencher New**

COST CENTER: Community Services

PROJECT COST: $40,000

NOTES: Trencher usage is approximately 6 to 15 hours per week.

FUNDING SOURCE: Impact Fees

PROJECT DESCRIPTION: Purchase of new trencher used in the expansion of parks maintenance services.

PROJECT JUSTIFICATION: Trencher has a small backhoe & front grader blade attachments that are needed & used for many in-house parks maintenance projects.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancement - Parks & Amenities

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	4,300	4,500	4,800	5,100	5,500
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Downtown library expansion**

COST CENTER: Library

PROJECT COST: $1,700,000

NOTES: The added facility space will help meet the growing needs for library services in serving a growing community population.

FUNDING SOURCE: Impact Fees ($1,200,000) & General Obligation Bonds ($500,000)

PROJECT DESCRIPTION: Designed to expand service capacity of library using current technology.

PROJECT JUSTIFICATION: Expansion will provide means to meet the residents increased demand for library services & resources.

RELATION TO ADOPTED PLANS: General Plan 2020 & Community Services Master Plan

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	119,000	69,000	70,000	71,000	72,000
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE: **Community parkland design & develop.**

COST CENTER: Community Services

PROJECT COST: $500,000

NOTES: Park construction is averaging $250,000 per acre; creating a need to develop in phases.

FUNDING SOURCE: Impact Fees

PROJECT DESCRIPTION: Design a regional park in one section of Casa Grande.

PROJECT JUSTIFICATION: Steady population growth creates the need to design, followed by construction of the park in phases calculated in 20-acre parcels, over the next several years.

RELATION TO ADOPTED PLANS: Community Services Master Plan Parks & Amenities

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	-	20,000	20,000	20,000
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Community recreaton center**

COST CENTER: Community Services

PROJECT COST: $1,500,000

NOTES: This project has donated land & General Obligation Bond funding for $16,000,000.

FUNDING SOURCE: 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 needed for scheduling activities, programs & facility use.

RELATION TO ADOPTED PLANS: Community Services Master Plan Parks & Amenities

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	1,353,000	1,429,000	1,777,000	1,826,000
Operating Revenue	-	1,142,000	1,299,000	1,311,000	1,389,000
Operating Savings	-	-	-	-	-

PROJECT TITLE: **CG Mountain trails design & develop.**

COST CENTER: Parks

PROJECT COST: $100,000

NOTES: Continued expansion and improvements to CG Mountain Trails.

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 formal trail interpretive & interactive educational features, & ADA accessibility allowing all of the public to experience a mountaneous trail.

RELATION TO ADOPTED PLANS: General Plan 2020 & Regional Trails Master Plan

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	5,010	5,010	5,010	5,010	5,010
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE: **Police Communication Center**

COST CENTER: Police

PROJECT COST: $1,500,000

NOTES: Existing building conversion will accommodate the Dispatch center.

FUNDING SOURCE: Public Safety Impact Fees

PROJECT DESCRIPTION: Analysis design & expand space in existing building for conversion to a communications center & precint 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				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Interoperable radio equipment**

COST CENTER: Police

PROJECT COST: $50,000

NOTES: Eliminates the limited number & types of patches that can be created on the radio console to allow interoperable communications.

FUNDING SOURCE: Grants & Subsidies

PROJECT DESCRIPTION: A gateway/bridge device to enhance all of Public Safety interoperable communications with other agencies.

PROJECT JUSTIFICATION: Will allow different types of communications to be bridged together, with responding agencies, on an incident.

RELATION TO ADOPTED PLANS: Public Safety Communications Five Year Plan

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **EOC equipment & training**

COST CENTER: Police

PROJECT COST: $35,000

NOTES: Updating of EOC equipment & training to maintain high standards for regulatory compliance.

FUNDING SOURCE: Grants & Subsidies

PROJECT DESCRIPTION: Purchase additional operating equipment for the Emergency Operations Center & provide training for the end users.

PROJECT JUSTIFICATION: This project continues to improve the capabilities of the City's EOC, & to maintain compliance with State & Federal standards.

RELATION TO ADOPTED PLANS: Public Safety Communications Five Year Plan

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

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CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE: **Santa Cruz linear park trail design & development**

COST CENTER: Parks Maintenance

PROJECT COST: $150,000

NOTES: Location is from Dave White Regional Park from the west to Mission Valley on the east.

FUNDING SOURCE: Grants & Subsidies

PROJECT DESCRIPTION: Develop areas along the Santa Cruz linear wash, and along the Transwestern pipeline. Design in year one, followed by construction in phaes of 1 mile per year.

PROJECT JUSTIFICATION: This is a floodway area that can be used as a linear park. Possible improvement features include concrete sidewalks, pathway lighting, benches, landscaping, etc.

RELATION TO ADOPTED PLANS: General Plan 2020 & Regional Trails Master Plan

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	11,000	12,000	13,000	13,000
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Auditorium demolition**

COST CENTER: Facilities Maintenance

PROJECT COST: $1,100,000

NOTES: This project will prevent major costly building renovations.

FUNDING SOURCE: Redevelopment

PROJECT DESCRIPTION: Demolition of the former high school auditorium (20,790 sq. ft.).

PROJECT JUSTIFICATION: The building space is currently not used. The project will provide land for a new use.

RELATION TO ADOPTED PLANS: Facilities Maintenance Strategic Plan

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Casa Grande Ave.**

COST CENTER: Street Maintenance

PROJECT COST: $120,000

NOTES: This project is based on the City's Pavement Management System.

FUNDING SOURCE: Construction Sales Tax

PROJECT DESCRIPTION: This project is a mill & fill on McMurray Blvd. to Manor Dr. & a chip seal from Manor Dr. to Cottonwood Ln.

PROJECT JUSTIFICATION: Reconstruction of this roadway will reduce the operations & maintenance costs for this segment, allowing those funds to be used elsewhere.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancement - Street Development

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	6,000	6,000	6,000	6,000
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

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CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE: **Peart Road**

COST CENTER: Street Maintenance

PROJECT COST: $600,000

NOTES: This project is based on the City's new Pavement Management System.

FUNDING SOURCE: Construction Sales Tax

PROJECT DESCRIPTION: This project consists of a mill & fill from Florence Blvd. to Cottonwood Ln.

PROJECT JUSTIFICATION: The pavement condition index score (51) & field observatons warrant this type of rehabilitation techniques.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancement - Street Development

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	-	-	-	10,000
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **West McMurray Blvd.**

COST CENTER: Street Maintenance

PROJECT COST: $450,000

NOTES: This project is a continuation of on-going street reconstruction program due to age & pavement condition.

FUNDING SOURCE: Construction Sales Tax

PROJECT DESCRIPTION: This project consists of mill & overlay on west McMurray Blvd. from Pinal Ave. to Schultz St.

PROJECT JUSTIFICATION: It is included on the City's Pavement Management System with a PCI score (49) for this segment of the roadway. No surface treatment can fix.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancement - Street Development

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Thornton Road reconstruction**

COST CENTER: Street Maintenance

PROJECT COST: $475,000

NOTES: Thornton Rd. serves the heavy industrial area of the City & has a high percentage of truck traffic.

FUNDING SOURCE: Construction Sales Tax

PROJECT DESCRIPTION: This project consists of reconstructing Thornton Rd. between Highway 84 to Cottonwood Ln.

PROJECT JUSTIFICATION: Due to more industrial development & increased truck traffic, the road surface has experienced pavement failure, requiring reconstruction & additional lanes.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancement - Street Development

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE: **Air Evac. Bldg., parking & helicopter pad**

COST CENTER: Municipal Airport

PROJECT COST: $140,000

NOTES: Phase 1 - Demolish old building & build new one. Phase 2 - Helipad, vehicle parking area, & dust control pavement to be completed.

FUNDING SOURCE: Federal Grant

PROJECT DESCRIPTION: Design & construct a new 1600 sq. yd. helipad, 1900 sq. yd. vehicle parking, 3300 sq. yd. dust control pavement & 1200 sq. ft. building to replace existing Evac Air complex.

PROJECT JUSTIFICATION: The current helicopter pad is an old deteriorated parking lot, the building is old & outdated, the vehicle parking area is not properly located for future planned operations.

RELATION TO ADOPTED PLANS: Airport Master Plan

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	100	100	100	100	100
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Expand terminal area parking**

COST CENTER: Municipal Airport

PROJECT COST: $500,000

NOTES: This project will provide greater parking facilities & access to the public to attract more airport users.

FUNDING SOURCE: Federal Grant

PROJECT DESCRIPTION: Expand terminal area parking lot by 6,660 sq. yd., relocate 500 ft. of security fencing, & add 200 ft. of water line & 1 fire hydrant.

PROJECT JUSTIFICATION: The current terminal parking lot is dirt, which is highly inadequate. Additional parking area with a solid surface is necessary to accommodate current use & future growth.

RELATION TO ADOPTED PLANS: Airport Master Plan

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	100	100	100	100	100
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Displacement of Runway 23**

COST CENTER: Municipal Airport

PROJECT COST: $500,000

NOTES: Project will enhance safety for both aircraft & motor vehicles in & around the airport.

FUNDING SOURCE: Federal Grant

PROJECT DESCRIPTION: Design & construct an 850 ft. x 100 ft. displacement/shift of the Runway 23 threshold, & associated runway & taxiway lighting & markings.

PROJECT JUSTIFICATION: Safety of aircraft & vehicular traffic on major highway that passes less than 600 ft. from Runway 23 threshold & RPZ encroach.

RELATION TO ADOPTED PLANS: Airport Master Plan

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	500	500	500	500
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

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CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE: **Land acquisition for runway extension**

COST CENTER: Municipal Airport

PROJECT COST: $3,500,000

NOTES: Runway extension, due to land purchase, will allow acceptance of larger aircraft & contribute to a broader range of customers.

FUNDING SOURCE: Federal Grant

PROJECT DESCRIPTION: Purchase approx. 194 acres required for planned runway extension/displacement, parallel taxiway construction, drainage ditch & ILS relocation.

PROJECT JUSTIFICATION: The airport planned improvements cannot be completed without purchase of additional land.

RELATION TO ADOPTED PLANS: Airport Master Plan

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Drainage ditch relocation**

COST CENTER: Municipal Airport

PROJECT COST: $1,800,000

NOTES: This project is necessary for the Airport's planned future growth & development.

FUNDING SOURCE: Federal Grant

PROJECT DESCRIPTION: Relocate 80 ft. x 15,000 ft. of drainage ditch that runs from northeast to the southwest portion of the airport.

PROJECT JUSTIFICATION: Relocation is needed to protect future runway extension/displacement, ILS relocation, & other Airport projects that can be completed.

RELATION TO ADOPTED PLANS: Airport Master Plan

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Southwest apron extension**

COST CENTER: Municipal Airport

PROJECT COST: $860,000

NOTES:

FUNDING SOURCE: Federal Grant

PROJECT DESCRIPTION: Design & construct an 11,700 sq. yd. apron with a 27,000 lb. dual wheel load capacity expansion of the existing West apron.

PROJECT JUSTIFICATION: This project is required to accommodate expected airport growth & the increased number of based & transient aircraft.

RELATION TO ADOPTED PLANS: Airport Master Plan

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	50	50	50	50	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE: **Community recreation center**

NOTES: Approved by voters.

COST CENTER: General Recreation

PROJECT COST: $16,000,000

FUNDING SOURCE: General Obligation Bonds

PROJECT DESCRIPTION: Construction of 55,000-65,000 sq. ft. building, infrastructure engineering, street improvements & surrounding area landscaping.

PROJECT JUSTIFICATION: Create combination recreation/aquatics building facility in order to provide a multi-use community recreation opportunity.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancement - Parks & Amenities

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	1,300,000	1,300,000	1,300,000	1,300,000
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Flow monitoring equipment purchase**

NOTES: Necessary tool to manage wastewater system.

COST CENTER: Wastewater

PROJECT COST: $30,000

FUNDING SOURCE: Wastewater Operations

PROJECT DESCRIPTION: Purchasing of new flow monitoring equipment for wastewater collection system.

PROJECT JUSTIFICATION: Project allows in-house monitoring of flow in sewer lines & to determine how much capacities are available in that particular line/interceptor.

RELATION TO ADOPTED PLANS: Strategic Agenda - Infrastructure Management - Wastewater Strategies

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Overhead crane purchase (2-ton)**

NOTES: Purchase is necessary to repair & maintain other heavy equipment utilized in Wastewater operations.

COST CENTER: Wastewater

PROJECT COST: $50,000

FUNDING SOURCE: Wastewater Operations

PROJECT DESCRIPTION: Purchase of a overhead crane (2-ton).

PROJECT JUSTIFICATION: Needed for regular maintenance of other heavy equipment currently used at the Wastewater Treatment Plant.

RELATION TO ADOPTED PLANS: Strategic Agenda - General Plan 2020 - Wastewater Strategies

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	5,000	5,000	5,000	5,000
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE: **Master drainage study Phase 1: Acquire Topo**

COST CENTER: Wastewater

PROJECT COST: $100,000

NOTES: This project phase focuses on areas identified in General Plan 2020, high growth areas P1 & P2.

FUNDING SOURCE: Wastewater Operations

PROJECT DESCRIPTION: Preparation of a new master drainage study with Topo based maps in accordance with the existing drainage study last revised in 1987 & area drainage master plan of Pinal County.

PROJECT JUSTIFICATION: This project will identify the flooding problems within the City, & propose solutions, in a drainage analysis, in future phases.

RELATION TO ADOPTED PLANS: General Plan 2020 - Infrastructure Management - Wastewater Strategies

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Managed recharge system**

COST CENTER: Wastewater

PROJECT COST: $2,200,000

NOTES: Recharge credits will be received but the value of them is not yet known.

FUNDING SOURCE: Bonds

PROJECT DESCRIPTION: Recharge of the wastewater effluent consisting of construction of a pump station & 3.8 miles of 24" pipe from the plant to Thornton Rd. alignment, & constructing 23 recharge wells.

PROJECT JUSTIFICATION: A recharge system needs to be put into place in order for the City to be able to stop discharging into the Santa Cruz Wash.

RELATION TO ADOPTED PLANS: Reclaimed Water Use Conceptual Master Plan

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	150,000	150,000	215,000	215,000	215,000
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **2 end dump trailers**

COST CENTER: Wastewater

PROJECT COST: $110,000

NOTES: The increased load capacity will save fuel, time & man hours.

FUNDING SOURCE: Wastewater Impact Fees

PROJECT DESCRIPTION: 2 end dump trailers will be used in conjunction with tractor truck to haul sludge to Landfill. That will cut costs of hiring a trucking company.

PROJECT JUSTIFICATION: Greater efficiency because the trailers have the capacity to haul more material & bulkier loads than traditional dump trucks.

RELATION TO ADOPTED PLANS: Strategic Agenda - General Plan 2020 - Wastewater Strategies

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	2,500	3,500	4,000	4,500	5,000
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE: **Tractor truck**

COST CENTER: Wastewater

PROJECT COST: $130,000

NOTES: This vehicle will enhance Wastewater operations effeciency.

FUNDING SOURCE: Wastewater Impact Fees

PROJECT DESCRIPTION: Large tractor truck to be used in wastewater treatment & collection operations.

PROJECT JUSTIFICATION: Tractor truck will be used to haul large loads of wastewater materials & also in conjunction with other attachments.

RELATION TO ADOPTED PLANS: Strategic Agenda - General Plan 2020 - Wastewater Strategies

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	1,500	2,500	3,000	3,500	4,000
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Land purchase - Landfill replacement**

COST CENTER: Sanitation - Landfill

PROJECT COST: $5,000,000

NOTES: Existing landfill is projected to have 17 additional years of remaining life.

FUNDING SOURCE: Lease Purchase

PROJECT DESCRIPTION: Purchase 160 acres of land to develop replacement landfill required to be in operation by 2023.

PROJECT JUSTIFICATION: There is a need to locate & purchase land to allow necessary time to design, permit, & construct cells prior to operation.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancements - Sanitation Operations

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Compu-route Software for Landfill scale**

COST CENTER: Sanitation - Landfill

PROJECT COST: $43,000

NOTES: This project is an upgrade module to current compu-weigh system which manages all landfill scale data & associated billings.

FUNDING SOURCE: Sanitation Operations

PROJECT DESCRIPTION: Purchase of Compu-route module for landfill scale software.

PROJECT JUSTIFICATION: The upgrade will allow us to manage residential & commercial collection routes, track & maintain container inventory, integrate City maps, manage collection service billings & integrate all data management associated with sanitation operations into one system.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancement - Sanitation Operations

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	4,300	4,300	4,300	4,300
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

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CAPITAL IMPROVEMENTS PROGRAM

PROJECT TITLE: **Landfill grader**

COST CENTER: Sanitation - Landfill

PROJECT COST: $340,000

NOTES: This equipment will reduce the cost associated with importing soil to the landfill for cover material.

FUNDING SOURCE: Sanitation Operations

PROJECT DESCRIPTION: Grader for blending landfill cover material & road maintenance.

PROJECT JUSTIFICATION: The grader will be used by the landfill to blend Wastewater Treatment Plant sludge with soil to increase landfill cover volume and reduce amount of soil purchased.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancement - Sanitation Operations

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	24,500	49,000	49,000	49,000	49,000
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Purchase automated sideload truck**

COST CENTER: Sanitation - Residential Collection

PROJECT COST: $286,000

NOTES: This vehicle will provide the means for the residential sanitation fleet to meet service capacity.

FUNDING SOURCE: Impact Fees - Sanitation

PROJECT DESCRIPTION: Purchase automated sideload truck for residential trash collection operation.

PROJECT JUSTIFICATION: The additional truck will right size the fleet to service demand & provide needed vehicle space ratio for maintenance & repairs.

RELATION TO ADOPTED PLANS: Strategic Agenda - Community Enhancement - Sanitation Operations

FISCAL IMPACTS:

	FISCAL YEARS				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	46,500	65,500	65,500	65,500	65,500
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: **Distribution syst. upgrade/rehabilitation**

COST CENTER: Water

PROJECT COST: $100,000

NOTES: This project will contribute to lower water costs & uninterrupted water supply.

FUNDING SOURCE: Water Operations

PROJECT DESCRIPTION:

This project would comprise of leakage analysis & upgrading the water distribution system.

PROJECT JUSTIFICATION: This project will 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				
	12/13	13/14	14/15	15/16	16/17
Operating Costs	-	-	-	-	-
Operating Revenue	-	-	-	-	-
Operating Savings	-	-	-	-	-

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DEPARTMENTAL BUDGETS

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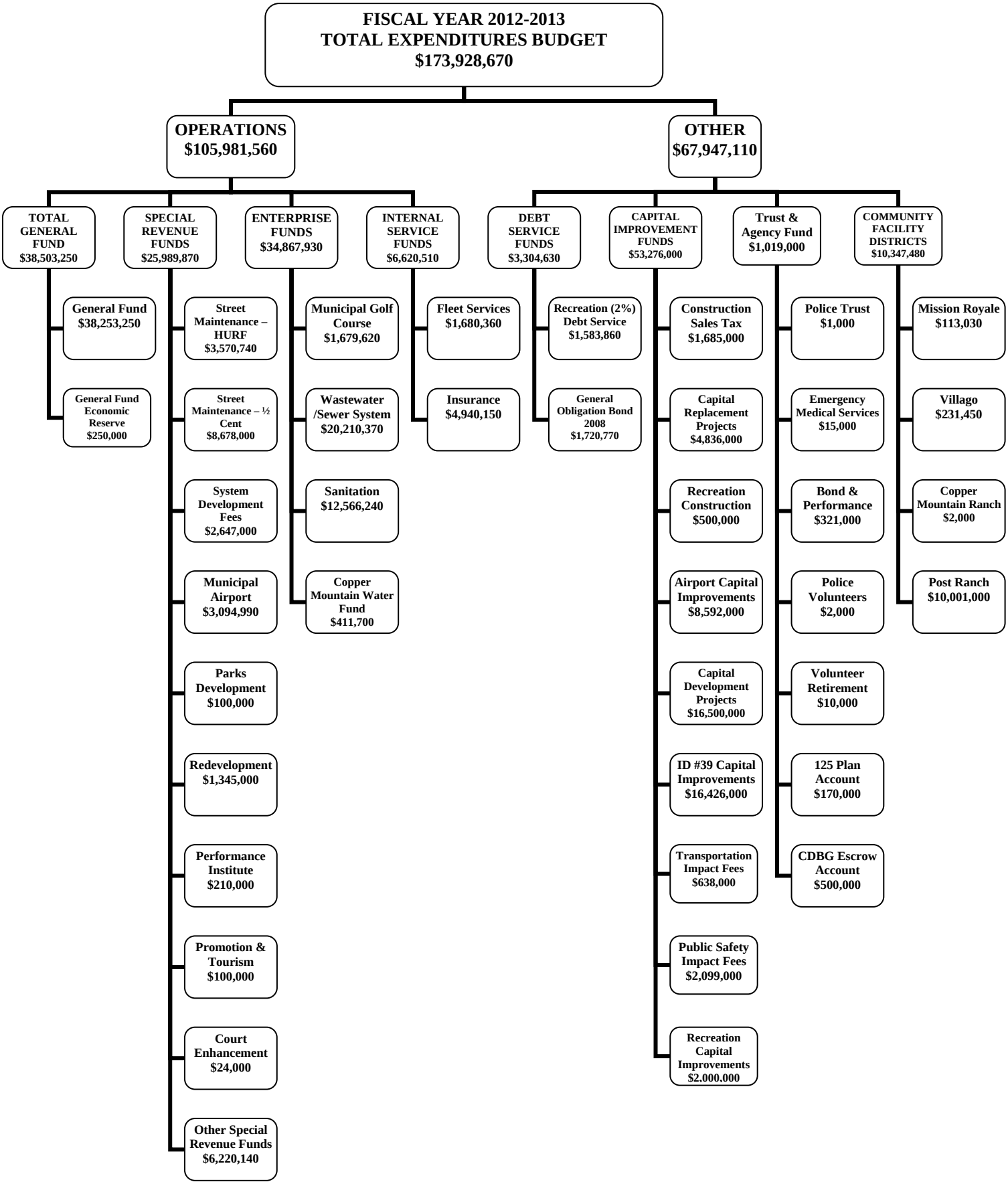

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GENERAL FUND

DEPARTMENT	DESCRIPTION
01	GENERAL GOVERNMENT
20	PUBLIC SAFETY
35	PUBLIC WORKS
40	CULTURE AND RECREATION
45	PLANNING AND DEVELOPMENT

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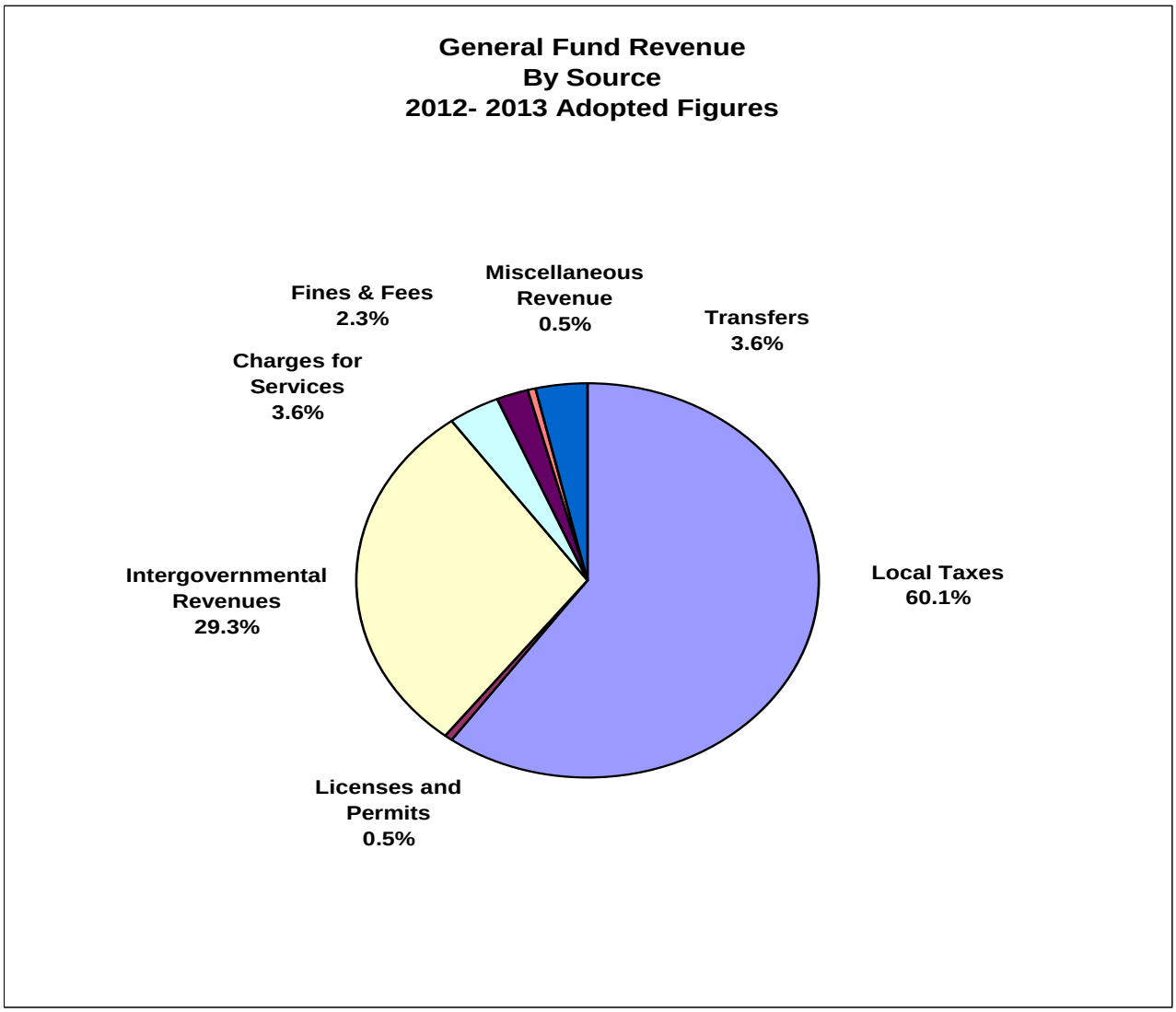
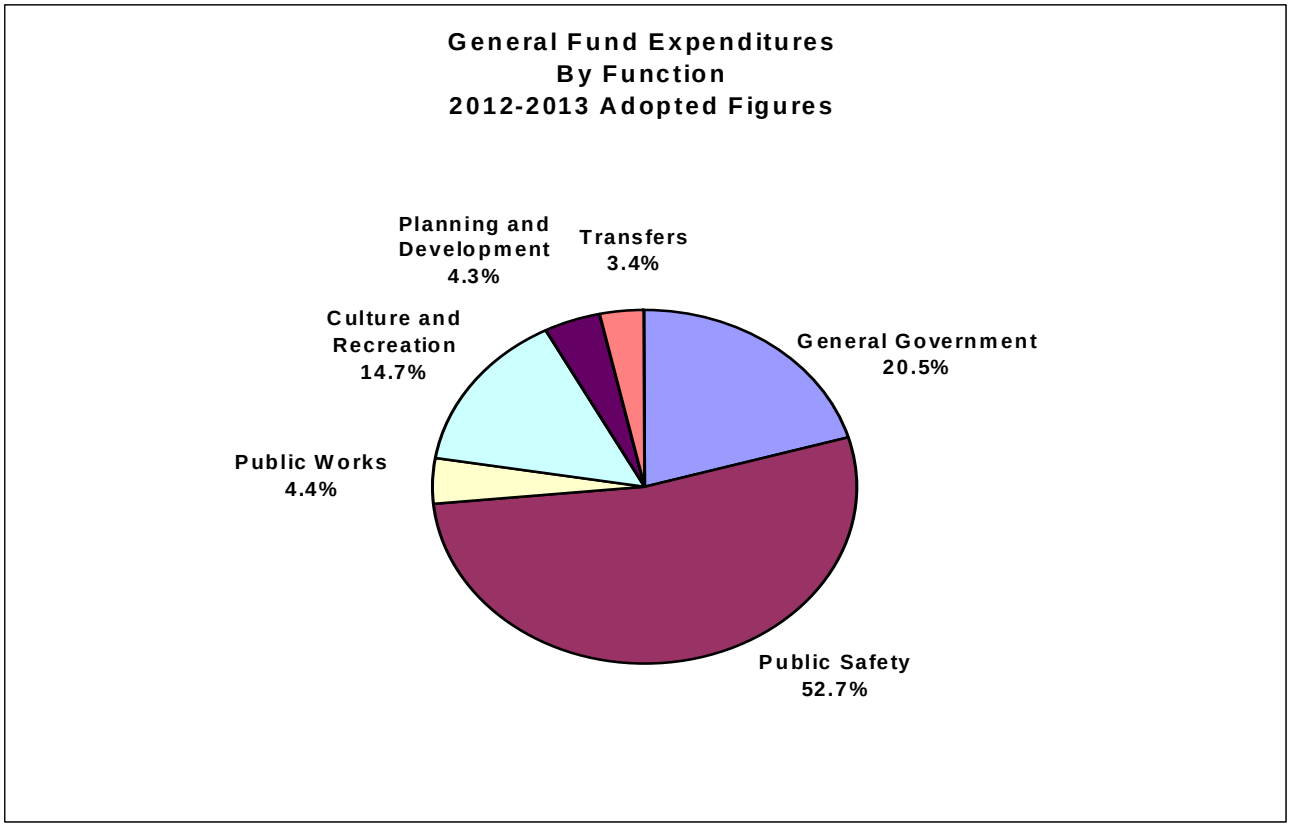
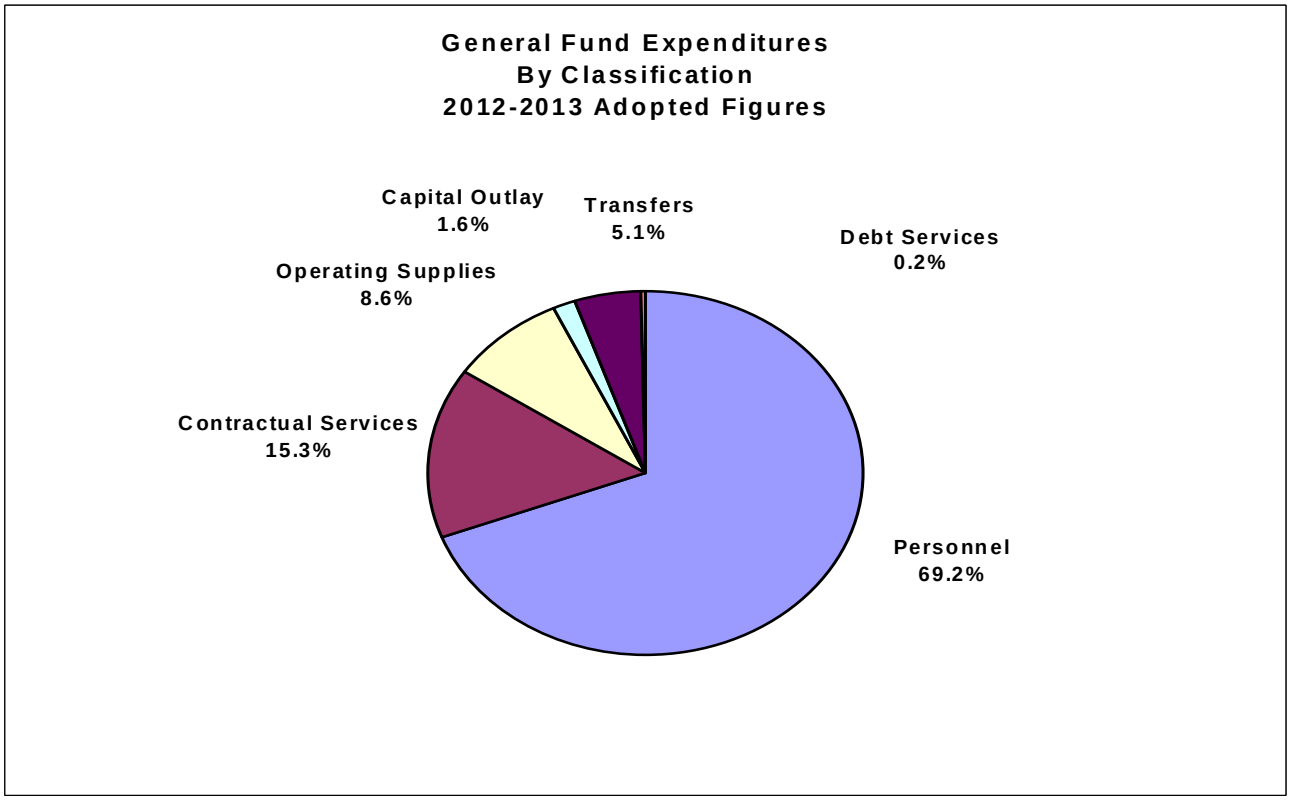
General Fund - Revenues/Expenditures/Changes in Fund Balance

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$25,262,900	$20,815,710	$20,815,710	$19,682,873
REVENUE SOURCES:				
Taxes	21,626,314	21,356,740	22,328,630	22,976,000
Licenses and Permits	197,308	195,000	176,500	195,000
Intergovernmental Revenues	7,545,179	9,989,940	10,022,710	11,211,790
Charges for Services	1,052,522	1,107,300	1,087,010	1,374,860
Fines & Forfeitures	808,274	968,200	812,450	890,220
Miscellaneous Revenue	217,398	243,300	184,330	203,000
OTHER FINANCING SOURCES:				
Transfers In	1,708,744	1,393,630	1,333,780	1,393,780
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	$33,155,739	$35,254,110	$35,945,410	$38,244,650
EXPENDITURES:				
Personnel	$25,879,913	$25,347,890	$25,783,609	$26,629,020
Contractual Services	4,748,967	6,046,700	5,377,411	5,876,970
Operating Supplies	2,921,205	3,107,890	3,309,230	3,319,110
Capital Outlay	1,218,871	705,600	272,350	629,640
Debt Service	84,201	78,980	78,980	82,840
OTHER USES:				
Transfers Out	2,749,773	2,405,370	2,256,660	1,965,670
Payment to Refunded Bond Escrow Agent	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
Total Expenditures & Other Uses	$37,602,929	$37,692,430	$37,078,240	$38,503,250
Operating Result	($4,447,190)	($2,438,320)	($1,132,830)	($258,600)
Plus: Designated Reserves	3,815,140	4,336,350	4,336,350	19,424,273
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	17,000,570	14,041,040	15,346,530	0
Ending Fund Balance	$20,815,710	$18,377,390	$19,682,880	$19,424,273



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


General Fund Expenditures
By Function
2012-2013 Adopted Figures
Planning and Development 4.3%
Transfers 3.4%
Culture and Recreation 14.7%
General Government 20.5%
Public Works 4.4%
Public Safety 52.7%


General Fund Expenditures
By Classification
2012-2013 Adopted Figures
Capital Outlay 1.6%
Transfers 5.1%
Debt Services 0.2%
Operating Supplies 8.6%
Contractual Services 15.3%
Personnel 69.2%

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General Fund Expenditures

DIVISION	PERSONNEL	CONTRACTUAL SERVICES	OPERATING SUPPLIES	CAPITAL OUTLAY / DEBT SERVICE	TRANSFERS
Mayor and Council/Contingency	$115,610	$2,042,620	$2,270	$33,000	1,322,120
City Attorney	657,420	18,140	16,400	0	0
City Manager	658,040	138,150	19,190	0	0
City Clerk	294,430	25,330	5,200	5,000	0
Elections	0	37,500	29,700	0	0
Finance	811,820	127,340	40,270	0	0
Information Systems	728,790	408,230	273,090	201,240	0
Administrative Services	372,850	73,610	13,420	0	0
Public Information	154,970	51,170	17,850	0	0
Public Works Administration	492,260	7,710	6,040	9,300	0
City Court	440,720	115,800	55,600	0	0
Animal Control	240,420	18,040	47,670	0	8,320
Police Administration	410,910	139,670	279,760	5,530	241,770
Police Communications	1,228,550	205,800	4,200	0	0
Police Patrol	5,247,900	641,320	219,140	24,000	0
Police Criminal Investigation	2,440,880	36,770	117,900	0	0
Police Special Operations	971,340	38,060	85,150	0	0
Fire Department	5,703,720	660,250	298,360	81,000	300,610
Public Works Operations	70,410	15,980	10,600	0	0
Public Works - Fac. Maint.	234,080	402,960	234,110	0	3,240
Engineering	587,090	74,570	19,520	12,970	13,480
Downtown Public Library	562,520	34,460	84,760	0	2,780
Vista Grande Library	471,080	21,080	59,650	0	0
Senior Adult Services	106,440	18,560	45,180	50,000	10,200
Parks Maintenance	1,190,000	257,570	1,077,460	255,650	28,290
Recreation Programs	98,130	87,680	55,650	2,000	0
Len Colla Center	181,780	13,140	46,940	14,400	0
Aquatics	120,310	27,130	64,110	9,500	0
Keep Casa Grande Beautiful	15,700	430	500	0	0
General Recreation	529,570	35,190	47,020	2,000	17,150
Women's Club	0	0	8,370	1,500	0
Planning & Development	1,491,280	102,710	34,030	5,390	17,710
General Fund Totals	$26,629,020	$5,876,970	$3,319,110	$712,480	$1,965,670
% of Total	69.2%	15.3%	8.6%	1.9%	5.1%

TOTAL GENERAL FUND EXPENDITURES $38,503,250

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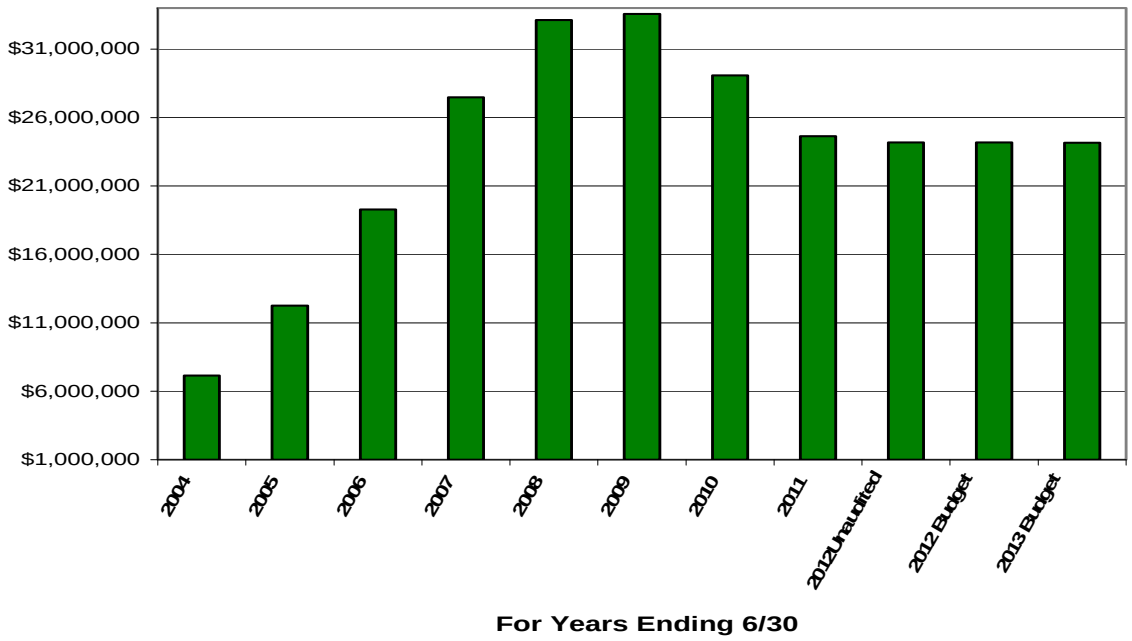
General Fund Expenses by Division

DIVISION	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Mayor and Council	$1,460,647	$2,485,640	$2,160,141	$2,193,500
City Attorney	630,246	632,890	627,140	691,960
City Manager	937,300	809,450	907,569	815,380
City Clerk	348,658	341,220	343,500	329,960
Elections	56,031	0	0	67,200
Finance	1,051,199	960,360	966,550	979,430
Information Systems	1,651,026	1,662,280	1,517,920	1,611,350
Administrative Services-Personnel	445,452	453,080	431,970	459,880
Public Information	180,945	223,830	150,770	223,990
Public Works Administration	464,013	490,310	485,410	515,310
GENERAL GOVERNMENT	**$7,225,517**	**$8,059,060**	**$7,590,970**	**$7,887,960**
City Court	$498,551	$608,260	$584,800	$612,120
Animal Control	294,422	295,890	328,110	314,450
Police	11,663,005	11,372,690	11,963,850	12,338,650
Fire	6,759,904	6,500,000	6,490,220	7,043,940
PUBLIC SAFETY	**$19,215,882**	**$18,776,840**	**$19,366,980**	**$20,309,160**
Public Works Operations	$129,950	$93,610	$92,040	$96,990
Public Works - Facilities Maintenance	703,515	1,058,920	725,180	874,390
Engineering	673,268	644,880	628,180	707,630
PUBLIC WORKS	**$1,506,733**	**$1,797,410**	**$1,445,400**	**$1,679,010**
Downtown Public Library	$762,744	$676,970	$784,450	$684,520
Vista Grande Library	397,951	477,650	397,340	551,810
Senior Adult Services	190,695	228,800	218,980	230,380
Parks Maintenance	3,014,930	2,888,170	2,655,730	2,808,970
Recreation Programs	188,087	386,720	220,260	243,460
Len Colla Center	263,401	261,560	244,240	256,260
Aquatics	246,866	234,090	201,590	221,050
Keep America Beautiful	15,735	15,790	15,650	16,630
General Recreation	649,171	520,720	697,400	630,930
Women's Club	7,019	9,620	9,380	9,870
CULTURE AND RECREATION	**$5,736,599**	**$5,700,090**	**$5,445,020**	**$5,653,880**
Planning & Development	$1,935,021	$1,683,950	$1,703,500	$1,651,120
PLANNING AND DEVELOPMENT	**$1,935,021**	**$1,683,950**	**$1,703,500**	**$1,651,120**
Subtotal	**$35,619,752**	**$36,017,350**	**$35,551,870**	**$37,181,130**
Transfers Out	1,983,177	1,675,080	1,526,370	1,322,120
TRANSFERS	**$1,983,177**	**$1,675,080**	**$1,526,370**	**$1,322,120**
General Fund Expenditure Totals	**$37,602,929**	**$37,692,430**	**$37,078,240**	**$38,503,250**

General Fund Balance History

Fiscal Year Ending 6/30		Fund Balance at FY Ending 6/30	Amount inc/ (dec)	Percent inc/ (dec)
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		24,630,744	(4,447,261)	-15%
2012	Unaudited	24,178,000	(452,744)	-2%
2012	Budget	24,186,500	8,500	0%
2013	Budget	24,169,400	(17,100)	0%

General Fund Balance
10 Year History



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GENERAL GOVERNMENT

COST CENTER	DESCRIPTION
010	MAYOR & COUNCIL
030	CITY ATTORNEY
100	CITY MANAGER
110	CITY CLERK
120	CITY CLERK - ELECTIONS
200	FINANCIAL SERVICES
225	INFORMATION SYSTEMS
250	ADMINISTRATIVE SERVICES
251	PUBLIC INFORMATION
400	PUBLIC WORKS ADMINISTRATION

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General Government — Mayor and Council — Cost Center 101.01.010

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.

2011-2012 ACCOMPLISHMENTS

- 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 focus areas for strategic planning purposes within the 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.
- Enhance transparency with the public.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Operations	-	$593,500	$593,500	0%	-
Contingency	-	500,000	500,000	0%	-
Economic Contingency	-	250,000	250,000	0%	-
Sales tax refunds	-	850,000	850,000	0%	-
TOTAL	-	$2,193,500	$2,193,5000	0%	-

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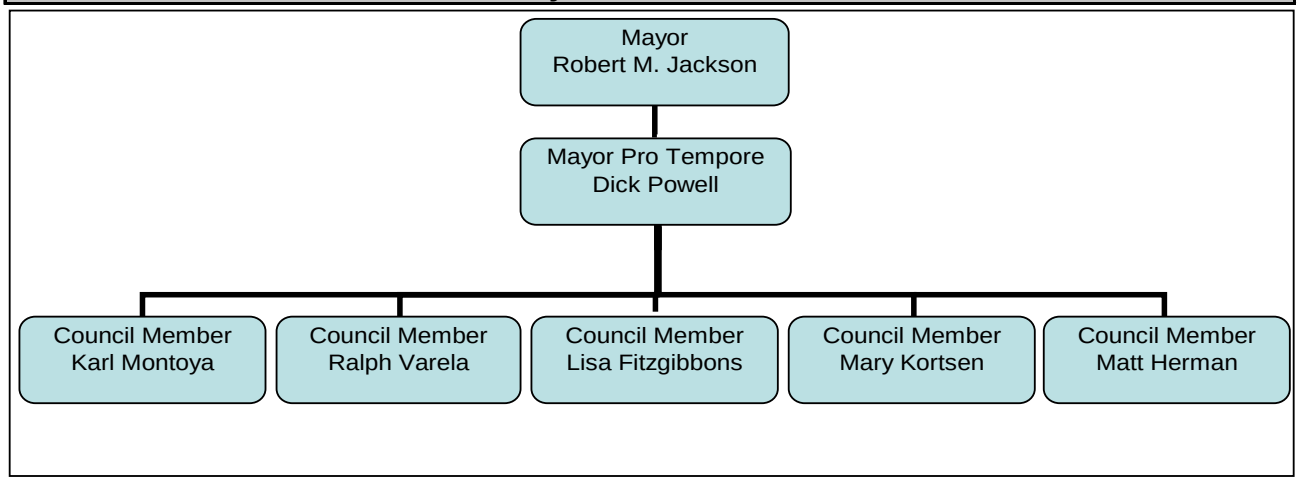
General Government — Mayor and Council — Cost Center 101.01.010



Funding Sources	Amount	% of Funding
General Fund	$2,193,500	100.00%
Total Funding	**$2,193,500**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$104,838	$110,460	$110,320	$115,610
Contractual Services	1,263,951	2,372,910	2,046,641	2,042,620
Operating Supplies	6,091	2,270	2,630	2,270
Capital Outlay	85,767	0	550	33,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$1,460,647**	**$2,485,640**	**$2,160,141**	**$2,193,500**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
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**

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General Government **City Attorney** **Cost Center 101.01.030**

GENERAL INFORMATION

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

MISSION

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

2011-2012 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.
- Provided training and legal advice to the City's Council, Boards, Commissions, departments, and employees. Topics included the Open Meeting Law, Public Records Act, Conflicts of Interest, and Public Procurement.
- Worked with the Finance Department to enhance the collection process for unpaid utility bills and pursued collection efforts through the court system resulting in judgments in favor of the City in excess of $150,000.
- Worked with the Planning and Development Department to revise portions of the City's zoning code to provide for additional clarity concerning permissible setbacks for residential accessory uses within the City.
- Worked with the City Manager's Office to negotiate an energy savings agreement to help provide and finance energy-efficient equipment using anticipated energy savings costs for City-owned facilities.

GOALS & OBJECTIVES

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

- Increase number of civil cases filed in collection matters by 20%.
- Obtain judgment or collection in 90% of civil cases filed.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Prosecution	-	$285,320	$285,320	0%	4.50
Legal Support	-	$406,640	$406,640	0%	2.50
TOTAL	-	$691,960	$691,960	-	7.00

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General Government — City Attorney — Cost Center 101.01.030

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Pre-trial hearings	3,022	2,829	3,107	3,030
Victims serviced	1,373	1,512	1,539	1,500
Collection cases filed	45	35	50	60
Cumulative % of Collection Cases filed that result in judgment against defendant or complete collection from defendant	91%	72%	82%	90%

Funding Sources	Amount	% of Funding
General Fund	$691,960	100.00%
Total Funding	**$691,960**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$587,456	$598,760	$598,760	$657,420
Contractual Services	23,649	18,180	13,210	18,140
Operating Supplies	19,141	15,950	15,170	16,400
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$630,246**	**$632,890**	**$627,140**	**$691,960**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
City Attorney	1.00	1.00	1.00
Assistant City Attorney	1.00	1.00	1.00
Prosecutor	1.00	1.00	1.00
Victims' Rights Specialist	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Office Assistant	1.50	1.50	2.00
TOTAL POSITIONS	**6.50**	**6.50**	**7.00**

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General Government | City Manager | Cost Center 101.01.100

GENERAL INFORMATION

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

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.

2011-2012 ACCOMPLISHMENTS

- Maintained role in intergovernmental affairs in Pinal County.
- Increased role in Economic Development in region.
- Initialed "Life on Main" project to enhance downtown property.
- Facilitated Downtown Focus Series.
- Initiated live coverage of City Council meetings on Channel 11.
- Participated in the Casa Grande Workforce Development Initiative.
- Responded to numerous economic development leads and inquiries.
- Took an active role in state legislative process.

GOALS & OBJECTIVES

To increase the efficiency and effectiveness of City operations.

- Provide streaming coverage of City Council meetings on the City website.
- 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.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Operations	-	$629,830	$629,830	0%	4.15
Economic Development	-	$185,550	$185,550	0%	.60
TOTAL	-	$815,380	$815,380	-	4.75

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General Government — City Manager — Cost Center 101.01.100

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
% of residents who feel the quality of life in City of Casa Grande is excellent/good	62%	N/A	N/A	Survey not conducted yet
# of City policies & procedures revised	N/A	7	2	2

Funding Sources	Amount	% of Funding
General Fund	$815,380	100.00%
Total Funding	**$815,380**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$623,135	$637,160	$722,759	$658,040
Contractual Services	304,440	151,450	165,900	138,150
Operating Supplies	9,725	20,840	18,910	19,190
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$937,300**	**$809,450**	**$907,569**	**$815,380**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
City Manager	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00
Senior Management Analyst	1.00	1.00	0.50
Management Analyst	0.75	0.75	1.25
Executive Secretary	1.00	1.00	1.00
TOTAL POSITIONS	**4.75**	**4.75**	**4.75**

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General Government | City Clerk | Cost Center 101.01.110

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.

2011-2012 ACCOMPLISHMENTS

- Arts & Humanities Commission conducted "*Plein Air Painting Event*" during the City's Arizona State Centennial Celebration.
- Arts & Humanities Commission partnered with Casa Grande Schools and provided $4,460 Mini Grant awards to 9 teachers for art related projects.
- Processed 761 passport applications.
- Posted 414 official public meeting notices.
- Processed and administered 39 bids.
- Processed 38 liquor license applications.
- Conducted 177 research projects.
- Processed 82 contracts.

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.

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	-	$159,562	$159,562	0%	1.80
Records management	-	$ 34,898	$ 34,898	0%	.20
Mailroom services	$15,000	$ 49,723	$ 34,723	30%	2.00
Phone operations	-	$ 44,125	$ 44,125	0%	.60
Board and Commissions	-	$ 41,652	$ 41,652	0%	.40
TOTAL	$15,000	$329,960	$314,960	4%	5.00

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General Government | City Clerk | Cost Center 101.01.110

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Number of agenda items submitted	678	606	485	650
Number of Ordinances & Resolutions processed	215	218	171	250
Number of contracts	128	131	106	175
Passport applications processed	539	627	760	600
Revenue from processing passports	$14,011	$16,635	$19,857	$15,000
% of public records requests for information completed within 5 business days	69%	57%	70%	70%

Funding Sources	Amount	% of Funding
General Fund	$314,960	95.45%
Passports	$15,000	4.55%
Total Funding	**$329,960**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$317,127	$309,950	$316,520	$294,430
Contractual Services	26,175	26,060	21,950	25,330
Operating Supplies	5,356	5,210	5,030	5,200
Capital Outlay	0	0	0	5,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$348,658**	**$341,220**	**$343,500**	**$329,960**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
City Clerk	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00
Office Assistant	1.50	2.00	2.00
Telephone Operator	1.00	1.00	1.00
TOTAL POSITIONS	**4.50**	**5.00**	**5.00**

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General Government | City Clerk - Elections | Cost Center 101.01.120

GENERAL INFORMATION

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

MISSION

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

2011-2012 ACCOMPLISHMENTS

No elections conducted.

GOALS & OBJECTIVES

Not applicable to this department.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Operations	-	$67,200	-	-	-
TOTAL		$67,200			-

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General Government	City Clerk-Elections	Cost Center 101.01.120

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Elections conducted	1	2	0	2

Funding Sources	Amount	% of Funding
General Fund	$67,200	100.00%
Total Funding	**$67,200**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$0	$0	$0	$0
Contractual Services	37,721	0	0	37,500
Operating Supplies	18,310	0	0	29,700
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$56,031**	**$0**	**$0**	**$67,200**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Not applicable to this department			
TOTAL POSITIONS	**0.00**	**0.00**	**0.00**

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General Government **Financial Services** **Cost Center 101.01.200**

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.

2011-2012 ACCOMPLISHMENTS

- Received the GFOA's award on excellence in reporting the financial statements.
- Received the GFOA's Distinguished Budget Presentation Award.
- Implemented ACH receiver services to reduce manual process for on-line banking checks.
- Refunded and defeased bonds, issued Lease for energy project.
- Began implementation of ADG software with fixed assets and electronic timesheets.
- Developed methodology to cost rates and fees using direct, indirect and overhead costs.
- Compiled and printed annual employee Total Compensation Reports.

GOALS & OBJECTIVES

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

- Begin 5 year forecast for operating and debt funds.
- Reduce percent of delinquent accounts by 10%.
- Receive a "clean" audit opinion.
- Develop desktop procedures.
- Implement new payroll software.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	-	$ 76,774	$ 76,774	0%	.50
Accounts Payable – Fixed Assets	-	$ 79,245	$ 79,245	0%	1.00
Payroll	-	$ 53,294	$ 53,294	0%	.50
Billing and collection	-	$138,537	$138,537	0%	1.50
Licensing	$70,000	$ 82,625	$ 12,625	85%	1.25
Customer service	$80,000	$139,655	$ 59,655	57%	2.25
Financial reporting	-	$302,326	$302,326	0%	3.50
Grant Administration	-	$106,974	$106,974	0%	1.25
TOTAL	$150,000	$979,430	$829,430	15%	11.75

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General Government — Financial Services — Cost Center 101.01.200

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
% Utilization of "Sure Bill"	5.5%	7.0%	7.0%	10.0%
Average % of return on investments	0.09%	0.11%	0.07%	0.15%
% of delinquent utility accounts	17.6%	20.2%	17.0%	12.0%
Average daily deposits	$143,623	$126,408	$135,867	$135,000

Funding Sources	Amount	% of Funding
General Fund	$829,430	84.68%
Business Licenses	150,000	15.32%
Total Funding	**$979,430**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$842,578	$802,330	$807,080	$811,820
Contractual Services	122,251	$123,110	115,150	127,340
Operating Supplies	36,370	34,920	44,320	40,270
Capital Outlay	50,000	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$1,051,199**	**$960,360**	**$966,550**	**$979,430**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
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**

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General Government — Information Systems — Cost Center 101.01.225

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.

2011-2012 ACCOMPLISHMENTS

- Coordinated with Blue Stake & City Departments to reduce costs in calendar year 2013.
- Assisted Public Works in updating pavement data & mapping to more accurately model & forecast pavement replacement needs.
- Assisted Public Works in designing a strategy & methodology for collecting information on all City traffic signage.
- Completed a traffic control analysis for Public Works to use in determining infrastructure needs.
- Completed a freeway response time analysis for use by the Fire Dept. in determining deployment strategies.
- Worked with Community Services to insure accurate mapping of the Casa Grande Mountain Trails system creating a safer experience for the public.
- Initiated acquisition, provided project design assistance & began deployment of a paperless solution providing easy access to documents internally and, when completed, externally to the public.
- Acquired & deployed the infrastructure & resources to implement a new Automatic Vehicle Location solution for public safety vehicles.
- Utilizing virtual machine technology, consolidated Oracle & Microsoft SQL databases to reduce costs while increasing efficiency & recoverability of data.
- Upgraded inter-building wireless networking solutions & phone system to replace obsolete equipment.
- Provided IT support for bringing the new Court facility online with advanced electronic solutions.
- Provided IT support for the electronic systems installed for the Wastewater Treatment Plant expansion.

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	-	$1,078,000	$1,078,000	0%	3.50
Networking & Security	-	$158,880	$158,880	0%	1.25
Data Mgmt & Reporting	-	$171,320	$171,320	0%	2.25
GIS	-	$203,150	$203,150	0%	3.25
TOTAL	-	$1,611,350	$1,611,350	-	10.25

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General Government — Information Systems — Cost Center 101.01.225

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Service satisfaction level response from Helpdesk survey scale of 1-4 with 1 being the best	1.17	1.15	1.18	1.10
% of Helpdesk requests resolved within 24 hours	56.57%	53.65%	48.39%	55.00%
# of Helpdesk requests received	2,817	3,000	2,639	2,700

Funding Sources	Amount	% of Funding
General Fund	$1,611,350	100.00%
Total Funding	**$1,611,350**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$675,945	$666,310	$680,420	$728,790
Contractual Services	405,091	419,880	430,700	408,230
Operating Supplies	353,050	273,090	269,100	273,090
Capital Outlay	216,940	303,000	137,700	201,240
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$1,651,026**	**$1,662,280**	**$1,517,920**	**$1,611,350**

AUTHORIZED POSITIONS	NUMBER OF PERSONNEL		
CLASSIFICATION	2010-11	2011-12	2012-13
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**

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General Government | Administrative Services | Cost Center 101.01.250

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.

2011-2012 ACCOMPLISHMENTS

- Secured and implemented new application portal and tracking system (NEOGOV), enhancing flexibility for applicants and user departments alike.
- Conducted successful 2012 City of Casa Grande Leadership Academy, graduating 13 participants.
- Assisted with update and distribution of annual employee Total Compensation Report.
- Effectively and efficiently managed the renewal process for City employee health insurance package.
- Monitored legislation and developed compliance plan with significant new laws impacting Arizona municipal entities.
- Managed development impact fee study update and Infrastructure Improvements Plan project.
- Continued to provide effective human resources consulting services to City departments.

GOALS & OBJECTIVES

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

- Manage employee recruitment and selection processes to provide well-suited applicants to City departments.

Retain a skilled municipal workforce.

- Assist departments in effectively managing the probationary period for new employees.
- Conduct a review of the current employee performance evaluation instrument and consider a replacement format, if deemed appropriate.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Employee Recruitment/Selection	-	$ 96,220	$ 96,220	0%	.83
Employee Relations/Development/Orientation	-	$ 69,800	$ 69,800	0%	.55
Employee Benefits Admin.	-	$ 41,540	$ 41,540	0%	.45
Employee Classification/Compensation	-	$ 23,830	$ 23,830	0%	.13
Employee Performance/Evaluation Admin.	-	$ 30,140	$ 30,140	0%	.27
General Admin. Services Dept Support	-	$198,350	$198,350	0%	1.77
TOTAL	-	$459,880	$459,880	-	4.00

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General Government | Administrative Services | Cost Center 101.01.250

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Number of recruitments	21	43	41	75
Average # of applicants per recruitment	136	72	67	80
Employee turnover rate	1.0%	1.5%	2.2%	2.5%

Funding Sources	Amount	% of Funding
General Fund	$459,880	100.00%
Total Funding	**$459,880**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$362,040	$359,000	$368,630	$372,850
Contractual Services	73,385	82,380	55,740	73,610
Operating Supplies	10,027	11,700	7,600	13,420
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$445,452**	**$453,080**	**$431,970**	**$459,880**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
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**

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General Government | Public Information | Cost Center 101.01.251

GENERAL INFORMATION

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

MISSION

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

2011-2012 ACCOMPLISHMENTS

- Continue to update City's local government access cable channel.
- Maintained City Beat, increased frequency and distributed newsletter via city utility bill.
- Televised Council meetings LIVE on government access channel.
- Collaborated with staff to produce quarterly e-newsletter about economic development.
- Produced a total of 83 videos, including coverage of 33 city events, 24 council meetings, 10 public service announcements, 12 City Scenes (24 topics), 3 in-house staff training videos and 1 promotional video for economic development.

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.
- Redesign city website.
- Continue to promote positive stories and community service/involvement from City Departments and employees.
- Stream Council meetings live online.
- Continue to assist with economic development promotional materials.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Web/Information Dissemination	-	$199,490	$199,490	0%	2.00
Channel 11	-	$ 24,500	$ 24,500	-	-
TOTAL	-	$223,990	$223,990	-	2.00

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General Government | Public Information | Cost Center 101.01.251

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
# of videos/shows produced	23	20	74	70
# of City web page "hits"	33,576,736	29,525,642	22,906,883	25,000,000
# of publications produced		***New Measure***		10

Funding Sources	Amount	% of Funding
General Fund	$223,990	100.00%
Total Funding	**$223,990**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$123,692	$154,450	$128,270	$154,970
Contractual Services	55,171	62,030	17,500	51,170
Operating Supplies	2,082	7,350	5,000	17,850
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$180,945**	**$223,830**	**$150,770**	**$223,990**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Public Information Officer	1.00	1.00	1.00
Webmaster	1.00	1.00	1.00
TOTAL POSITIONS	**2.00**	**2.00**	**2.00**

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

GENERAL INFORMATION

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

MISSION

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

2011-2012 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.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Project Manager	-	$ 87,330	$ 87,330	0%	1.25
Boards & Commissions	-	$ 26,400	$ 26,400	0%	.35
RFI-PW Division	-	$ 46,920	$ 46,920	0%	.65
PW long range planning	-	$ 67,470	$ 67,470	0%	.75
Division support	-	$273,180	$273,180	0%	2.25
NOC facility operations	-	$ 14,010	$ 14,010	0%	0.00
TOTAL	-	$515,310	$515,310	-	5.25

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General Government — Public Works - Administration — Cost Center 101.01.400

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Total # of service requests	6,716	5,737	5,761	5,500
Average response time (days) per service request completion	0.43	0.56	4.57	1.00

Funding Sources	Amount	% of Funding
General Fund	$515,310	100.00%
Total Funding	**$515,310**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$437,338	$467,940	$460,690	$492,260
Contractual Services	8,697	7,080	7,830	7,710
Operating Supplies	8,697	5,700	7,300	6,040
Capital Outlay	0	0	0	0
Debt Service	9,281	9,590	9,590	9,300
DEPARTMENTAL TOTALS	**$464,013**	**$490,310**	**$485,410**	**$515,310**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
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	1.00	1.00
TOTAL POSITIONS	**4.25**	**5.25**	**5.25**

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PUBLIC SAFETY

COST CENTER	DESCRIPTION
040	CITY COURT
440	PUBLIC SAFETY - ANIMAL CONTROL
610	POLICE - ADMINISTRATION
611	COMMUNICATIONS
612	POLICE - PATROL
613	POLICE - CRIMINAL INVESTIGATIONS
614	POLICE - SPECIAL OPERATIONS
700	FIRE DEPARTMENT

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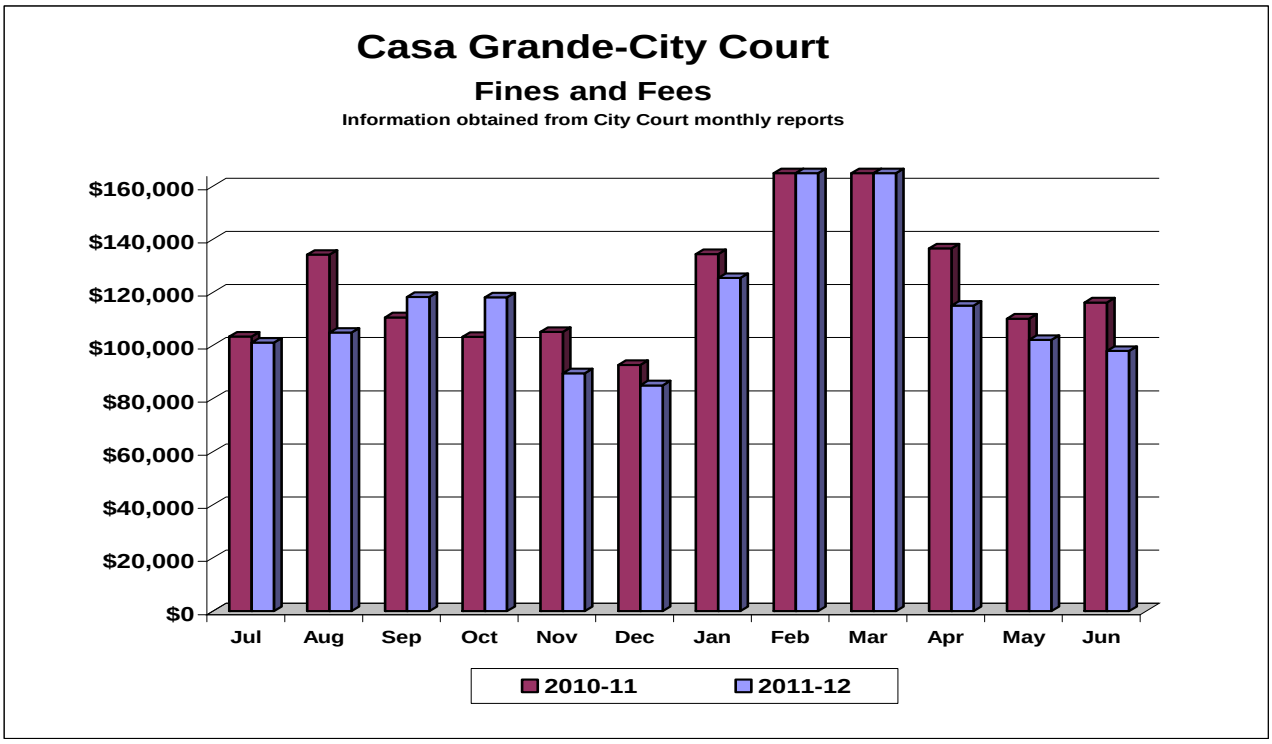

FINES & FEE STATISTICS		
	2010-11	2011-12
Jul	$103,440	$101,145
Aug	134,235	104,915
Sep	110,685	118,360
Oct	103,339	118,198
Nov	105,223	89,593
Dec	92,728	85,055
Jan	134,487	125,480
Feb	186,741	187,659
Mar	180,996	172,965
Apr	136,614	115,047
May	110,163	102,140
Jun	116,266	97,988
	$1,514,917	$1,418,545

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Public Safety | City Court | Cost Center 101.20.040

GENERAL INFORMATION

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

MISSIONS

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

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

2011-2012 ACCOMPLISHMENTS

- Continued to offset jail expense by assessing jail fees to offenders.
- Implemented home detention program to hold offenders accountable and further reduce jail expenses.
- Opened new facility addressing previous concerns regarding security, parking, & storage.

GOALS & OBJECTIVES

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

- Recover 10% of jail expense.
- Resolve cases within time frames established by State

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Caseflow Management	$730,200	$612,120	($118,080)	119%	6.50
TOTAL	$730,200	$612,120	($118,080)	119%	6.50

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Public Safety | City Court | Cost Center 101.20.040

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
% of recovered jail expenses	22%	21%	19%	20%
Avg. # of days from citation to adjudication	120	103	109	100
# of Jury trials	0	0	0	1
# of video adjudications	1,449	1,125	1,390	1,000

Funding Sources	Amount	% of Funding
General Fund	($118,080)	-19.29%
Fines	730,200	119.29%
Total Funding	**$612,120**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$412,545	$426,020	$443,990	$440,720
Contractual Services	66,476	115,840	96,310	115,800
Operating Supplies	19,530	66,400	44,500	55,600
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$498,551**	**$608,260**	**$584,800**	**$612,120**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
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**

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Public Safety **Public Safety - Animal Control** **Cost Center 101.20.440**

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.

2011-2012 ACCOMPLISHMENTS

- Held 2 Open House Adopt-A-Thons.
- Attended 3 Community Awareness meetings/Anti Crime night.
- Attended several Art in the Alley.
- Attended PDART disaster training.
- Attended training on Animal Hoarding & Dog Fighting.
- Attended a week long supervisory class given by AZ POST.

GOALS & OBJECTIVES

To enhance the effectiveness of Animal Patrol Services.

- Increase number of 3-years licenses by 5%.
- Continue to increase percentage of animals adopted vs euthanized.
- Increase participation of community events.
- To offer the citizens of Casa Grande low cost spay and neutering.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Field operations	$10,000	$225,325	$215,325	4%	3.00
Kennel operations/adoption	$45,000	$ 89,125	$ 44,125	50%	1.00
TOTAL	$55,000	$314,450	$259,450	17%	4.00

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Public Safety	Public Safety - Animal Control	Cost Center 101.20.440

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Avg # of service calls per officer	1,057	1,172	1,141	1,150
# of licenes issued	3,382	3,238	2,897	3,000
# of animals adopted	204	263	284	250
# of citations issued	43	32	11	25

Funding Sources	Amount	% of Funding
General Fund	$259,450	82.51%
Permits & Fines	55,000	17.49%
Total Funding	**$314,450**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$210,601	$226,400	$222,800	$240,420
Contractual Services	28,185	11,860	39,280	18,040
Operating Supplies	45,176	47,170	55,570	47,670
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	10,460	10,460	10,460	8,320
DEPARTMENTAL TOTALS	**$294,422**	**$295,890**	**$328,110**	**$314,450**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
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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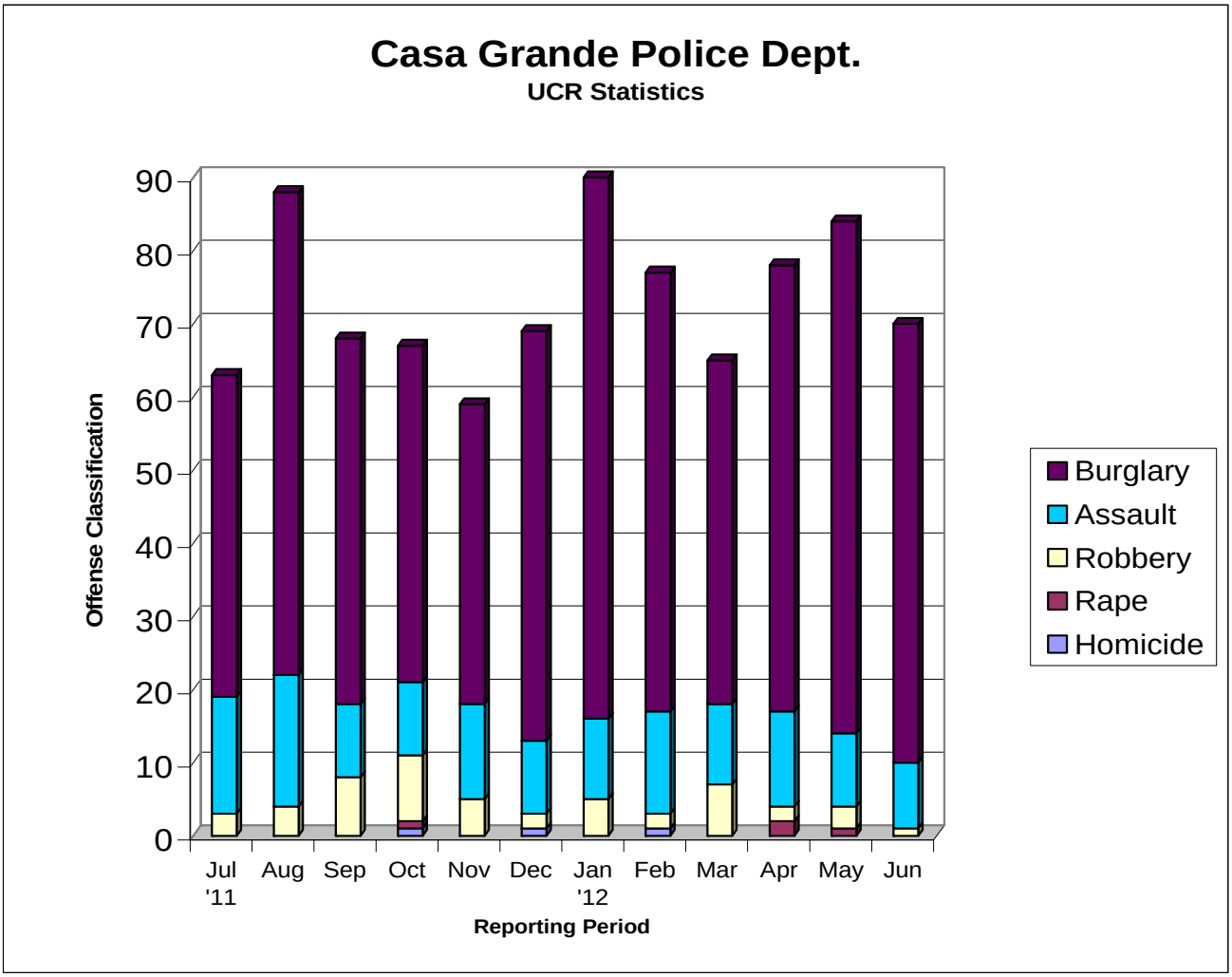

	Homicide	Rape	Robbery	Assault	Burglary
Jul '11	0	0	3	16	44
Aug	0	0	4	18	66
Sep	0	0	8	10	50
Oct	1	1	9	10	46
Nov	0	0	5	13	41
Dec	1	0	2	10	56
Jan '12	0	0	5	11	74
Feb	1	0	2	14	60
Mar	0	0	7	11	47
Apr	0	2	2	13	61
May	0	1	3	10	70
Jun	0	0	1	9	60
TOTALS	3	4	51	145	675

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Public Safety | Police - Administration | Cost Center 101.20.610

GENERAL INFORMATION

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

MISSION

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

2011-2012 ACCOMPLISHMENTS

- Strategic Objective Progressing.
- Hired 3 Police Officers and 7 civilian employees.
- Received grant funding from the Department of Justice COPS program to replace 4 School Resource Officers.
- Receiving Stonegarden grant for purchase of 15 new radios.
- Receiving grant funding for DUI/traffic details, car seat installation and traffic investigation equipment from GOHS.
- Continued receiving 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.

- Continue monitoring progress of the Strategic Plan.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	$2,000	$ 955,200	$ 953,200	.19%	2.25
Professional standards	-	$ 122,440	$ 122,440	0%	1.00
TOTAL	$2,000	$1,077,640	$1,075,640	.18%	3.25

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Public Safety	Police - Administration	Cost Center 101.20.610

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Included in operating cost centers				

Funding Sources	Amount	% of Funding
General Fund	$1,075,640	99.81%
Police Fees	2,000	0.19%
Total Funding	**$1,077,640**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$602,052	$410,600	$383,580	$410,910
Contractual Services	231,376	147,490	188,030	139,670
Operating Supplies	154,846	270,950	280,700	279,760
Capital Outlay	0	0	0	0
Debt Service	5,530	0	0	5,530
Transfers	330,908	320,940	320,940	241,770
DEPARTMENTAL TOTALS	**$1,324,712**	**$1,149,980**	**$1,173,250**	**$1,077,640**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Police Chief	1.00	1.00	1.00
Deputy Police Chief	1.00	0.00	0.00
Police Sergeant	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Management Analyst	0.25	0.25	0.25
TOTAL POSITIONS	**4.25**	**3.25**	**3.25**

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Public Safety — Communications — Cost Center 101.20.611

GENERAL INFORMATION

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

MISSION

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

2011-2012 ACCOMPLISHMENTS

- Hired 2 Communications Supervisors.
- Developed and implemented a Dispatcher Training Academy.
- Assisted with implementation of Livescan Electronic Finger Printing System and Imageware Mug Shot System.
- Worked with Az DPS on a cost saving solution for the connection to the Arizona Criminal Justice Information System.
- Worked with the Fire Dept. to begin updating the Call Typing and Response Protocols.
- Began implementation of a Grant Funded AVL/GPS Program that will provide closest unit recommendations for Police and Fire Depts.

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	-	$1,438,550	$1,438,550	0%	18.00
TOTAL	-	$1,438,550	$1,438,550	-	18.00

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Public Safety — Communications — Cost Center 101.20.611

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Average time (in seconds) for priority one calls from start to dispatch - (immediate danger to life)	44	42	49	60
Average time (in seconds) for priority two calls from start to dispatch - (immediate danger to property)	57	50	70	60

Funding Sources	Amount	% of Funding
General Fund	$1,438,550	100.00%
Total Funding	**$1,438,550**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$1,150,841	$1,128,890	$1,115,170	$1,228,550
Contractual Services	107,645	204,750	198,000	205,800
Operating Supplies	3,602	2,200	5,500	4,200
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers				
DEPARTMENTAL TOTALS	**$1,262,088**	**$1,335,840**	**$1,318,670**	**$1,438,550**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Public Safety Communications Manager	1.00	1.00	1.00
Public Safety Communication Supervisor	2.00	2.00	2.00
Public Safety Dispatcher	15.00	15.00	15.00
TOTAL POSITIONS	**18.00**	**18.00**	**18.00**

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Public Safety **Police - Patrol** **Cost Center 101.20.612**

GENERAL INFORMATION

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

MISSION

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

2011-2012 ACCOMPLISHMENTS

- Responded to in excess of 31,423 calls for service.
- Drove in excess of 725,000 miles in providing services with relatively few mishaps.
- Started pro-active mission specific patrol programs.
- Instituted COMPSTAT model statistical tracking for individual officer performance measures.
- Reformed BIKE Unit.

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%.
- Maintain an annual response time of 5.25 minutes to top priority calls.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Detention	$100,000	$ 878,386	$ 778,386	11%	6.00
Patrol teams	$ 22,000	$5,000,085	$4,978,085	0.40%	45.75
K-9	-	$ 253,889	$ 253,889	0%	2.00
TOTAL	$122,000	$6,132,360	$6,010,360	2%	53.75

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Public Safety	Police - Patrol	Cost Center 101.20.612

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Response time (minutes) for top priority calls	5.1	5.2	5.4	5.2
UCR part 1 crimes reported per 1,000 population	68	66	59	62

Funding Sources	Amount	% of Funding
General Fund	$6,010,360	98.01%
Miscellaneous Revenue	122,000	1.99%
Total Funding	**$6,132,360**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$5,107,602	$4,935,590	$5,341,440	$5,247,900
Contractual Services	614,772	498,150	566,600	641,320
Operating Supplies	252,074	179,940	299,500	219,140
Capital Outlay	0	0	0	24,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$5,974,448**	**$5,613,680**	**$6,207,540**	**6,132,360**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
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	36.00	36.00	36.00
Police Transport Officers	5.50	5.50	5.75
Police Aide	1.00	1.00	0.00
TOTAL POSITIONS	**54.50**	**54.50**	**53.75**

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Public Safety — Police - Criminal Investigations — Cost Center 101.20.613

GENERAL INFORMATION

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

2011-2012 ACCOMPLISHMENTS

- Detective investigations more than 530 cases.
- Special Enforcement Unit Detectives, in partnership with the U. S. Marshals' Service, arrested over 370 criminal offenders.
- Narcotics Unit Detective arrested more than 120 offenders.
- Continued monthly information sharing meetings with other Pinal County law enforcement agencies.

MISSION

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

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	-	$1,002,525	$1,002,525	0%	7.00
Special Enforcement	-	$ 493,387	$ 493,387	0%	6.00
Narcotics	-	$ 538,584	$ 538,584	0%	5.00
ID Unit Crime Scene	-	$ 158,934	$ 158,934	0%	2.00
Crime Analysis	-	$ 66,070	$ 66,070	0%	1.00
Evidence	-	$ 61,570	$ 61,570	0%	1.00
Records	-	$ 274,480	$ 274,480	0%	4.25
TOTAL	-	$2,595,550	$2,595,550	-	26.25

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Public Safety — Police - Criminal Investigations — Cost Center 101.20.613

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
% of UCR Part I crimes cleared by Investigators	52%	48%	57%	58%
% of persons crimes cleared by Investigators	34%	37%	49%	54%
% of property crimes cleared by Investigators	49%	48%	65%	70%
# of arrests by Narcotics Unit	70	23	110	125

Funding Sources	Amount	% of Funding
General Fund	$2,595,550	100.00%
Total Funding	**$2,595,550**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$2,107,912	$2,369,980	$2,307,310	$2,440,880
Contractual Services	52,960	34,430	44,030	36,770
Operating Supplies	54,147	53,000	52,600	117,900
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$2,215,019**	**$2,457,410**	**$2,403,940**	**$2,595,550**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Police Commander	1.00	1.00	1.00
Police Sergeant	3.00	4.00	4.00
Public Safety Records Supervisor	1.00	1.00	1.00
Crime Analyst	0.00	1.00	1.00
Police ID Technician	2.00	3.00	2.00
Police Officer	12.00	12.00	12.00
Police Property Technician	1.00	1.00	1.00
Secretary	1.00	1.00	1.00
Public Safety Clerk	4.13	3.62	3.25
TOTAL POSITIONS	**25.13**	**27.62**	**26.25**

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Public Safety — Police - Special Operations — Cost Center 101.20.614

GENERAL INFORMATION

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

MISSION

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

2011-2012 ACCOMPLISHMENTS

- 14,923 volunteer hours donated.
- 120 active Blockwatch & 15 active Crime-Free Multi-Housing programs.
- Traffic collisions reduced by 0.2% from 19.2% to 19% (using 49,804 population).
- New, tougher Graffiti ordinance was passed.
- Graffiti Coordinator created an Adopt-A-Wall program.
- Responded to 2004 alarm calls.
- P.I.O. program produced over 20 positive police related articles or free advertisement on burglary tips, graffiti, DUI enforcement, holiday tips, seatbelt use, etc.
- P.I.O. initiated CGPD Facebook page.
- SRO's working with Boy's and Girl's Club for Smart Moves Program in schools.
- Restructured the Explorer program by assigning a sergeant to monitor and supervise activities. Instituted new programs/activities for the Explorers.

GOALS AND OBJECTIVES

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

- Continue participation and support of Blockwatch and Crime-Free Multi-Housing programs.
- Utilize software programs and technology to assist deploying resources to reduce traffic collisions.
- Complete policies re-write.
- Effectively manage and decentralize volunteer programs to become more self-sufficient on call outs and deployments. Enhance and focus on the usage of the departments COP program.
- Provide equipment necessary to continue the success of the P.I.O. program.
- Continue participation and support of the Graffiti Abatement program.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Traffic unit	-	$ 399,081	$ 399,081	0%	3.00
School Resource	-	$ 444,840	$ 444,840	0%	4.00
SWAT	-	$ 7,650	$ 7,650	0%	0.00
Crime prevention	-	$ 96,720	$ 96,720	0%	1.00
Volunteers	-	$ 88,839	$ 48,839	45%	1.00
Alarms	$40,000	$ 57,420	$ 57,420		1.00
TOTAL	$40,000	$1,094,550	$1,054,550	4%	10.00

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Public Safety	Police - Special Operations	Cost Center 101.20.614

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Total # of active participants in blockwatch & crime free multi-housing programs	108	116	121	125
Total # of traffic collisions per 1,000 population	23.18	21.83	17.70	17.00
Total # of volunteer hours donated	10,459	9,665	18,040	15,000
Total # of Officer responses to false alarms	2,025	2,391	2,101	2,000

Funding Sources	Amount	% of Funding
General Fund	$1,054,550	96.35%
Alarm Permits & Fines	40,000	3.65%
Total Funding	**$1,094,550**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$849,897	$769,810	$793,710	$971,340
Contractual Services	17,217	16,700	18,600	38,060
Operating Supplies	19,624	29,270	48,140	85,150
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$886,738**	**$815,780**	**$860,450**	**$1,094,550**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
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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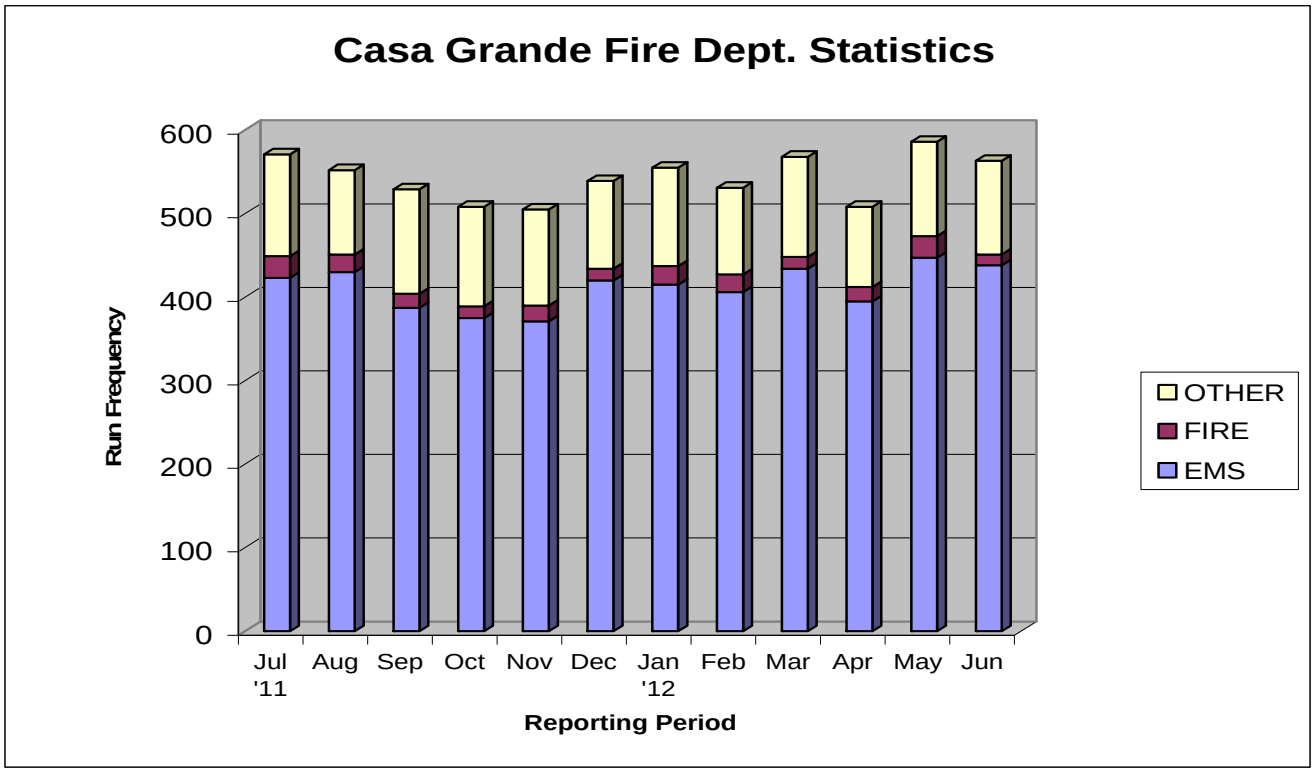

MONTHLY BREAKDOWN:

	2011-12		
	EMS	FIRE	OTHER
Jul '11	423	26	122
Aug	430	21	101
Sep	387	17	125
Oct	375	14	119
Nov	371	19	115
Dec	420	14	105
Jan '12	415	22	118
Feb	406	21	104
Mar	434	14	120
Apr	395	17	96
May	447	26	113
Jun	438	13	112
	4,941	224	1,350

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Public Safety | Fire Department | Cost Center 101.20.700

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.

2011-2012 ACCOMPLISHMENTS

- Responded to 5,366 emergencies, of which 4,066 (75.58%) involved emergency medical services, averaging a response time for all incidents of 5 minutes, 44 seconds.
- Maintained a department commitment for excellence in public education by initiating in excess of 18,743 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 2011-2012 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	-	$ 776,350	$ 776,350	0%	3.00
EMS	$50,000	$4,072,188	$4,022,188	1%	29.50
Fire suppression	$10,000	$1,914,162	$1,904,162	.5%	26.00
Inspections	-	$ 108,900	$ 108,900	0%	1.00
Plan reviews	$25,000	$ 77,310	$ 52,310	32%	.75
Public education	-	$ 95,030	$ 95,030	0%	1.00
TOTAL	$85,000	$7,043,940	$6,958,940	1%	61.25

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Public Safety — Fire Department — Cost Center 101.20.700

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Residential structure fire incidents per 1,000 structures	3.22	3.07	2.94	2.95
Combined commercial & industrial structure fire incidents per 1,000 structures	10.68	14.68	9.79	9.00
ALS % response under 5 minutes from dispatch to arrival on scene	86%	81%	80%	79%
% of total fire calls with a response time of 5 minutes and under from dispatch to arrival on scene	53%	51%	50%	50%

Funding Sources	Amount	% of Funding
General Fund	$6,958,940	98.79%
Fees	85,000	1.21%
Total Funding	**$7,043,940**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$5,536,596	$5,412,780	$5,383,590	$5,703,720
Contractual Services	494,143	468,210	469,640	660,250
Operating Supplies	256,633	271,130	312,110	298,360
Capital Outlay	152,212	33,000	10,000	81,000
Debt Service	0	0	0	0
Transfers	320,320	314,880	314,880	300,610
DEPARTMENTAL TOTALS	**$6,759,904**	**$6,500,000**	**$6,490,220**	**$7,043,940**

AUTHORIZED POSITIONS	NUMBER OF PERSONNEL		
CLASSIFICATION	2010-11	2011-12	2012-13
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	11.00	11.00
Fire Engineer	12.00	13.00	12.00
Firefighters*	29.00	29.00	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	**62.25**	**62.25**	**61.25**

*Portion of firefighter salaries funded in Grants fund.

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PUBLIC WORKS

COST CENTER	DESCRIPTION
405	PUBLIC WORKS - OPERATIONS
407	FACILITIES MAINTENANCE
436	ENGINEERING

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

GENERAL INFORMATION

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

MISSION

Provide support for alleys and drainage structure maintenance and repair. Also to provide support for city voluntary demolition and O'Odham Tash, and various other civic events.

2011-2012 ACCOMPLISHMENTS

- Maintained roads at North Mountain Park.
- Continued to mow ditches, roads, and retentions.
- Provided traffic control for numerous community events.
- Demolished 2 condemned or burned buildings city wide.
- Average response time per service request is less than 5 days.
- 5 miles of alley ways were maintained.
- 75% of drainage structures are maintained/cleaned.
- Installed 16 percolation trenches at retention basins on Cottonwood Lane.
- Cleaned sediment from box culverts at north branch of the Santa Cruz River at Trekell Rd.

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	-	$45,620	$45,530	0%	.50
Drainage	-	$30,640	$30,640	0%	.25
Alleys	-	$20,730	$20,730	0%	.25
TOTAL	-	$96,990	$96,900	-	1.00

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

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Average response time (days) per service request	2.3	4.0	2.0	4.5
# of miles of alley ways maintained	1	33	6	15
% of drainage structures maintained/cleaned	84%	77%	79%	75%

Funding Sources	Amount	% of Funding
General Fund	$96,990	100.00%
Total Funding	**$96,990**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$102,015	$66,440	$66,870	$70,410
Contractual Services	19,176	16,570	17,170	15,980
Operating Supplies	8,759	10,600	8,000	10,600
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	0	0	0	0
DEPARTMENTAL TOTALS	**$129,950**	**$93,610**	**$92,040**	**$96,990**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Heavy Equipment Operator	1.00	1.00	1.00
TOTAL POSITIONS	**1.00**	**1.00**	**1.00**

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Health & Sanitation — Facilities Maintenance — Cost Center 101.35.407

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.

2011-2012 ACCOMPLISHMENTS

- Completed first year of contractual custodial services.
- Completed 50% of request n same day as received.
- Initiated on-call contractual services for Facilities Maintenance.

GOALS AND OBJECTIVES

Provide timely and cost effective maintenance and custodial services for City buildings.

- Respond to 75% work requests within one business day.
- Complete 90% of janitorial complaints/issues within 24 hours.
- 60-75% work requests to be generated by Facilities Maintenance staff.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	-	$159,000	$159,000	0%	.15
Janitorial	-	$289,150	$289,150	0%	1.75
Facility maintenance	-	$426,240	$426,240	0%	2.10
TOTAL	-	$874,390	$874,390	-	4.00

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Health & Sanitation — Facilities Maintenance — Cost Center 101.35.407

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
% of "customers" satisfied with service	63%	80%	85%	85%
Custodial cost per sq ft	$2.62	$2.28	$2.25	$1.63
Average building cost per sq ft	$6.03	$6.39	$6.50	$6.90

Funding Sources	Amount	% of Funding
General Fund	$874,390	100.00%
Total Funding	**$874,390**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$221,929	$226,560	$226,830	$234,080
Contractual Services	237,403	580,340	261,470	402,960
Operating Supplies	224,423	248,040	232,900	234,110
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	19,760	3,980	3,980	3,240
DEPARTMENTAL TOTALS	**$703,515**	**$1,058,920**	**$725,180**	**$874,390**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Facilities Maintenance Supervisor	1.00	1.00	1.00
HVAC Technician	1.00	1.00	1.00
Custodian	2.00	2.00	2.00
TOTAL POSITIONS	**4.00**	**4.00**	**4.00**

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Public Works Engineering Cost Center 101.45.436

GENERAL INFORMATION

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

MISSION

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

2011-2012 ACCOMPLISHMENTS

- Installed traffic signals at Trekell & McCartney & Peart & Kortsen.
- Began the update of the Local Limit (pretreatment) program.
- Continued with annual manhole rehabilitation program.
- Brought the 6MGD expansion of the WRF to 12MGD in line.
- Installed the RW/TW Lighting upgrade.
- Performed runway pavement overlay & striping.
- Continued with the permitting process for the Groundwater Recharge project.
- Assisted Streets Division with annual pavement maintenance program (chip seal, fog seal, and striping).

GOALS AND OBJECTIVES

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

- Assist operating division develop and implement effective O & M programs for city infrastructure.
- Maintain up to date master plans for city infrastructure and ensure they are property implemented.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	$ 1,000	$154,000	$153,000	.01%	.42
Internal Engineering Consulting	-	$107,760	$107,760	0%	1.30
Capital Improvement Program Project Mgmt	-	$ 79,480	$ 79,480	0%	.95
Construction inspection	-	$172,250	$172,250	0%	2.20
Storm Water Management Program	-	$ 50,270	$ 50,270	0%	.60
Infrastructure Master Planning	-	$ 53,630	$ 53,630	0%	.65
Infrastructure Maintenance Planning	-	$ 35,440	$ 35,440	0%	.45
Development Consultation & Plan Review	$50,000	$ 54,800	$ 4,800	91%	.43
TOTAL	$51,000	$707,630	$656,630	7%	7.00

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Public Works Engineering Cost Center 101.45.436

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
# of active CIP projects	15	85	88	80
# of active requests for information or assistance	35	117	73	75
# of active R/W permits	N/A	472	304	300

Funding Sources	Amount	% of Funding
General Fund	$656,630	92.79%
Engineering Fees	51,000	7.21%
Total Funding	**$707,630**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$570,167	$568,540	$547,940	$587,090
Contractual Services	57,616	31,590	26,990	74,570
Operating Supplies	18,135	17,400	25,900	19,520
Capital Outlay	0	0	0	0
Debt Service	12,970	12,970	12,970	12,970
Transfers	14,380	14,380	14,380	13,480
DEPARTMENTAL TOTALS	**$673,268**	**$644,880**	**$628,180**	**$707,630**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Senior Civil Engineer	0.00	0.00	0.00
Civil Engineer	2.00	2.00	2.00
Traffic Engineer	1.00	1.00	1.00
Construction Inspector	3.00	3.00	3.00
Engineering Technician	1.00	1.00	1.00
TOTAL POSITIONS	**7.00**	**7.00**	**7.00**

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COMMUNITY SERVICES

COST CENTER	DESCRIPTION
360	DOWNTOWN PUBLIC LIBRARY
365	VISTA GRANDE PUBLIC LIBRARY
510	SENIOR ADULT SERVICES
515	PARKS MAINTENANCE
525	RECREATION PROGRAMS
530	TEEN PROGRAMS
540	AQUATICS
545	KEEP CASA GRANDE BEAUTIFUL
550	GENERAL RECREATION
562	WOMEN'S CLUB

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Community Services — Downtown Public Library — Cost Center 101.40.360

GENERAL INFORMATION

In May of 2005, the Library Advisory Board created a 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.

2011-2012 ACCOMPLISHMENTS

- Was awarded two Library Services and Technology Act (L.S.T.A.) grants which provided funding for in two important areas of library service. The first, provided grant funding for additional Test Prep materials and training. The second, provided grant funding for 20 NOOK color e-readers which were used in a new program offering of a Digital Storytime.
- The Bookmobile continued offering library services to the community, with a 36% increase 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.

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.

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	$24,000	$104,334	$ 80,334	23%	1.20
Patron Services	-	$362,650	$362,650	0%	6.30
Programming	-	$ 30,801	$ 30,801	0%	.40
Collection development	-	$183,655	$183,655	0%	2.70
Outreach	-	$ 3,080	$ 3,080	0%	0.00
TOTAL	$24,000	$684,520	$660,520	4%	10.60

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Community Services — Downtown Public Library — Cost Center 101.40.360

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Circulation	262,681	209,278	179,814	200,000
# of library visits	250,900	215,146	195,634	200,000
# of computer visits	79,356	60,492	53,786	60,000

Funding Sources	Amount	% of Funding
General Fund	$660,520	96.5%
Library fines	15,000	2.2%
Miscellaneous	9,000	1.3%
Total Funding	**684,520**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$645,299	$549,310	$654,160	$562,520
Contractual Services	29,185	34,000	32,490	34,460
Operating Supplies	88,260	93,660	97,800	84,760
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	0	0	0	2,780
DEPARTMENTAL TOTALS	**$762,744**	**$676,970**	**$784,450**	**$684,520**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Library Manager	1.00	1.00	0.50
Librarian	3.00	3.00	2.10
Library Circulation Supervisor	1.00	1.00	1.00
Senior Library Assistant	2.00	2.00	2.00
Library Assistant	4.50	4.50	4.00
Library Page	1.50	1.50	1.00
TOTAL POSITIONS	**13.00**	**13.00**	**10.60**

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Community Services **Vista Grande Public Library** **Cost Center 101.40.365**

GENERAL INFORMATION

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

MISSION

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

2011-2012 ACCOMPLISHMENTS

- Vista Grande Library meets the educational needs of the students and faculty, as well as the growing needs of the community for all library services.
- Has seen a steady increase in the number of patrons (19%) as well as the number of items circulated (15%). Patron usage of computers has also increased (14%).
- 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	$ 93,006	$ 72,006	23%	1.15
Patron Services	-	$298,794	$298,794	0%	6.15
Programming	-	$ 50,940	$ 50,940	0%	.80
Collection development	-	$ 77,072	$ 77,072	0%	1.25
Outreach	-	$ 31,998	$ 31,998	0%	.55
TOTAL	$21,000	$551,810	$530,810	4%	9.90

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Community Services **Vista Grande Public Library** **Cost Center 101.40.365**

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Circulation	67,109	159,415	181,520	200,000
# of library visits	103,368	149,614	179,059	200,000
# of computer visits	22,428	31,867	36,343	40,000

*New department in FY 2008-2009

Funding Sources	Amount	% of Funding
General Fund	$530,810	96.19%
Library Fines	15,000	2.72%
Miscellaneous	6,000	1.09%
Total Funding	**$551,810**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$336,858	$397,100	$343,270	$471,080
Contractual Services	19,635	20,900	17,520	21,080
Operating Supplies	41,458	59,650	36,550	59,650
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$397,951**	**$477,650**	**$397,340**	**$551,810**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Library Manager	0.00	0.00	0.50
Librarian	2.00	2.00	2.90
Library Assistant	4.50	5.00	5.00
Library Page	1.00	1.00	1.50
TOTAL POSITIONS	**7.50**	**8.00**	**9.90**

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Community Services — Senior Adult Services — Cost Center 101.40.510

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+.

2011-2012 ACCOMPLISHMENTS

- Hosted a successful series of Winter Celebration events: Ice Cream Social & Craft Fair, Little Sweethearts Fashion Show, Senior Fair & Fiesta, and Senior Prom.
- Introduced a new event to series of Winter Celebration events - the Inaugural Casa Grande Senior Follies in partnership with Paramount Theater.
- Introduced new programming to center activities/classes: Healthy Hearts, Guided Autobiography, One Act Plays, Christmas Fiesta, and Healthy Living Workshop.
- Received an "E" for excellent rating from Pinal County Health Department for the inspection of the commercial kitchen used for the Senior Meals program.
- Completed capital improvement projects for the Senior Center: painting of building, installation of vinyl tile and new carpet.

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	$ 3,400	$56,796	$53,396	6%	.65
Senior Programs	$ 2,285	$48,572	$46,287	5%	.50
Senior Special Events	$ 800	$ 8,905	$ 8,105	9%	.25
Grants	-	$66,519	$66,519	0%	1.25
Special Interest Classes	$ 2,000	$37,141	$35,141	5%	.75
General Recreation	$ 1,575	$12,447	$10,872	13%	.10
TOTAL	$10,060	$230,380	$220,320	4%	3.50

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Community Services	Senior Adult Services	Cost Center 101.40.510

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
# of visits to Dorothy Powell Senior Adult Center	78,730	82,636	86,473	84,000
# of meals served	39,864	33,757	39,693	36,000
# of volunteer hours worked	6,729	6,879	8,164	7,500

Funding Sources	Amount	% of Funding
General Fund	$220,320	95.63%
Recreation fees	10,060	4.37%
Total Funding	**$230,380**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$91,847	$101,580	$95,440	$106,440
Contractual Services	19,837	14,890	15,690	18,560
Operating Supplies	52,335	54,370	55,650	45,180
Capital Outlay	26,676	47,760	42,000	50,000
Debt Service	0	0	0	0
Transfers	0	10,200	10,200	10,200
DEPARTMENTAL TOTALS	**$190,695**	**$228,800**	**$218,980**	**$230,380**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Recreation Prog. Coordinator	1.00	1.00	1.00
Recreation Program Clerk	0.50	0.60	0.60
Ceramics Supervisor	0.50	0.45	0.45
Kitchen Aide	0.50	0.60	0.50
Lapidary Instructor	0.50	0.35	0.35
Lapidary Super Sub	0.12	0.10	0.00
Recreation Aide	0.50	0.50	0.50
Recreation Aide – Sr. Center	0.13	0.15	0.10
TOTAL POSITIONS	**3.75**	**3.75**	**3.50**

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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.

2011-2012 ACCOMPLISHMENTS

- Performed work at CG Mountain including Monument sign installation, benches, trash cans, kiosk and parking lot poles and cable at Trail Heads on Peart Rd. & Arica Rd.
- Added and maintained 30.41 acres of landscape at Mission Valley Trail system.
- Completed over-seed of Civic Complex, Peart Park, Library, Dorothy Powell Center, Police and Fire station.
- Assisted with many Community Service Special Events & other community events throughout the year.
- Assisted with seven Casa Grande Mountain Trail Builds Community Service Events by the Casa Grande Mountain Trails Steering committee completing over 9200 feet of new trail and over 1000 feet renovated existing trail.
- Performed crack sealing, removal and replacement of portions of bad asphalt on the walking path at the San Carlos Walkway West.
- Dave White Park racquetball court ceiling renovation project.
- Assisting with the Seeds of Hope neighborhood center at Cruz Park.
- Americorps Fire "2" crew completed over 11,400 feet of trail building to the south side of C.G. Mountain and Americorps Fire "7" crew built over 10,000 feet of new trail to the North East side of C.G. Mountain.

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 o f Irrigation District's transmission lines.
- Continue to assist Trails Steering Committee with Casa Grande Mountain Trails development.
- Purchase of new equipment with Development Impact Fees.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	-	$ 170,239	$ 170,239	0%	.50
Aquatics Center	-	$ 25,080	$ 25,080	0%	.75
Evergreen Irrigation District	$15,000	$ 36,225	$ 21,225	41%	.75
Field maintenance	-	$ 369,379	$ 369,379	0%	2.75
General maintenance	-	$ 566,396	$ 566,396	0%	7.25
Grounds	-	$ 256,860	$ 256,860	2%	.50
Irrigation	-	$1,065,393	$1,065,393	0%	3.25
Repair-replacement	-	$ 199,428	$ 199,428	0%	1.75
Retention	-	$ 87,305	$ 87,305	0%	1.50
Special Events	-	$ 32,665	$ 32,665	0%	.25
TOTAL	$15,000	$2,808,970	$2,793,970	.5%	19.25

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Community Services — Parks Maintenance — Cost Center 101.40.515

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Developed park acres per 1,000 population	10.95	10.95	12.52	12.00
Cost of maintenance per developed acre	$1,241	$1,105	$1,047	$1,100
Park Maintenance FTE's per 100 acres	2.18	2.18	2.98	2.10

Funding Sources	Amount	% of Funding
General Fund	$2,793,970	99.47%
Rental	15,000	0.53%
Total Funding	**$2,808,970**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$1,154,901	$1,147,790	$1,184,790	$1,190,000
Contractual Services	247,223	363,010	259,310	257,570
Operating Supplies	953,665	1,091,110	1,125,370	1,077,460
Capital Outlay	578,881	206,000	6,000	206,000
Debt Service	49,660	49,660	49,660	49,650
Transfers	30,600	30,600	30,600	28,290
DEPARTMENTAL TOTALS	**$3,014,930**	**$2,888,170**	**2,655,730**	**$2,808,970**

AUTHORIZED POSITIONS	NUMBER OF PERSONNEL		
CLASSIFICATION	2010-11	2011-12	2012-13
Parks Superintendent	1.00	1.00	1.00
Crew Leader	2.00	3.00	3.00
Grounds Keeper	1.00	1.00	1.00
Senior Maintenance Worker	2.00	2.00	2.00
Maintenance Worker	12.00	11.00	11.00
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

GENERAL INFORMATION

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

MISSION

The mission is to improve our facilities and the activities that we offer by strategically leveraging existing business opportunities and partnering with community leaders on high quality programs focusing on innovation, cost effectiveness and superior value for our users.

2011-2012 ACCOMPLISHMENTS

- Hosted the 17th Annual Electric Light Parade, with over 25,000 in attendance.
- Received the 2011 APRA Cultural Awareness Award for the Unity March Special Event.
- Hosted 4th Annual Doggie Dive In event.
- Continued to partner with the Casa Grande Elementary School District to provide recreational activities.
- Hosted the 9th Annual City Celebration event.
- Held annual Mutt Show.
- Hosted a successful Children's Theater program.
- Continued to host several youth dance classes in the Fall, Spring & Summer.
- Hosted the Pitch, Hit & Run South Sectional competition for the state of Arizona.
- Co-Rec and Men's softball ran at 100% + cost recovery, 48 teams spread over 3-5 leagues each season.
- Began hosting several new youth/pre-school age Special Interest classes throughout the Spring & Summer.
- City sports fields hosted league games and practices for 5 Youth Sport Organizations with a total of 5,290 kids participating.
- Provide a different program each month i.e. cooking demonstration, wii bowling, craft, etc.

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	$ 55,900	$ 26,804	($29,096)	20.9%	.00
Youth programs	$ 25,000	$ 53,268	$28,268	47%	.00
Adult programs	$ 80,000	$ 53,620	($26,380)	149%	.00
Special Interest Classes	$ 40,000	$ 32,174	($ 7,826)	124%	.00
Special Events	$ 8,000	$ 40,070	$32,070	20%	.00
Adaptive Leisure	$ 100	$ 13,380	$13,280	.7%	.00
Summer recreation	$ 40,000	$ 24,144	($15,856)	16.6%	.00
TOTAL	$249,000	$243,460	($ 5,540)	102%	.00

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Community Services	Recreation Programs	Cost Center 101.40.525

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
% of cost recovery	93%	79%	125%	85%
# of participants in programs	329,105	294,847	316,146	295,000
Program response satisfaction rate from Survey	92%	90%	94%	90%

Funding Sources	Amount	% of Funding
General Fund	($5,540)	-2.28%
Recreation Fees	249,000	102.28%
Total Funding	**$243,460**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$65,488	$226,160	$65,200	$98,130
Contractual Services	69,178	90,060	85,460	87,680
Operating Supplies	53,421	52,500	51,000	55,650
Capital Outlay	0	18,000	18,600	2,000
Debt Service	0	0	0	0
Transfers	0	0	0	0
DEPARTMENTAL TOTALS	**$188,087**	**$386,720**	**$220,260**	**$243,460**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Not applicable to this department.			
TOTAL POSITIONS	**0.00**	**0.00**	**0.00**

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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, a computer lab, meeting/craft room, and a small serving kitchen. Year round activities include a drop in after school & summer program, youth dances, youth/teen and community special events, teen and youth life workshops, classes, 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.

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.

2011-2012 ACCOMPLISHMENTS

- Offered transportation from the middle schools and from the Parks & Recreation office to the Teen Center.
- Hosted 15+ special events/activities throughout the year.
- Hosted 2nd Build A Back Pack program with Wells Fargo Bank donating 60 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.
- Continued hosting Teen Nights every other Friday night.
- Continued hosting adult open gym programs including basketball, volleyball & pickleball.
- Continued to host several summer special events.
- Received the 2011 Arizona Parks & Recreation Association Outstanding Facility Award for the Len Colla Recreation Center.
- Continued to host the Senior Center Line Dance Group in the LCRC gymnasium.
- Received the 2011 Arizona Parks & Recreation Association Cultural Awareness Award for the Unity March and Celebration event.

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	-	$100,485	$100,485	0%	.10
Youth program	-	$ 44,120	$ 44,120	0%	1.00
Len Colla Special Events	$ 500	$ 25,760	$ 25,260	2%	.50
Adult programs	$1,400	$ 15,400	$ 14,000	9%	.50
Programs	-	$ 52,805	$ 52,805	0%	.70
Teen Center Special Events	-	$ 16,430	$ 16,430	0%	.20
General Recreation	-	$ 1,260	$ 1,260	0%	.00
TOTAL	$1,900	$256,260	$254,360	1%	3.00

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Community Services — Teen Programs — Cost Center 101.40.530

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Total # of participants	14,601	32,213	32,428	33,000
Cost per participant	$9.76	$7.40	$6.30	$8.50

Funding Sources	Amount	% of Funding
General Fund	$254,360	99.26%
Recreation Fees	1,900	0.74%
Total Funding	**$256,260**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$133,165	$155,460	$158,290	$181,780
Contractual Services	6,070	12,410	7,120	13,140
Operating Supplies	49,270	41,550	42,330	46,940
Capital Outlay	74,896	52,140	36,500	14,400
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$263,401**	**$261,560**	**$244,240**	**$256,260**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
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	0.50
Recreation Instructor	0.25	0.50	0.50
Teen Site Directaor	0.25	0.50	0.50
TOTAL POSITIONS	**2.25**	**2.75**	**3.00**

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Community Services | Aquatics | Cost Center 101.40.540

GENERAL INFORMATION

Palm Island Family Aquatics Park provides participants of all ages with diversified aquatic programs. Temporary salaries keep this budget in line since it is a seasonal department. User fees generate almost 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.

2011-2012 ACCOMPLISHMENTS

- Purchased replacement diving stands.
- 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 6th Annual Tri-Valley Swim Camp.
- Purchased and installed a key-less ID access system.
- Americorp volunteers re-painted the flooring in the Admission 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	-	$ 58,227	$ 58,227	0%	0.00
Special Events	-	$ 17,710	$ 17,710	0%	0.00
General swim	$38,600	$ 83,061	$ 44,461	46%	0.00
Aquatics programs	$30,000	$ 46,922	$ 16,922	64%	0.00
Aquatics facility rental	$ 5,000	$ 15,130	$ 10,130	33%	0.00
TOTAL	$73,600	$221,050	$147,450	33%	0.00

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Community Services	Aquatics	Cost Center 101.40.540

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Current annual # of swimming lessons	292	294	296	295
Current swimming lessons' cost per participant	$13.92	$14.05	$14.12	$14.00
# of open pool hours	872	860	864	860

Funding Sources	Amount	% of Funding
General Fund	$147,450	66.70%
User Fees	73,600	33.30%
Total Funding	**$221,050**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$118,078	$120,310	$99,640	$120,310
Contractual Services	20,871	20,200	20,650	27,130
Operating Supplies	74,418	70,080	76,300	64,110
Capital Outlay	33,499	23,500	5,000	9,500
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$246,866**	**$234,090**	**$201,590**	**$221,050**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Not applicable to this department.			
TOTAL POSITIONS	**0.00**	**0.00**	**0.00**

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Community Services — Keep Casa Grande Beautiful — Cost Center 101.40.545

GENERAL INFORMATION

Casa Grande became a member of the Keep Casa Grande Beautiful network in 1990-91. This program, under the direction of the committee, 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.

2011-2012 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	-	$13,350	$13,350	0%	.05
Clean ups	-	$ 3,280	$ 3,280	0%	.20
TOTAL	-	$16,630	$16,630	-	.25

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Community Services — Keep Casa Grande Beautiful — Cost Center 101.40.545

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Total # of volunteer hours	1,347	1,407	1,031	1,450
% of residents who feel the cleanliness of Casa Grande is Excellent or Good	78%	78%	83%	80%

Funding Sources	Amount	% of Funding
General Fund	$16,630	100.00%
Total Funding	**$16,630**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$15,206	$15,020	$15,080	$15,700
Contractual Services	469	470	370	430
Operating Supplies	60	300	200	500
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$15,735**	**$15,790**	**$15,650**	**$16,630**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Recreation Program Coordinator	0.25	0.25	0.25
TOTAL POSITIONS	**0.25**	**0.25**	**0.25**

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Community Services General Recreation Cost Center 101.40.550

GENERAL INFORMATION

The General Recreation Department provides the administration of all our recreation programs. Included in this cost center 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.

2011-2012 ACCOMPLISHMENTS

- Increased the number of online registrations by 77%.
- Distributed 45,000 activity brochures to the public.
- Attended 36 outreach opportunities providing information and/or activities about recreation programs and amenities.
- Held grand opening for the CG Mountain Trails in November 2011.
- Received recognition as a Playful City USA for the 4th year.
- Have partnership agreements with many agencies.
- Applied for and received two service groups from the Americorp volunteer program to construct hiking trails.
- Applied for and received over $22,000 in outside funding to assist with recreational program costs.

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	$ 200	$232,724	$232,524	.08%	1.25
Boards & Commissions	-	$ 32,820	$ 32,820	0%	.75
Facility & field management	$5,000	$ 86,910	$ 81,910	6%	2.00
Planning	-	$ 74,835	$ 74,835	0%	1.00
Programs	-	$203,641	$203,641	0%	1.40
TOTAL	$5,200	$630,930	$625,730	1%	6.40

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Community Services	General Recreation	Cost Center 101.40.550

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
% of residents rating Community programs as excellent or good	N/A	86%	85%	90%
# of capacity filled classes	242	288	275	265

Funding Sources	Amount	% of Funding
General Fund	$625,730	99.18%
Rentals	5,200	0.82%
Total Funding	**$630,930**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$551,955	$416,480	$596,100	$529,570
Contractual Services	34,076	34,280	35,260	35,190
Operating Supplies	40,680	40,690	41,770	47,020
Capital Outlay	0	20,000	15,000	2,000
Debt Service	0	0	0	0
Transfers	22,460	9,270	9,270	17,150
DEPARTMENTAL TOTALS	**$649,171**	**$520,720**	**$697,400**	**$630,930**

AUTHORIZED POSITIONS	NUMBER OF PERSONNEL		
CLASSIFICATION	2010-11	2011-12	2012-13
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	1.25
Admin. Assistant	1.00	1.00	1.00
Recreation Programmer	1.75	1.75	1.15
TOTAL POSITIONS	**6.75**	**6.75**	**6.40**

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Community Services **Women's Club** **Cost Center 101.40.562**

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.

2011-2012 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.
- Completely sanded down & resurfaced the wood floor.

GOALS AND OBJECTIVES

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

- Maintain the cleanliness & integrity of the wood floors.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Recreation programs	-	$4,930	$4,930	0%	0.00
Facility rentals	$1,100	$4,940	$3,840	22%	0.00
TOTAL	$1,100	$9,870	$8,770	11%	0.00

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Community Services	Women's Club	Cost Center 101.40.562

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
None available				

Funding Sources	Amount	% of Funding
General Fund	$8,770	88.86%
Rentals	1,100	11.14%
Total Funding	**$9,870**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$0	$0	$0	$0
Contractual Services	0	0	0	0
Operating Supplies	7,019	7,420	8,380	8,370
Capital Outlay	0	2,200	1,000	1,500
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$7,019**	**$9,620**	**$9,380**	**$9,870**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Not applicable to this department.			
TOTAL POSITIONS	**0.00**	**0.00**	**0.00**

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PLANNING & DEVELOPMENT

COST CENTER	DESCRIPTION
434	PLANNING & DEVELOPMENT

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Planning & Development — Planning & Development — Cost Center 101.45.434

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.

2011-2012 ACCOMPLISHMENTS

- Processed 78 land use projects.
- Completed 3,630 permit plan reviews.
- Issued 1,433 building permits.
- Performed 8,835 building inspections.
- Responded to 1196 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	$ 10,000	$ 247,418	$ 237,418	4%	2.35
Permitting	$612,000	$ 875,429	$ 263,429	70%	10.40
Planning	$ 19,000	$ 528,273	$ 509,273	4%	5.75
TOTAL	$641,000	$1,651,120	$1,010,120	39%	18.50

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Planning & Development — Planning & Development — Cost Center 101.45.434

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
% of land use projects initial review completed within 28 days of submittal	64%	75%	58%	75%
% of building plans for commercial/industrial new buildings/additions initial review completed within 21 days of submittal	42%	48%	76%	85%
% of building plans for commercial/industrial buildings tenant improvements initial review completed within 14 days of submittal	64%	48%	61%	85%
# of zoning or public nuisance code violations (run down buildings, weeds, junk vehicles, etc.) abated	1,385	1,103	1,035	1,000
Average # of daily inspections per inspector	11	12	13	20

Funding Sources	Amount	% of Funding
General Fund	$1,010,120	61.18%
Permits & Fees	641,000	38.82%
Total Funding	**$1,651,120**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$1,820,808	$1,570,710	$1,544,960	$1,491,280
Contractual Services	54,924	67,470	102,800	102,710
Operating Supplies	34,821	23,430	33,400	34,030
Capital Outlay	0	0	0	0
Debt Service	6,760	6,760	6,760	5,390
Transfers	17,708	15,580	15,580	17,710
DEPARTMENTAL TOTALS	**$1,935,021**	**$1,683,950**	**$1,703,500**	**$1,651,120**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Planning & Development Director	1.00	1.00	1.00
Chief Building Official	1.00	0.00	1.00
Civil Engineer	2.00	2.00	2.00
Development Center Manager	1.00	1.00	0.00
Senior Planner	1.00	1.00	0.50
Planner	3.00	3.00	3.00
Plans Examiner	1.00	1.00	1.00
Building Inspector	7.00	5.00	3.00
Code Compliance Specialist	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00
Permit Technician	3.00	2.00	2.00
Secretary	2.00	2.00	2.00
Office Assistant	1.00	1.00	0.00
TOTAL POSITIONS	**26.00**	**22.00**	**18.50**

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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 Percent Sales Tax
205	MUNICIPAL AIRPORT
206	PARKS DEVELOPMENT
210	COMMUNITY ARTS
215	WILDLAND FIREFIGHTING
220	GRANTS & SUBSIDIES
222	ENERGY SAVINGS
225	REDEVELOPMENT FUND
226	PERFORMANCE INSTITUTE
230	PROMOTION & TOURISM
235	COURT ENHANCEMENT FUND
236	PROBATIONARY FUND
237	CAPP PROGRAM
242, 250, 251, 255, 260	COMMUNITY DEVELOPMENT Housing Programs

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

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$40,518,939	$32,815,191	$32,815,191	$30,683,563
REVENUE SOURCES:				
Taxes	$236,622	$150,000	$240,000	$190,000
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	4,637,877	4,582,500	4,676,160	5,010,480
Grants and Entitlements	1,880,668	4,013,780	2,329,650	4,529,750
Charges for Services	1,399,356	1,658,400	1,419,820	2,371,400
Development Impact Fees	151,745	3,000	3,000	1,000
Fines & Forfeitures	51,012	51,000	62,200	44,000
Miscellaneous Revenue	142,185	131,500	174,200	1,120,300
Interest	44,652	46,800	14,490	14,730
OTHER FINANCING SOURCES:				
Transfers In	439,419	15,000	15,000	213,200
Proceeds from Lease Purchase	0	1,150,000	0	1,150,000
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	$8,983,536	$11,801,980	$8,934,520	$14,644,860
EXPENDITURES:				
Personnel	$2,825,322	$2,605,410	$2,855,910	$3,391,490
Contractual Services	1,667,357	3,449,010	1,888,128	4,790,250
Operating Supplies	2,583,187	2,471,050	2,468,050	2,853,430
Capital Outlay	2,578,993	13,860,890	2,772,000	13,906,550
Debt Service	144,127	135,020	135,020	411,520
OTHER USES:				
Transfers Out	6,888,298	645,290	947,040	636,630
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$16,687,284	$23,166,670	$11,066,148	$25,989,870
Ending Fund Balance	$32,815,191	$21,450,501	$30,683,563	$19,338,553

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Street Maintenance Revenues/Expenditures/Changes in Fund Balance

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$8,854,540	$9,674,498	$9,674,498	$8,734,518
REVENUE SOURCES:				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	4,447,251	4,510,000	4,480,000	4,845,480
Grants and Entitlements	0	0	0	0
Charges for Services	12,775	10,000	4,000	1,000
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	13,944	25,000	0	24,000
Interest	11,680	10,000	7,200	6,000
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	$4,485,650	$4,555,000	$4,491,200	$4,876,480
EXPENDITURES:				
Personnel	$1,222,171	$1,245,990	$1,190,600	$1,287,880
Contractual Services	720,487	1,080,320	821,820	512,210
Operating Supplies	826,927	871,500	918,700	916,820
Capital Outlay	295,809	5,841,240	1,900,000	8,904,200
Debt Service	51,130	51,120	51,120	84,500
OTHER USES:				
Transfers Out	549,168	548,940	548,940	543,130
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$3,665,692	$9,639,110	$5,431,180	$12,248,740
Ending Fund Balance	$9,674,498	$4,590,388	$8,734,518	$1,362,258
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Unreserved Fund Balance	$9,674,498	$4,590,388	$8,734,518	$1,362,258

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Street Maintenance | Highway User Revenue Fund | Cost Center 201.25.430

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.

2011-2012 ACCOMPLISHMENTS

- Replaced broken, raised and cracked sidewalks at numerous locations around the City.
- Applied crack sealant to 322,531 sq yards of city streets.
- Applied fog seal surface treatments to 165,702 sq yards of city streets.
- Applied chip seal surface treatment to 156,829 sq yards of city streets.
- Collected inventory & location of 9,884 street signs.
- Re-striped 912,266 lineal feet of pavement markings.
- Installed 2,400 lineal feet of electrical conduit at the city airport to connect power to existing & future hangers.

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 sign inventory management program.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

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Street Maintenance — Highway User Revenue Fund — Cost Center 201.25.430

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Average response time (days) per service request	3.5	2.7	4.2	3.0
# of road lane miles paved	10.0	0.01	0.00	1.00
% of streets swept	100%	100%	100%	100%
# of pothole service request received	13	10	11	10

Funding Sources	Amount	% of Funding
HURF	$3,145,480	88.09%
Interest Income	6,000	0.17%
Misc. Income	25,000	0.70%
Total Funding	**$3,176,480**	**88.96%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$1,222,171	$1,245,990	$1,190,600	$1,287,880
Contractual Services	720,487	1,080,320	821,820	512,210
Operating Supplies	826,927	871,500	918,700	916,820
Capital Outlay	91,576	176,200	0	226,200
Debt Service	51,130	51,120	51,120	84,500
Transfers Out	549,168	548,940	548,940	543,130
DEPARTMENTAL TOTALS	**$3,461,459**	**$3,974,070**	**$3,531,180**	**$3,570,740**

AUTHORIZED POSITIONS	NUMBER OF PERSONNEL		
CLASSIFICATION	2010-11	2011-12	2012-13
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	0.00	0.00
TOTAL POSITIONS	**19.00**	**18.00**	**18.00**

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Street Maintenance ½ Percent Sales Tax Cost Center 201.25.431

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.

2011-2012 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.
- Maintain an average pavement condition index score of 75 on city street network, utilizing the pavement management system.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

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Street Maintenance — 1/2 Percent Sales Tax — Cost Center 201.25.431

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Street improvements (miles)	1.00	0.20	0.30	0.50
Street construction (miles)	1.00	0.30	0.40	0.50

Funding Sources	Amount	% of Funding
1/2 Cent Sales Tax	1,700,000	19.59%
Total Funding	**$1,700,000**	**19.59%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$0	$0	$0	$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	204,233	5,665,040	1,900,000	8,678,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$204,233**	**$5,665,040**	**$1,900,000**	**$8,678,000**

AUTHORIZED POSITIONS CLASSIFICATION	PAY RANGE	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Not applicable to this department.				
TOTAL POSITIONS		**0.00**	**0.00**	**0.00**

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System Development Revenues/Expenditures/Changes in Fund Balance

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$27,046,770	$19,305,890	$19,305,890	$19,225,890
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	151,745	3,000	3,000	1,000
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	0	0	0	0
Interest	28,769	35,000	5,000	8,000
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	$180,514	$38,000	$8,000	$9,000
EXPENDITURES:				
Personnel	$0	$0	$0	$0
Contractual Services	0	0	0	0
Operating Supplies	232,005	250,000	40,000	230,000
Capital Outlay	1,458,648	4,687,800	48,000	2,417,000
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	6,230,741	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$7,921,394	$4,937,800	$88,000	$2,647,000
Ending Fund Balance	$19,305,890	$14,406,090	$19,225,890	$16,587,890
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	$19,305,890	$14,406,090	$19,225,890	$16,587,890

Projects for FY 2012-13:

Downtown library expansion	1,200,000	Impact Fee study	30,000
Parks Maintenance vehicles	222,000	Information Tech. vehicle	20,000
Streets - equipment	795,000	Increase kitchen capacity at Senior Center	150,000

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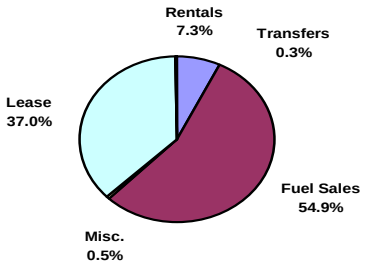
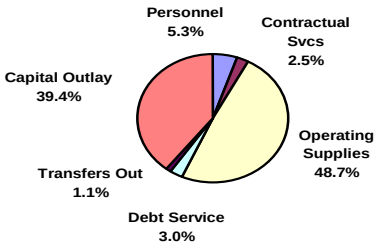
Municipal Airport-Revenues/Expenditures/Other Sources and Uses

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$99,960	($123,733)	($123,733)	($143,983)
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	1,195,624	1,325,400	1,246,400	1,948,000
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	7,686	2,000	81,000	2,000
Interest	14	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	0	10,000	10,000	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	$1,203,324	$2,487,400	$1,337,400	$3,110,000
EXPENDITURES:				
Personnel	$202,508	$164,480	$150,840	$165,560
Contractual Services	60,618	59,100	57,150	78,490
Operating Supplies	1,030,135	1,040,210	1,001,760	1,506,110
Capital Outlay	4,571	1,159,550	27,500	1,219,550
Debt Service	92,997	83,900	83,900	91,780
OTHER USES:				
Transfers Out	36,188	36,500	36,500	33,500
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$1,427,017	$2,543,740	$1,357,650	$3,094,990
Ending Fund Balance	($123,733)	($180,073)	($143,983)	($128,973)
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Ending Fund Balance	($123,733)	($180,073)	($143,983)	($128,973)

Municipal Airport Revenues



Municipal Airport Expenditures



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Public Works | Municipal Airport | Cost Center 205.30.260

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.

2011-2012 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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Public Works | Municipal Airport | Cost Center 205.30.260

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Net operating income/loss	($68,071)	($67,670)	$57,216	$50,000
# of gallons of aviation & jet fuel sold	275,543	244,250	216,991	216,000
Average mark up (%) on fuel	1.4%	1.3%	31.6%	2.0%
% increase in hangar space	0.0%	2.0%	4.4%	2.0%

Funding Sources	Amount	% of Funding
User Fees & Sales	1,958,000	63.26%
Miscellaneous	2,000	0.06%
Lease Proceeds	1,150,000	37.16%
Total Funding	**$3,110,000**	**100.48%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$202,508	$164,480	$150,840	$165,560
Contractual Services	60,618	59,100	57,150	78,490
Operating Supplies	1,030,135	1,040,210	1,001,760	1,506,110
Capital Outlay	4,571	1,159,550	27,500	1,219,550
Debt Service	92,997	83,900	83,900	91,780
Transfers	36,188	36,500	36,500	33,500
DEPARTMENTAL TOTALS	**$1,427,017**	**$2,543,740**	**$1,357,650**	**$3,094,990**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Manager	1.00	0.50	0.50
Maintenance Worker	2.00	2.25	2.25
TOTAL POSITIONS	**3.00**	**2.75**	**2.75**

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Parks Development Revenues/Expenditures/Changes in Fund Balance

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$791,062	$832,293	$832,293	$877,393
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	32,607	33,000	33,500	36,000
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	12,500	25,000	25,000	25,000
Interest	929	1,000	600	500
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	$46,036	$59,000	$59,100	$61,500
EXPENDITURES:				
Personnel	$0	$0	$0	$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	4,805	100,000	14,000	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	$4,805	$100,000	$14,000	$100,000
Ending Fund Balance	$832,293	$791,293	$877,393	$838,893
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Ending Fund Balance	$832,293	$791,293	$877,393	$838,893

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Community Services **Parks Development Fund** **Cost Center 206.40.535**

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 build capital projects relating to the upgrade of existing park facilities and for the construction of new park facilities.

2011-2012 ACCOMPLISHMENTS

- Assisted with 7 Casa Grande Mountain Trail Builds Community Service events by the Casa Grande Mountain Trails Steering committee completing over 9,200 feet of new ttail and over 1,000 feet renovated existing trail.
- Americorps Fire "2" crew completed over 11,400 feet of trail building to the south side of C.G. Mountain and Americorps Fire "7" crew built over 10,000 feet of new trail to the north east side of C.G. Mountain.

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					

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Community Services	Parks Development Fund	Cost Center 206.40.535

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Not applicable to this department.				

Funding Sources	Amount	% of Funding
Rental Income	$36,000	36.00%
Interest Income	500	0.50%
Miscellaneous	25,000	25.00%
Total Funding	**$61,500**	**61.50%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$0	$0	$0	$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	4,805	100,000	14,000	100,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$4,805**	**$100,000**	**$14,000**	**$100,000**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Not applicable to this department.			
TOTAL POSITIONS	**0.00**	**0.00**	**0.00**

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Community Arts Revenues/Expenditures/Changes in Fund Balance

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$10,455	$6,811	$6,811	$14,811
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	2,055	15,000	3,000	15,000
Interest	12	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	5,000	5,000	5,000	5,000
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	$7,067	$20,000	$8,000	$20,000
EXPENDITURES:				
Personnel	$0	$0	$0	$0
Contractual Services	5,688	0	0	6,400
Operating Supplies	448	0	0	500
Capital Outlay	4,575	25,000	0	15,800
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	$10,711	$25,000	$0	$22,700
Ending Fund Balance	$6,811	$1,811	$14,811	$12,111
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	$6,811	$1,811	$14,811	$12,111

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City Clerk	Community Arts Fund	Cost Center 210.40.044

General Information:

The Arts and Humanities Commission works towards raising cultural awareness in the community, and to promote a cultural identity recognizing the City's historical heritage.

Funding Sources	Amount	% of Funding
Transfer In	$5,000	22.03%
Donations	15,000	66.08%
Total Funding	**$20,000**	**88.11%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$0	$0	$0	$0
Contractual Services	5,688	0	0	6,400
Operating Supplies	448	0	0	500
Capital Outlay	4,575	25,000	0	15,800
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$10,711**	**$25,000**	**$0**	**$22,700**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Not applicable to this department.			
TOTAL POSITIONS	**0.00**	**0.00**	**0.00**

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Wildland Firefighting Revenues/Expenditures/Changes in Fund Balance

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$10,455	($6,680)	($6,680)	$38,080
REVENUE SOURCES:				
Taxes	$0	$0	$0	$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	102,807	60,000	170,000	150,000
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	0	0	0	0
Interest	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	$102,807	$60,000	$170,000	$150,000
EXPENDITURES:				
Personnel	$107,161	$25,600	$100,000	$148,450
Contractual Services	$3,664	$18,960	$5,900	$1,550
Operating Supplies	$9,117	$11,340	$19,340	$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	$119,942	$55,900	$125,240	$150,000
Ending Fund Balance	($6,680)	($2,580)	$38,080	$38,080
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	($6,680)	($2,580)	$38,080	$38,080

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Culture and Recreation — Wildland Firefighting — Cost Center 215.20.705

General Information:

This fund accounts for firefighter activities while serving in wildland firefighting capacities. This is the third year the separate accounting exists. Goals for this area include developing protocol and procedures and establish training objectives.

Funding Sources	Amount	% of Funding
State Grant	$150,000	100.00%
Total Funding	**$150,000**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$107,161	$25,600	$100,000	$148,450
Contractual Services	3,664	18,960	5,900	1,550
Operating Supplies	9,117	11,340	19,340	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$119,942**	**$55,900**	**$125,240**	**$150,000**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
positions charged as they are called out on emergencies			
TOTAL POSITIONS	**0.00**	**0.00**	**0.00**

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Grants & Subsidies Revenues/Expenditures/Changes in Fund Balance

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$309,094	$162,831	$162,831	($448,107)
REVENUE SOURCES:				
Taxes	$0	$0	$0	$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	1,356,592	2,405,780	1,582,650	4,199,750
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	6,200	3,000
Miscellaneous Revenue	57,769	64,500	50,200	1,052,300
Interest	174	0	200	0
OTHER FINANCING SOURCES:				
Transfers In	$434,419	$0	$0	$40,000
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	$1,848,954	$2,470,280	$1,639,250	$5,295,050
EXPENDITURES:				
Personnel	1,068,317	868,140	1,240,400	1,586,620
Contractual Services	223,499	65,330	227,288	3,460,050
Operating Supplies	286,244	103,000	299,250	0
Capital Outlay	417,157	2,047,300	423,400	150,000
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	0	59,850	59,850	60,000
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$1,995,217	$3,143,620	$2,250,188	$5,256,670
Ending Fund Balance	$162,831	($510,509)	($448,107)	($409,727)
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Ending Fund Balance	$162,831	($510,509)	($448,107)	($409,727)

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.	$7,020	$7,020	$14,040
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 suppresion 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 Governor's Office of Highway Safety	Fund overtime expenses for various select traffic enforcement activities.	$28,452	$0	$28,452
Arizona Governor's Office of Highway Safety	Purchase Vehicle Crash Data Reader	$9,023	$0	$9,023
Arizona State Historic Preservation Office	Funding for Historic Building Preservation plans for Casa Grande Hotel.	$6,000	$6,000	$12,000
Gila River Indian Community	Funding for 500 foot shade pavilion & chute replacement at Ed Hooper rodeo grounds	$65,700	$9,000	$74,700
Local Transportation Assistance II	Funding for Rider Assistance for seniors.	$42,821	$10,705	$53,526
Local Transportation Assistance II	Funding for transportation to & from Teen Center.	$28,929	$7,232	$36,161
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 activites & transportation services to senior citizens.	$135,135	$136,037	$271,172
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.	$442,000	$0	$442,000
*Emergency Operation Center	Purchase & install equipment for the new Emergency Operation Center in the Public Safety Complex.	$394,033	$187,500	$581,533
*Staffing for Adequate Fire & Emergency Response	Provide partial funding for 8 firefighters through 2013.	$875,739	$1,263,847	$2,139,586
*Training for Fire Dept.	Provide funding for regional training for confined space and driver operator training.	$351,200	$87,800	$439,000

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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
*Community Policing	Fund overtime expenses for various community policing programs.	$61,641	$0	$61,641
*COPS	Provide funding for 4 Police Officers for 3 years	$1,021,488	$402,156	$1,423,644
United States Marshall	Fund overtime expenses for High Intensity Drug Trafficking Area Task Force	$11,000	$0	$11,000

TOTAL $6,167,800

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Energy Savings Fund Revenues/Expenditures/Changes in Fund Balance

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance		$0	$0	$46,100
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	0	0	46,100	82,060
Interest	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	158,200
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	$0	$0	$46,100	$240,260
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	0	0	0	235,240
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$0	$0	$0	$235,240
Ending Fund Balance	$0	$0	$46,100	$51,120
Less: Designated Reserves				
Less: Cash Reserve				
Ending Fund Balance	$0	$0	$46,100	$51,120

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Planning & Development	Energy Savings	Cost Center 222.00.000

General Information:

This fund accounts for activities related to energy saving projects the city has approved. The first project was an extensive list of improvements guaranteed to reduce energy costs in an amount necessary to repay the lease debt issued to finance the improvements. The anticipated energy savings are transferred to this fund to pay lease payments.

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 ESTIMATE
% of savings realized compared to estimate	N/A	N/A	N/A	100%

Funding Sources	Amount	% of Funding
Tax Credit	$82,060	34.15%
Transfers	$158,200	65.85%
Total Funding	**$240,260**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 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	0	0	0	235,240
DEPARTMENTAL TOTALS	**$0**	**$0**	**$0**	**$235,240**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Not applicable to this department.			
TOTAL POSITIONS	**0.00**	**0.00**	**0.00**

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Redevelopment Fund Revenues/Expenditures/Changes in Fund Balance

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$2,295,808	$1,892,500	$1,892,500	$1,504,050
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	0	0	0	0
Interest	2,284	0	1,050	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	$2,284	$0	$1,050	$0
EXPENDITURES:				
Personnel	$0	$0	$0	$0
Contractual Services	12,164	250,000	40,000	245,000
Operating Supplies	0	0	0	0
Capital Outlay	393,428	0	349,500	1,100,000
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	$405,592	$250,000	$389,500	$1,345,000
Ending Fund Balance	$1,892,500	$1,642,500	$1,504,050	$159,050
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	$1,892,500	$1,642,500	$1,504,050	$159,050

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Planning & Development — Redevelopment Fund — Cost Center 225.45.323

General Information:

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.

This funding source was stopped by Pinal County's interpetation of statute. The City is currently in litigation regarding this funding source.

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 ESTIMATE
Not applicable to this department.				

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

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$0	$0	$0	$0
Contractual Services	12,164	250,000	40,000	245,000
Operating Supplies	0	0	0	0
Capital Outlay	393,428	0	349,500	1,100,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$405,592**	**$250,000**	**$389,500**	**$1,345,000**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Not applicable to this department.			
TOTAL POSITIONS	**0.00**	**0.00**	**0.00**

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Performance Institute Revenues/Expenditures/Changes in Fund Balance

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	($202,438)	($308,646)	($308,646)	($366,246)
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	112,395	200,000	134,000	200,000
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	$112,395	$200,000	$134,000	$200,000
EXPENDITURES:				
Personnel	$0	$0	$0	$0
Contractual Services	20,292	20,000	2,600	10,000
Operating Supplies	198,311	195,000	189,000	200,000
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	$218,603	$215,000	$191,600	$210,000
Ending Fund Balance	($308,646)	($323,646)	($366,246)	($376,246)
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	($308,646)	($323,646)	($366,246)	($376,246)

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Culture and Recreation	Performance Institute	Cost Center 226.40.576

General Information:

The Casa Grande Performance Institute is a state-of-the-art multi-disciplined facility whose scope of operations and activities stretch 365 days a year. It opened in 2009, 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 thefirst complex of its kind in Arizona, and is destined to become one of the nation's leading sports training facilities.
There is a $7 million guarantee at year 10 if revenues do not meet the proforma.

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 ESTIMATE
Not applicable to this department.				

Funding Sources	Amount	% of Funding
Facility Use Fees	$200,000	95.24%
Total Funding	**$200,000**	**95.24%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$0	$0	$0	$0
Contractual Services	20,292	20,000	2,600	10,000
Operating Supplies	198,311	195,000	189,000	200,000
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	0	0	0	0
DEPARTMENTAL TOTALS	**$218,603**	**$215,000**	**$191,600**	**$210,000**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Not applicable to this department.			
TOTAL POSITIONS	**0.00**	**0.00**	**0.00**

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Promotion & Tourism Revenues/Expenditures/Changes in Fund Balance

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$355,069	$491,798	$491,798	$631,998
REVENUE SOURCES:				
Taxes	$236,622	$150,000	$240,000	$190,000
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	107	100	200	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	$236,729	$150,100	$240,200	$190,100
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	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$100,000	$100,000	$100,000	$100,000
Ending Fund Balance	$491,798	$541,898	$631,998	$722,098
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	$491,798	$541,898	$631,998	$722,098

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Planning & Development — Promotion & Tourism — Cost Center 230.01.012

General Information:

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 additional tax on restaurants and bars. The tax on transient lodging is still in effect.

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 ESTIMATE
Not applicable to this department				

Funding Sources	Amount	% of Funding
Sales Tax	$190,000	190.00%
Interest	100	0.10%
Total Funding	**$190,100**	**190.10%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 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	0	0	0	0
DEPARTMENTAL TOTALS	**$100,000**	**$100,000**	**$100,000**	**$100,000**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Not applicable to this department.			
TOTAL POSITIONS	**0.00**	**0.00**	**0.00**

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Court Enhancement Fund Revenues/Expenditures/Changes in Fund Balance

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$443,170	$426,933	$426,933	$149,173
REVENUE SOURCES:				
Taxes	$0	$0	$0	$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	11,189	12,500	2,500	15,000
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	51,012	50,000	56,000	40,000
Miscellaneous Revenue	0	0	0	0
Interest	608	700	190	110
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	$62,809	$63,200	$58,690	$55,110
EXPENDITURES:				
Personnel	$0	$0	$0	$0
Contractual Services	6,845	0	25,100	24,000
Operating Supplies	0	0	0	0
Capital Outlay	0	0	9,600	0
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	72,201	0	301,750	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$79,046	$0	$336,450	$24,000
Ending Fund Balance	$426,933	$490,133	$149,173	$180,283
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	$426,933	$490,133	$149,173	$180,283

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Public Safety	Court Enhancement Fund	Cost Center 235.20.041

General Information:

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.

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 ESTIMATE

Funding Sources	Amount	% of Funding
Court Enhancement	55,000	229.17%
Interest Income	110	0.46%
Total Funding	**$55,110**	**229.63%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$0	$0	$0	$0
Contractual Services	6,845	0	25,100	24,000
Operating Supplies	0	0	0	0
Capital Outlay	0	0	9,600	0
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	72,201	$0	301,750	0
DEPARTMENTAL TOTALS	**$79,046**	**$0**	**$336,450**	**$24,000**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Not applicable to this department.			
TOTAL POSITIONS	**0.00**	**0.00**	**0.00**

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Probationary Fund Revenues/Expenditures/Changes in Fund Balance

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$68,810	$68,883	$68,883	$68,933
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	1,000	0	1,000
Miscellaneous Revenue	0	0	0	0
Interest	73	0	50	20
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	$73	$1,000	$50	$1,020
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	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	$0	$0	$0
Ending Fund Balance	$68,883	$69,883	$68,933	$69,953
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Ending Fund Balance	$68,883	$69,883	$68,933	$69,953

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Public Safety	Probationary Fund	Cost Center 236.20.042

General Information:

This fund is used to support the Court Monitor/Victim Assistance Specialist position. The position is responsible for monitoring whether defendants have complied with court orders regarding sentencing or deferred prosecutions. The position is responsible for complying with victim rights notification requirements and providing support services to victims of crimes filed in the City Court.

The revenue is not enough to support a position at this time.

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 ESTIMATE
Not applicable to this department				

Funding Sources	Amount	% of Funding
Probationary Fees	$1,000	98.04%
Interest	20	1.96%
Total Funding	**$1,020**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 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	0	0	0	0
DEPARTMENTAL TOTALS	**$0**	**$0**	**$0**	**$0**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Not applicable to this department.			
TOTAL POSITIONS	**0.00**	**0.00**	**0.00**

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

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$79,640	$29,175	$29,175	$17,125
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	$29,175	$29,175	$17,125
REVENUE SOURCES:				
Taxes	$0	$0	$0	$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	74,073	1,078,000	424,800	0
Charges for Services	45,209	0	0	185,900
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	$119,282	$1,078,000	$424,800	$185,900
EXPENDITURES:				
Personnel	$0	$11,200	$21,050	$202,980
Contractual Services	169,747	1,525,300	415,800	22,050
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	$169,747	$1,536,500	$436,850	$225,030
Ending Fund Balance	$29,175	($429,325)	$17,125	($22,005)
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	$29,175	($429,325)	$17,125	($22,005)

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

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.

MISSION

- To bring and maximize a variety of Federal, State, Regional, Private, and other resources to assist in broad-based neighborhood improvement and redevelopment efforts.
- To abate, through a comprehensive approach, the problems which cause physical blight, loss of investor confidence, and negative public images for our neighborhoods.
- To bring and encourage private investment and pride of ownership into the neighborhoods to develop a solid, healthy, socio-economic environment for our citizens.
- To utilize this fund to complement other revitalization efforts in target neighborhoods.
- To implement a comprehensive Housing Rehabilitation program using CDBG funds in the form of low interest loans, conditional deferred payment loans, and grants to assist low-moderate income families in upgrading their living conditions and to preserve our affordable housing stock for 20-30 years.
- To implement several projects that will improve the socio-economic and environmental conditions in the targeted neighborhoods.

2011-2012 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.

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					

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

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Not applicable to this department				

Funding Sources	Amount	% of Funding
Federal Grants	$185,900	82.61%
Total Funding	**$185,900**	**82.61%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$0	$11,200	$21,050	$202,980
Contractual Services	169,747	$1,525,300	415,800	$22,050
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$169,747**	**$1,536,500**	**$436,850**	**$225,030**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Housing Program Office Specialist	0.50	0.50	0.50
TOTAL POSITIONS	**0.50**	**0.50**	**0.50**

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

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$65,250	$12,249	$12,249	$12,249
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	$12,249	$12,249	$12,249
REVENUE SOURCES:				
Taxes	$0	$0	$0	$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	76,630	0	23,660	0
Grants and Entitlements	0	0	0	0
Charges for Services	746	90,000	820	500
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	$77,376	$90,000	$24,480	$500
EXPENDITURES:				
Personnel	$59,399	$90,000	$820	$0
Contractual Services	70,978	0	23,660	500
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	$130,377	$90,000	$24,480	$500
Ending Fund Balance	$12,249	$12,249	$12,249	$12,249
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	$12,249	$12,249	$12,249	$12,249

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Community Enrichment — Housing Mini Grants — Cost Center 250.50.344

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.

2011-2012 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					

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Community Enrichment — Housing Mini Grants — Cost Center 250.50.344

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Not Applicable to this department.				

Funding Sources	Amount	% of Funding
Misc. charges	$500	100.00%
Total Funding	**$500**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$59,399	$90,000	$820	$0
Contractual Services	70,978	0	23,660	500
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$130,377**	**$90,000**	**$24,480**	**$500**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Not applicable to this department.			
TOTAL POSITIONS	**0.00**	**0.00**	**0.00**

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

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$6,540	$26,009	$26,009	$26,009
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	$26,009	$26,009	$26,009
REVENUE SOURCES:				
Taxes	$0	$0	$0	$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	185,235	200,000	152,200	0
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	0	0	0	0
Interest	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	$185,235	$200,000	$152,200	$0
EXPENDITURES:				
Personnel	$165,766	$200,000	$152,200	$0
Contractual Services	0	0	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	$165,766	$200,000	$152,200	$0
Ending Fund Balance	$26,009	$26,009	$26,009	$26,009
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	$26,009	$26,009	$26,009	$26,009

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Community Enrichment **Rural Development-Self Help** **Cost Center 251.50.340**

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.

2011-2012 ACCOMPLISHMENTS

- Completed 14 Housing Rehabilitation Projects.
- Completed 6 Self Help new construction homes.

GOALS AND OBJECTIVES

- Complete an additional 15 Housing Rehabilitation projects prior to September 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 September 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					

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Community Enrichment — Rural Development-Self Help — Cost Center 251.50.340

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
# of self-help homes under construction	17	31	40	36
# of counseling sessions completed	New Measure		146	180

The City is no longer considered rural and is ineligible for this grant.

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

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$165,766	$200,000	$152,200	$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$165,766**	**$200,000**	**$152,200**	**$0**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Housing Program Mgr.	1.00	0.00	0.00
Housing Intake & Financing Spec.	1.00	0.00	0.00
Housing Program Office Specialist	2.00	2.00	0.00
Senior Planner	0.00	0.00	0.00
Office Assistant	0.00	0.00	0.00
Building Inspector	0.00	0.00	0.00
TOTAL POSITIONS	**4.00**	**2.00**	**0.00**

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HOME Revenues/Expenditures/Changes in Fund Balance

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	($18,589)	$12,556	$12,556	$12,556
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)	$12,556	$12,556	$12,556
REVENUE SOURCES:				
Taxes	$0	$0	$0	$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	188,135	330,000	145,000	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	$188,135	$330,000	$145,000	$330,000
EXPENDITURES:				
Personnel	$0	$0	$0	$0
Contractual Services	156,990	330,000	145,000	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	$156,990	$330,000	$145,000	$330,000
Ending Fund Balance	$12,556	$12,556	$12,556	$12,556
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	$12,556	$12,556	$12,556	$12,556

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Community Enrichment — HOME-Housing Program — Cost Center 255.50.343

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.

2011-2012 ACCOMPLISHMENTS

- Completed 11 Housing Rehabilitation projects serving 24 families. HOME contract ended April 30, 2012.

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					

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Community Enrichment	HOME - Housing Program	Cost Center 255.50.343

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 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	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$0	$0	$0	$0
Contractual Services	156,990	330,000	145,000	330,000
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$156,990**	**$330,000**	**$145,000**	**$330,000**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Not Applicable to this department			
TOTAL POSITIONS	**0.00**	**0.00**	**0.00**

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Housing Development Revenues/Expenditures/Changes in Fund Balance

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$111,360	$112,838	$112,838	$127,688
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	$112,838	$112,838	$127,688
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	48,228	0	15,000	2,000
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	**$48,228**	**$0**	**$15,000**	**$2,000**
EXPENDITURES:				
Personnel	$0	$0	$0	$0
Contractual Services	46,750	0	150	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	**$46,750**	**$0**	**$150**	**$0**
Ending Fund Balance	$112,838	$112,838	$127,688	$129,688
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	**$112,838**	**$112,838**	**$127,688**	**$129,688**

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Community Enrichment	Housing Development Fees	Cost Center 260.50.345

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Not applicable to this department				

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

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$0	$0	$0	$0
Contractual Services	46,750	0	150	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$46,750**	**$0**	**$150**	**$0**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
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.

FUND	DESCRIPTION
702	POLICE TRUST FUND
703	EMERGENCY MEDICAL SERVICES TRUST FUND
705	BOND & PERFORMANCE TRUST
706	POLICE VOLUNTEER
710	VOLUNTEERS RETIREMENT FUND
711	125 PLAN FUND
749	CDBG ESCROW FUND

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TRUST FUNDS

NAME	DESCRIPTION	FUND #	FY 13 Budget
Police Trust Fund	Accumulation of resources for designated police activities.	702	$1,000
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	321,000
Police Volunteer	Accounts for donations to support Police Volunteer activities.	706	2,000
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.		500,000
		TOTAL	$1,019,000

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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.

FUND	***DESCRIPTION***
341	***REDEVELOPMENT***
342	***RECREATION DEBT SERVICE***
352	***GENERAL OBLIGATION DEBT***

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

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$957,200	$1,241,571	$1,241,571	$1,651,001
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	$957,200	$1,241,571	$1,241,571	$1,651,001
REVENUE SOURCES:				
Taxes	$2,793,944	$2,331,000	$2,100,000	$2,264,000
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	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	$1,649,280	$1,890,080	$3,192,470	$1,585,000
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	$4,443,224	$4,221,080	$5,292,470	$3,849,000
EXPENDITURES:				
Personnel	$0	$0	$0	$0
Contractual Services	3,650	950	3,650	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	3,818,843	3,449,550	4,764,390	3,200,870
OTHER USES:				
Transfers Out	336,360	115,000	115,000	103,760
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$4,158,853	$3,565,500	$4,883,040	$3,304,630
Change in Fund Balance	$1,241,571	$1,897,151	$1,651,001	$2,195,371
Designated Reserves	0	0	0	0
Ending Fund Balance	$1,241,571	$1,897,151	$1,651,001	$2,195,371

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

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$27,800	$25,100	$25,100	$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	$27,800	$25,100	$25,100	$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	305,120	306,370	1,606,870	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	$305,120	$306,370	$1,606,870	$0
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	305,120	304,370	1,629,270	0
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$307,820	$304,370	$1,631,970	$0
Ending Fund Balance	$25,100	$27,100	$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	$25,100	$27,100	$0	$0

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Debt Service	Redevelopment Debt Service	Cost Center 341.90.216

General Information:

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. This bond issue was called and all debt was paid in April, 2012.

Funding Sources	Amount	% of Funding
General Fund Transfer	0	0.00%
Total Funding	**$0**	**0.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 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	305,120	304,370	1,629,270	0
DEPARTMENTAL TOTALS	**$307,820**	**$304,370**	**$1,631,970**	**$0**

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

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$0	($945)	($945)	($945)
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	($945)	($945)	($945)
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	1,344,160	1,583,710	1,585,600	1,585,000
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	$1,344,160	$1,583,710	$1,585,600	$1,585,000
EXPENDITURES:				
Personnel	$0	$0	$0	$0
Contractual Services	950	950	950	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	1,344,155	1,583,710	1,584,650	1,583,860
OTHER USES:				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$1,345,105	$1,584,660	$1,585,600	$1,583,860
Ending Fund Balance	($945)	($1,895)	($945)	$195
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	($945)	($1,895)	($945)	$195

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Debt Service — Recreation Debt Service — Cost Center 342.90.216

General Information:

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 were defeased in 2009.

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 of the 2009 Excise Tax Bond is General Fund & Performance Institute revenues.

Funding Sources	Amount	% of Funding
Sales Tax	$0	0.00%
Interest	$0	0.00%
Transfers In	$1,585,000	100.00%
Total Funding	**$1,585,000**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$0	$0	$0	$0
Contractual Services	950	950	950	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	1,344,155	1,583,710	1,584,650	1,583,860
DEPARTMENTAL TOTALS	**$1,345,105**	**$1,584,660**	**$1,585,600**	**$1,583,860**

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

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$800,100	$1,088,116	$1,088,116	$1,522,646
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	$800,100	$1,088,116	$1,088,116	$1,522,646
REVENUE SOURCES:				
Taxes	2,793,944	2,331,000	2,100,000	2,264,000
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Miscellaneous Revenue	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	$2,793,944	$2,331,000	$2,100,000	$2,264,000
EXPENDITURES:				
Personnel	$0	$0	$0	$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	2,169,568	1,561,470	1,550,470	1,617,010
OTHER USES:				
Transfers Out	336,360	115,000	115,000	103,760
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$2,505,928	$1,676,470	$1,665,470	$1,720,770
Ending Fund Balance	$1,088,116	$1,742,646	$1,522,646	$2,065,876
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	$1,088,116	$1,742,646	$1,522,646	$2,065,876

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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.

FUND	DESCRIPTION
402	RECREATION CAPITAL IMPROVEMENTS
403	CONSTRUCTION SALES TAX PROJECTS
404	CAPITAL REPLACEMENT FUND
406	RECREATION CONSTRUCTION
409	AIRPORT CAPITAL IMPROVEMENTS
410	TRANSPORTATION IMPACT FEES
415	PUBLIC SAFETY IMPACT FEES
420	CAPITAL DEVELOPMENT PROJECTS
492	IMPROVEMENT DISTRICT #39

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

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$52,091,634	$42,863,037	$42,863,037	$44,630,537
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	$52,091,634	$42,863,037	$42,863,037	$44,630,537
REVENUE SOURCES:				
Taxes	$2,343,098	$2,236,000	$1,820,000	$3,200,000
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	10,588	0	255,000	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	447,500	0
Sale of Fixed Assets	0	0	0	0
Impact Fees	603,453	6,745,000	822,350	8,863,000
Miscellaneous Revenue	0	0	0	0
Interest Income	31,433	28,500	21,600	10,200
OTHER FINANCING SOURCES:				
Transfers In	7,986,760	2,046,800	2,189,050	1,457,600
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	20,000,000	0	36,000,000
Total Revenues & Other Financing Sources	$10,975,332	$31,056,300	$5,555,500	$49,530,800
EXPENDITURES:				
Personnel	$0	$0	$0	$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	19,076,600	28,154,700	2,517,500	52,016,000
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	1,127,329	1,911,600	1,270,500	1,260,000
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$20,203,929	$30,066,300	$3,788,000	$53,276,000
Ending Fund Balance	$42,863,037	$43,853,037	$44,630,537	$40,885,337
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	$42,863,037	$43,853,037	$44,630,537	$40,885,337

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Recreation Capital Improvement - Revenues/Expenditures/Changes in Fund Balance

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$1,150	$233,753	$233,753	$396,803
Less: Designated Reserves				
Less: Cash Reserve				
Less: Undesignated Reserves				
Appropriated Fund Balance	$1,150	$233,753	$233,753	$396,803
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
Impact Fees	232,603	104,000	162,550	54,000
Miscellaneous Revenue	0	0	0	0
Interest Income	0	0	500	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	$232,603	$104,000	$163,050	$54,000
EXPENDITURES:				
Personnel	$0	$0	$0	$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	59,000	0	2,000,000
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	$59,000	$0	$2,000,000
Ending Fund Balance	$233,753	$278,753	$396,803	($1,549,197)
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	$233,753	$278,753	$396,803	($1,549,197)

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Capital Improvements — Recreation Capital Improvements — Cost Center 402.40

General Information:

This capital project fund includes revenue from impact fees and expenditures related to growth for recreation services. The budget includes expenditure authorization for $1,500,000 Community Recreation Center and $500,000 Park Development.

There are recreation type impact fees reported here for growth related projects. They are:

Community Recreation Center	$1,500,000
Community Park Land Design	$ 500,000

Funding Sources	Amount	% of Funding
Impact Fees	54,000	2.7%
Total Funding	**$54,000**	**2.7%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel				
Contractual Services				
Operating Supplies				
Capital Outlay	0	59,000	0	2,000,000
Debt Service				
Transfers				
DEPARTMENTAL TOTALS	**$0**	**$59,000**	**$0**	**$2,000,000**

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

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$13,067,400	$15,293,279	$15,293,279	$15,504,279
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	$13,067,400	$15,293,279	$15,293,279	$15,504,279
REVENUE SOURCES:				
Taxes	1,400,069	1,300,000	900,000	2,250,000
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	447,500	0
Sale of Fixed Assets	0	0	0	0
Impact Fees	0	0	0	0
Miscellaneous Revenue	0	0	0	0
Interest Income	15,148	15,000	11,000	6,000
OTHER FINANCING SOURCES:				
Transfers In	2,355,741	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	$3,770,958	$1,315,000	$1,358,500	$2,256,000
EXPENDITURES:				
Personnel	$0	$0	$0	$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	1,545,079	850,000	377,000	1,685,000
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	0	0	770,500	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$1,545,079	$850,000	$1,147,500	$1,685,000
Ending Fund Balance	$15,293,279	$15,758,279	$15,504,279	$16,075,279
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Ending Fund Balance	$15,293,279	$15,758,279	$15,504,279	$16,075,279

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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:

West McMurray Blvd.	$	450,000
Peart Rd.	$	600,000
Casa Grande Ave.	$	120,000
Thornton Rd. reconstruction	$	475,000
Storage device for flood control imagery	$	40,000

Funding Sources	Amount	% of Funding
Sales Tax Collections	$2,250,000	133.53%
Interest Income	6,000	0.36%
Total Funding	**$2,256,000**	**133.89%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$0	$0	$0	$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	1,545,079	850,000	377,000	1,685,000
Debt Service	0	0	0	0
Transfers	0	0	770,500	0
DEPARTMENTAL TOTALS	**$1,545,079**	**$850,000**	**$1,147,500**	**$1,685,000**

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

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$6,964,500	$8,137,357	$8,137,357	$7,299,787
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	$6,964,500	$8,137,357	$8,137,357	$7,299,787
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
Impact Fees	0	0	0	0
Miscellaneous	0	0	0	0
Interest	6,634	8,000	6,500	4,000
OTHER FINANCING SOURCES:				
Transfers In	1,818,180	1,896,800	1,887,050	1,457,600
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	$1,824,814	$1,904,800	$1,893,550	$1,461,600
EXPENDITURES:				
Personnel	$0	$0	$0	$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	24,628	2,140,000	1,261,610	4,076,000
Debt Service	0	0	0	0
OTHER USES:				
Transfers Out	627,329	1,411,600	1,469,510	760,000
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$651,957	$3,551,600	$2,731,120	$4,836,000
Ending Fund Balance	$8,137,357	$6,490,557	$7,299,787	$3,925,387
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	$8,137,357	$6,490,557	$7,299,787	$3,925,387

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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 to replace the following vehicles:

Sanitation Collection	$520,000
Sanitation Landfill	$698,000
Streets	$584,000
Development Center	$26,000
Wastewater	$54,000
Senior Adult Services	$33,000
Parks Maintenance	$80,000
Police	$931,000
Fire	$1,150,000

Funding Sources	Amount	% of Funding
Transfers In	$1,457,600	30.14%
Interest	4,000	0.08%
Total Funding	**$1,461,600**	**30.22%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$0	$0	$0	$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	24,628	2,140,000	1,261,610	4,076,000
Debt Service	0	0	0	0
Transfers	627,329	1,411,600	1,469,510	760,000
DEPARTMENTAL TOTALS	**$651,957**	**$3,551,600**	**$2,731,120**	**$4,836,000**

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Recreation Construction-Revenues/Expenditures/Changes in Fund Balance

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$389,200	$832,497	$832,497	$1,252,647
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	$389,200	$832,497	$832,497	$1,252,647
REVENUE SOURCES:				
Taxes	943,029	936,000	920,000	950,000
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
Impact Fees	0	0	0	0
Miscellaneous	0	0	0	0
Interest Income	268	500	150	200
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	$943,297	$936,500	$920,150	$950,200
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	0	0	0	0
OTHER USES:				
Transfers Out	500,000	500,000	500,000	500,000
Total Expenditures & Other Uses	$500,000	$500,000	$500,000	$500,000
Ending Fund Balance	$832,497	$1,268,997	$1,252,647	$1,702,847
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	$832,497	$1,268,997	$1,252,647	$1,702,847

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Capital Improvements — Recreation Construction — Cost Center 406.80.000

General Information:

This capital project fund is recording the activity to construct recreation facilities, 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.

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.

Funding Sources	Amount	% of Funding
Sales Tax Collections	$950,000	190.00%
Interest	200	0.04%
Total Funding	**$950,200**	**190.04%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 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	0	0	0	0
Transfers	500,000	500,000	500,000	500,000
DEPARTMENTAL TOTALS	**$500,000**	**$500,000**	**$500,000**	**$500,000**

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

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$150,700	$194,662	$194,662	($132,958)
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	$150,700	$194,662	$194,662	($132,958)
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
Impact Fees	128,622	6,150,000	11,000	8,592,000
Miscellaneous Revenue	0	0	0	0
Interest Income	0	0	0	0
OTHER FINANCING SOURCES:				
Transfers In	51,716	150,000	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Revenues & Other Financing Sources	$180,338	$6,300,000	$11,000	$8,592,000
EXPENDITURES:				
Personnel	$0	$0	$0	$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	136,376	2,671,700	338,620	8,592,000
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	$136,376	$2,671,700	$338,620	$8,592,000
Ending Fund Balance	$194,662	$3,822,962	($132,958)	($132,958)
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	$194,662	$3,822,962	($132,958)	($132,958)

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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. The projects are included to provide budget authority. They are not all approved by FAA.

Use of current fiscal year's funding:

Airport evac building/parking/pad	$140,000	Drainage ditch relocation	$1,800,000
Expand terminal area parking	$500,000	Southwest apron ext.	$860,000
Land acquisition for runway ext.	$3,500,000	Runway overlay	$100,000
Install runway/taxiway light system	$1,192,000	Displacement of runway 23	$500,000
Airport grants for rehabilation of runway lighting	$909,387		

Funding Sources	Amount	% of Funding
Federal Grant	8,592,000	100.00%
State Grant	0	0.00%
General Fund Transfer	0	0.00%
Total Funding	**$8,592,000**	**100.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$0	$0	$0	$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	136,376	2,671,700	338,620	8,592,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$136,376**	**$2,671,700**	**$338,620**	**$8,592,000**

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Transportation Impact Fees-Revenues/Expenditures/Changes in Fund Balance

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$7,651,470	$7,581,791	$7,581,791	$8,079,491
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance				
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
Impact Fees	104,780	344,000	497,000	112,000
Miscellaneous Revenue	0	0	0	0
Interest Income	0	0	700	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	$104,780	$344,000	$497,700	$112,000
EXPENDITURES:				
Personnel	0	0	0	0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	174,459	81,000	0	638,000
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	$174,459	$81,000	$0	$638,000
Ending Fund Balance	$7,581,791	$7,844,791	$8,079,491	$7,553,491
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	$7,581,791	$7,844,791	$8,079,491	$7,553,491

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Capital Improvements — Transportation Impact Fees — Cost Center 410.01.404

This fund accounts for capital improvements financed with transportation impact fees. Impact fees are collected with building permits. The fee is based on the financial impact growth has on the street infrastructure. Projects to be completed in Fiscal Year 2013 are:

The impact fees included here are:

Kortsen and I-10 Design Concept Report $638,000

Funding Sources	Amount	% of Funding
Impact Fees	$112,000	17.55%
Interest Income	$0	0.00%
Total Funding	**$112,000**	**17.55%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$0	$0	$0	$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	174,459	81,000	0	638,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$174,459**	**$81,000**	**$0**	**$638,000**

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Pubic Safety Impact Fees-Revenues/Expenditures/Changes in Fund Balance

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$6,965,764	$7,028,565	$7,028,565	$7,181,015
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance				
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
Impact Fees	137,448	147,000	151,800	105,000
Miscellaneous Revenue	0	0	0	0
Interest Income	0	0	650	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	$137,448	$147,000	$152,450	$105,000
EXPENDITURES:				
Personnel	0	0	0	0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	74,647	0	0	2,099,000
Debt Service	0	0	0	0
OTHER USES:	0	0	0	0
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$74,647	$0	$0	$2,099,000
Ending Fund Balance	$7,028,565	$7,175,565	$7,181,015	$5,187,015
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	$7,028,565	$7,175,565	$7,181,015	$5,187,015

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Capital Improvements — Public Safety Impact Fees — Cost Center 415.20.600

Public Safety impact fees are based on the financial impact growth has on public safety. The fee is collected with the issue of a building permit. Projects included in this budget include:

Public Safety impact fees are collected for:

Radio receiver sites	$150,000
Communication Center expansion	$1,500,000
Citywide microwave loop system	$280,000

Funding Sources	Amount	% of Funding
Impact Fees	105,000	5.00%
Interest Income	$0	0.00%
Total Funding	**$105,000**	**5.00%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$0	$0	$0	$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	74,647	0	0	2,099,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$74,647**	**$0**	**$0**	**$2,099,000**

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

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Beginning Fund Balance	$16,902,600	$3,562,283	$3,562,283	$3,581,113
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
Appropriated Fund Balance	$16,902,600	$3,562,283	$3,562,283	$3,581,113
REVENUE SOURCES:				
Taxes	$0	$0	$0	$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	10,588	0	255,000	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Impact Fees	0	0	0	0
Miscellaneous Revenue	0	0	0	0
Interest Earned	9,383	5,000	2,100	0
OTHER FINANCING SOURCES:				
Transfers In	3,761,123	0	302,000	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	16,000,000
Total Revenues & Other Financing Sources	$3,781,094	$5,000	$559,100	$16,000,000
EXPENDITURES:				
Personnel	$0	$0	$0	$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	17,121,411	2,500,000	540,270	16,500,000
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	$17,121,411	$2,500,000	$540,270	$16,500,000
Ending Fund Balance	$3,562,283	$1,067,283	$3,581,113	$3,081,113
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
Ending Fund Balance	$3,562,283	$1,067,283	$3,581,113	$3,081,113

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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:

Downtown Library expansion	$500,000
Community Rec. Center	$16,000,000

Funding Sources	Amount	% of Funding
Bond Proceeds	$16,000,000	96.97%
Total Funding	**$16,000,000**	**96.97%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$0	$0	$0	$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	17,121,411	2,500,000	540,270	16,500,000
Debt Service	0	0	0	0
Transfers Out	0	0	0	0
DEPARTMENTAL TOTALS	**$17,121,411**	**$2,500,000**	**$540,270**	**$16,500,000**

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

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 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
Impact Fees	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	16,426,000
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	$16,426,000
Ending Fund Balance	$0	$0	$0	$3,574,000
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	$3,574,000

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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	121.76%
Total Funding	**$20,000,000**	**121.76%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 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	16,426,000
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$0**	**$20,000,000**	**$0**	**$16,426,000**

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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.

FUND	*DESCRIPTION*
510	*MUNICIPAL GOLF COURSE*
	WASTEWATER TREATMENT
520	*Operations & Collector System*
521	*Sewer Capacity*
522	*Expansion*
523	*Sewer Development*
540	*SANITATION*
	Residential Collection
	Uncontained Trash
	Recycling Collection
	Recycling Operations
	Landfill
	Commercial Front Load
	Commercial Roll Off
550	*WATER SYSTEM*

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

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
REVENUE SOURCES:				
Taxes	$28,802	$19,000	$28,000	$19,000
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	12,910,387	14,822,000	13,928,130	14,450,330
Fines & Forfeitures	0	0	0	0
Impact Fees	524,486	625,200	254,700	150,050
Interest Income	31,813	19,900	14,230	12,100
Miscellaneous Revenue	33,913	35,000	19,600	143,000
OTHER FINANCING SOURCES:				
Transfers In	$5,041,598	$3,985,940	$5,436,637	$5,450,460
Proceeds from Lease Purchase	0	0	1,330,000	7,600,000
Proceeds from Bonds	0	0	0	0
Change in Closure/Post Closure	0	0	0	0
Earnings Appropriated	0	0	0	0
Total Revenues & Other Financing Sources	$18,570,999	$19,507,040	$21,011,297	$27,824,940
EXPENDITURES:				
Personnel	$3,403,428	$3,630,490	$3,451,990	$3,872,320
Contractual Services	2,632,053	4,171,220	2,758,540	4,013,570
Operating Supplies	2,378,914	2,683,700	2,610,370	2,690,250
Capital Outlay	2,660,603	11,149,200	2,043,320	13,301,350
Debt Service	743,810	3,034,580	5,151,080	4,962,480
OTHER USES:				
Transfers Out	5,599,543	4,039,520	6,113,780	6,027,960
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$17,418,351	$28,708,710	$22,129,080	$34,867,930

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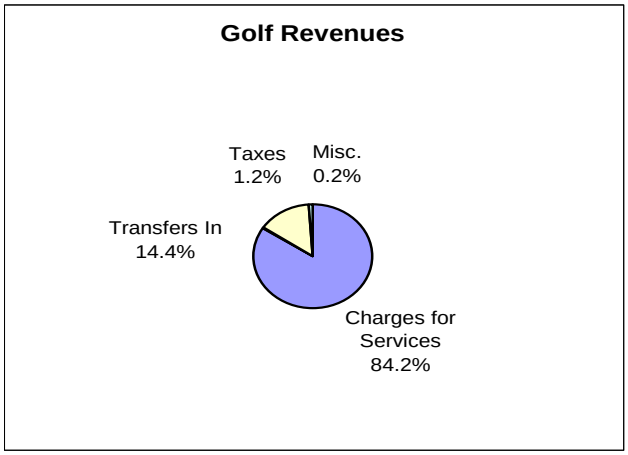
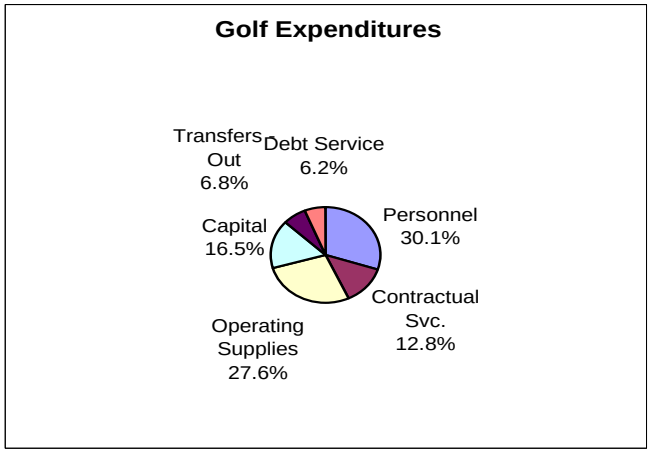
Municipal Golf Course-Revenues/Expenditures/Other Sources and Uses

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
REVENUE SOURCES:				
Taxes	$28,802	$19,000	$28,000	$19,000
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	1,119,278	1,266,000	1,066,630	1,305,330
Fines & Forfeitures	0	0	0	0
Impact Fees	0	0	0	0
Interest	178	300	200	0
Miscellaneous Revenue	2,939	5,000	4,000	3,000
OTHER FINAINCING SOURCES:				
Transfers In	563,894	235,000	235,000	223,760
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	$1,715,091	$1,525,300	$1,333,830	$1,551,090
EXPENDITURES:				
Personnel	$474,397	$494,900	$467,690	$505,790
Contractual Services	172,389	185,990	155,720	215,050
Operating Supplies	430,812	462,700	434,280	464,100
Capital Outlay	125,133	414,500	186,400	276,400
Debt Service	353	113,630	113,630	103,760
OTHER USES:				
Transfers Out	114,520	114,520	114,520	114,520
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$1,317,604	$1,786,240	$1,472,240	$1,679,620





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Community Services **Municipal Golf Course** **Cost Center 510.40.555**

GENERAL INFORMATION

Dave White Municipal Golf Course is an 18 hole, par 72-championship course located along the North Branch of the Santa Cruz Wash. Dave White is the only Municipal Golf Course in Pinal County. Nine hole equivalent rounds played for last three years equal $224,758.

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.

2011-2012 ACCOMPLISHMENTS

- Completed the re-model of the clubhouse within budget.
- Continue utilizing and expanding recommendations from USGA to enhance course conditions.
- Hosted several charity fund raising golf tournaments.
- Purchased a used tractor and 10 new golf carts.
- Conducted numerous Demo Days, Clinics and Junior classes and tournaments.

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					

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Community Services | Municipal Golf Course | Cost Center 510.40.555

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Gross revenues	$1,092,858	$1,151,316	$1,095,985	$1,565,000
Net revenues (without capital)	($141,485)	$73,364	$56,599	$60,000
# of 9-hole equivalent rounds of golf	75,006	77,470	72,282	77,500

Funding Sources	Amount	% of Funding
User Fees	1,324,330	78.85%
Miscellaneous	3,000	0.18%
Transfers	223,760	13.32%
Total Funding	**$1,551,090**	**92.35%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$474,397	$494,900	$467,690	$505,790
Contractual Services	172,389	185,990	155,720	215,050
Operating Supplies	430,812	462,700	434,280	464,100
Capital Outlay	125,133	414,500	186,400	276,400
Debt Service	353	113,630	113,630	103,760
Transfers	114,520	114,520	114,520	114,520
DEPARTMENTAL TOTALS	**$1,317,604**	**$1,786,240**	**$1,472,240**	**$1,679,620**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Golf Course Supervisor	1.00	1.00	1.00
Crew Leader	1.00	1.00	1.00
Golf Shop Assistant	1.00	1.00	1.00
Equipment Mechanic Assistant	1.00	1.00	1.00
Pro Shop Attendant	1.87	2.25	2.00
Maintenance Worker	4.00	4.00	4.90
Cart/Range Attendant	0.72	1.50	1.60
Concession Attendant	0.58	1.12	0.55
Bartender	0.00	0.00	0.20
TOTAL POSITIONS	**11.17**	**12.87**	**13.25**

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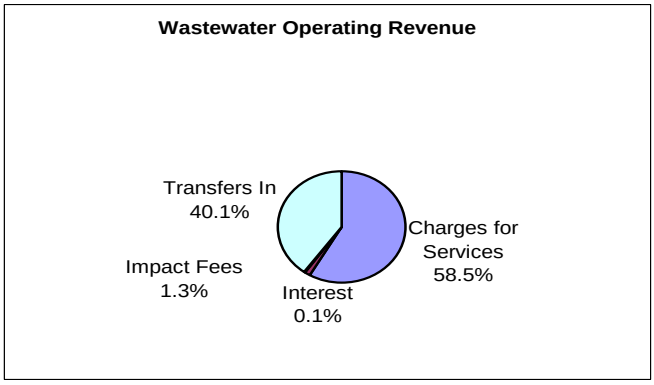
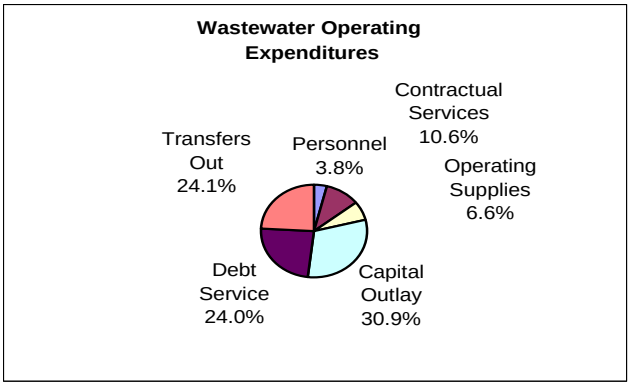
Wastewater System Funds-Revenues/Expenditures/Other Sources and Uses

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
REVENUE SOURCES:				
Taxes	$0	$0	$0	$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	5,809,263	6,874,000	6,517,100	6,547,000
Fines	0	0	0	0
Impact Fees	488,696	585,000	254,700	150,050
Interest	29,219	17,300	12,710	11,100
Miscellaneous Revenue	2,350	20,000	2,000	120,000
OTHER FINANCING SOURCES:				
Transfers In	3,924,071	2,364,340	4,438,600	4,491,700
Proceeds from Lease Purchase	0	0	1,330,000	2,600,000
Proceeds from Bonds	0	0	0	0
Change in Closure/Post Closure	0	0	0	0
Earnings Appropriated	0	0	0	0
Total Revenues & Other Financing Sources	$10,253,599	$9,860,640	$12,555,110	$13,919,850
EXPENDITURES:				
Personnel	$560,057	$707,580	$634,110	$768,100
Contractual Services	1,227,424	2,418,300	1,191,120	2,147,210
Operating Supplies	1,104,349	1,503,500	1,330,900	1,335,950
Capital Outlay	1,806,382	8,149,000	1,330,000	6,254,000
Debt Service	739,250	2,903,570	5,022,050	4,842,560
OTHER USES:				
Transfers Out	4,319,011	2,635,550	4,709,810	4,862,550
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$9,756,473	$18,317,500	$14,217,990	$20,210,370





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

GENERAL INFORMATION

Wastewater operations provide the most effective and economical methods for the collection and treatment of wastewater and sludge. It ensures compliance with Federal, State, and local regulations. Inclusive, it ensures a safe and properly treated effluent, which meets Federal and State regulations.

MISSION

To provide and maintain an effluent that meets or exceeds all Federal, State, and local regulations. To maintain an efficient collection system through scheduled cleanings and inspections that adequately serves our customers, and monitor industrial dischargers into our system.

2011-2012 ACCOMPLISHMENTS

- Expansion of treatment plant from 6mgd to 12mgd was completed and now discharging A+ quality effluent.
- Implemented a Computerized Maintenance Management Software program.
- Treated approximately 1.66 billion gallons of wastewater.
- Responded to all emergency call outs in timely manner.
- Transitioned from hauling of liquid sludge to cake sludge.

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.
- Conclude constructed effluent recharge facility design and move forward with project.
- Renew AZPDES permit.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

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Health & Sanitation — Wastewater Operations — Cost Center 520.35.451

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Million gallons of wastewater reused	119	325	338	325
Wastewater treatment cost per 1,000 gallons	$1.48	$1.50	$1.79	$1.49
Billion gallons of water treated	1.870	1.660	1.637	1.660

Funding Sources	Amount	% of Funding
User Fees	6,547,000	91.92%
Interest	3,000	0.04%
Miscellaneous	120,000	1.68%
Transfers In	25,000	0.35%
Total Funding	**$6,695,000**	**93.99%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$384,193	$543,810	$440,000	$738,780
Contractual Services	1,210,976	1,899,750	1,058,100	1,307,980
Operating Supplies	1,033,127	1,315,500	1,261,350	1,183,700
Capital Outlay	1,201,172	75,000	0	240,000
Debt Service	0	2,240	2,240	2,240
Transfers	2,317,735	296,210	2,503,010	2,629,200
DEPARTMENTAL TOTALS	**$6,147,203**	**$4,132,510**	**$5,264,700**	**$6,101,900**

AUTHORIZED POSITIONS	NUMBER OF PERSONNEL		
CLASSIFICATION	2010-11	2011-12	2012-13
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	0.00	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	2.00	3.00	4.00
W/W Plant Operator	0.00	0.00	2.00
Instrument Technician	0.00	0.00	1.00
Secretary	0.00	0.00	0.50
TOTAL POSITIONS	**9.25**	**9.25**	**12.75**

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Health & Sanitation — Wastewater Collector System — Cost Center 520.35.455

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
% of linear ft. of sewer line cleaned per year	10.0%	19.0%	12.8%	20.0%
Average response time (days) per service request	6	2	9	8
# of breaks, leaks, etc. repaired	88	272	164	145

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

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$175,864	$163,770	$194,110	$29,320
Contractual Services	16,448	518,550	133,020	839,230
Operating Supplies	71,222	188,000	69,550	152,250
Capital Outlay	0	0	0	0
DEPARTMENTAL TOTALS	**$263,534**	**$870,320**	**$396,680**	**$1,020,800**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
WW Treatment Plant Operator	1.00	1.00	0.50
Senior Maintenance Worker	1.00	1.00	0.00
Maintenance Worker	1.00	1.00	0.00
TOTAL POSITIONS	**3.00**	**3.00**	**0.50**

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Health & Sanitation	Sewer Capacity Fund	Cost Center 521.80.456

General Information:

This fund retains a balance for covering the costs of maintaining, upgrading, and expanding the wastewater infrastructure.

Funding Sources	Amount	% of Funding
Interest Income	100	100.00%
Total Funding	**$100**	**100.00%**

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	**2010-11 ACTUAL**	**2011-12 ADJUSTED**	**2011-12 ESTIMATED**	**2012-13 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	0	0	0	0
DEPARTMENTAL TOTALS	**$0**	**$0**	**$0**	**$0**

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Health & Sanitation — Wastewater Expansion — Cost Center 522.80.452

General Information:

This Wastewater Expansion Fund accounts for the construction and the repayment of debt for construction of the Wastewater Treatment Plant. The Plant construction is substantially complete and will double the 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.

The managed recharged system is funded for $2,200,000 this fiscal year.

Funding Sources	Amount	% of Funding
Lease Purchase	2,600,000	36.93%
Interest Income	4,000	0.06%
Transfers In	4,466,700	63.44%
Total Funding	**$7,070,700**	**100.43%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$0	$0	$0	$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	536,269	0	1,330,000	2,200,000
Debt Service	739,250	2,901,330	5,019,810	4,840,320
OTHER USES:				
Transfers Out	0	0	0	0
DEPARTMENTAL TOTALS	**$1,275,519**	**$2,901,330**	**$6,349,810**	**$7,040,320**

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Health & Sanitation — Sewer Development Fund — Cost Center 523.350

General Information:

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.

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.

The projects scheduled for funding this year are a tractor truck $130,000 and 2 end dump trailers $110,000 and transfer to the Sewer Expansion Fund for the WIFA loan repayment.

Funding Sources	Amount	% of Funding
Impact Fees	$150,050	2.48%
Interest Income	4,000	0.07%
Total Funding	**$154,050**	**2.55%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$0	$0	$0	$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	68,941	8,074,000	0	3,814,000
Debt Service	0	0	0	0
Transfers	2,001,276	2,339,340	2,206,800	2,233,350
DEPARTMENTAL TOTALS	**$2,070,217**	**$10,413,340**	**$2,206,800**	**$6,047,350**

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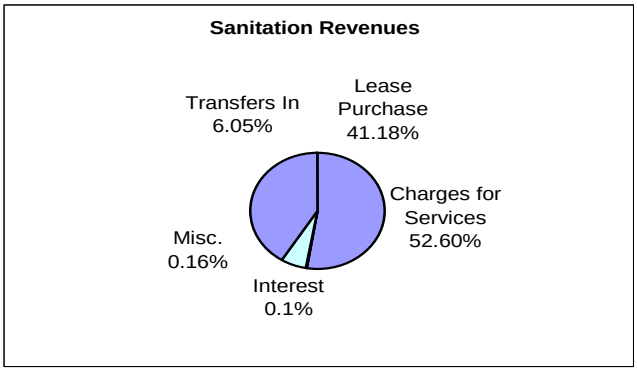
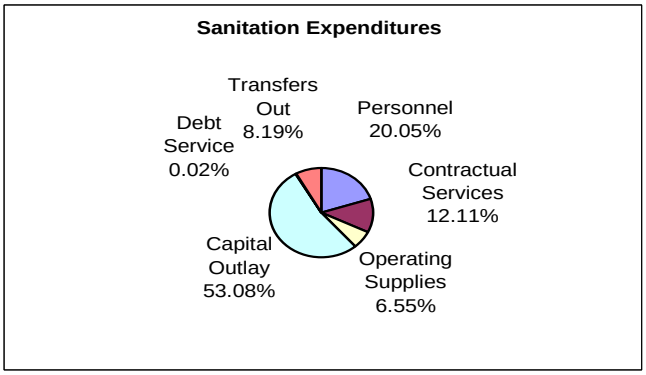
Sanitation Funds-Revenues/Expenditures/Other Sources and Uses

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
REVENUE SOURCES:				
Taxes	$0	$0	$0	$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	5,814,074	6,471,000	6,146,600	6,387,000
Fines & Forfeitures	0	0	0	0
Impact Fees	35,790	40,200	0	0
Interest	2,416	2,300	1,320	1,000
Miscellaneous Revenue	28,624	10,000	13,600	20,000
OTHER FINANCING SOURCES:				
Transfers In	538,596	1,386,600	763,037	735,000
Proceeds from Lease Purchase	0	0	0	5,000,000
Proceeds from Bonds	0	0	0	0
Change in Closure/Post Closure	0	0	0	0
Earnings Appropriated	0	0	0	0
Total Revenues & Other Financing Sources	$6,419,500	$7,910,100	$6,924,557	$12,143,000
EXPENDITURES:				
Personnel	$2,314,648	$2,372,530	$2,294,780	$2,519,830
Contractual Services	1,225,167	1,541,430	1,380,600	1,521,210
Operating Supplies	804,033	673,900	794,240	822,900
Capital Outlay	683,921	1,735,700	325,320	6,670,450
Debt Service	0	2,240	0	2,240
OTHER USES:				
Transfers Out	1,140,764	1,267,200	1,267,200	1,029,610
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$6,168,533	$7,593,000	$6,062,140	$12,566,240





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Health & Sanitation — Sanitation – Residential Collection — Cost Center 540.35.420

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.

2011-2012 ACCOMPLISHMENTS

- Collected 19,575 tons of residential trash.
- Responded to 94.2% 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					

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Health & Sanitation — Sanitation - Residential Collection — Cost Center 540.35.420

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Average # of containers serviced per route	983	983	992	990
# of households collected per staff hour	122.90	122.90	123.93	123.00

Funding Sources	Amount	% of Funding
Charges for Service	3,427,000	100.37%
Interest Income	1,000	0.02%
Transfers	735,000	21.53%
Total Funding	**$4,163,000**	**121.92%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$495,901	$496,060	$507,900	$619,230
Contractual Services	444,516	419,720	370,620	436,260
Operating Supplies	333,550	252,560	289,100	322,280
Capital Outlay	655,714	260,800	0	260,000
Debt Service	0	2,240	0	2,240
Transfers	377,700	475,880	475,880	352,860
DEPARTMENTAL TOTALS	**$2,307,381**	**$1,907,260**	**$1,643,500**	**$1,992,870**

AUTHORIZED POSITIONS	NUMBER OF PERSONNEL		
CLASSIFICATION	2010-11	2011-12	2012-13
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	4.60	5.80
Equipment Operator	0.50	0.90	1.10
Maintenance Worker	0.40	0.20	0.55
Secretary	0.00	0.00	0.50
TOTAL POSITIONS	**6.95**	**6.35**	**8.60**

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Health & Sanitation — Sanitation – Uncontained Trash — Cost Center 540.35.421

GENERAL INFORMATION

Uncontained trash collection is a service offered to residential customers to assist and maintain sanitary living conditions. Also provides collection of disposable items too large to fit in the 90 gallon container. Collection occurs by appointment every 6 weeks.

2011-2012 ACCOMPLISHMENTS

- Collected 1,575 tons of bulk trash.
- Completed 88.5% 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					

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Health & Sanitation — Sanitation - Uncontained Trash — Cost Center 540.35.421

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
% of collection zones completed by end of week	100%	100%	89%	100%
Tons of uncontained trash collected per quarter	335.50	367.55	391.11	350.00

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

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$302,147	$268,470	$327,500	$333,590
Contractual Services	58,777	53,520	52,120	47,140
Operating Supplies	31,038	28,400	40,000	39,300
Capital Outlay	0	93,100	19,600	215,000
Debt Service	0	0	0	0
Transfers	41,860	51,170	51,170	49,940
DEPARTMENTAL TOTALS	**$433,822**	**$494,660**	**$490,390**	**$684,970**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Sanitation Superintendent	0.10	0.10	0.10
Sanitation Supervisor	0.20	0.20	0.20
Heavy Equipment Operator	0.20	0.20	0.90
Equipment Operator	0.30	0.30	0.30
Maintenance Worker	4.40	4.40	4.20
TOTAL POSITIONS	**5.20**	**5.20**	**5.70**

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Health & Sanitation — Sanitation - Recycling Collection — Cost Center 540.35.422

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.

2011-2012 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 complete the 2012 "Design-a-Calendar" artwork contest for third, fourth & fifth grade students.

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 and maintain the total businesses receiving recycling collection service.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

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Health & Sanitation — Sanitation - Recycling Collection — Cost Center 540.35.422

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Average weight of recyclables collected per commercial account (quarterly in pounds)	557.74	589.67	664.28	500.00
# of businesses collected per staff hour	3.99	3.79	3.98	4.00
Average weight of recyclables collected per household (quarterly in pounds)	43.11	46.54	49.18	47.00

Funding Sources	Amount	% of Funding
Recycling Revenue	$250,000	34.91%
Total Funding	**$250,000**	**34.91%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$374,145	$429,270	$328,000	$494,640
Contractual Services	67,187	82,410	118,660	44,210
Operating Supplies	48,703	56,250	59,040	58,950
Capital Outlay	0	260,000	0	45,000
Debt Service	0	0	0	0
Transfers	73,268	100,780	100,780	73,270
DEPARTMENTAL TOTALS	**$563,303**	**$928,710**	**$606,480**	**$716,070**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Superintendent	0.10	0.10	0.10
Supervisor	0.20	0.20	1.20
Heavy Equipment Operator	1.80	1.80	1.90
Equipment Operator	0.40	0.30	0.40
Maintenance Worker	6.00	5.10	4.20
TOTAL POSITIONS	**8.50**	**7.50**	**7.80**

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Health & Sanitation — Sanitation Recycling Operations — Cost Center 540.35.423

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.

MISSION

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

2011-2012 ACCOMPLISHMENTS

- Shipped 2,188 tons of recyclable materials.
- Distributed "Sanitation Newsletter" to all single family households.

GOALS AND OBJECTIVES

To prepare all collected recyclables for shipment to recycling facilities.

- To maximize the tonnage of recyclables shipped to recycling facilities.
- To develop and publish educational information on recycling and sanitation services provided.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

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Health & Sanitation — Sanitation Recycling Operations — Cost Center 540.35.423

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Recyclables shipped to recycling facilities (quarterly in tons)	399.89	406.89	446.24	400.00

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

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$218,103	$229,260	$184,000	$189,970
Contractual Services	28,954	119,990	46,460	71,370
Operating Supplies	39,202	29,100	23,350	33,100
Capital Outlay	30	1,900	0	220,000
Debt Service	0	0	0	0
Transfers	50,068	21,980	21,980	21,980
DEPARTMENTAL TOTALS	**$336,357**	**$402,230**	**$275,790**	**$536,420**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Superintendent	0.20	0.20	0.20
Supervisor	1.15	1.15	0.15
Heavy Equipment Operator	1.00	1.00	1.00
Equipment Operator	0.00	0.00	0.10
Maintenance Worker	1.00	1.00	1.80
TOTAL POSITIONS	**3.35**	**3.35**	**3.25**

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Health & Sanitation — Sanitation Landfill — Cost Center 540.35.425

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.

2011-2012 ACCOMPLISHMENTS

- Managed 25,400 transactions and 60,745 tons of refuse.
- Achieved "waste compaction" of 1,401 pounds per cubic yard of airspace.
- Achieved "soil to waste ratio" of 1.0 to 2.7 cubic yards of airspace.
- Received ADEQ approval to blend bio-solid material with soil to increase available cover material for landfill.
- Completed Title 5 air quality inspection with no violations.

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.
- Continue to maintain regulatory compliance.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

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Health & Sanitation — Sanitation - Landfill — Cost Center 540.35.425

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Cubic yards of soil used to cover each ton of waste	0.77	0.40	0.21	0.50
# of tons processed	64,044	61,547	60,745	60,000

Funding Sources	Amount	% of Funding
Charges for Service	460,000	6.22%
Misc. Revenue	20,000	0.27%
Lease	5,000,000	67.61%
Total Funding	**$5,480,000**	**74.10%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$417,484	$419,370	$442,450	$464,860
Contractual Services	482,440	719,150	649,850	727,830
Operating Supplies	161,782	159,870	188,800	181,400
Capital Outlay	28,177	279,900	7,500	5,614,450
Debt Service	0	0	0	0
Transfers	431,168	473,320	473,320	407,000
DEPARTMENTAL TOTALS	**$1,521,051**	**$2,051,610**	**$1,761,920**	**$7,395,540**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Sanitation Superintendent	0.20	0.20	0.20
Sanitation Supervisor	0.85	0.85	0.85
Heavy Equipment Operator	4.00	4.00	4.00
Landfill Gate Attendant	2.00	1.55	1.50
Maintenance Worker	0.00	0.00	0.20
TOTAL POSITIONS	**7.05**	**6.60**	**6.75**

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Health & Sanitation — Sanitation – Commercial Front Load — Cost Center 540.35.426

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.

2011-2012 ACCOMPLISHMENTS

- Collected 10,160 tons of commercial front load contained trash.
- Responded to 96.2% of special collection requests within 24 hours of customer's call.
- Serviced 12.32 front load containers per routed staff hour.

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.
- To maximize customers education on sanitation schedules and services offered.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

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Health & Sanitation — Sanitation - Commercial Front Load — Cost Center 540.35.426

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
# of containers serviced per staff hour	10.88	12.11	12.32	12.00

Funding Sources	Amount	% of Funding
Charges for Service	1,475,000	233.54%
Total Funding	**$1,475,000**	**233.54%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$293,943	$295,050	$293,050	$271,510
Contractual Services	90,379	123,240	121,440	153,170
Operating Supplies	144,479	102,170	126,650	128,270
Capital Outlay	0	560,000	298,220	30,000
Debt Service	0	0	0	0
Transfers	90,780	48,640	48,640	48,640
DEPARTMENTAL TOTALS	**$619,581**	**$1,129,100**	**$888,000**	**$631,590**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Sanitation Superintendent	0.10	0.10	0.10
Sanitation Supervisor	0.20	0.20	0.20
Heavy Equipment Operator	2.40	2.40	2.20
Equipment Operator	1.20	1.20	1.05
Maintenance Worker	0.20	0.20	0.20
TOTAL POSITIONS	**4.10**	**4.10**	**3.75**

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Health & Sanitation — Sanitation – Commercial Roll Off — Cost Center 540.35.427

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.

2011-2012 ACCOMPLISHMENTS

- Collected 9,300 tons of roll off container trash.
- Responded to 100% of service requests within 24 hours of customer call in.
- Serviced 0.91 roll off containers per routed staff hour.

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.

- To reduce the ratio of roll off staff hours to containers serviced.
- To maximize public education on sanitation schedules and services offered.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

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Health & Sanitation — Sanitation - Commercial Roll Off — Cost Center 540.35.427

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
# of containers serviced per staff hour	0.76	0.88	0.91	0.90

Funding Sources	Amount	% of Funding
Charges for Service	775,000	127.30%
Total Funding	**$775,000**	**127.30%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$212,925	$235,050	$211,880	$146,030
Contractual Services	52,914	23,400	21,450	41,230
Operating Supplies	45,279	45,550	67,300	59,600
Capital Outlay	0	280,000	0	286,000
Debt Service	0	0	0	0
Transfers	75,920	95,430	95,430	75,920
DEPARTMENTAL TOTALS	**$387,038**	**$679,430**	**$396,060**	**$608,780**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Sanitation Superintendent	0.10	0.10	0.10
Sanitation Supervisor	0.20	0.20	0.20
Heavy Equipment Operator	1.20	1.20	0.20
Equipment Operator	1.30	1.30	1.00
Maintenance Worker	1.00	1.00	0.90
TOTAL POSITIONS	**3.80**	**3.80**	**2.40**

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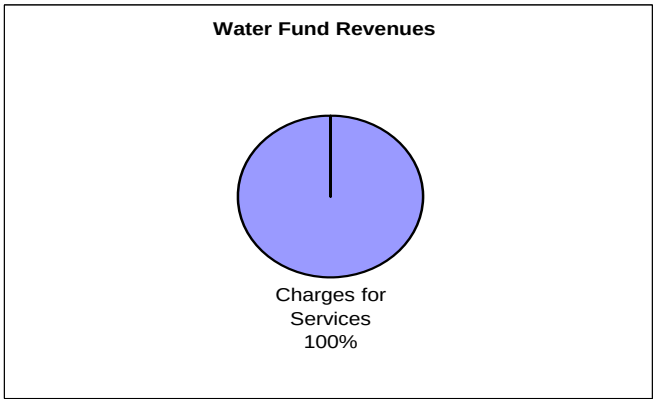
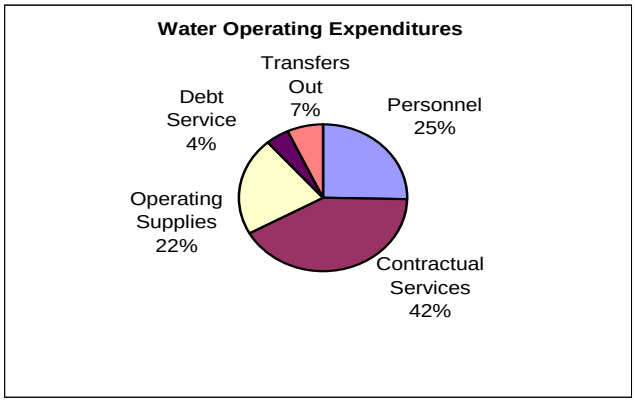
Water Fund-Revenues/Expenditures/Other Sources and Uses

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
REVENUE SOURCES:				
Taxes	$0	$0	$0	$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	167,772	211,000	197,800	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	15,037	0	0	0
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	$182,809	$211,000	$197,800	$211,000
EXPENDITURES:				
Personnel	$54,326	$55,480	$55,410	$78,600
Contractual Services	7,073	25,500	31,100	130,100
Operating Supplies	39,720	43,600	50,950	67,300
Depreciation	0	0	0	0
Capital Outlay	45,167	850,000	201,600	100,500
Debt Service	4,207	15,140	15,400	13,920
OTHER USES:				
Transfers Out	25,248	22,250	22,250	21,280
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$175,741	$1,011,970	$376,710	$411,700





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Health & Sanitation **Water System** **Cost Center 550.35.460**

GENERAL INFORMATION

The City provides maintenance and operations to supply potable water to approximately 300 customers in the Saddleback Farms and Santa Rosa subdivisions between Casa Grande and Maricopa.

MISSION

To provide safe drinking water to our customers that meets all drinking water standards, and to maintain the water system components to avoid or minimize water outages. It is also our mission to respond to customer service requests in a timely, efficient, and courteous manner.

2011-2012 ACCOMPLISHMENTS

- Water campus rehabilitation was completed which included addition of new bladder type pump system, new 30,000 gal storage tank and automated alarm system.
- Identified and located all distribution system meters and valves.
- GIS mapping.
- Responded to all customer service and Blue Stake requests.

GOALS AND OBJECTIVES

Ensure 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.

- Minimize outages to customers.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

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Health & Sanitation — Water System — Cost Center 550.35.460

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Water Pumped (million gal.)	N/A	44,580,540	45,462,090	45,000,000
Meter Installations	26	0	6	10
Chemical Usage (Gal.)	1,500	720	605	800

Funding Sources	Amount	% of Funding
Charges for Service	211,000	51.25%
Total Funding	**$211,000**	**51.25%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$54,326	$55,480	$55,410	$78,600
Contractual Services	7,073	25,500	31,100	130,100
Operating Supplies	39,720	43,600	50,950	67,300
Capital Outlay	45,167	850,000	201,600	100,500
Debt Service	4,207	15,140	15,400	13,920
Transfers	25,248	22,250	22,250	21,280
DEPARTMENTAL TOTALS	**$175,741**	**$1,011,970**	**$376,710**	**$411,700**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
Maintenance Worker	1.00	1.00	1.50
TOTAL POSITIONS	**1.00**	**1.00**	**1.50**

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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.

FUND	*DESCRIPTION*
601	*FLEET MAINTENANCE*
603	*INSURANCE & RISK MANAGEMENT*

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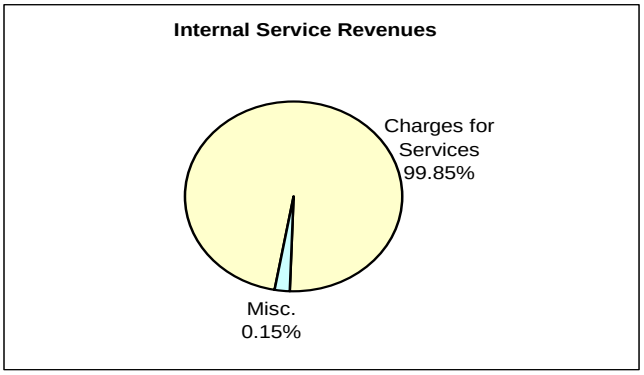
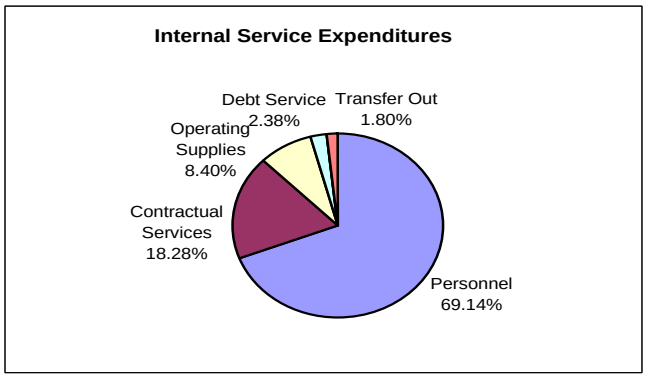
Internal Services Fund-Revenues/Expenditures/Other Sources and Uses

	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
REVENUE SOURCES:				
Taxes	$0	$0	$0	$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Charges for Services	7,009,886	6,394,600	6,394,600	6,776,000
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Miscellaneous Revenues	98,065	100,000	151,310	150,000
OTHER FINANCING SOURCES:				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Earnings Appropriated	0	0	0	0
Total Revenues & Other Financing Sources	$7,107,951	$6,494,600	$6,545,910	$6,926,000
EXPENDITURES:				
Personnel	$2,027,653	$1,351,310	$4,764,450	$4,577,140
Contractual Services	3,447,006	1,789,090	1,110,450	1,210,700
Operating Supplies	650,988	587,100	554,700	555,980
Capital Outlay	0	0	0	0
Debt Service	0	0	0	157,690
OTHER USES:				
Transfers Out	95,188	94,900	105,800	119,000
Payment to Refunded Bond Escrow Agent	0	0	0	0
Total Expenditures & Other Uses	$6,220,835	$3,822,400	$6,535,400	$6,620,510





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Internal Service **Fleet Services** **Cost Center 601.01.410**

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.

2011-2012 ACCOMPLISHMENTS

- Oversaw repairs to the breach in the hydraulic pipe leading to the North Operation Center (N.O.C.) oil island.
- Participated in the research and implementation of the GPS system installed in the sanitation vehicles.
- Staff training on new HVAC and coolant technology.
- Completed annual fleet and parts inventory.
- Set up GPS monitoring through Empire on all CAT equipment for PM tracking and scheduling.
- Replaced 19 vehicles/equipment to fleet.
- Executed improvement to NOC Fleet shop by sealing off leaking overhead oil delivery lines no longer in use.
- Implemented Diesel Exhaust Fluid (Urea) dispensing tote for 2010 Diesel Emission Vehicle Requirements at a fraction of the cost compared to a permanent station.

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.
- Review departmental billing process to ensure Fleet recovers all expenditures necessary to support our operations.
- Verify that each department is allocating enough money to cover their respective maintenance and repair costs.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

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Internal Service	Fleet Services	Cost Center 601.01.410

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
% of due preventative maintenance completed	71%	80%	37%	70%
% of time spent on emergency repairs vs total repairs	14%	13%	10%	12%
Total gallons of fuel consumed	287,685	298,030	297,610	300,000

Funding Sources	Amount	% of Funding
Repair city vehicles	1,730,000	102.95%
Total Funding	**$1,730,000**	**102.95%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$482,874	$541,310	$435,540	$494,400
Contractual Services	380,472	360,070	376,900	356,290
Operating Supplies	650,906	584,100	553,700	552,980
Capital Outlay	0	0	0	0
Debt Service	0	0	0	157,690
Transfers	95,188	94,900	105,800	119,000
DEPARTMENTAL TOTALS	**$1,609,440**	**$1,580,380**	**$1,471,940**	**$1,680,360**

AUTHORIZED POSITIONS	NUMBER OF PERSONNEL		
CLASSIFICATION	2010-11	2011-12	2012-13
Equipment Maintenance Supervisor	1.00	1.00	1.00
Lead Equipment Mechanic	1.00	1.00	1.00
Equipment Mechanic	3.00	3.00	2.00
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**	**8.00**

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Internal Service — Insurance & Risk Management — Cost Center 603.01.256

GENERAL INFORMATION

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

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.

2011-2012 ACCOMPLISHMENTS

- Closely monitored the City's insurance programs and claims-handling procedures.
- Continue to provide effective risk management consulting services to City departments.
- Continued to work with AMRRP representatives and attorneys to move claims and lawsuits to resolution.
- Assisted departments in various safety and loss-control efforts.
- Effectively and efficiently managed the renewal process for the City's property/liability and workers' compensation insurance programs.

GOALS & OBJECTIVES

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

- Reduce the number of reportable accidents/incidents by 10%.
- Reverse the negative workers' compensation experience factor trend by 5 percentage points.
- Maintain the positive trend in reduced property and liability claims.

To reduce risk:

- Conduct data evaluation to identify trends and/or frequency of claims; focus efforts to increase awareness in those areas.
- Work with departments to evaluate deficiencies in presence or usage of personal protective equipment.

PROGRAM BUDGET

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
TOTAL					

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Internal Service — Insurance & Risk Management — Cost Center 603.01.256

PERFORMANCE INDICATORS:	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
# of property/liability claims filed per 10,000 population	12.0	15.2	7.1	5.0
# of Worker's Compensation claims filed per 100 FTE's	8.2	12.5	13.3	4.5
Average # of work days lost per claim	1.8	3.5	1.2	2.5

Funding Sources	Amount	% of Funding
Dept. Insurance charge	5,046,000	102.14%
Miscellaneous revenue	150,000	3.04%
Total Funding	**$5,196,000**	**105.18%**

SUMMARY BY CATEGORY

EXPENDITURE CATEGORY	2010-11 ACTUAL	2011-12 ADJUSTED	2011-12 ESTIMATED	2012-13 BUDGET
Personnel	$1,544,779	$810,000	$4,328,910	$4,082,740
Contractual Services	3,066,534	1,429,020	733,550	854,410
Operating Supplies	82	3,000	1,000	3,000
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
DEPARTMENTAL TOTALS	**$4,611,395**	**$2,242,020**	**$5,063,460**	**$4,940,150**

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL 2010-11	2011-12	2012-13
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

Bonded Debt Obligations are 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 6-30-2012 was:

	20%	**6%**
2011-12 Secondary Assessed Value	$358,940,023	$358,940,023
Limit	71,788,005	21,536,401
Outstanding Debt	21,789,155	2,775,845
Debt Capacity	$ 49,998,850	$ 18,760,556

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.

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BONDED DEBT SCHEDULES

	Total General Obligation & Revenue Bonds			WIFA Loan			Total Debt	
Date Payment Due	Bonds Payable	Total Interest Due	Total Debt Due	Bonds Payable	Total Interest Due	Total Debt Due	Total Debt Due	Fiscal Year Total
1-Oct-2012	0	728,631	728,631		1,044,171	1,044,171	1,772,802	
1-Jan-2013	0	547,878	547,878			0	547,878	
1-Apr-2013	1,335,000	728,630	2,063,630	2,390,542	1,054,458	3,445,000	5,508,630	
1-Jul-2013	625,000	547,878	1,172,878			0	1,172,878	9,002,188
1-Oct-2013	0	701,768	701,768		1,003,301	1,003,301	1,705,069	
1-Jan-2014	0	536,128	536,128			0	536,128	
1-Apr-2014	1,385,000	701,768	2,086,768	2,486,856	1,003,301	3,490,157	5,576,925	
1-Jul-2014	600,000	536,128	1,136,128			0	1,136,128	8,954,250
1-Oct-2014	0	672,042	672,042		953,203	953,203	1,625,245	
1-Jan-2015	0	524,878	524,878			0	524,878	
1-Apr-2015	1,450,000	672,042	2,122,042	2,587,052	953,203	3,540,255	5,662,297	
1-Jul-2015	600,000	524,878	1,124,878			0	1,124,878	8,937,298
1-Oct-2015	0	639,870	639,870		901,087	901,087	1,540,957	
1-Jan-2016	0	513,253	513,253			0	513,253	
1-Apr-2016	1,510,000	639,870	2,149,870	2,691,284	901,087	3,592,371	5,742,241	
1-Jul-2016	700,000	513,253	1,213,253			0	1,213,253	9,009,704
1-Oct-2016	0	604,305	604,305		846,871	846,871	1,451,176	
1-Jan-2017	0	499,628	499,628			0	499,628	
1-Apr-2017	1,985,000	604,305	2,589,305	2,799,717	847,871	3,647,588	6,236,893	
1-Jul-2017	720,000	499,628	1,219,628			0	1,219,628	9,407,325
1-Oct-2017	0	570,415	570,415		790,471	790,471	1,360,886	
1-Jan-2018	0	483,628	483,628			0	483,628	
1-Apr-2018	2,365,000	570,415	2,935,415	2,912,517	790,471	3,702,988	6,638,403	
1-Jul-2018	830,000	483,628	1,313,628			0	1,313,628	9,796,545
1-Oct-2018	0	508,196	508,196		731,798	731,798	1,239,994	
1-Jan-2019	0	464,878	464,878			0	464,878	
1-Apr-2019	2,490,000	508,196	2,998,196	3,029,862	731,798	3,761,660	6,759,856	
1-Jul-2019	880,000	464,878	1,344,878			0	1,344,878	9,809,606
1-Oct-2019	0	441,596	441,596		670,762	670,762	1,112,358	
1-Jan-2020	0	447,278	447,278			0	447,278	
1-Apr-2020	2,620,000	441,596	3,061,596	3,151,936	670,762	3,822,698	6,884,294	
1-Jul-2020	965,000	447,278	1,412,278			0	1,412,278	9,856,208
1-Oct-2020	0	379,946	379,946		607,266	607,266	987,212	
1-Jan-2021	0	427,978	427,978			0	427,978	
1-Apr-2021	2,745,000	379,946	3,124,946	3,278,927	607,266	3,886,193	7,011,139	
1-Jul-2021	1,030,000	427,978	1,457,978			0	1,457,978	9,884,307
1-Oct-2021	0	304,216	304,216		541,212	541,212	845,428	
1-Jan-2022	0	407,378	407,378			0	407,378	
1-Apr-2022	2,575,000	304,216	2,879,216	3,411,034	541,212	3,952,246	6,831,462	
1-Jul-2022	1,100,000	407,378	1,507,378			0	1,507,378	9,591,646
1-Oct-2022	0	236,090	236,090		472,496	472,496	708,586	
1-Jan-2023	0	385,378	385,378			0	385,378	
1-Apr-2023	1,110,000	236,090	1,346,090	3,548,466	472,496	4,020,962	5,367,052	
1-Jul-2023	1,100,000	385,378	1,485,378			0	1,485,378	7,946,394
1-Oct-2023	0	200,293	200,293		401,013	401,013	601,306	
1-Jan-2024	0	360,503	360,503			0	360,503	
1-Apr-2024	1,180,000	200,293	1,380,293	3,691,433	401,013	4,092,446	5,472,739	
1-Jul-2024	1,235,000	360,503	1,595,503			0	1,595,503	8,030,051
1-Oct-2024	0	165,350	165,350		326,649	326,649	491,999	
1-Jan-2025	0	332,406	332,406			0	332,406	
1-Apr-2025	1,250,000	165,350	1,415,350	3,840,161	326,648	4,166,809	5,582,159	
1-Jul-2025	1,355,000	332,406	1,687,406			0	1,687,406	8,093,970
1-Oct-2025	0	137,225	137,225		249,319	249,319	386,544	
1-Jan-2026	0	304,019	304,019			0	304,019	
1-Apr-2026	1,310,000	137,225	1,447,225	3,994,881	249,318	4,244,199	5,691,424	
1-Jul-2026	1,475,000	304,019	1,779,019			0	1,779,019	8,161,006
1-Oct-2026	0	106,931	106,931		168,812	168,812	275,743	
1-Jan-2027	0	272,175	272,175			0	272,175	
1-Apr-2027	1,370,000	106,931	1,476,931	4,155,835	119,237	4,275,072	5,752,003	
1-Jul-2027	1,250,000	272,175	1,522,175			0	1,522,175	7,822,096
1-Oct-2027	0	72,682	72,682		61,165	61,165	133,847	
1-Jan-2028	0	244,050	244,050			0	244,050	
1-Apr-2028	1,435,000	72,682	1,507,682	4,323,273	61,165	4,384,438	5,892,120	
1-Jul-2028	1,250,000	244,050	1,494,050			0	1,494,050	7,764,067
1-Oct-2028	0	36,807	36,807		14,192	14,192	50,999	
1-Jan-2029	0	215,925	215,925			0	215,925	
1-Apr-2029	1,510,000	36,806	1,546,806	4,497,459		4,497,459	6,044,265	
1-Jul-2029	1,300,000	215,925	1,515,925				1,515,925	7,827,114
1-Jan-2030	0	185,375	185,375				185,375	
1-Jul-2030	1,300,000	185,375	1,485,375				1,485,375	1,670,750
1-Jan-2031	0	154,500	154,500				154,500	
1-Jul-2031	1,400,000	154,500	1,554,500				1,554,500	1,709,000
1-Jan-2032	0	121,250	121,250				121,250	
1-Jul-2032	1,500,000	121,250	1,621,250				1,621,250	1,742,500
1-Jan-2033	0	83,750	83,750				83,750	
1-Jul-2033	1,650,000	83,750	1,733,750				1,733,750	1,817,500
1-Jan-2034	0	42,500	42,500				42,500	
1-Jul-2034	1,700,000	42,500	1,742,500				1,742,500	1,785,000
	$54,190,000	$28,122,193	$82,312,193	$56,791,235	$19,515,094	$76,306,329	$158,618,522	$158,618,522

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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. These bonds were advance refunded in fiscal year 2012.

Maturity Date	Bonds Payable	Interest Payable	Fiscal Year Total
1-Oct-2012		58,200	
1-Apr-2013	685,000	58,200	801,400
1-Oct-2013		44,500	
1-Apr-2014	710,000	44,500	799,000
1-Oct-2014		30,300	
1-Apr-2015	745,000	30,300	805,600
1-Oct-2015		15,400	
1-Apr-2016	770,000	15,400	800,800
TOTAL	$2,910,000	$296,800	$3,206,800

REFUNDING
EXCISE TAX REVENUE OBLIGATIONS
SERIES 2012
$9,355,000

These bonds were issued to refund the future maturities of the 2003 Excise Tax Bonds.
The refunding process is used to save interest costs when rates decline.

Maturity Date	Bonds Payable	Interest Payable	Fiscal Year Total
1-Oct-2012		203,500	
1-Apr-2013		203,500	407,000
1-Oct-2013		203,500	
1-Apr-2014		203,500	407,000
1-Oct-2014		203,500	
1-Apr-2015		203,500	407,000
1-Oct-2015		203,500	
1-Apr-2016		203,500	407,000
1-Oct-2016		203,500	
1-Apr-2017	1,205,000	203,500	1,612,000
1-Oct-2017		191,450	
1-Apr-2018	1,540,000	191,450	1,922,900
1-Oct-2018		152,950	
1-Apr-2019	1,620,000	152,950	1,925,900
1-Oct-2019		112,450	
1-Apr-2020	1,695,000	112,450	1,919,900
1-Oct-2020		78,550	
1-Apr-2021	1,765,000	78,550	1,922,100
1-Oct-2021		34,425	
1-Apr-2022	1,530,000	34,425	1,598,850
TOTAL	$ 9,355,000	$ 3,174,650	$ 12,529,650

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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 apporved on November 7, 2006. Interest on the 2008 obligations is payable semiannually on each January 1 and July 1. Secondary property taxes are levied to repay the debt. The rate of $0.6308 is kept constant. 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-2013		138,222	
1-Jul-2013	300,000	138,222	576,444
1-Jan-2014		132,972	
1-Jul-2014	300,000	132,972	565,944
1-Jan-2015		127,722	
1-Jul-2015	300,000	127,722	555,444
1-Jan-2016		122,097	
1-Jul-2016	300,000	122,097	544,194
1-Jan-2017		116,472	
1-Jul-2017	320,000	116,472	552,944
1-Jan-2018		108,472	
1-Jul-2018	430,000	108,472	646,944
1-Jan-2019		97,722	
1-Jul-2019	480,000	97,722	675,444
1-Jan-2020		88,122	
1-Jul-2020	540,000	88,122	716,244
1-Jan-2021		77,322	
1-Jul-2021	605,000	77,322	759,644
1-Jan-2022		65,222	
1-Jul-2022	600,000	65,222	730,444
1-Jan-2023		53,222	
1-Jul-2023	600,000	53,222	706,444
1-Jan-2024		40,847	
1-Jul-2024	635,000	40,847	716,694
1-Jan-2025		27,750	
1-Jul-2025	650,000	27,750	705,500
1-Jan-2026		14,344	
1-Jul-2026	675,000	14,344	703,688
TOTAL	$ 6,735,000	$ 2,421,013	$ 9,156,013

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-2012	0	466,931	
1-Apr-2013	650,000	466,930	1,583,861
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	$17,360,000	$9,541,274	$26,901,274

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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-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	$17,830,000	$12,688,456	$30,518,456

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PERSONNEL DATA

2012 - 2013 CLASSIFICATION PLAN

CLASS TITLE	SALARY RANGE	STEP A MINIMUM		STEP H MAXIMUM
Accountant	56	49,189	- - - - -	67,882
Accounting Clerk	35	30,417	- - - - -	41,917
Administrative Assistant	44	37,346	- - - - -	51,521
Administrative Services Director	83	91,568	- - - - -	126,292
Airport Maintenance Worker	38	32,525	- - - - -	44,881
Airport Manager	55	48,030	- - - - -	66,354
Alarm Coordinator/Graffiti	42	35,647	- - - - -	49,189
Animal Control Officer	38	32,525	- - - - -	44,881
Assistant City Attorney	75	76,089	- - - - -	105,097
Assistant Fire Chief	77	79,619	- - - - -	110,037
Budget Analyst	56	49,189	- - - - -	67,882
Building Inspector	50	42,892	- - - - -	59,148
Chief Building Official	69	66,354	- - - - -	91,568
Chief Wastewater Treatment Plant Oper.	56	49,189	- - - - -	67,882
City Attorney	91	110,037	- - - - -	151,450
City Clerk	76	77,854	- - - - -	107,573
City Manager	101	138,306	- - - - -	190,563
City Prosecutor	71	69,397	- - - - -	95,875
Civil Engineer	66	61,915	- - - - -	85,389
Code Compliance Specialist	47	40,060	- - - - -	55,196
Community Services Director	81	87,352	- - - - -	120,694
Construction Inspector	50	42,892	- - - - -	59,148
Court Clerk	37	31,787	- - - - -	43,867
Court Security Officer	TBD		- - - - -	
Crew Leader	49	41,917	- - - - -	57,791
Crime Analyst	50	42,892	- - - - -	59,148
Custodian	27	25,293	- - - - -	34,817
Database Analyst	52	44,881	- - - - -	61,915
Deputy City Clerk	53	45,883	- - - - -	63,324
Deputy City Manager	91	110,037	- - - - -	151,450
Deputy Public Works Director	76	79,619	- - - - -	107,573
Development Center Manager	65	60,492	- - - - -	83,413
Engineering Technician	48	40,995	- - - - -	56,500
Equipment Maintenance Supervisor	50	42,892	- - - - -	59,148
Equipment Mechanic	46	39,138	- - - - -	53,945
Equipment Mechanic Assistant	37	31,787	- - - - -	43,867
Equipment Operator	40	34,040	- - - - -	46,963
Executive Secretary	46	39,138	- - - - -	53,945
Facilities Maintenance Supervisor	46	39,138	- - - - -	53,945
Finance Director	86	98,128	- - - - -	135,198
Fire Battalion Chief	73	72,638	- - - - -	100,381
Fire Captain	65	60,492	- - - - -	83,413
Fire Chief	87	100,381	- - - - -	138,306
Fire Engineer	58	51,521	- - - - -	71,017
Fire Inspector/Plans Examiner	53	45,883	- - - - -	63,324
Fire Marshal	73	72,638	- - - - -	100,381
Fire Prevention Officer	46	39,138	- - - - -	53,945
Fire Recruit	48	40,995	- - - - -	56,500
Firefighter	52	44,881	- - - - -	61,915
GIS Coordinator	58	51,521	- - - - -	71,017
GIS/Drafting Technician	50	42,892	- - - - -	59,148
GIS Analyst	53	45,883	- - - - -	63,324
Golf Course Supervisor	64	59,148	- - - - -	81,516
Golf Shop Assistant	26	24,739	- - - - -	34,040
Grants Coordinator	52	44,881	- - - - -	61,915

2012 - 2013 CLASSIFICATION PLAN

CLASS TITLE	SALARY RANGE	STEP A MINIMUM		STEP H MAXIMUM
Grounds Keeper	22	22,553	- - - - -	31,102
Heavy Equipment Operator	46	39,138	- - - - -	53,945
Housing Intake & Financing Specialist	43	36,464	- - - - -	50,335
Human Resources Analyst	53	45,883	- - - - -	63,324
HVAC Technician	42	35,647	- - - - -	49,189
Industrial Pretreatment Coordinator	45	38,216	- - - - -	52,693
Information Technology Manager	64	52,693	- - - - -	81,516
Information Technology Technician	49	41,917	- - - - -	57,791
Kennel Assistant	30	27,097	- - - - -	37,346
Landfill Attendant	26	24,739	- - - - -	34,040
Lead Equipment Mechanic	48	40,995	- - - - -	56,500
Librarian	52	44,881	- - - - -	61,915
Library Assistant	31	27,703	- - - - -	38,216
Library Circulation Supervisor	43	36,464	- - - - -	50,335
Library Manager	69	66,354	- - - - -	91,568
Library Page	8	16,335	- - - - -	22,553
Maintenance Worker	36	31,102	- - - - -	42,892
Management Analyst	50	42,892	- - - - -	59,148
Network Administrator	60	53,945	- - - - -	74,363
Office Assistant	29	26,492	- - - - -	36,464
Parks Superintendent	64	59,148	- - - - -	81,516
Permit Technician	40	34,040	- - - - -	46,963
Planner	58	51,521	- - - - -	71,017
Planning & Development Director	82	89,460	- - - - -	123,460
Planning Assistant	48	40,995	- - - - -	56,500
Plans Examiner	54	46,963	- - - - -	64,839
Police Aide	40	34,040	- - - - -	46,963
Police Chief	88	102,739	- - - - -	141,481
Police Commander	75	76,089	- - - - -	105,097
Police Corporal	58	51,521	- - - - -	71,017
Police Identification Technician	47	40,060	- - - - -	55,196
Police Officer	55	48,030	- - - - -	66,354
Police Property Technician	41	34,817	- - - - -	48,030
Police Recruit	51	43,867	- - - - -	60,492
Police Sergeant	66	61,915	- - - - -	85,389
Police Transport Officer	44	37,346	- - - - -	51,521
Police Volunteer Coordinator	44	37,346	- - - - -	51,521
Pro Shop Attendant	26	24,739	- - - - -	34,040
Pro Shop Manager	47	40,060	- - - - -	55,196
Project Manager	64	59,148	- - - - -	81,516
Public Information Officer	62	56,500	- - - - -	77,854
Public Safety Communications Manager	69	66,354	- - - - -	91,568
Public Safety Communications Supervisor	51	43,867	- - - - -	60,492
Public Safety Dispatcher	46	39,138	- - - - -	53,945
Public Safety Records Supervisor	51	43,867	- - - - -	60,492
Public Works Director	86	98,128	- - - - -	135,198
Recreation Program Aide	11	17,494	- - - - -	24,186
Recreation Program Clerk	6	15,637	- - - - -	21,538
Recreation Program Coordinator	49	41,917	- - - - -	57,791
Recreation Program Superintendent	65	60,492	- - - - -	83,413
Recreation Programmer	38	32,525	- - - - -	44,881
Safety/Risk Management Specialist	54	46,963	- - - - -	64,839
Sanitation Superintendent	64	59,148	- - - - -	81,516
Sanitation Supervisor	55	48,030	- - - - -	66,354
Secretary	37	31,787	- - - - -	43,867

2012 - 2013 CLASSIFICATION PLAN

CLASS TITLE	SALARY RANGE	STEP A MINIMUM		STEP H MAXIMUM
Senior Accounting Clerk	43	36,464	- - - - -	50,335
Senior Animal Control Officer	45	38,216	- - - - -	52,693
Senior Court Clerk	43	36,464	- - - - -	50,335
Senior Information Technology Technician	52	44,881	- - - - -	61,915
Senior Library Assistant	35	30,417	- - - - -	41,917
Senior Maintenance Worker	40	34,040	- - - - -	46,963
Senior Management Analyst	63	57,791	- - - - -	79,619
Senior Planner	65	60,492	- - - - -	83,413
Senior Wastewater Treatment Plant Oper.	48	40,995	- - - - -	56,500
Sign Technician	42	35,647	- - - - -	49,189
Signal Light Technician	48	40,995	- - - - -	56,500
Signal Light Technician Assistant	42	35,647	- - - - -	49,189
Streets Superintendent	65	60,492	- - - - -	83,413
Streets Supervisor	55	48,030	- - - - -	66,354
Supervising Accountant	65	60,492	- - - - -	83,413
Telephone Operator/Receptionist	29	26,492	- - - - -	36,464
Traffic Engineer	71	69,397	- - - - -	95,875
Victim Advocate/Probation Monitor	53	45,883	- - - - -	63,324
Wastewater Environmental Technician	49	41,917	- - - - -	57,791
Wastewater Laboratory Technician	43	36,464	- - - - -	50,335
Wastewater Superintendent	65	60,492	- - - - -	83,413
Wastewater Treatment Plant Operator	45	38,216	- - - - -	52,693
Web Master	60	53,945	- - - - -	74,363

AUTHORIZED POSITIONS IN BUDGET BY FISCAL YEAR

DEPARTMENT	08-09	09-10	10-11	11-12	12-13
Administrative Services	4.33	4.00	4.00	4.00	4.00
Risk Management	1.00	1.00	1.00	1.00	1.00
City Attorney	6.10	6.10	6.50	6.50	7.00
City Clerk	4.50	4.50	4.50	5.00	5.00
City Court	7.50	6.50	6.50	6.50	6.50
City Manager	4.33	4.75	4.75	4.75	4.75
Public Information	2.00	2.00	2.00	2.00	2.00
Community Services					
Downtown Library	13.50	13.50	13.00	13.00	10.60
General Recreation	9.08	6.75	6.75	6.75	6.40
Golf Course	7.00	12.87	11.17	12.87	13.25
Keep Casa Grande Beautiful	0.25	0.25	0.25	0.25	0.25
Parks Maintenance	18.00	19.25	19.25	19.25	19.25
Senior Adult Services	2.75	2.75	3.75	3.75	3.50
Teen Programs	3.00	2.25	2.25	2.75	3.00
Vista Grande Public Library	8.17	9.50	7.50	8.00	9.90
Finance Services	14.08	11.75	11.75	11.75	11.75
I.T. & G.I.S.	9.25	10.25	10.25	10.25	10.25
Fire	62.08	63.25	62.25	62.25	61.25
Planning & Development					
C D B G	0.50	0.50	0.50	0.50	0.50
Planning & Development	29.00	26.00	26.00	22.00	18.50
Housing Programs	1.00	1.00	1.00	0.00	2.50
Rural Development	3.50	4.00	4.00	2.00	0.00
Police	119.23	110.75	111.88	113.37	111.25
Animal Control	4.00	4.00	4.00	4.00	4.00
Public Works					
Administration	4.00	4.25	4.25	5.25	5.25
Airport	3.00	3.00	3.00	2.75	2.75
Engineering	8.00	7.00	7.00	7.00	7.00
Facilities Maintenance	5.00	4.00	4.00	4.00	4.00
Fleet Services	9.00	9.00	9.00	8.00	8.00
Operations	1.00	1.00	1.00	1.00	1.00
Sanitation	22.50	20.05	25.05	22.80	23.70
Sanitation Landfill	7.00	6.50	7.05	6.60	6.75
Sanitation Recycling	8.00	11.85	11.85	11.75	11.75
Street Maintenance	22.00	19.00	19.00	18.00	18.00
Wastewater Treatment	13.00	13.25	12.25	11.25	11.25
Water	1.00	1.00	1.00	1.00	1.50
TOTAL FUNDED POSITIONS	**414.22**	**405.27**	**406.75**	**398.89**	**393.85**
Authorized and Frozen	0.00	24.00	29.00	27.00	26.00
TOTAL AUTHORIZED	**414.22**	**429.27**	**435.75**	**425.89**	**419.85**

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SALES TAX RATES

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CITY OF CASA GRANDE TAX RATES
Effective July 01, 2012

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%

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GLOSSARY

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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.

[1]Bonds, General Obligation (G.O.) - Bonds that finance a variety of public projects and requires voter approval. These bonds are backed by the full faith and credit of the City. Limitations for bonding capacity are set by State Statue. 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.

[2]Bonds, Highway Users Revenue - This type of revenue bond is used solely for street and highway improvements. State law imposes the maximum limitation of highway users revenue that shell 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.

[3]Bonds, Revenue – A legal debt instrument which is used to finance public projects for services such as water and/or sewer. Revenue Bonds are bonds payable from a specific source of revenue and do not pledge the full faith and credit of the issuer. Revenue bonds are payable from identified sources of revenue and do not affect the property tax rate. Pledged revenues may be derived from the operation of the financed project, grants, and excise or other specified non-property tax.

Bond Refinancing - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget - A financial and operating plan representing an estimate of proposed expenditures and the proposed means of financing them for a given period. This official public document reflects decisions; measures service needs, establish the allocation of resources and is the spending plan for achieving goals and objectives.

[1]Budget, Line-Item - A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

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GLOSSARY OF TERMS

[2]Budget, Operating - Plan for current expenditures and the means to finance them. This budget, associated with providing on-going services to citizens, includes general expenditures such as personal services, contractual services, operating supplies, and operating capital items. The budget is the primary measure of controlling financing, acquisition, spending and delivering of services of the entity.

[3]Budget, Performance – A Budget that focuses on departmental goals and objectives rather than line items. Workload and unit cost data are collected in order to assess the effectiveness and efficiency of services. Typical measures collected might include average emergency response time for fire or cost per man-hour or garbage collection.

[4]Budget, Program – Budget that focuses on broad functions of a jurisdiction rather than upon its budget units and /or object classes of expenditures.

Budget Calendar – The schedule of key dates and/or events, the City followed during the preparation, adoption, and administration of this fiscal budget.

Budget Message - The opening section of the budget, which provides the City Council and the public with a general summary of the most important budget issues, changes from recent fiscal years, and recommendations regarding the financial policy for the coming fiscal year.

Budgetary Adjustment - A procedure to revise a budget appropriation either by City Council approval, through the adoption of a supplemental appropriation ordinance for any interdepartmental or interfund adjustments, or by the City Manager authorization to adjust appropriations within a departmental budget.

Budgetary Basis - This refers to the form of accounting used throughout the budget process. These generally take one of three forms: GAAP, Cash, Modified Accrual, or some type of statutory form. Budgets are adopted on a basis consistent with generally accepted accounting principals (GAAP) except that (a) encumbrances are considered to be an expenditure chargeable to appropriations, (b) no depreciation is budgeted for in enterprise funds, (c) investments in supply inventories and assets restricted for self-insurance purpose are not considered to be appropriable, (d) revenues accruing to sinking funds are not appropriable, and (e) contributions into sinking funds are not budgeted. Unencumbered appropriations lapse at the close of the year.

Budgetary Control - The control or management of a governmental unit or enterprise in accordance with an adopted budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

Capital Budget - The appropriation of bonds or operating revenue for improvements or construction of facilities and other infrastructure.

Capital Improvements - Expenditures related to the acquisition, expansion, or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

Capital Improvements Program - The Capital Improvement Program (CIP) is a comprehensive plan of capital investment projects which identifies priorities as to need, method of financing, cost, and revenues during a five year period. The program is a guide for identifying current and future fiscal year requirements and becomes the basis for determining the annual capital budget.

Capital Outlay - Expenditures resulting in the acquisition or addition to the government's general fixed assets. These assets generally have useful life of more than one year.

Capital Replacement Fund – An accounting methodology to allow purchase of operating capital items over the useful life of an asset through budgeted annual payments and transfers during the fiscal year.

Cash Basis - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures.

Contractual Services - Professional, technical, or maintenance expertise typically purchased from external sources.

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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.

[1]Direct Debt - The sum of the total bonded debt and any unfunded debt (e.g. short-term notes) of the City for which the City has pledged its "full faith and credit." It does not include the debt of overlapping jurisdictions.

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

[3]Self-Supporting Debt - Debt for which the City has pledged a repayment source separate from its general tax revenues (e.g. water bond repaid from water utility income/special assessment bonds.)

Deficit - The excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.

Department - A major administrative division of the City, which indicates overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation - Consumption of the service life of fixed assets, due to normal wear, deterioration, environmental elements, passage of time, and obsolescence. The portion of the cost of a fixed asset charged as an expense during a specified period based on service life of the asset and ultimately expending the entire cost of the asset.

Distinguished Budget Presentation Awards Program - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Division - A group of homogenous cost centers within a department, i.e., all solid waste, residential collections, recycling and commercial collection cost centers make up the Solid Waste Division within the Public Works Department.

Encumbrance - The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

Estimated Revenue - The projected amount of revenues to be collected during any fiscal year.

Expenditure/Expense - Decreases in net financial resources. Expenditures include operating expenses such as the acquisition of assets or goods and services, and personnel costs.

Expenditure Control Budgeting (ECB) - A system of budgeting which uses a "base" budget (the previous fiscal year) on a lump sum, bottom line basis to determine the ensuing fiscal year's appropriation. The base budget is adjusted annually for population growth and inflation if projected revenues are sufficient to cover the growth and inflation factor. Any funds not expended in a given year are carried forward within the cost center to the next year.

Expenditure Limitation - Amendment to the Arizona State Constitution, which limits the total annual expenditures of all municipalities. The limit is set by the Economic Estimates Commission based on population growth and inflation.

Fiscal Year - Time period designated by the City signifying the beginning and ending period for recording financial transactions. The City has a fiscal year beginning July 1 and ending June 30 as established by the City Charter.

Fixed Asset - Tangible assets with a long life (generally over a year), with a value greater than $10,000.

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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.

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

[2]Enterprise Fund - A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The governing body's intention is to finance or recover operation costs through user fees. The City has established Enterprise Funds for wastewater service, solid waste service, a golf course, and the operation of an airport since they are considered to be self-sufficient.

[3]General Fund - The operating fund established to account for resources and uses of general operating functions of City departments that are not required to be accounted for in another fund. Resources are, in the majority, provided by taxes.

[4]Highway User Revenue Fund (HURF) - A fund whose revenues consist of state taxes collected on gasoline, vehicle, and a number of other additional transportation related fees. These funds must be used for street and highway purposes.

[5]Self-insurance Fund - This fund is established to account for the cost of property and public-liability claims incurred by the City under a self-insurance program instead of transferring the risk through the purchase of an insurance policy.

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

[7]Trust and Agency Funds - Trust and Agency Funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds.

Fund Balance - Fund Balance is the excess of resources over liabilities. The beginning fund balance is the residual funds brought forward from the previous fiscal years.

General Obligations Bonds - Bonds that finance a variety of public projects and require voter approval. These bonds are backed by full faith and credit of the City and are repaid through property tax. Limitations for bonding capacity are set by State Statute.

Generally Accepted Accounting Principals (GAAP) - Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

General Governmental Revenue - The revenues of a government other than those derived from and retained in an enterprise fund. General governmental revenues include those from the General, Debt Service, and Special Revenue Funds.

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.

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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.

[1]Primary Property Tax - A limited tax levy used for general governmental operations. The total levy for primary taxes is restricted to a 2% annual increase, plus allowances for annexations, new construction, and population increases.

[2]Property Tax Rate - The amount of tax stated in terms of a unit of the tax base expressed as dollars per $100 of equalized assess valuation.

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

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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.

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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
CMMS	Computerized Maintenance Management Software
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
LCRC	Len Colla Recreation Center
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