



# City of Casa Grande, Arizona



## 2013-2014 ANNUAL BUDGET

# **CITY OF CASA GRANDE, ARIZONA**

**Annual Budget for the fiscal year  
beginning July 1, 2013 and ending June 30, 2014**

**MAYOR**

**Robert M. Jackson**

**MAYOR PRO TEMPORE**

**Lisa Fitzgibbons**

**COUNCIL MEMBERS**

**Matt Herman**

**Mary E. Kortsen**

**Karl Montoya**

**Dick Powell**

**Ralph Varela**

**CITY MANAGER**

**James Thompson**

**DEPUTY CITY MANAGER**

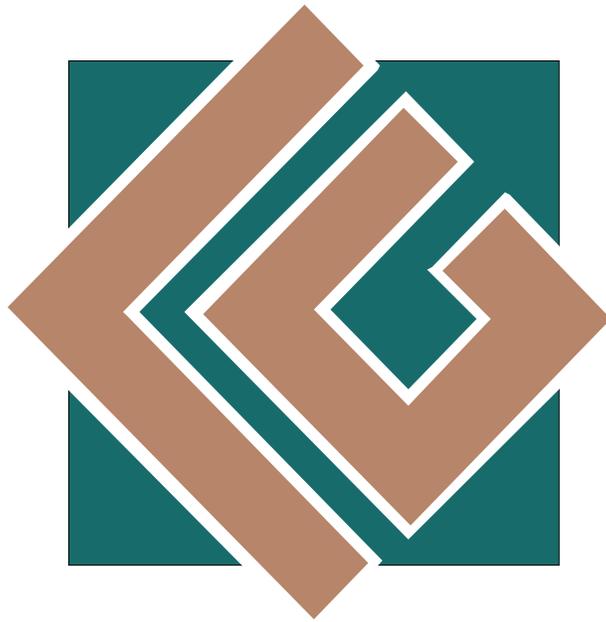
**Larry Rains**

**BUDGET ANALYST**

**Art Marcello**

**ASSISTANT**

**Gay Barnhart**



## ***MISSION STATEMENT***

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

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

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

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

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

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

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

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Casa Grande  
Arizona**

For the Fiscal Year Beginning

**July 1, 2012**

*Christopher P. Morill*

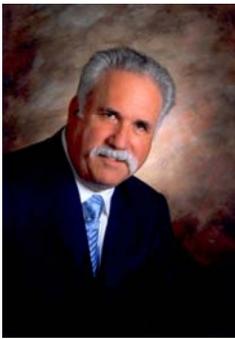
President

*Jeffrey R. Egan*

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, 2012. 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 2013-2014 Annual Budget. The budget as adopted does not include any service changes. Casa Grande continues 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:

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



The City of Casa Grande must continue to provide first class services, but must do so more efficiently. The City should further its commitment to progressive and efficient internal operations, thereby enabling itself to operate at higher levels despite using fewer resources. This will be accomplished by making data-driven decisions and performance management through fiscal core measures.

• **Enhance Transportation Routes**



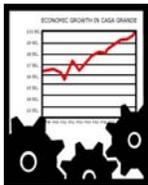
Enhance the quality and availability of transportation infrastructure through regional planning efforts. Casa Grande residents have used recent citizen surveys to highlight the importance of improving surface transportation within the City. Street upgrades and repairs will take high priority as funding becomes available. Multi-modal and other urban-level transportation services will be considered a key part of Casa Grande's future.

• **Revitalize and Redevelop Historic Casa Grande**



Casa Grande's culture and history are valuable, and should be protected. The City should strive to have a strong presence and positive impact in the City's historic neighborhoods 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, it is 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 2013-2014 Annual Budget includes the resources to provide following:

- **Public Safety** – Complete the capacity expansion of the Communications Center. Acquire a new Computer Aided Dispatching and Records Management System software.
- **Community Services** – Design of a Community Recreation Center, expand capacity of the downtown library, and a splash pad. Improvements will be made to the Little League complex. 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** – Implement initial improvements and recommendations from Life on Main Master Plan.
- **Transportation** – The pavement management system provides the information and tools to improve and lengthen the useful life of the existing roadway system while funds for repairs and maintenance are allocated again this fiscal year. Another funding source is needed to continue progress in this area. The City continues to be active partners in regional transportation planning issues. A new traffic signal will be designed and planned.
- **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. A solar panel/parking project will be complete. The budget includes authority to develop a recharge area once viable funding options are determined.

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



Honorable Mayor and City Council:

I am pleased to present a balanced budget for the upcoming fiscal year. This budget has been developed with the goal of maintaining existing service levels. We continue to feel the pressures of the new economy, as it relates to the programs and services provided to the citizens. We continue to find ways to do more with less. 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 **\$174,018,180** with Interfund transfers. The primary property tax rate is increased this year to **\$0.9999** per one hundred dollars of assessed valuation from **\$0.9408**. The increase was required to maintain the existing revenue based on valuation decreases. To support 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 2013-2014 budget is as follows:

- The **General Fund's** budget is **\$40,803,060**. This is a **\$2,299,810** increase compared to expenditures from the previous fiscal year budget of **\$38,503,250**. No new programs or services are added. One position is added to address critical needs.
- The total for the **Special Revenue Fund's** budgeted amount is **\$24,414,580**. The Special Revenue Fund type consists of Streets, Half Percent street construction, sales tax, airport parks development, community arts, wildland firefighting, promotion and tourism, court, state and federal grants, development fees, and redevelopment district revenues. This is a decrease of **\$1,575,290** from last year's budget of **\$25,989,870**.
- The **Debt Service Fund's** includes debt expenditures in the amount of **\$3,364,800**. This level of funding is **\$601,700** more than the prior fiscal year total of **\$3,304,630**. This change is consistent with debt repayment schedules.
- The **Capital Improvement Fund's** total budget amount is **\$54,444,170**. The increase of **\$1,168,170** from last year's budget is associated with new or on-going projects in several areas.
- The **Enterprise Fund's**, comprised of the Dave White Golf Course, Wastewater and Sanitation operations are budgeted at **\$30,654,500**. This is a **\$4,213,430** decrease from last year's budget of **\$34,867,930**. The decrease is primarily due to a one-time \$5,000,000 land purchase contingency included in the prior year landfill budget. One new position is added in the Wastewater program.
- The **Internal Service Funds** provide maintenance for the City's fleet and facilities, and for insurance cost allocations. The insurance fund budget is **\$6,489,850**. 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 **\$1,686,460**, and is used to pay for ongoing vehicle maintenance. A new internal service fund for Facility Maintenance is also included in the budget for the first time with a budget of **\$727,840**. Building maintenance and custodial and janitorial services are paid from this fund.

The past several fiscal years' budgets were created during a period of economic decline. This is the second year of slight increases in revenue assumptions. Due to the uncertain economy plans for any increases to programs or services have been put on hold. As there are still only small signs of economic recovery, the budget was based, once again, on a "maintenance of effort" scenario.

The City continues to improve the cost of service model in reviewing fees and charges. Increases directed to specific users of specialized services allow the City to pay for general services broad-based revenues such as 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.

As done last year, we prepared the General Fund budget on a program basis. Through this approach all the services provided by the City, along with the cost recoveries are studied and discussed. This review also includes revisiting in detail the fee schedule and setting cost recovery targets.

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

- Technology Coordinator – Public Safety
- Wastewater Maintenance Worker

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.

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 the result of 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 2013-2014 Annual Budget.

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

Sincerely,



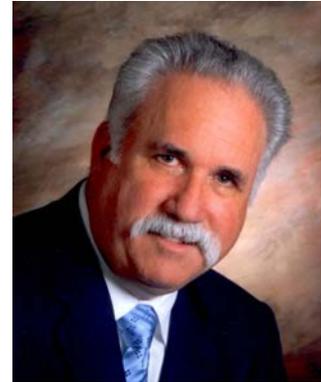
James Thompson  
City Manager

## The Casa Grande City Council

Mayor Jackson is serving his fourth term ending in 2015. 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 Arizona Rural Education Alliance.

He is married, has three children, and three grandchildren.

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



**Robert M. Jackson**



**Lisa Fitzgibbons**

Lisa Fitzgibbons is serving her first term on the City Council, extending through June 2015. She currently serves as the Mayor Pro Tempore. 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.

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.



**Matt Herman**

**CITY COUNCIL PROFILES**



**Mary Kortsen**

Mary Kortsen is serving her second term on the City Council 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.

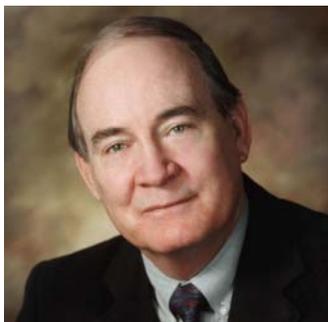
Mrs. Kortsen served on the Stanfield Elementary School Board from 1978 – 1986, Casa Grande Regional Medical Center Board of Directors from 1984 – 1997, and as Chairman of the Desert Valley Care Center from 1993 – 1997. She has two daughters, one son, and seven grandchildren.

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.



**Karl Montoya**

Mr. Montoya serves as a youth advisor for the Youth Commission, Safety Officer for Casa Grande Little League, President of Casa Grande Silent Witness and is a Posse member for the Pinal County Sherriff's Office. He is also as the city liaison for the Emergency Assistance Ministry. Mr. Montoya has 2 children.



**Dick Powell**

Mr. Dick Powell is currently serving his fifth term in office, which extends through June 2017. 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 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.

Mr. Ralph Varela is serving his fourth term in office through 2017. He previously served on the Casa Grande City Council from 2003 to 2010, resigning in his second term. 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 twelve years.



**Ralph Varela**

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.

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**CITY OF CASA GRANDE, ARIZONA  
PROFILE**

**Casa Grande**, a “community first” hometown, has a population in excess of 50,000 full-time residents, is a progressive city with rural heritage, historical landmarks, and old-fashioned values that has widely acclaimed small town appeal.

Founded in 1879, Casa Grande was named for the famous Hohokam Indian Ruins located 20 miles to the northeast. We are centrally located between Phoenix and Tucson, and at the intersection of two major interstates, I-10 and I-8. The city has experienced a growth rate of 92.6% in the past 10 years and is a leading partner in the economic development activities of Central Arizona.

**GOVERNMENT**

The city is governed by a Mayor, six Council members and a City Manager. Police and fire administration are located in the modern energy savings public safety building, provide protection for the city. Four fire stations are fully equipped and staffed with Advanced Life Support Paramedics. This year building renovations with designed energy savings include the Main Library, and the former Police Department building, which is now operating as the Police Communications Center. Pictured is City Hall, which was originally the high school.



City Hall

**PRINCIPAL ECONOMIC ACTIVITIES**

Casa Grande’s diverse full-service economic base is a mix of agriculture, manufacturing, retail trade, government, healthcare, entertainment, and tourist related employment. Its market area consists of more than 91,000 consumers, and has been recognized as one of the most high growth places in the United States.

Phoenix Mart, a 1.75 million square foot international commercial complex, will be the newest and largest sourcing center in the United States, and third of its kind in the world. It 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 jobs in Casa Grande.

Franklin Foods, Inc., a dairy manufacturing company produces a full line of cultured cream cheese and cheese based products. The facility is expected to create 80 new jobs.

Ehrman and Commonwealth Dairy will be opening a yogurt manufacturing facility and is expected to initially employ 110 people, with a 250-member workforce by 2015.

Two sports bars, Cactus Moon and Native New Yorker, recently opened for dining and entertainment.

Sam’s Club began construction and will be open in the spring of 2014.

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

In addition, Casa Grande is installing solar-covered parking at city facilities. The City completed Florence Street improvements in Historic Downtown, with new sidewalks, streets, and planted trees, making it more attractive for residents and visitors. The completed wastewater reclamation facility expansion project enables the City to accommodate future residential, commercial, and industrial wastewater capacity from 6 to 12 million gallons a day. Airport improvements include new LED lights on the runway, new taxiway signs and markings, and paving more than 200 acres to accommodate additional hanger units.

The City contracted with a professional real estate company to help market and sell Phase III of the Donovan M. Kramer Sr. Industrial Airpark, which includes 52 acres of shovel ready property.

### **SCENIC ATTRACTIONS**

Casa Grande's location, climate, and scenic attractions make it inviting for tourists and winter visitors. A leisure walk downtown, presents unique architecture of many historical buildings and interesting displays, along with local businesses with an array of merchandise.

A diverse blend of art, humanities, entertainment activities and events are presented each year. Casa Grande Main Street offers an annual Street Fair/car & bike show, the weekly Farmers' Market, and Art in the Alley events. The Casa Grande Art Museum hosts a variety of shows 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.

The 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.

Some traditional annual events include 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, Independence Day fireworks and Family Fun Day, and the Electric Light Parade.

### **COMMUNITY FACILITIES**

Casa Grande has community facilities for a myriad of activities and programs. Facilities include a senior center, community center, teen center, two museums, two libraries, a bowling center, fitness and racquet clubs, aquatic park, multiplex movie theater, four golf courses, an archery range, shooting range, hiking and bike trails, rodeo facilities, and a dog park. Also, more than 25 parks and recreation areas include many with shade ramadas, handball courts, tennis courts, basketball courts; baseball and softball diamonds, pickle ball and bocce ball play areas, skate park, family picnic areas, and playground equipment.

Grande Sports World (GSW) is a state-of-the art facility and soccer training complex adjacent to Francisco Grande Hotel & Golf Resort that attracts more than 20,000 spectators a year. GSW 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.

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

**COMMUNICATION**

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, available to Cox Communications Cable subscribers, as well as via web streaming on the City's website [www.casagrandeaz.gov](http://www.casagrandeaz.gov). The station serves the citizens of Casa Grande by providing timely and accurate information about local issues, activities, and events, along with providing a forum for ongoing communication and accessibility of municipal government to residents.

ROX MEDIA creates customized marketing environments for companies in the insurance, real estate, and travel industries, and its magazine is designed to showcase economic development in Casa Grande.

The Greater Casa Grande Chamber of Commerce publishes monthly Community Calendars at the Chamber office or online at [www.casagrandechamber.org](http://www.casagrandechamber.org). In addition, a monthly newsletter is published that contains area and other news affecting the business community; monthly, State, County, and City economic statistics, and much more.

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](http://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.

The Casa Grande Dispatch daily newspaper, in business for over 100 years, serves the community by bringing news and feature stories of the Pinal County area and points beyond. The Greater Casa Grande Chamber of Commerce publishes a very informative monthly newsletter that contains area and other news affecting the business community.

**EDUCATION**

Casa Grande Elementary School District provides education for nearly 8,000 students served in nine elementary schools, three middle schools, a Sixth Grade Academy, and an early childhood learning center.

Casa Grande Union High School District serves approximately 1,500 students. There are two other public high schools, three charter schools, and MGRM Pinnacle, an alternative to the traditional high school which includes at home and on-line virtual classes.

Central Arizona College, a two-year community college, located east of Casa Grande, has 3 direct satellite campuses/centers established within the city limits. In addition, there are multiple community colleges in the surrounding area that offer 2-year program degrees and on-line 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.

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

**MEDICAL**

The Casa Grande Regional Medical Center (CGRMC) is a 187-bed nonprofit community hospital providing comprehensive healthcare to the Casa Grande Valley and surrounding areas. 150 physicians/specialists are active members of the medical staff, along with licensed nurses, advanced paramedics, qualified technicians, and other allied healthcare professionals.

CGRMC's cutting edge services include interventional cardiac program, Wound Center, comprehensive Sleep Lab, specialized and outpatient surgical services, Endoscopy lab, outpatient imaging, center for digital breast screening and diagnostic mammograms, Behavioral Health service, and Rehabilitative services featuring physical therapy, speech therapy, and occupational therapy.

Through a partnership with AirEvac and Southwest Ambulance, there is a medical helicopter stationed on the campus and a RN-staffed ambulance, when transport services are required. Other available medical services include home healthcare, hospice care, urgent care center, cancer treatment, and skilled/nursing care facility.

Sun Life Family Health Center is Pinal County's largest primary care provider and operates two offices in Casa Grande. The Sun Life Family Practice houses Sun Life Family Dentistry & Orthodontics. The Sun Life Center for Women and Children offers Obstetrics & Gynecology, as well as pediatric care for children and adolescents.

**FINANCIAL**

There are a number of banks/branches and credit unions 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.

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. Housing subsidies and assisted-living facilities are also available in the area.

**AIRPORT**

The 300+ acre Casa Grande Municipal Airport is a full service airport located just north of the City. It provides aircraft fueling and maintenance, historic aircraft restoration, hangers for parking airplanes, and sport parachuting. Multiple airport projects including numerous upgrades of equipment and facilities are planned for this fiscal year, and future years, primarily financed by Federal and State approved grant applications.

The Casa Grande airport shuttle provides "door-to-door" transportation for seniors and other people who do not drive or who need transportation to neighboring towns and cities.

Local and national businesses use the airport to effectively support their business activities, while generating revenue dollars for the City and surrounding area.

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

**LODGING AND MEETING FACILITIES**

There are over 1,000 rooms available in 9 hotels/motels, which also feature numerous meeting facilities, with the largest seating capacity for 500 persons. Casa Grande also offers 8 RV parks and resorts in the area.

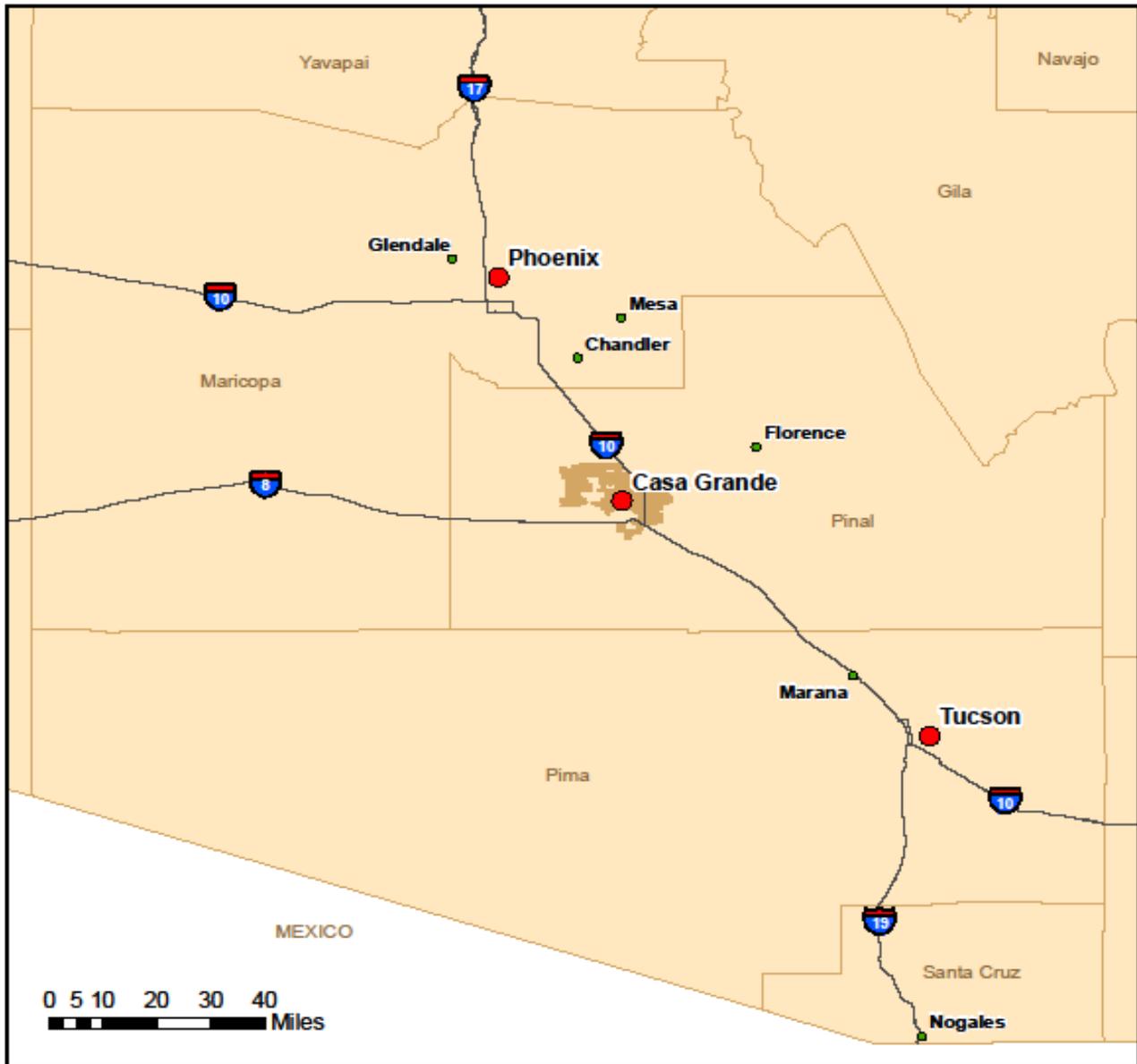
**UTILITIES**

- 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

**MAJOR EMPLOYERS**

- Abbott Nutrition
- Casa Grande Dispatch
- Casa Grande Regional Medical Center
- Central Arizona College
- Daisy Brand
- Dillard’s
- Francisco Grande Hotel & Golf Resort
- Frito Lay
- Holiday Inn Casa Grande
- Kohl’s
- Sun Life Family Health Center
- WalMart

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



## City of Casa Grande, Arizona



**Legend**

- Casa Grande City Limits
- Arizona Counties

CITY OF CASA GRANDE

<b>Population, 2012</b>			50,296
Land Area			110.12 sq. miles
<b>Elevation</b>			1,398 – 2,090 ft.
<b>Form of Government</b>			Council/Manager
<b>Unemployment Rate, 2013</b>			9.7%
Labor Force			21,038
Unemployed			2,034
Average Household Income			\$44,467
<b>Property Tax Rate per \$100 Assessed Valuation, 2013 - 2014</b>			\$1.6307
<b>Sales Tax Rate, FY 2013</b>		<b><u>Privilege</u></b>	<b><u>Retail</u></b>
City		1.5%	2.0%
County		1.1%	1.1%
State		6.6%	6.6%
<b>Total</b>		<b>9.2%</b>	<b>9.7%</b>
<b>Growth Indicators, FY 2012-2013</b>			
Taxable Sales (\$)			\$958,167,500
Building Permit Data	<b><u>FY 2012-2013</u></b>		
New Single Family	97		
New Multi-Family (Units)	108		
New Manufactured/Park Homes	69		
New Commercial/Industrial/Public	12		
Total Valuation	\$68,186,744		
School Enrollment			11,620
<b>Educational Facilities</b>		<b><u>Public</u></b>	<b><u>Private</u></b>
Elementary Schools		Y	Y
High School		Y	Y
Middle School		Y	Y
Two-year Community College		Y	N
<b>Medical Facilities &amp; Care Providers</b>			
Casa Grande Regional Medical Center			187 beds
<b>Financial Facilities</b>			
Banks			8
Branches			12
Credit Unions			3
Total Branches			9

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

**CITY/COUNTY POPULATION**

(Source: Arizona Department of Administration)  
2012 ESTIMATES

Year	Casa Grande	Percent Increase	Pinal County	Percent Increase
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%
2012	50,296	.9%	389,192	1.2%

**POPULATION BY AGE DISTRIBUTION**

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

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

**TOTAL ASSESSED VALUE**

(Source: Pinal County Assessor's Office)

Year	Valuation	Change Percentage
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%)
2013-14	332,746,626	(5.85%)

**ETHNIC CHARACTERISTICS**

(Source: U.S. Census Bureau)  
2012 American Community Survey

Ethnicity	City Total	City
White	33,849	67.3%
African American	2,314	4.6%
Native American	2,314	4.6%
Asian or Pacific Islander	1,006	2.0%
Other	10,813	21.5%
<b>Total</b>	<b>50,296</b>	<b>100.0%</b>



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# **BUDGET GUIDE**

**FUND AND COST CENTER LISTING**

Fund	Description	Fund	Cost Centers	
General Fund	General Government:			
	Mayor and Council	101	010	
	City Attorney	101	030	
	City Manager	101	100	
	City Clerk	101	110	
	Elections	101	120	
	Financial Services	101	200	
	Information Systems	101	225	
	Administrative Services - Personnel	101	250	
	Public Information Office	101	251	
	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	<u>Street Maintenance:</u>			
	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	
	Grande Sports World	226	576	
	Promotion & Tourism	230	012	
	Court City JCEF	232	040	
	Court Fare	234	000	
	Court Enhancement	235	041	
	CAPP Program	237	610	

**FUND AND COST CENTER LISTING**

Fund	Description	Fund	Cost Centers
	<u>Community Enrichment - Housing Programs:</u>		
	Community Development Block Grant	242	101, 113, 320, 340
	Housing Application Fund	250	344
	Rural Development - Self Help	251	340
	Housing Preservation Grant	252	351
	HOME - Program Fund	255	303, 360, 365
	Housing Development Fees	260	345
<b>Debt Service Funds</b>	Redevelopment	341	216
	Recreation (2%) Debt Service	342	216
	General Obligation Bond 2008	351	000
<b>Capital Improvements Fund</b>	Community Service Impact Fees	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
	Capital Improvement District #39	492	000
<b>Enterprise Funds</b>	Municipal Golf Course	510	555
	<u>Wastewater Treatment:</u>		
	Operations	520	451, 452, 453, 454, 455, 456
	Sewer Capacity	521	456
	WWTP Expansion	522	452, 453
	Sewer System Development Impact Fees	523	453, 454, 455, 456
	<u>Sanitation:</u>		
	Collection - Residential	540	420
	Uncontained Trash	540	421
	Recycling Collection	540	422
	Recycling Operations	540	423
	Landfill	540	425
	Commercial Front Load	540	426
	Commercial Roll Off	540	427
	Sanitation Development Impact Fees	541	400, 401, 427
	Water System	550	460
<b>Internal Service Funds</b>	Fleet Services	601	410
	Insurance	603	256
	Facilities Maintenance	605	407
<b>Trust &amp; Agency Funds</b>	Police Trust Fund	702	650
	Emergency Medical Services Fund	703	810
	Bond & Performance Trust	705	608, 810
	Police Volunteers Fund	706	650
	Volunteers Retirement Fund	710	810
	Section 125 Plan Account	711	256
	CDBG Escrow Fund	749	000,342
<b>Community Facilities Districts</b>	Mission Royale CFD	801	454
	Villago CFD	805	454
	Copper Mountain Ranch CFD	810	454
	Post Ranch CFD	815	454

**BUDGET DOCUMENT GUIDE**

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

- to present an easy to read document that presents projected revenue, approved expenditures and anticipated activities for FY2014
- 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, 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 for the General Fund.

*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 2011-2012 actual expenditures, 2012-2013 adjusted and estimated expenditures and the 2013-2014 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.

**BUDGET DOCUMENT GUIDE** continued

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

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

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

**A Financial Plan** - Major revenue sources are presented in numeric and graphic format as part of the General Fund Budget Summary. These revenues, as well as other major revenue sources, are represented in the statistical section, which includes historical data, 2012-2013 estimates and the 2013-2014 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 2013-2014 budget document includes sections for Budget Resolution and Required Schedules, Capital Budgets, Bonded Debt Schedules, Personal Data, and a Glossary.

**BUDGET DOCUMENT GUIDE** continued

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

**THE FUNCTION OF BUDGETING IN FINANCIAL MANAGEMENT**

Budgeting consists of planning, 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

**FUND STRUCTURE** continued

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, Federal or State Statutes, or by the granting entity.

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.

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 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 three 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. The Facilities Maintenance Fund is used to account for maintenance and custodial services for City facilities.

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 needs for the coming year.

**BUDGET PROCESS OVERVIEW** continued

**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.

**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.

**Program Budget** – This 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 the Council 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.

**BUDGET PROCESS OVERVIEW** continued

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

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

**BUDGET ROLES AND RESPONSIBILITIES**

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

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

**City Council** - responsible for the review of the City Manager's preliminary budget, approval and adoption of the final budget and property tax levy.

**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.

## 2013 - 2014 BUDGET CALENDAR

<u>Date</u>	<u>Action Required (Deadline Set By Law)</u>
October 29 – November 2, 2012	Finance update CIP
November 5 – November 12, 2012	Departments prepare CIP requests
November 12 – November 30, 2012	Finance meets with departments and prepares CIP for CIP Committee review
December 6 – December 20, 2012	CIP Committee review of CIP requests
January 22 – February 11, 2013	Departments prepare operating budget requests for 2013-2014 Finance prepares 5-year forecasts for operating funds
January 14, 2013	Send out outside agency funding request letters
February 8, 2013	Receive property values from the County Assessor. Notify Property Tax Oversight Commission as to agree or disagree with property tax levy limits.
March 5 – March 14, 2013	City Manager reviews budget requests
February 19 – March 15, 2013	Departments prepare fee requests
March 15 – March 29, 2013	Finance prepares preliminary budget Prepare final revenue and expenditure projections
April 1, 2013	Publish fee report on website
April 15, 2013	Preliminary Budget to Council for review
April 29, 2013	Council's Budget Study session
April 15, 2013	Council adopts Notice of Intention to increase fees
May 1, 2013	Post Proposed Fees on website
May 10, 2013	Advertise Public Hearing on fee increase
May 20, 2013	Council Adopt Tentative Budget <i>(on or before the third Monday in July {ARS 42-17101})</i> .
	<b>Adopt Tentative Community Facilities District Budget</b>
May 21, 2013	Publish Tentative Budget on website and have full copies available <i>(post on website no later than seven business days after presented to governing board {ARS 42-17103})</i> .

**2013 - 2014 BUDGET CALENDAR**

<b>Date</b>	<b>Action Required (Deadline Set By Law)</b>
May 30, 2013	Publish first "Truth in Taxation" notice – <i>(Not less than fourteen or more than twenty days before tax levy hearing {ARS 42-17107}).</i>
May 30, 2013	First publication of 2013-2014 Tentative Budget <i>(once a week for at least two consecutive weeks {ARS 42-17103}).</i>
June 3, 2013	Publish hearing on fees  Council adoption of fees
June 6, 2013	Second publication of 2013-2014 Tentative Budget <i>(must be published once a week for at least two consecutive weeks {ARS 42-17103}).</i>
June 10, 2013	Publish second "Truth in Taxation" notice - <i>(Not less than seven or more than ten days before tax levy hearing {ARS 42-17107}).</i>
June 17, 2013	Hold public hearing on budget and property tax levy - "Truth in Taxation". <i>(Tax Levy Hearing - on or before 14 days before the tax levy is adopted and on or before adoption of the final budget {ARS 42-17107}).</i>
	<b>Hold public hearing on Community Facilities District.</b>
June 17, 2013	Adoption of the 2013-2014 Final Budget in a Special Meeting
June 17, 2013	Adoption of 2013-2014 Property Tax Levy (1 <sup>st</sup> reading)
	<b>Adopt property tax levy for Community Facilities District</b>
July 1, 2013	Adoption of 2013-2014 Property Tax Levy (final reading)
July 2, 2013	New fees are effective
July 18, 2013	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 <i>{ARS 42-17151}</i>
July 18, 2013	Forward certified copy of tax levy Ordinance to County. <i>(Tax levy must be adopted by the board of supervisors on or before the third Monday in August {ARS 42-17107})</i>





# **BUDGET SUMMARY**

**BUDGET OVERVIEW**

The total City of Casa Grande budget including transfers for fiscal year 2013-2014 is \$174,018,180. Of that total, 23% or \$40,803,060 is for General Fund use, 18% or \$30,654,500 is for the Enterprise Funds, 14% or \$24,414,580 is for Special Revenue Funds, 31% or \$54,444,170 is for Capital Improvement Funds, 5% or \$8,904,150 is for the Internal Service Fund and 2% or \$3,364,800 is used in the Debt Service Funds. The remaining 7% is Community Facilities Districts and Trust or Fiduciary 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 are expected to grow slightly. Growth-related "non-recurring" revenues such as building permits and construction sales tax 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.

In an ongoing effort to better provide cost of service information, an internal service fund is newly established in this budget for Facility Maintenance. The costs of this program are allocated based on square footage. Future planning calls for establishing a work order system so that these costs can be billed based on use, rather than square footage.

As the on-going revenue sources slowly recover, maintaining service levels requires additional creativity. The current budget does not include any new programs, continues a hiring freeze on certain positions, and provide for a one step merit increase and a 2% market adjustment. A Wastewater Plant Operator and a Public Safety Technology Coordinator are added to address critical needs and to maintain service levels. Our employees continue to find ways to increase productivity.

**LOCAL TAXES**

**Local Sales Tax** – The local sales tax revenue estimate for this year is \$20,123,000 based on current rates. Sources of this tax are retail sales, rental/leasing properties, utility and telecommunications sales, restaurants and bars, construction or contracting, and development publishing. The construction sales tax rate is 4% and construction sales tax projected revenue is \$2,564,000. 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 2013-2014 is \$950,000. The City also has a 2% hotel and motel accommodation tax of which \$100,000 annually 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 \$3,229,750.

**LOCAL TAXES** continued

The primary tax rate is \$0.9999 per \$100 assessed value, while the secondary rate is \$0.6308 per \$100 assessed value. The combined property tax rate is \$1.6307 per \$100 assessed value. This represents approximately 11% 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 \$637,000.

**SERVICE CHARGES**

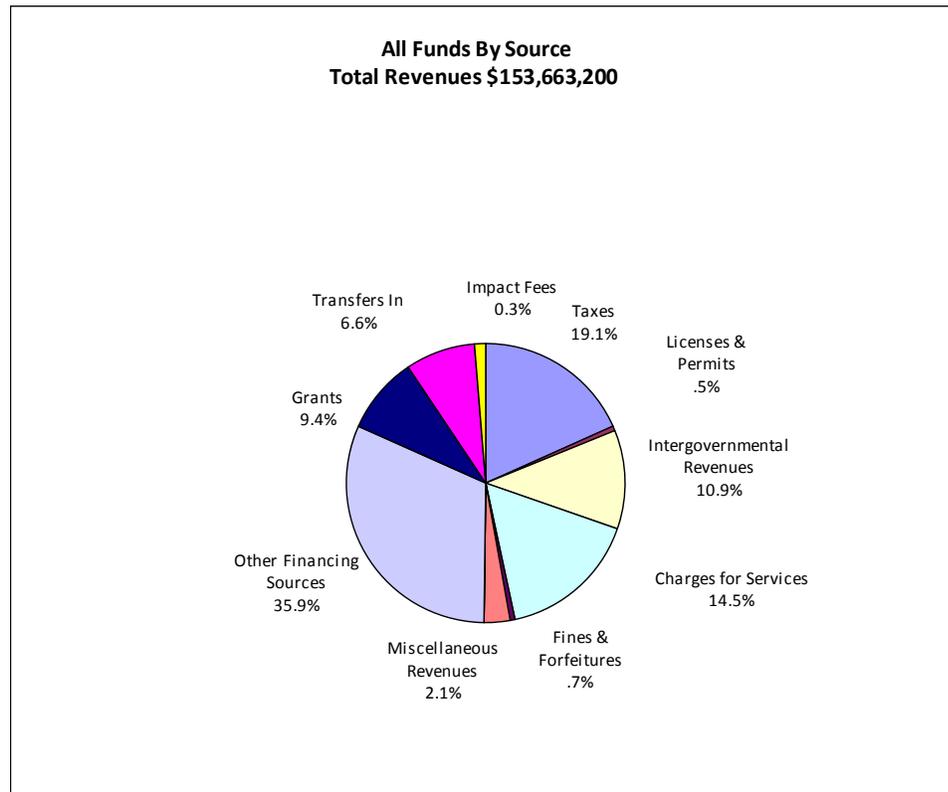
**Charges for Services** - Charges for services consist of Planning and Development Fees which are estimated to be \$264,060, Wastewater User Fees estimated to be \$7232,000, Sanitation Charges estimated to be \$6,621,000, Recreation Fees estimated to be \$2,103,250 (including Golf Course and Grande Sports World), 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 \$839,650.

**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.

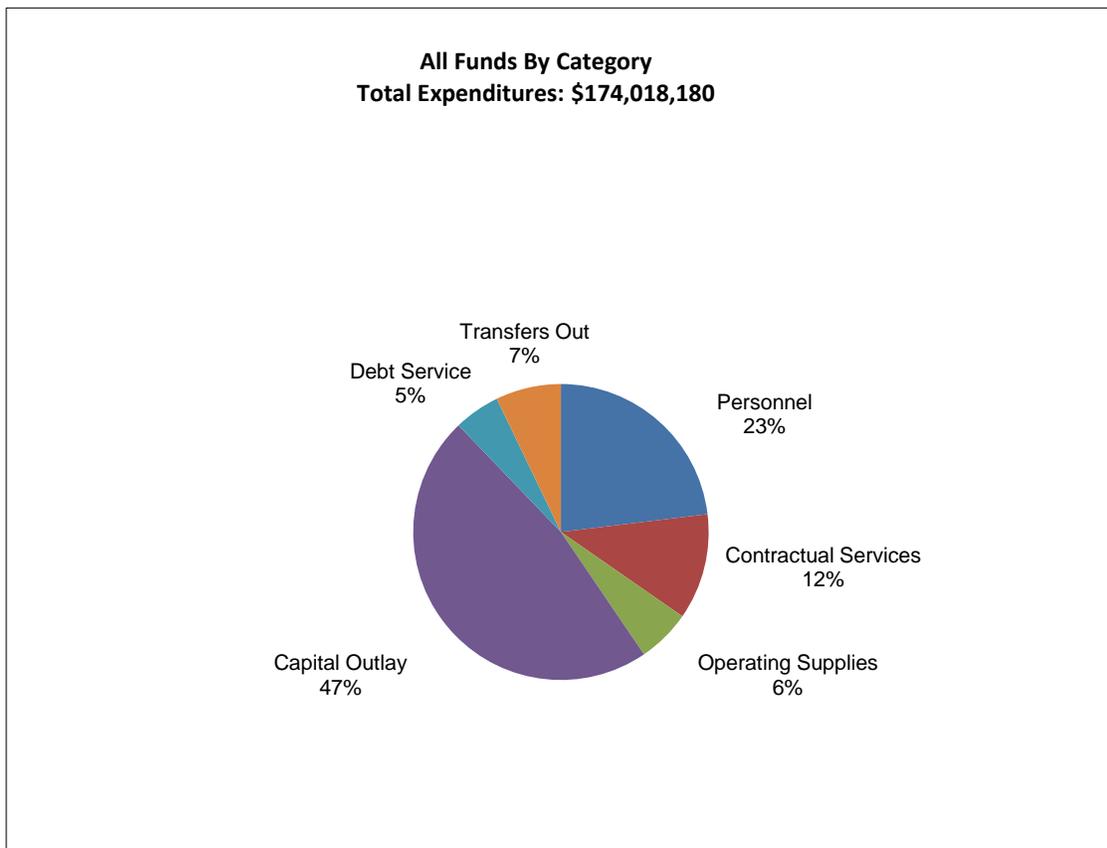
**Contractual Services** - These are expenditures for external professional services and maintenance contracts on grounds, buildings, computer and other equipment. Professional services include engineering, financial, computer consultants, attorneys, and etcetera.

**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 FY13 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 2013 transfers between funds decreased as a result of fewer capital project transfers.



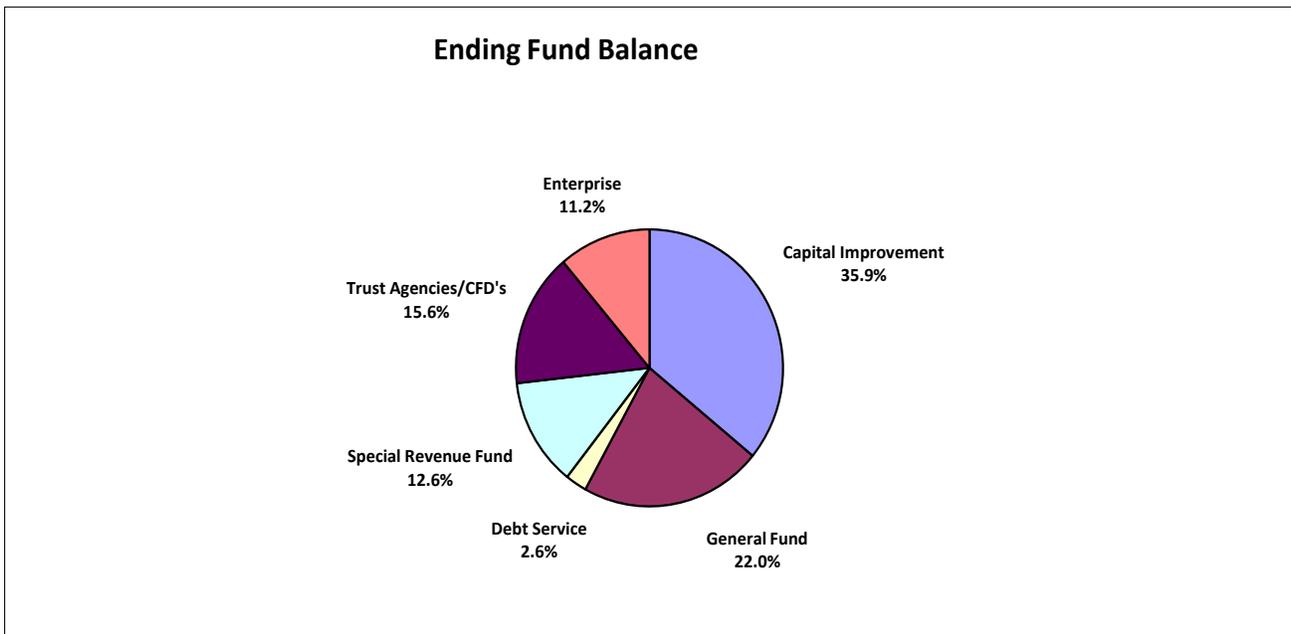
**FUND BALANCE ANALYSIS**

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

The overall fund balance for the City is projected to decrease at the end of fiscal year 2013-2014 due to slow economy recovery. In the General Fund, fund balance is appropriated for Economic Development, and Aesthetics Revitalization. The majority of the Special Revenue Funds’ fund balance is to be used for Street Capital Projects and General Government impact fee projects. The fund balance appropriated for use in the Capital Improvement Funds is for impact fee projects and replacement vehicles. The Proprietary fund balance appropriated is primarily for Capital projects and debt service.

**FUND BALANCE SUMMARY FOR FISCAL YEAR 2013-2014 - BY FUND**

	General Fund	Special Revenue	Debt Service	Capital Improvements	Enterprise	Internal Service Trust Agencies & CFD's	Total
Beginning Balance	\$22,401,239	\$20,993,084	\$2,496,703	\$37,949,949	\$17,784,007	\$14,645,825	\$116,270,807
Increase/(Use) of Balance	(1,275,010)	(8,861,010)	(2,690)	(3,467,480)	(7,070,300)	318,640	(\$20,357,850)
Ending Balance	\$21,126,229	\$12,132,074	\$2,494,013	\$34,482,469	\$10,713,707	\$14,964,465	\$95,912,957



**BUDGET SUMMARY FOR FISCAL YEAR 2013-2014 - BY FUND TYPE**

	General Fund	Special Revenue	Debt Service	Capital Imprvmt	Enterprise Fund	Internal Service	Trust and CFD's	Grand Total
<b>Funding Sources</b>								
Taxes	\$23,030,000	\$253,000	\$1,775,000	\$2,514,000	\$0	\$0	\$579,800	\$28,151,800
Licenses and Permits	832,000	0	0	0	0	0	0	\$832,000
Intergovernmental Revenues	11,745,200	5,859,400	0	0	0	0	0	\$17,604,600
Grants	0	5,243,610	0	8,500,000	0	0	0	\$13,743,610
Charges for Services	928,230	1,716,650	0	0	13,557,680	8,859,210	0	\$25,061,770
Impact Fees	0	1,000	0	1,782,900	193,000	0	0	\$1,976,900
Fines & Forfeitures	819,650	40,000	0	0	0	0	0	\$859,650
Miscellaneous Revenue	561,470	1,085,200	0	18,700	1,734,750	150,000	1,066,700	\$4,616,820
Other Financing Sources	0	1,150,000	0	36,000,000	1,218,000	0	10,000,000	\$48,368,000
<b>Total Before Transfers</b>	<b>\$37,916,550</b>	<b>\$15,348,860</b>	<b>\$1,775,000</b>	<b>\$48,815,600</b>	<b>\$16,703,430</b>	<b>\$9,009,210</b>	<b>\$11,646,500</b>	<b>\$141,215,150</b>
Transfers In	1,611,500	207,580	1,587,110	2,161,090	6,880,770	0	0	12,448,050
<b>Total Financial Resources Available</b>	<b>\$39,528,050</b>	<b>\$15,556,440</b>	<b>\$3,362,110</b>	<b>\$50,976,690</b>	<b>\$23,584,200</b>	<b>\$9,009,210</b>	<b>\$11,646,500</b>	<b>\$153,663,200</b>
<b>Expenditures</b>								
Personnel	\$27,663,110	\$2,474,780	\$0	\$0	\$3,937,130	\$6,073,510	\$0	\$40,148,530
Contractual Services	5,799,650	6,885,640	8,000	0	4,526,570	1,851,150	1,068,000	20,139,010
Operating Supplies	3,783,370	2,794,360	0	0	2,935,370	648,350	17,000	10,178,450
Capital Outlay	1,146,500	10,968,850	0	52,224,170	7,994,250	0	10,000,000	82,333,770
Debt Service	71,920	505,470	3,254,800	0	4,433,070	157,690	347,920	8,770,870
Other Uses	0	0	0	0	0	0	0	0
<b>Total Before Transfers</b>	<b>\$38,464,550</b>	<b>\$23,629,100</b>	<b>\$3,262,800</b>	<b>\$52,224,170</b>	<b>\$23,826,390</b>	<b>\$8,730,700</b>	<b>\$11,432,920</b>	<b>\$161,570,630</b>
Transfers Out	2,338,510	788,350	102,000	2,220,000	6,828,110	173,450	0	12,450,420
<b>Total Budgeted Expenditures/Expenses</b>	<b>\$40,803,060</b>	<b>\$24,417,450</b>	<b>\$3,364,800</b>	<b>\$54,444,170</b>	<b>\$30,654,500</b>	<b>\$8,904,150</b>	<b>\$11,432,920</b>	<b>\$174,021,050</b>

**BUDGET SUMMARY**

**REVENUE COMPARISON**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATE	2013-14 BUDGET	PERCENT TO TOTAL
<b>LOCAL TAXES</b>					
Property Taxes	6,608,030	6,218,000	6,253,440	5,794,550	3.77%
Local Sales Tax	19,268,047	20,703,000	19,271,630	20,187,250	13.14%
Franchise Taxes	2,501,800	2,170,000	2,392,000	2,170,000	1.41%
<b>Subtotal</b>	<b>\$28,377,877</b>	<b>\$29,091,000</b>	<b>\$27,917,070</b>	<b>\$28,151,800</b>	<b>18.32%</b>
<b>LICENSES &amp; PERMITS</b>					
Business Licenses	157,447	150,000	157,000	150,000	0.10%
Animal Licenses	41,290	45,000	41,000	45,000	0.03%
Building Permits	1,042,362	614,000	927,000	637,000	0.41%
<b>Subtotal</b>	<b>\$1,241,099</b>	<b>\$809,000</b>	<b>\$1,125,000</b>	<b>\$832,000</b>	<b>0.54%</b>
<b>INTER-GOV'T</b>					
Shared Gasoline Tax - HURF	3,056,317	3,145,480	2,794,100	3,157,400	2.05%
Half Cent Sales Tax	1,719,187	1,700,000	0	1,700,000	1.11%
Shared Sales Tax	3,975,626	4,061,520	4,061,520	4,196,900	2.73%
Shared Income Tax	4,961,423	4,960,970	4,960,970	5,418,820	3.53%
Shared Auto-In-Lieu	2,129,894	2,104,300	2,104,300	2,129,480	1.39%
Housing Program Income	514,847	685,900	595,810	1,002,000	0.65%
Grant Revenues	4,798,664	14,286,750	3,879,526	13,743,610	8.94%
<b>Subtotal</b>	<b>\$21,155,958</b>	<b>\$30,944,920</b>	<b>\$18,396,226</b>	<b>\$31,348,210</b>	<b>20.40%</b>
<b>SERVICE CHARGES</b>					
Planning & Development Fees	198,959	201,500	194,800	172,000	0.11%
Municipal Golf Fees	994,533	1,324,330	1,096,670	1,246,530	0.81%
Wastewater Treatment Charges	6,530,471	6,547,000	6,579,820	7,221,000	4.70%
Sanitation Charges	6,151,881	6,387,000	6,143,000	6,619,000	4.31%
Water Service Charges	173,935	211,000	193,070	185,800	0.12%
Recreation Fees	188,366	519,530	220,780	427,930	0.28%
Public Safety Fees	263,853	167,000	303,010	315,300	0.21%
Internal Service Charges	7,430,143	6,776,000	8,037,000	8,859,210	5.77%
Irrigation Water Fees	10,924	15,000	12,000	15,000	0.01%
<b>Subtotal</b>	<b>\$21,943,065</b>	<b>\$22,148,360</b>	<b>\$22,780,150</b>	<b>\$25,061,770</b>	<b>16.31%</b>
<b>FINES &amp; FORFEITURES</b>					
Library Fines	29,842	40,000	18,500	29,650	0.02%
Animal Control Fines	11,387	10,000	11,000	10,000	0.01%
City Court Fines & Fees	801,386	946,280	731,000	820,000	0.53%
<b>Subtotal</b>	<b>\$842,615</b>	<b>\$996,280</b>	<b>\$760,500</b>	<b>\$859,650</b>	<b>0.56%</b>
<b>MISC. REVENUE</b>					
Impact Fees	2,743,252	422,050	1,314,010	1,976,900	1.29%
Sale of Fixed Assets	2,906	13,000	3,000	13,000	0.01%
LGIP Interest	354,920	78,030	319,380	99,000	0.06%
Sale of Maps	954	1,000	0	500	0.00%
Contributions and Donations	604,734	580,300	242,390	579,500	0.38%
Rentals, Leases & Concessions	461,200	498,300	494,990	223,700	0.15%
Aviation Fuel Sales	904,610	1,711,000	903,500	1,540,600	1.00%
Special Assessment Revenue	22,622	0	23,000	30,000	0.02%
Other	826,699	432,000	1,931,040	2,122,080	1.38%
Copier Revenue	8,914	7,030	8,300	8,440	0.01%
<b>Subtotal</b>	<b>\$5,930,811</b>	<b>\$3,742,710</b>	<b>\$5,239,610</b>	<b>\$6,593,720</b>	<b>4.29%</b>
<b>OTHER FINANCING SOURCES</b>					
Lease Purchase Proceeds	3,328,600	8,750,000	3,328,600	2,368,000	1.54%
Bond Proceeds	0	46,000,000	0	46,000,000	29.94%
<b>Subtotal</b>	<b>\$3,328,600</b>	<b>\$54,750,000</b>	<b>\$3,328,600</b>	<b>\$48,368,000</b>	<b>31.48%</b>
<b>TRANSFERS</b>					
Transfers In	12,946,980	10,100,040	12,748,520	12,448,050	8.10%
<b>Subtotal</b>	<b>\$12,946,980</b>	<b>\$10,100,040</b>	<b>\$12,748,520</b>	<b>\$12,448,050</b>	<b>8.10%</b>
<b>Total Revenues</b>	<b>\$95,767,005</b>	<b>\$152,582,310</b>	<b>\$92,295,676</b>	<b>\$153,663,200</b>	<b>100.00%</b>

**City Sales Tax Revenue**

Description	Fiscal Year	Amount	Percent Change
The transaction privilege tax (sales tax) is collected on the gross receipts of business activities. The current sales tax rates are as follows:  <b>All gross receipts</b> - 1.80% - General Fund <b>Plus:</b> <b>Construction</b> - 2.20% - Capital Improvements <b>Retail Sales</b> - .20% - Recreation Bond <b>Accommodations</b> - 2.00% - Boys and Girls Club	2004-2005	14,244,753	14.3
	2005-2006	17,659,253	24.0
	2006-2007	24,832,684	40.6
	2007-2008	28,082,890	13.1
	2008-2009	23,313,627	(17.0)
	2009-2010	19,776,000	(15.2)
	2010-2011	18,778,878	(5.0)
	2011-2013	18,890,487	0.6
	2012-13 Bud	20,628,000	9.2
	2012-13 Proj	19,038,000	0.8
	2013-14 Bud	20,123,000	(2.4)

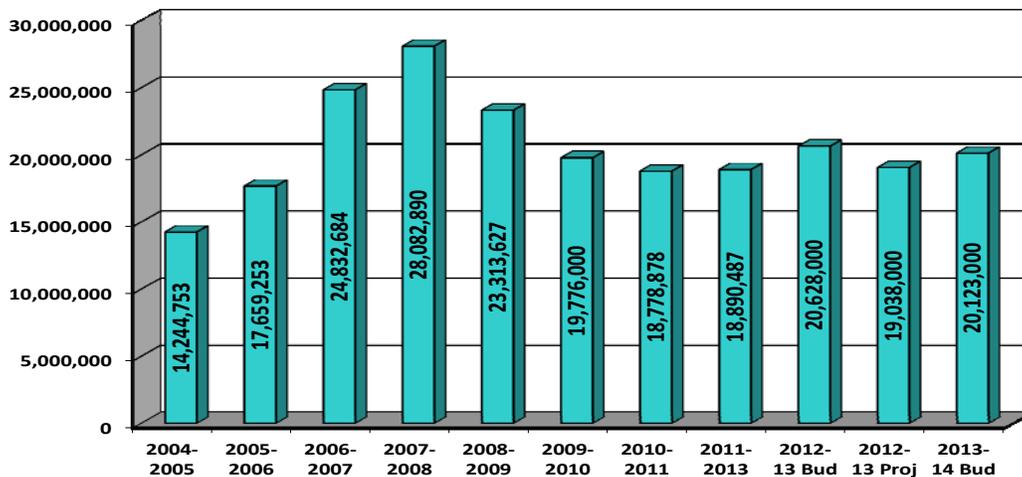
**Analysis**

The Arizona Department of Revenue provides the City with tax collection services. The estimates for the budget are based upon analysis of trended collections over the last year. The analysis includes assumptions that retail sales tax and construction will rebound slightly.

**Method**

Current condition analysis, adjusted for some increase in construction sales tax based on slight improvement in permitting.

**City Sales Tax**



For Year Ended June 30

**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.	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)
	2011-2012	1,687,322	(2.9)
	2012-13 Bud	1,700,000	0.8
	2012-13 Proj	1,650,000	(2.2)
	2013-14 Bud	1,700,000	0.0

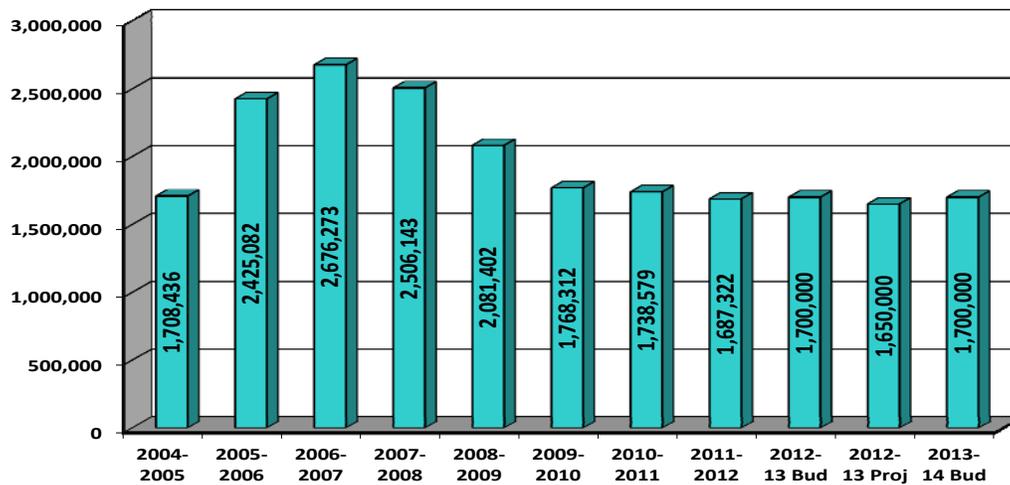
**Analysis**

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 the distribution portion is also 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**



For Year Ended June 30



### 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.	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)
	2011-2012	300,374	(12.3)
	2012-13 Bud	612,000	103.7
	2012-13 Proj	880,000	193.0
	2013-14 Bud	612,000	0.0

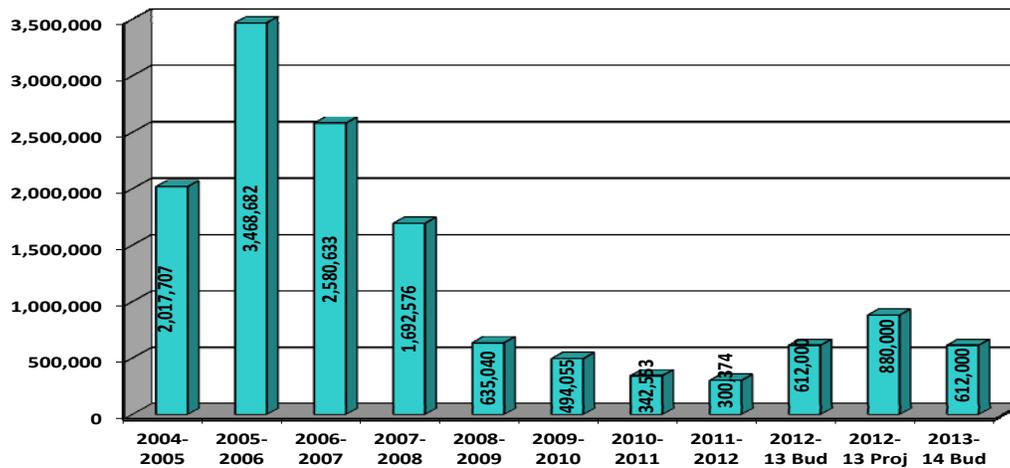
### Analysis

This City revenue fluctuates each year based on commercial and residential development. This revenue source, much like construction sales tax, is deemed to be highly volatile and thus a conservative approach is used in the projections. 2012-13 is the first in several years to show an upturn in the number of single family building permits.

### Method

A conservative estimate is being used until a clear turnaround and sustained upward trend in single family and commercial permit activity is apparent.

### Building Permits



For Year Ended June 30

**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.	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)
	2011-2012	706,510	(5.4)
	2012-13 Bud	770,220	9.0
	2012-13 Proj	680,000	(3.8)
	2013-14 Bud	720,000	(6.5)

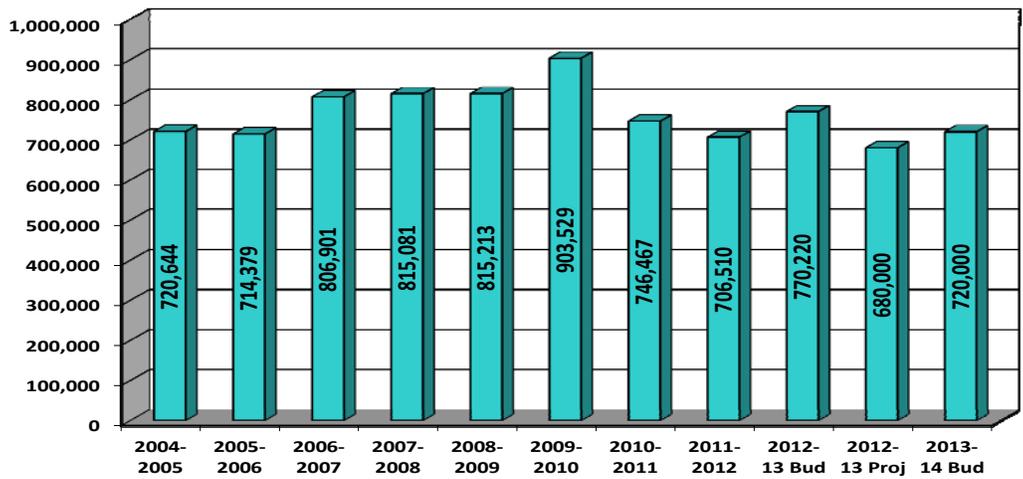
**Analysis**

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 directed 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 in enforcement and fine policies.

**Method**

Reflects an increase from current year actuals based on a conservative estimate of enforcement.

**Fines and Forfeitures**



For Year Ended June 30

**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.	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)
	2011-2012	4,099,428	41.5
	2012-13 Bud	4,960,970	21.0
	2012-13 Proj	4,960,970	21.0
	2013-14 Bud	5,418,820	9.2

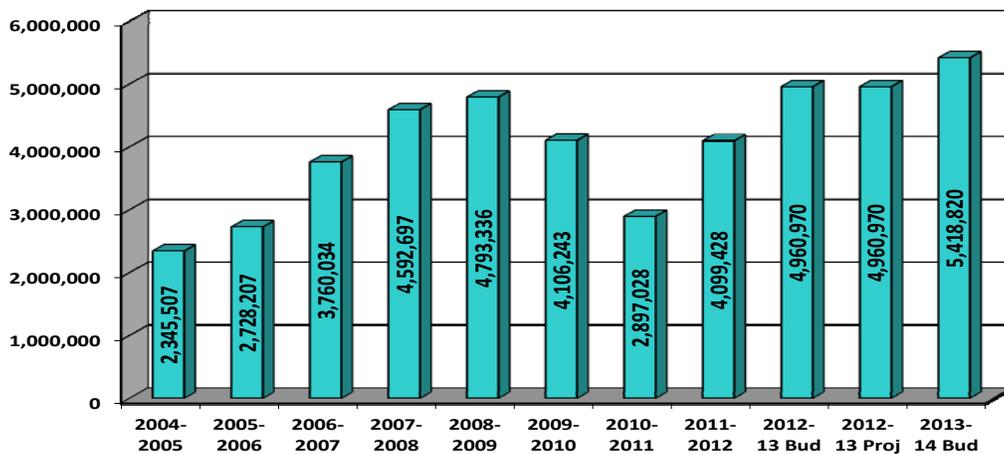
**Analysis**

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 in proportion to other communities in the state. That increased share was more than offset by the impact of the economic decline impact on State Income Tax revenue.

**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**



For Year Ended June 30

**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.	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
	2011-2012	3,795,352	46.5
	2012-13 Bud	4,061,520	7.0
	2012-13 Proj	4,061,520	7.0
	2013-14 Bud	4,196,900	3.3

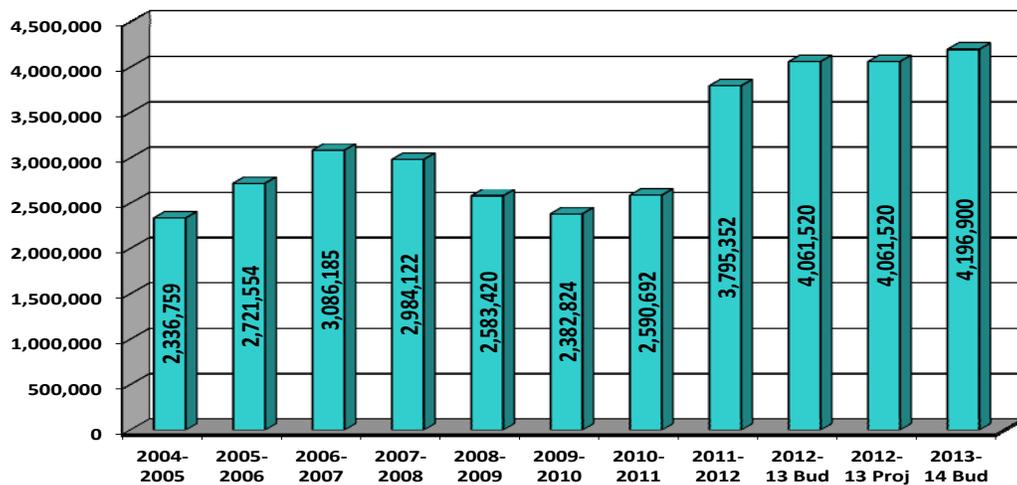
**Analysis**

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 in proportion to other communities in the state.

**Method**

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

**State-Shared Sales Tax**



For Year Ended June 30

**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.	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)
	2011-2012	2,137,645	7.3
	2012-13 Bud	2,104,300	(1.6)
	2012-13 Proj	2,104,300	(1.6)
	2013-14 Bud	2,129,480	1.2

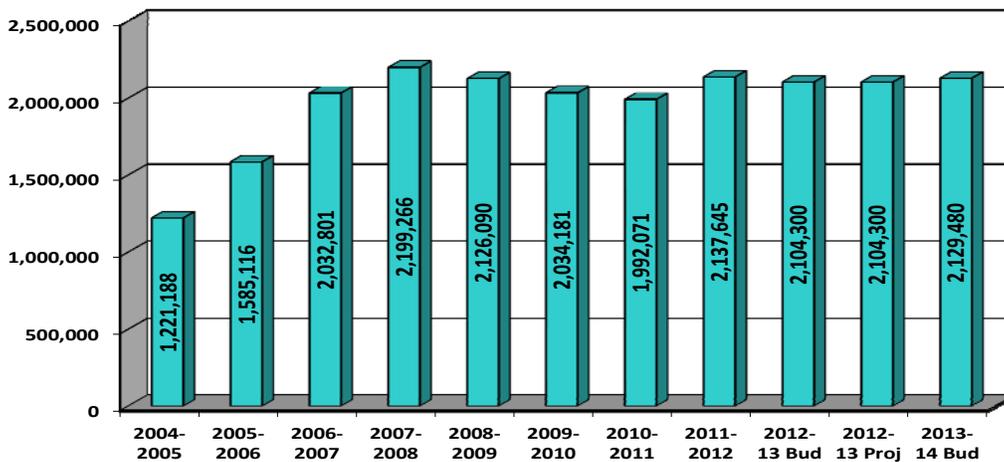
**Analysis**

Growth in this revenue is tied to automobile sales. With Pinal County being among the leaders in population growth in Arizona, increases have been steady throughout the years. With the projected increase in population through the updated census numbers, a conservative increase in licensing revenue is projected.

**Method**

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

**Auto-In-Lieu**



For Year Ended June 30

**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.	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
	2011-2012	2,802,062	3.4
	2012-13 Bud	3,145,480	12.3
	2012-13 Proj	2,794,100	(0.3)
	2013-14 Bud	3,157,400	0.4

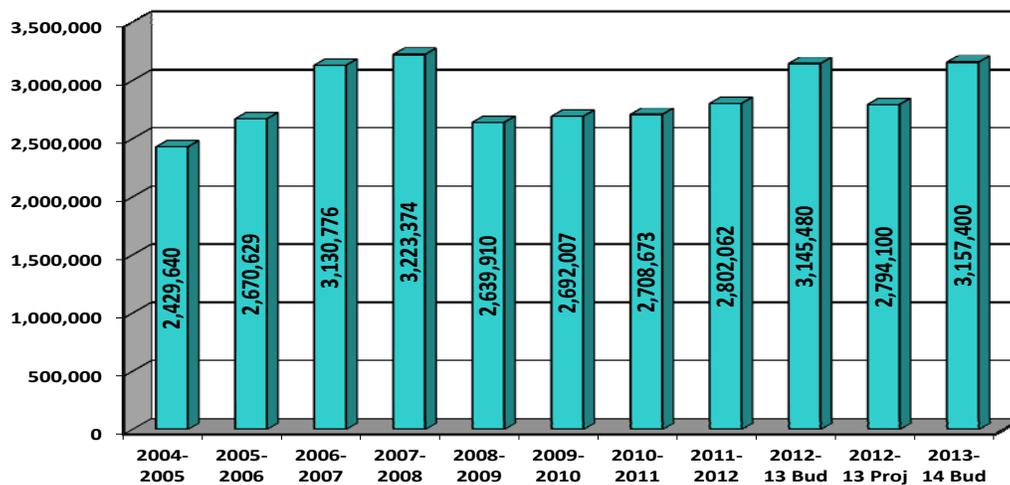
**Analysis**

This revenue is influenced by the population, State budget policy, economy and gasoline sales. Unlike State shared sales and income tax, the population factor is adjusted annually and not only with the census.

**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**



For Year Ended June 30

**Municipal Golf Course Revenues**

Description	Fiscal Year	Amount	Percent Change
The Municipal Golf Course revenues consist of greens fees charged to golfers as user fees and rental of golf carts, driving range, retail and concessions.	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
	2011-2012	1,100,513	(4.4)
	2012-13 Bud	1,327,330	20.6
	2012-13 Proj	1,096,870	(0.3)
	2013-14 Bud	1,249,530	(5.9)

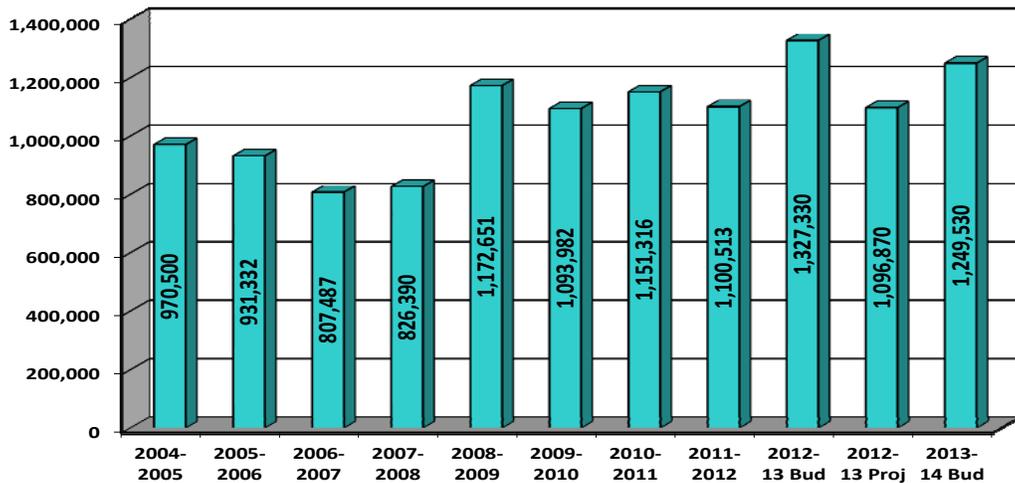
**Analysis**

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 improved operating practices. Over the past five years, the City continues to refine business plans, improve the course conditions and seek opportunities to increase sales.

**Method**

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

**Municipal Golf Course**



For Year Ended June 30

**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.	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
	2011-2012	6,637,670	14.1
	2012-13 Bud	6,670,000	0.5
	2012-13 Proj	6,670,000	0.0
	2013-14 Bud	7,232,000	8.4

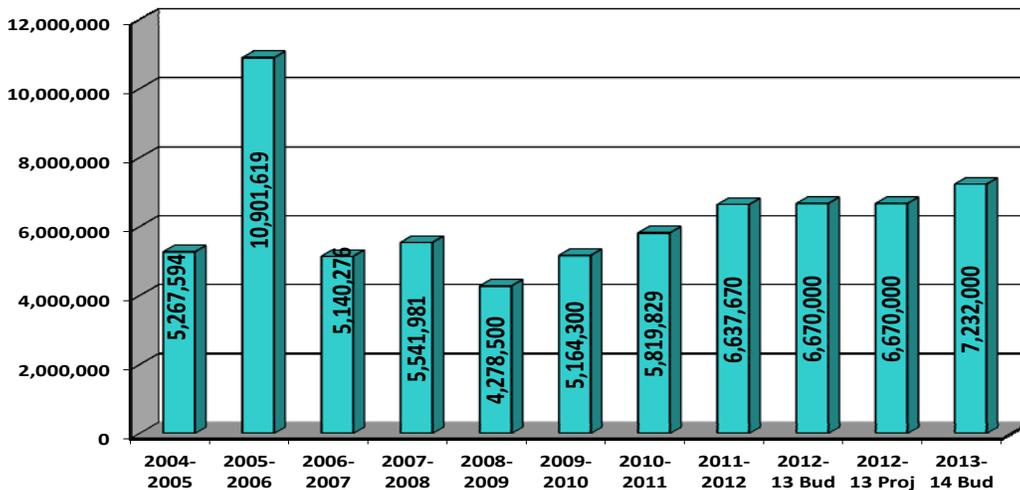
**Analysis**

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 commercial growth combined with rate increases.

**Wastewater Service**



For Year Ended June 30

**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 also generated from the recycling program.	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)
	2011-2012	6,637,669	13.6
	2012-13 Bud	6,408,000	(3.5)
	2012-13 Proj	6,148,730	(7.4)
	2013-14 Bud	6,621,000	3.3

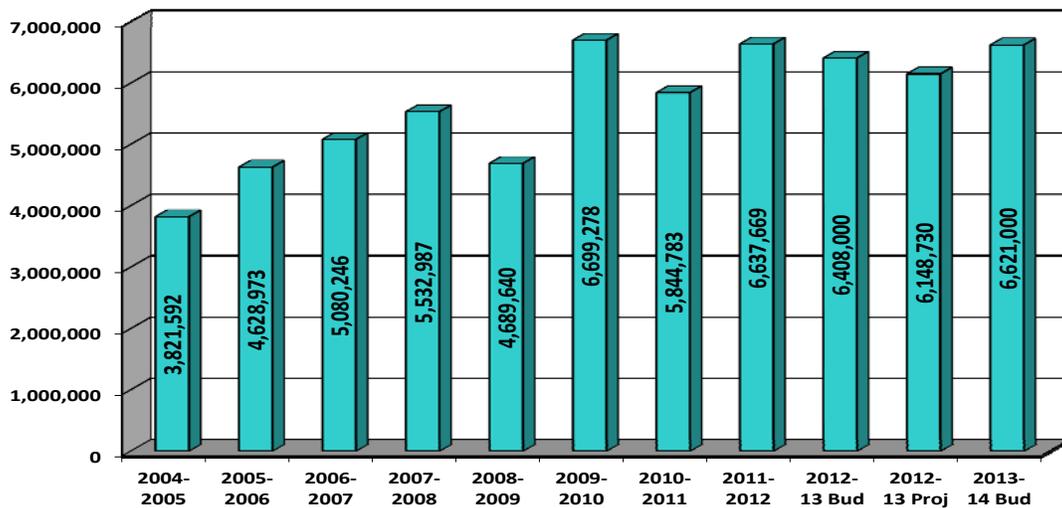
**Analysis**

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. Recycling revenues vary based on market conditions.

**Method**

Improving economy and population growth is expected to drive an increase in service demands.

**Sanitation Services**



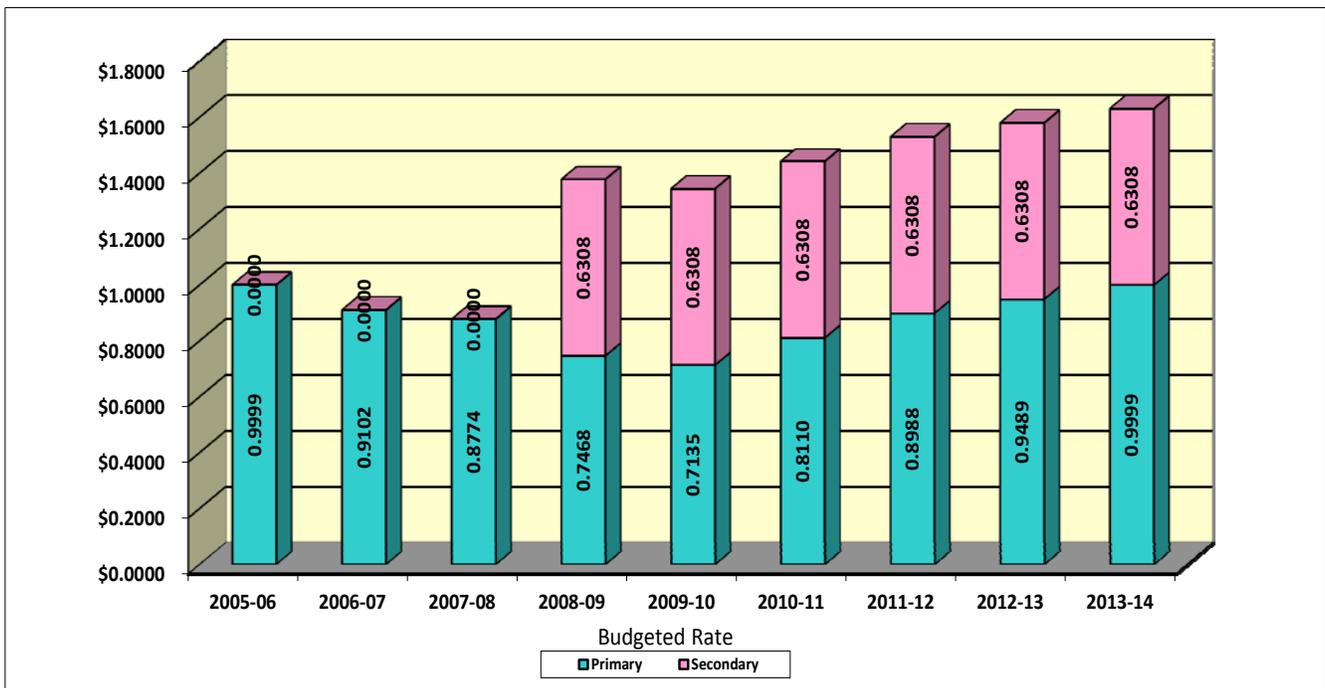
For Year Ended June 30

### Property Taxes

#### Description

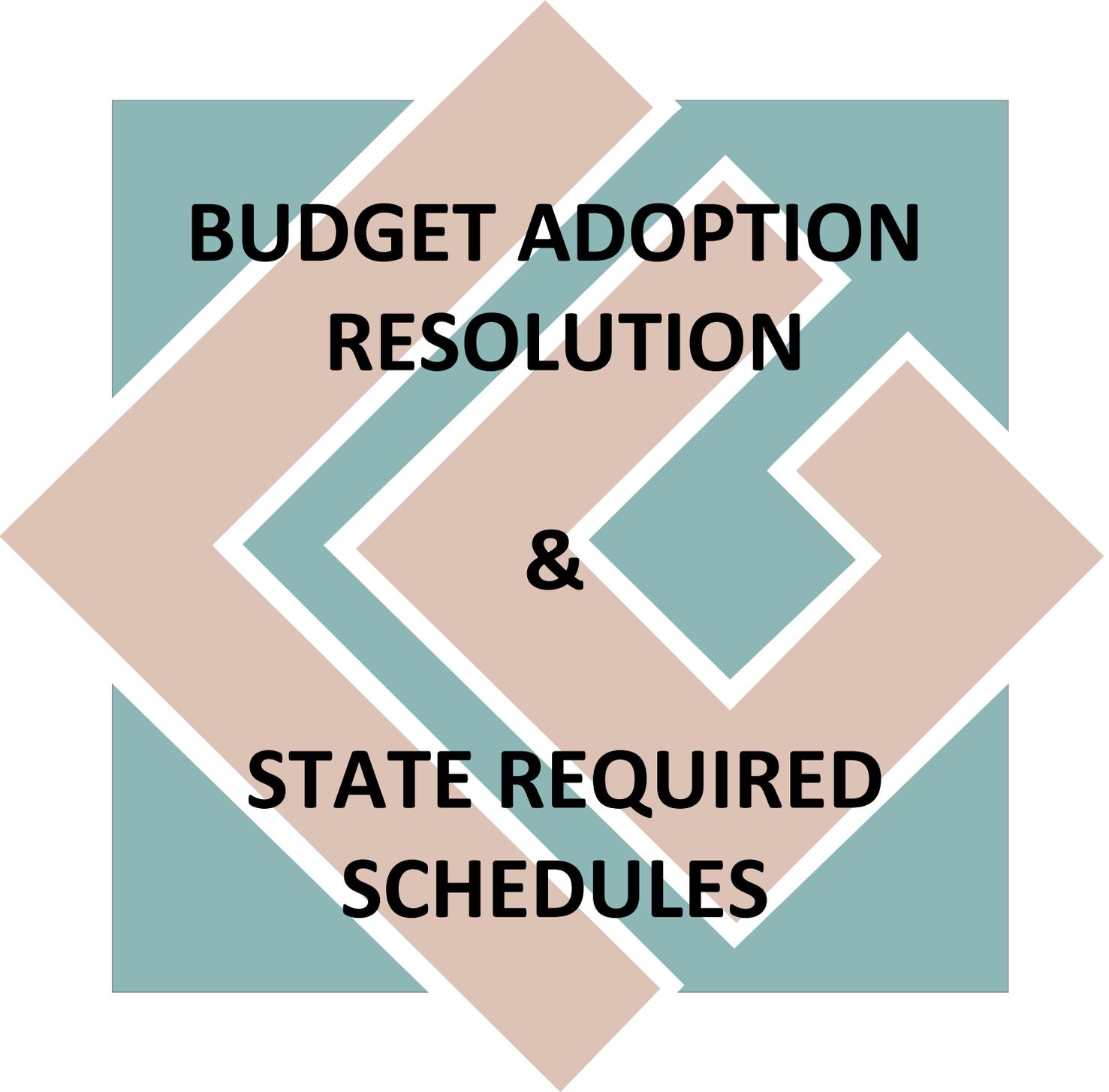
The City property tax levy consists of a primary and secondary tax levy. The primary tax levy is used for maintenance and operations and limited by law. The secondary tax levy is for the sole purpose of paying the general obligation debt of the City. The amount of debt the City may issue is limited by 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.

	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Primary Valuation	173,510,118	210,645,688	251,428,469	343,683,875	407,387,660	385,872,116	360,674,280	353,439,411	326,689,158
Secondary Valuation	180,092,436	219,790,300	276,565,097	417,121,116	460,008,100	405,970,566	370,149,679	358,940,023	332,746,626
Primary Tax Levy	1,735,100	1,917,297	2,206,069	2,566,600	2,566,600	3,129,000	3,241,740	3,353,780	3,229,750
Secondary Tax Levy	0	0	0	2,631,200	2,941,870	2,710,000	2,331,000	2,264,190	1,775,000
Total Tax Levy	1,735,100	1,917,297	2,206,069	5,197,800	5,508,470	5,839,000	5,572,740	5,617,970	5,004,750
Primary Tax Rate	0.9999	0.9102	0.8774	0.7468	0.7135	0.8110	0.8988	0.9489	0.9999
Secondary Tax Rate	0.0000	0.0000	0.0000	0.6308	0.6308	0.6308	0.6308	0.6308	0.6308
Total Tax Rate	0.9999	0.9102	0.8774	1.3776	1.3443	1.4418	1.5296	1.5797	1.6307
Maximum Allowable Primary Tax Levy	2,868,990	1,917,297	2,206,069	2,566,631	2,968,634	3,154,000	3,241,740	3,353,780	3,459,965



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**BUDGET ADOPTION  
RESOLUTION**

**&**

**STATE REQUIRED  
SCHEDULES**

RESOLUTION NO. 4802

A RESOLUTION OF THE COUNCIL OF THE CITY OF CASA GRANDE, ARIZONA, ADOPTING THE BUDGET FOR THE FISCAL YEAR 2013-2014.

WHEREAS, in accordance with the provisions of Arizona Revised Statutes, Title 42, Chapter 17, Articles 1-5, the City Council did, on the 20th day of May, 2013, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Casa Grande, Arizona; and

WHEREAS, in accordance with said chapter of said title, and following due public notice, the Council met in a Regular Meeting on the 17th day of June, 2013, 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

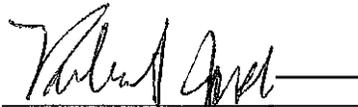
WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the City Council will meet on the 1st day of July, 2013, at the office of the Council for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; and

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

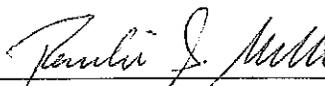
NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Casa Grande, Arizona, as follows:

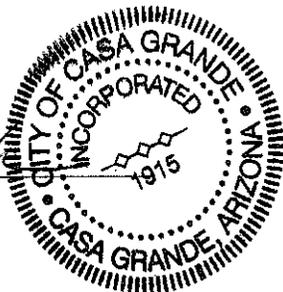
That the said estimates of revenues and expenditures/expenses shown on the accompanying schedules (attached hereto as Exhibit A and incorporated herein by this reference) as now increased, reduced, or changed, are hereby adopted as the budget of the City of Casa Grande, Arizona, for the Fiscal Year 2013-2014.

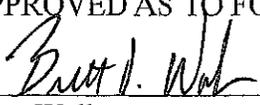
PASSED AND ADOPTED by the Mayor and Council of the City of Casa Grande, Arizona, this 17th day of June, 2013.

  
\_\_\_\_\_  
Robert M. Jackson  
Mayor

ATTEST:

  
\_\_\_\_\_  
Remilie S. Miller, MMC  
City Clerk



APPROVED AS TO FORM:  
  
\_\_\_\_\_  
Brett Wallace  
City Attorney

**CITY OF CASA GRANDE**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2014**

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2013	ACTUAL EXPENDITURES/ EXPENSES ** 2013	FUND BALANCE/ NET ASSETS*** July 1, 2013**	PROPERTY TAX REVENUES 2014	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2014	OTHER FINANCING 2014		INTERFUND TRANSFERS 2014		TOTAL FINANCIAL RESOURCES AVAILABLE 2014	BUDGETED EXPENDITURES/ EXPENSES 2014
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 38,576,750	\$ 37,206,380	\$ 21,353,730	Primary: \$ 3,229,750	\$ 34,686,800	\$	\$	\$ 1,611,500	\$ 2,338,510	\$ 58,543,270	\$ 38,464,550
2. Special Revenue Funds	30,653,370	16,105,900	17,520,350	Secondary:	14,116,800	1,150,000		207,580	785,980	32,208,750	23,628,600
3. Debt Service Funds Available	3,304,630	3,311,130	2,198,070	1,775,000				1,587,110	102,000	5,458,180	3,262,800
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	3,304,630	3,311,130	2,198,070	1,775,000				1,587,110	102,000	5,458,180	3,262,800
6. Capital Projects Funds	48,539,000	5,570,700	34,942,400		12,815,600	36,000,000		2,161,090	2,220,000	83,699,090	52,224,170
7. Permanent Funds											
8. Enterprise Funds Available	34,867,930	19,842,270	20,047,500		15,485,430	1,218,000		6,880,770	6,828,110	36,803,590	23,826,390
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	34,867,930	19,842,270	20,047,500		15,485,430	1,218,000		6,880,770	6,828,110	36,803,590	23,826,390
11. Internal Service Funds	6,620,510	7,325,570	1,832,560		9,009,210				173,450	10,668,320	8,730,700
12. TOTAL ALL FUNDS	\$ 162,562,190	\$ 89,361,950	\$ 97,894,610	\$ 5,004,750	\$ 86,113,840	\$ 38,368,000	\$	\$ 12,448,050	\$ 12,448,050	\$ 227,381,200	\$ 150,137,210

**EXPENDITURE LIMITATION COMPARISON**

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

	2013	2014
1. Budgeted expenditures/expenses	\$ 162,562,190	\$ 150,137,210
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	162,562,190	150,137,210
4. Less: estimated exclusions	44,750,000	38,368,000
5. Amount subject to the expenditure limitation	\$ 117,812,190	\$ 111,769,210
6. EEC or voter-approved alternative expenditure limitation	\$ 186,216,140	\$ 191,234,966

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

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

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

\*\*\* Amounts in this column represent Fund Balance/Net Asset amounts except for amounts not in spendable form (e.g., prepaids, and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

**CITY OF CASA GRANDE**  
**Tax Levy and Tax Rate Information**  
**Fiscal Year 2014**

	<b>2013</b>	<b>2014</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>3,353,780</u>	\$ <u>3,229,750</u>
2. Amount received from primary property taxation in the <b>current year</b> in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ <u>0</u>	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>3,353,000</u>	\$ <u>3,229,750</u>
B. Secondary property taxes	<u>2,264,000</u>	<u>1,775,000</u>
C. Total property tax levy amounts	\$ <u>5,617,000</u>	\$ <u>5,004,750</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ <u>3,205,700</u>	
(2) Prior years' levies	<u>101,470</u>	
(3) Total primary property taxes	\$ <u>3,307,170</u>	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ <u>2,164,660</u>	
(2) Prior years' levies	<u>74,880</u>	
(3) Total secondary property taxes	\$ <u>2,239,540</u>	
C. Total property taxes collected	\$ <u>5,546,710</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.9489</u>	<u>0.9999</u>
(2) Secondary property tax rate	<u>0.6308</u>	<u>0.6308</u>
(3) Total city/town tax rate	<u>1.5797</u>	<u>1.6307</u>

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

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

**CITY OF CASA GRANDE**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2014**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2013</b>	<b>ACTUAL REVENUES* 2013</b>	<b>ESTIMATED REVENUES 2014</b>
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
Sales Tax	\$ 17,313,000	\$ 16,933,630	\$ 17,420,250
<b>Licenses and permits</b>			
Business License	150,000	157,000	150,000
Building Permit	614,000	927,000	637,000
Animal License	45,000	41,000	45,000
Alarm Permits	20,000	30,000	30,000
<b>Intergovernmental</b>			
State Shared Sales Tax	4,061,520	4,061,520	4,196,900
State Shared Income Tax	4,960,970	4,960,970	5,418,820
State Auto In Lieu	2,104,300	2,104,300	2,129,480
CGUHSD	85,000	91,400	85,000
<b>Charges for services</b>			
Land Use Application Review	120,000	125,000	120,000
Community Services	347,860	305,480	545,400
Public Safety	107,000	303,010	285,300
Other	95,000	103,000	95,000
<b>Fines and forfeits</b>			
Library	30,000	28,500	29,650
Traffic	850,220	721,000	800,000
Other	10,000	11,000	10,000
<b>Interest on investments</b>			
Interest Income	30,000	162,000	50,000
<b>In-lieu property taxes</b>			
SRP	140,000	140,000	210,000
Franchise	2,170,000	2,252,000	2,170,000
<b>Contributions</b>			
Voluntary contributions	5,000	2,000	5,500
<b>Miscellaneous</b>			
Miscellaneous	231,000	194,000	245,500
Library	8,000	5,000	8,000
<b>Total General Fund</b>	<b>\$ 33,497,870</b>	<b>\$ 33,658,810</b>	<b>\$ 34,686,800</b>

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

SCHEDULE C

**CITY OF CASA GRANDE**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2014**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2013</b>	<b>ACTUAL REVENUES* 2013</b>	<b>ESTIMATED REVENUES 2014</b>
<b>SPECIAL REVENUE FUNDS</b>			
Streets	\$ 4,876,480	\$ 4,466,500	\$ 4,874,400
	\$ 4,876,480	\$ 4,466,500	\$ 4,874,400
Impact Fees	\$ 9,000	\$ 109,150	\$ 7,000
	\$ 9,000	\$ 109,150	\$ 7,000
Airport	\$ 1,950,000	\$ 1,125,360	\$ 1,540,600
	\$ 1,950,000	\$ 1,125,360	\$ 1,540,600
Grants	\$ 5,255,050	\$ 2,610,676	\$ 5,702,320
	\$ 5,255,050	\$ 2,610,676	\$ 5,702,320
Arts	\$ 15,000	\$ 13,570	\$ 15,000
Wildland Firefighting	150,000	94,600	236,620
Recreation	61,500	39,580	36,500
Court	56,130	69,960	50,000
	\$ 282,630	\$ 217,710	\$ 338,120
CDBG/Housing	\$ 517,900	\$ 597,540	\$ 1,073,790
CGPI	200,000	258,720	205,000
Tourism	190,100	298,200	253,200
	\$ 908,000	\$ 1,154,460	\$ 1,531,990
Energy Savings	\$ 82,060	\$ 275,650	\$ 122,370
	\$ 82,060	\$ 275,650	\$ 122,370
<b>Total Special Revenue Funds</b>	<b>\$ 13,281,160</b>	<b>\$ 9,959,506</b>	<b>\$ 14,116,800</b>

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

SCHEDULE C

**CITY OF CASA GRANDE**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2014**

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
<b>DEBT SERVICE FUNDS</b>			
Recreation	\$ _____	\$ _____	\$ _____
_____	_____	_____	_____
_____	_____	_____	_____
General Obligation	\$ _____	\$ _____	\$ _____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
<b>Total Debt Service Funds</b>	\$ _____	\$ _____	\$ _____
<b>CAPITAL PROJECTS FUNDS</b>			
Recreation Impact Fees	\$ 54,000	\$ 155,800	\$ 356,000
Construction Sales Tax	2,256,000	1,106,000	1,572,000
Capital Replacement	4,000	20,000	5,000
	\$ 2,314,000	\$ 1,281,800	\$ 1,933,000
Recreation Capital Projects	\$ 950,200	\$ 977,000	\$ 950,200
Airport Capital Projects	8,592,000	839,120	8,500,000
	\$ 9,542,200	\$ 1,816,120	\$ 9,450,200
Transportation Impact Fees	\$ 112,000	\$ 429,000	\$ 1,252,000
Public Safety Impact Fees	165,000	171,560	180,400
	\$ 277,000	\$ 600,560	\$ 1,432,400
General Obligation Improvement Improvement District	\$ _____	\$ 11,310	\$ _____
_____	_____	_____	_____
	\$ _____	\$ 11,310	\$ _____
<b>Total Capital Projects Funds</b>	\$ 12,133,200	\$ 3,709,790	\$ 12,815,600

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





**CITY OF CASA GRANDE**  
**Other Financing Sources/<Uses> and Interfund Transfers**  
**Fiscal Year 2014**

FUND	OTHER FINANCING 2014		INTERFUND TRANSFERS 2014	
	SOURCES	<USES>	IN	<OUT>
<b>GENERAL FUND</b>				
General Government	\$	\$	\$ 1,611,500	\$ 2,338,510
<b>Total General Fund</b>	\$	\$	\$ 1,611,500	\$ 2,338,510
<b>SPECIAL REVENUE FUNDS</b>				
Airport	\$ 1,150,000	\$	\$ 10,000	\$ 46,030
Community Arts			5,000	
Streets				457,580
Grants			40,000	2,370
Tourism				280,000
Energy Savings			152,580	
<b>Total Special Revenue Funds</b>	\$ 1,150,000	\$	\$ 207,580	\$ 785,980
<b>DEBT SERVICE FUNDS</b>				
General Obligation	\$	\$	\$	\$ 102,000
Recreation Debt			1,587,110	
<b>Total Debt Service Funds</b>	\$	\$	\$ 1,587,110	\$ 102,000
<b>CAPITAL PROJECTS FUNDS</b>				
Replacement Fund	\$	\$	\$ 2,161,090	\$ 1,720,000
Recreation Construction	16,000,000			500,000
Improvement District Construction	20,000,000			
<b>Total Capital Projects Funds</b>	\$ 36,000,000	\$	\$ 2,161,090	\$ 2,220,000
<b>PERMANENT FUNDS</b>				
NONE	\$	\$	\$	\$
<b>Total Permanent Funds</b>	\$	\$	\$	\$
<b>ENTERPRISE FUNDS</b>				
Golf Course	\$	\$	\$ 222,000	\$ 103,940
Sanitation			1,720,000	1,238,770
Wastewater	1,218,000		4,938,770	5,469,880
Water				15,520
<b>Total Enterprise Funds</b>	\$ 1,218,000	\$	\$ 6,880,770	\$ 6,828,110
<b>INTERNAL SERVICE FUNDS</b>				
Facility Maintenance	\$	\$	\$	\$ 9,700
Fleet Services				163,750
<b>Total Internal Service Funds</b>	\$	\$	\$	\$ 173,450
<b>TOTAL ALL FUNDS</b>	\$ 38,368,000	\$ 0	\$ 12,448,050	\$ 12,448,050

SCHEDULE D

**CITY OF CASA GRANDE**  
**Expenditures/Expenses Within By Fund**  
**Fiscal Year 2014**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
<b>GENERAL FUND</b>				
Community Development	\$ 2,327,560	\$	\$ 2,254,470	\$ 2,430,050
Community Services	5,608,440		5,196,860	6,090,600
General Government	7,887,960	(50,000)	6,862,840	8,211,610
Public Safety	19,758,460	60,000	19,675,290	21,627,560
Public Works	968,140	63,500	1,264,230	104,730
Transfers	1,952,690		1,952,690	
<b>Total General Fund</b>	<b>\$ 38,503,250</b>	<b>\$ 73,500</b>	<b>\$ 37,206,380</b>	<b>\$ 38,464,550</b>
<b>SPECIAL REVENUE FUNDS</b>				
Airport	\$ 3,094,990	\$	\$ 1,180,050	\$ 2,654,150
Community Arts	22,700		6,410	22,700
Court Enhancement	24,000		32,500	24,500
Development Fees	7,324,000		2,088,710	3,901,000
Energy Savings			2,336,140	360,490
Grants	5,491,910	50,000	2,360,000	5,742,320
Housing	555,530		665,850	1,069,420
Parks Development	100,000		35,230	80,000
Performance Institute	210,000		239,000	213,000
Promotion and Tourism	100,000		291,500	100,000
Redevelopment	1,345,000		200,000	1,350,000
Streets	12,248,740	(63,500)	6,586,190	7,874,400
Wildland Firefighting	150,000		84,320	236,620
<b>Total Special Revenue Funds</b>	<b>\$ 30,666,870</b>	<b>\$ (13,500)</b>	<b>\$ 16,105,900</b>	<b>\$ 23,628,600</b>
<b>DEBT SERVICE FUNDS</b>				
General Obligation Bond 2008	\$ 1,720,770	\$	\$ 1,724,020	\$ 1,676,260
Recreation 2%	1,583,860		1,587,110	1,586,540
<b>Total Debt Service Funds</b>	<b>\$ 3,304,630</b>	<b>\$</b>	<b>\$ 3,311,130</b>	<b>\$ 3,262,800</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Airport	\$ 8,592,000	\$	\$ 709,700	\$ 9,000,000
Capital Development Projects	16,500,000		500,000	16,455,000
Capital Replacement	4,836,000		2,554,000	3,134,000
Construction Sales Tax	1,685,000		234,000	2,245,000
Impact Funds			973,000	5,412,000
Improvement District #39	16,426,000			15,578,170
Recreation Construction	500,000		600,000	400,000
<b>Total Capital Projects Funds</b>	<b>\$ 48,539,000</b>	<b>\$</b>	<b>\$ 5,570,700</b>	<b>\$ 52,224,170</b>
<b>PERMANENT FUNDS</b>				
NONE	\$	\$	\$	\$
<b>Total Permanent Funds</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>ENTERPRISE FUNDS</b>				
Golf	\$ 1,679,620	\$	\$ 1,384,960	\$ 1,391,990
Sanitation	12,566,240		4,477,710	7,382,740
Wastewater	20,210,370		13,729,510	14,732,420
Water	411,700		250,090	319,240
<b>Total Enterprise Funds</b>	<b>\$ 34,867,930</b>	<b>\$</b>	<b>\$ 19,842,270</b>	<b>\$ 23,826,390</b>
<b>INTERNAL SERVICE FUNDS</b>				
Facility Maintenance	\$	\$	\$	\$ 718,140
Fleet Services	1,680,360		1,599,860	1,522,710
Insurance	4,940,150		5,725,710	6,489,850
<b>Total Internal Service Funds</b>	<b>\$ 6,620,510</b>	<b>\$</b>	<b>\$ 7,325,570</b>	<b>\$ 8,730,700</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 162,502,190</b>	<b>\$ 60,000</b>	<b>\$ 89,361,950</b>	<b>\$ 150,137,210</b>

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

SCHEDULE E

**CITY OF CASA GRANDE**  
**Expenditures/Expenses by Department**  
**Fiscal Year 2014**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013</b>	<b>ACTUAL EXPENDITURES/ EXPENSES 2013</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2014</b>
ALL FUNDS				
Airport	\$ 11,653,490	\$	\$ 1,889,750	\$ 11,654,150
Capital	40,006,320		8,261,000	37,965,890
Community Services	9,942,870	(50,010)	7,718,730	12,247,600
Debt Service	3,200,870		3,311,130	3,262,800
General Government	24,370,550	50,000	15,932,390	27,362,990
Housing	555,530		1,195,000	1,069,420
Planning & Development	3,672,550	10	2,254,470	3,815,050
Public Safety	23,681,460	(60,000)	22,035,290	24,610,690
Public Works	22,027,900	63,500	8,100,000	18,029,220
Streets	13,350,610	(63,500)	6,586,190	10,119,400
Transfers	10,100,040		12,078,000	12,448,050
<b>Total Debt Service Funds</b>	\$ 162,562,190	\$ (60,000)	\$ 89,361,950	\$ 162,585,260

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

**CITY OF CASA GRANDE**  
**Full-Time Employees and Personnel Compensation**  
**Fiscal Year 2014**

FUND	Full-Time Equivalent (FTE) 2014	Employee Salaries and Hourly Costs 2014	Retirement Costs 2014	Healthcare Costs 2014	Other Benefit Costs 2014	Total Estimated Personnel Compensation 2014
<b>GENERAL FUND</b>	324	\$ 19,599,150	\$ 4,673,290	\$ 2,628,030	\$ 505,230	\$ 27,405,700
<b>SPECIAL REVENUE FUNDS</b>						
	29	\$ 1,767,420	\$ 357,710	\$ 259,470	\$ 82,630	\$ 2,467,230
<b>Total Special Revenue Funds</b>	29	\$ 1,767,420	\$ 357,710	\$ 259,470	\$ 82,630	\$ 2,467,230
<b>DEBT SERVICE FUNDS</b>						
		\$	\$	\$	\$	\$
<b>Total Debt Service Funds</b>		\$	\$	\$	\$	\$
<b>CAPITAL PROJECTS FUNDS</b>						
		\$	\$	\$	\$	\$
<b>Total Capital Projects Funds</b>		\$	\$	\$	\$	\$
<b>PERMANENT FUNDS</b>						
		\$	\$	\$	\$	\$
<b>Total Permanent Funds</b>		\$	\$	\$	\$	\$
<b>ENTERPRISE FUNDS</b>						
	67	\$ 2,749,290	\$ 507,580	\$ 527,350	\$ 123,300	\$ 3,907,520
<b>Total Enterprise Funds</b>	67	\$ 2,749,290	\$ 507,580	\$ 527,350	\$ 123,300	\$ 3,907,520
<b>TOTAL ALL FUNDS</b>	420	\$ 24,115,860	\$ 5,538,580	\$ 3,414,850	\$ 711,160	\$ 33,780,450

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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.



# **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 \$47 million in 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. Of the \$47 million approved by the voters, the City issued \$11 million in bonds in 2008 and \$19 million in 2009, leaving \$17 million in remaining voter approved bonding capacity.

- 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 increases in existing or 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 City will continue to submit the Annual Budget for consideration for the award.

The City 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.

We should review and evaluate taxes to ensure compliance with statutes and City ordinances. We should 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 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.

**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).

**Accounting Method/Basis of Budgeting** continued

- 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.

**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.

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

**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.

**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 0.6308 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.

**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.

**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 sound 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.
- 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:

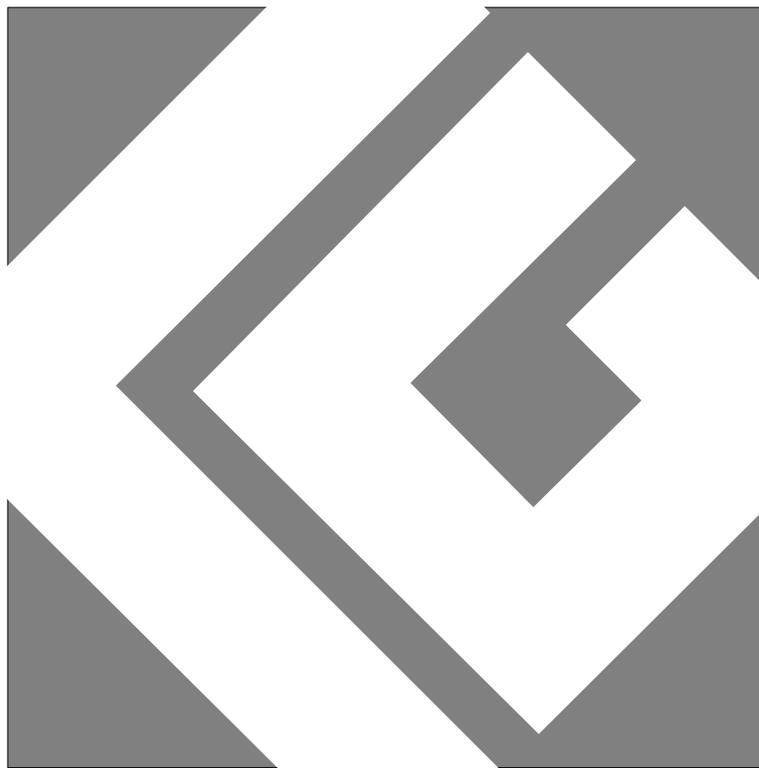
- Maintenance of positive fund balances (reserves) to ensure continued liquidity for debt repayment.
- Assurance through law and practice of an absolute commitment to timely repayment of debt and other obligations.

**FRAMEWORK FOR FISCAL POLICY** continued

**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  
IMPROVEMENT  
PROGRAM**

**CAPITAL IMPROVEMENT PROGRAM****CAPITAL IMPROVEMENT PROGRAM (CIP)**

For the purposes of this budget, a capital expenditure is for acquisition or addition to the government's 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. Capital expenditures that are \$25,000 or more are considered capital improvements and are located in the Capital Improvement Plan.

**Capital Improvement Program Investment**

Motivated by budget reforms and the development of the Capital Improvement 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 Improvement 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 Improvement 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 Improvement 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.

**The Guiding Principles of the Capital Improvement Program** continued

**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 IMPROVEMENT PROGRAM IMPACT ON OPERATIONS**

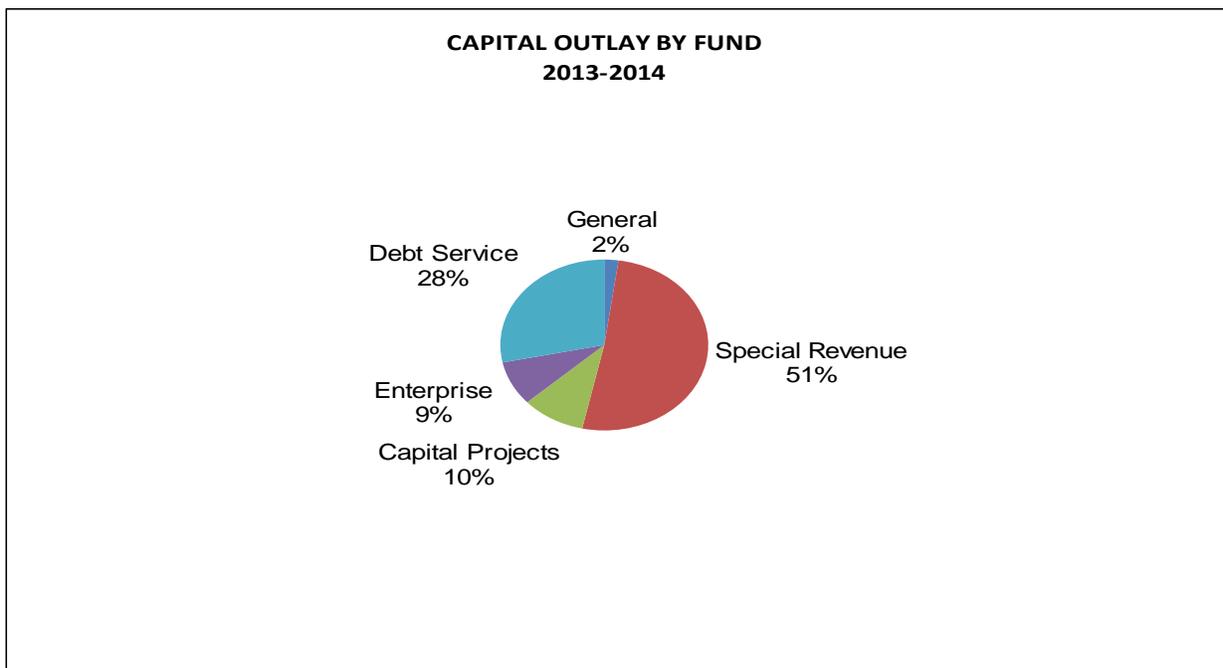
The 2013-2014 Capital Improvement Program was adopted by the City Council “in concept” for inclusion into the Annual Budget as a planning tool to predetermine capital needs. Projects included in the CIP form the basis for appropriations in the FY 2013-2014 budget. Some capital improvements and capital spending, such as the replacement of equipment and vehicles, have a short-term affect on the city’s operating budget. Others, such as the city’s expansion of the wastewater treatment plant affect the city’s operating budget for many years.

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

**CAPITAL IMPROVEMENT PROGRAM**

**CAPITAL OUTLAY SUMMARY  
FISCAL YEARS 2014 - 2018**

<b>FUND TYPE</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
General	\$1,279,000	\$5,321,000	\$4,931,000	\$15,933,000	\$15,496,000
Special Revenue	29,788,000	8,570,000	19,979,000	19,681,000	20,900,600
Capital Projects	5,759,000	1,766,000	385,000	465,000	-
Enterprise	4,893,000	12,890,000	4,317,000	1,069,000	10,938,000
Debt Service	16,455,000	-	-	-	-
Internal Service	0	0	0	0	0
<b>ALL FUNDS</b>	<b>\$58,174,000</b>	<b>\$28,547,000</b>	<b>\$29,612,000</b>	<b>\$37,148,000</b>	<b>\$47,334,600</b>



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

	Fiscal Years				
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>ALL FUNDS</b>	<b>\$243,250</b>	<b>\$317,615</b>	<b>\$114,815</b>	<b>\$685,015</b>	<b>\$593,215</b>

**CAPITAL IMPROVEMENT PROGRAM**

CAPITAL OUTLAY SCHEDULE						
FISCAL YEARS 2014 - 2018						
Cost Center	Project	2013-14	2014-15	2015-16	2016-17	2017-18
<b>General Fund</b>						
Admin Services	Compensation & classification study	\$75,000	\$0	\$0	\$0	\$0
Aquatics	Climbing wall addition to replace diving boards	0	32,000	0	0	0
Aquatics	Repair & extend fence around pool	26,000	0	0	0	0
Aquatics	Replastering pool	0	130,000	0	0	0
Aquatics	Splash pad for parks (20'x40') (carryforward)	150,000	0	0	0	0
Aquatics	Splash pad for parks (20'x40')	0	0	0	0	400,000
Aquatics	Splash pad for parks (40'x40') flow through system	0	0	0	0	511,000
Aquatics	Splash pad for parks (40'x40') recirculating system	0	0	0	0	525,000
Communications	911/administrative voice/data recorder	100,000	0	0	0	0
Communications	CAD/RMS system	750,000	750,000	0	0	0
Communications	CG mountain equipment move	0	50,000	0	0	0
Communications	Communication hot spots	0	100,000	0	0	0
Communications	Dispatch radio console replacement	0	0	350,000	0	0
Communications	New radios	0	325,000	0	0	0
Fire	Emergency traffic signal	25,000	0	0	0	0
Fire	Joint command vehicle - PD/FD	0	300,000	0	0	0
Fire	New technical rescue response team unit	0	0	1,300,000	0	0
Fire	Propane car fire prop	0	50,000	0	0	0
Fire	Refurbish station #502	0	220,000	0	0	0
Fire	Station 501 replacement	0	0	0	5,000,000	0
Fire	Station construction - 503	0	0	0	5,000,000	0
Fire	Station construction - 505	0	0	0	0	5,500,000
Fire	Station pumper - 505	0	0	0	0	750,000
Fire	Upgrade existing LP12 & LP15	35,000	0	0	0	0
Information Technology	Deduplication	0	40,000	0	0	0
Information Technology	Desktop virtualization	0	70,000	0	0	0
Information Technology	Information tech backbone infrastructure	0	140,000	0	0	0
Information Technology	Microsoft Office 2010	86,000	0	0	86,000	0
Information Technology	Storage Area Network devices (SAN)	0	65,000	0	0	0
Information Technology	Utility billing software	0	100,000	0	0	0
Parks Maintenance	1/2 ton pickup	0	0	33,000	0	0
Parks Maintenance	Bicycle park	0	0	0	150,000	0
Parks Maintenance	CG Mountain trails design & development	0	100,000	100,000	0	0
Parks Maintenance	Chipper	0	27,000	0	27,000	0
Parks Maintenance	Christmas decorations	0	45,000	25,000	0	0
Parks Maintenance	Dredge Dave White Park lake	0	0	30,000	0	0
Parks Maintenance	Grade tractor	0	0	0	60,000	0
Parks Maintenance	Land acquisition for parks	0	0	0	0	4,250,000
Parks Maintenance	Mower	32,000	32,000	33,000	0	0
Parks Maintenance	Parks development & redevelopment	0	0	360,000	360,000	360,000
Parks Maintenance	Regional park land acquisition, design & develop.	0	0	500,000	3,000,000	2,000,000
Parks Maintenance	Replace Evergreen irrigation transmission lines	0	200,000	200,000	200,000	200,000
Parks Maintenance	Replace field lighting at Paul Mason Sportsplex	0	500,000	0	0	0
Parks Maintenance	Trail system development	0	1,000,000	1,000,000	1,000,000	0
Parks Maintenance	Trencher replacement	0	0	0	50,000	0
Parks Maintenance	Upgrade & expand Dave White Park	0	375,000	1,000,000	1,000,000	1,000,000
Police	Animal Control shelter expansion	0	60,000	0	0	0
Police	Incinerator	0	50,000	0	0	0
Police	Remodel Animal Control sally port	0	25,000	0	0	0
Police	Remote control surveillance robot	0	40,000	0	0	0
Police	Surveillance van	0	175,000	0	0	0
Public Works	North Operations Center - shade canopies	0	200,000	0	0	0
Recreation	Show mobile	0	120,000	0	0	0
<b>TOTAL - GENERAL FUND</b>		<b>1,279,000</b>	<b>5,321,000</b>	<b>4,931,000</b>	<b>15,933,000</b>	<b>15,496,000</b>
<b>Airport Capital Improvements</b>						
Airport	Airport Development	8,500,000	0	0	0	0
Airport	Airport security	0	35,000	0	0	0
Airport	Airport service road & security fence	0	1,409,000	0	0	0
Airport	Airport washrack	0	316,000	0	0	0
Airport	High speed taxiways	0	0	0	0	1,600,000
Airport	Install runway/taxiway light system (carryforward)	500,000	0	0	0	0
Airport	North side airport 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	600
Airport	North side taxiways	0	0	0	0	2,600,000

**CAPITAL IMPROVEMENT PROGRAM**

CAPITAL OUTLAY SCHEDULE FISCAL YEARS 2014 - 2018						
Cost Center	Project	2013-14	2014-15	2015-16	2016-17	2017-18
<b>Airport Capital Improvements</b>						
Airport	Rehabilitate portion of RW 5/23 & terminal apron	0	0	1,000,000	0	0
Airport	Rehabilitate stop way, old taxiway & apron	0	0	0	975,000	0
Airport	Relocate runway 5 MALSR	0	0	0	1,300,000	0
Airport	Relocate segmented circle	0	0	0	150,000	0
Airport	Runway extension design & construction	0	0	6,000,000	0	0
Airport	Taxiway B design & construction	0	0	4,009,000	0	0
Airport	Taxiway E rehabilitation	0	270,000	0	0	0
Airport	VFR parallel light AC runway	0	0	0	3,609,000	0
<b>TOTAL - AIRPORT CAPITAL IMPROVEMENTS</b>		<b>9,000,000</b>	<b>2,030,000</b>	<b>11,009,000</b>	<b>9,231,000</b>	<b>4,200,600</b>
<b>Impact Fees</b>						
Community Services	Community Recreation Center design (carryforward)	1,500,000	0	0	0	0
Community Services	Increase kitchen capacity at Sr Center (carryforward)	150,000	0	0	0	0
Fire	Fire Chief vehicle	45,000	0	0	0	0
Fire	New water tender	620,000	0	0	0	0
Fire	Station 502 additional bay & bunkroom	165,000	0	0	0	0
Library	Downtown library expansion (carryforward)	1,200,000	0	0	0	0
Parks Maintenance	1 ton garbage truck (carryforward)	95,000	0	0	0	0
Parks Maintenance	Backhoe	71,000	0	0	0	0
Parks Maintenance	Chipper (carryforward)	27,000	0	0	0	0
Parks Maintenance	Forklift	28,000	0	0	0	0
Parks Maintenance	Grade tractor - new (carryforward)	60,000	0	0	0	0
Parks Maintenance	Maintenance shop building	35,000	350,000	0	0	0
Parks Maintenance	Park land design & development	2,500,000	2,300,000	0	0	0
Parks Maintenance	Trencher - new (carryforward)	40,000	0	0	0	0
Police	Communication center expansion (carryforward)	1,400,000	0	0	0	0
Police	Public Safety Comm. Center vehicle (carryforward)	44,000	0	0	0	0
Sanitation - Collection	Purchase automated side load truck (carryforward)	286,000	0	0	0	0
Street Maintenance	End dump trailer	60,000	0	0	0	0
Street Maintenance	Kick broom sweeper (carryforward)	30,000	0	0	0	0
Street Maintenance	Kortsen & I-10 design concept report (carryforward)	638,000	0	0	0	0
Street Maintenance	Lowboy transport trailer (carryforward)	70,000	0	0	0	0
Street Maintenance	Tractor truck & water tanker trailer (carryforward)	195,000	0	0	0	0
Wastewater	2 end dump trailers (carryforward)	110,000	0	0	0	0
Wastewater	East side sewer expansion upsize (carryforward)	3,574,000	0	0	0	0
Wastewater	Gila Bend Hwy sewer (carryforward)	135,000	0	0	0	0
Wastewater	Tractor truck (carryforward)	130,000	0	0	0	0
<b>TOTAL - IMPACT FEES</b>		<b>13,208,000</b>	<b>2,650,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Municipal Airport</b>						
Airport	T-Hangars and/or shade hangars	1,150,000	0	0	0	0
<b>TOTAL - MUNICIPAL AIRPORT</b>		<b>1,150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Parks Development</b>						
Parks	CG Mountain trails design & dev. (carryforward)	80,000	0	0	0	0
<b>TOTAL - PARKS DEVELOPMENT</b>		<b>80,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Redevelopment</b>						
City Manager	Elliot Business Park (carryforward)	50,000	0	0	0	0
City Manager	Small business incubator	200,000	0	0	0	0
Facilities Maintenance	Auditorium demolition (carryforward)	1,100,000	0	0	0	0
<b>TOTAL - REDEVELOPMENT</b>		<b>1,350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Construction Sales Tax</b>						
Streets Maintenance	Casa Grande Ave (carryforward)	120,000	0	0	0	0
Streets Maintenance	Pearl Road (carryforward)	400,000	0	0	0	0
Streets Maintenance	Thornton Rd reconstruction (carryforward)	475,000	0	0	0	0
Streets Maintenance	West McMurray Blvd (carryforward)	450,000	0	0	0	0
Wastewater	Copper Vista drainage channel	800,000	0	0	0	0
Wastewater	Countrywalk drainage improvements Phase I	0	0	350,000	0	0
Wastewater	Master Drainage Study Phase II	0	300,000	0	0	0
Wastewater	Master Drainage Study Phase III	0	200,000	0	0	0
<b>TOTAL - CONSTRUCTION SALES TAX</b>		<b>2,245,000</b>	<b>500,000</b>	<b>350,000</b>	<b>0</b>	<b>0</b>

**CAPITAL IMPROVEMENT PROGRAM**

CAPITAL OUTLAY SCHEDULE						
FISCAL YEARS 2014 - 2018						
Cost Center	Project	2013-14	2014-15	2015-16	2016-17	2017-18
<b>Capital Replacement</b>						
Development Center	Repl. Unit's 376, 378, 379, 380, 381 pickups	130,000	0	0	0	0
Engineering	Repl. Unit #300 pickup	27,000	0	0	0	0
Finance	Repl. Unit #325 - caravan pool vehicle	25,000	0	0	0	0
Fire	Repl. Unit #416 - tender 504	620,000	0	0	0	0
Fire	Repl. Unit #428 - Ford F250 4x4 crewcab	60,000	0	0	0	0
Golf	Repl. golf carts (20)	0	65,000	35,000	65,000	0
Golf	Repl. greens mower #22	0	30,000	0	0	0
Landfill	Repl. Unit #551 - small material handlers loader	0	70,000	0	0	0
Landfill	Repl. Unit #560 - compactor	0	1,101,000	0	0	0
Parks Maintenance	Repl. Unit #102 - Ford F450 truck (carryforward)	45,000	0	0	0	0
Police	Police vehicles modem changes - Verizon	90,000	0	0	0	0
Police	Repl. 6 marked patrol cars (carryforward)	375,000	0	0	0	0
Police	Repl. 7 marked patrol cars	455,000	0	0	0	0
Police	Repl. Unit #247 - Ford prison trans. (carryforward)	35,000	0	0	0	0
Police	Repl. Unit #284 - Ford Expedition (carryforward)	55,000	0	0	0	0
Police	Repl. Unit #290 - Command van	0	0	0	400,000	0
Streets Maintenance	Repl. Unit #606 - F450 2ton dump trk (carryforward)	45,000	0	0	0	0
Streets Maintenance	Repl. Unit #625 - street sweeper (carryforward)	225,000	0	0	0	0
Streets Maintenance	Repl. Unit #634 - backhoe	95,000	0	0	0	0
Streets Maintenance	Repl. Unit #636 - compactor	45,000	0	0	0	0
Streets Maintenance	Repl. Unit #638 - large wheel loader	275,000	0	0	0	0
Streets Maintenance	Repl. Unit #640 - Ford F650 crewcab	65,000	0	0	0	0
Streets Maintenance	Repl. Unit #642 - patch truck	150,000	0	0	0	0
Streets Maintenance	Repl. Unit #644 - LT9500 Swep-Eng (carryforward)	91,000	0	0	0	0
Streets Maintenance	Repl. Unit #662 - spray patcher (carryforward)	80,000	0	0	0	0
Streets Maintenance	Repl. Unit #670 - paver	100,000	0	0	0	0
Streets Maintenance	Repl. Unit #685 - compressor	26,000	0	0	0	0
<b>TOTAL - CAPITAL REPLACEMENT</b>		<b>3,114,000</b>	<b>1,266,000</b>	<b>35,000</b>	<b>465,000</b>	<b>0</b>
<b>Recreation Construction</b>						
Parks Maintenance	Replace lighting & fencing Little League complex	400,000	0	0	0	0
<b>TOTAL - RECREATION CONSTRUCTION</b>		<b>400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Obligation Bonds</b>						
Library	Downtown library expansion (carryforward)	455,000	0	0	0	0
Recreation	Community Recreation Center	16,000,000	0	0	0	0
<b>TOTAL - GENERAL OBLIGATION BONDS</b>		<b>16,455,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Municipal Golf Course</b>						
Golf	Acid injector	0	0	0	79,000	0
Golf	Driving range lights (Transwestern) (carryforward)	130,000	0	0	0	0
Golf	Golf course restrooms	0	0	0	60,000	60,000
Golf	Greens mower	0	32,000	0	0	0
Golf	Greens mower	0	33,000	0	0	0
Golf	Greens mower	0	0	0	0	35,000
Golf	JD Front deck mower	0	27,000	0	0	0
Golf	Reel grinder	0	0	35,000	0	0
Golf	Rough mower	0	0	0	60,000	0
Golf	Spray rig	0	0	37,000	0	0
<b>TOTAL - MUNICIPAL GOLF COURSE</b>		<b>130,000</b>	<b>92,000</b>	<b>72,000</b>	<b>199,000</b>	<b>95,000</b>
<b>Sanitation Operating</b>						
Collections	Repl. container delivery truck chasis (carryforward)	30,000	0	0	0	0
Collections	Repl. Unit #509 - ASL truck	270,000	0	0	0	0
Collections	Repl. Unit #510 - ASL side-load truck (carryforward)	260,000	0	0	0	0
Collections	Repl. Unit #511 - ASL side-load truck (carryforward)	260,000	0	0	0	0
Collections	Repl. Unit #537 - front-load truck	260,000	0	0	0	0
Landfill	Bridge design & modification	48,000	0	0	0	0
Landfill	Land purchase	0	5,000,000	0	0	0
Landfill	Outbound landfill scale	0	90,000	0	0	0
Landfill	Perimeter landfill berm & drainage	0	45,000	690,000	0	0
Landfill	Repl. landfill tarper	80,000	0	0	0	0
Landfill	Repl. Unit #547 - scraper	860,000	0	0	0	0
Landfill	Soil for landfill cover (carryforward)	65,000	0	0	0	0
Landfill	Title-V landfill gas collection system	0	0	0	200,000	4,000,000

**CAPITAL IMPROVEMENT PROGRAM**

CAPITAL OUTLAY SCHEDULE						
FISCAL YEARS 2014 - 2018						
Cost Center	Project	2013-14	2014-15	2015-16	2016-17	2017-18
<b>Sanitation Operating</b>						
Recycling	1x1 Sanitation Collection program	0	0	0	0	943,000
Recycling	1x1 Recycling transfer facility	0	0	0	0	3,100,000
Recycling	Repl. Unit #550 - Wrangler loader	70,000	0	0	0	0
Sanitation	Repl. Unit #514 - one ton truck	33,000	0	0	0	0
<b>TOTAL - SANITATION OPERATING</b>		<b>2,236,000</b>	<b>5,135,000</b>	<b>690,000</b>	<b>200,000</b>	<b>8,043,000</b>
<b>Streets</b>						
Street Maintenance	Annual maintenance program (carryforward)	1,500,000	0	0	0	0
Street Maintenance	Annual pavement preservation	1,300,000	3,200,000	1,300,000	2,000,000	1,300,000
Street Maintenance	Backhoe	0	0	95,000	0	0
Street Maintenance	Doan Street - Phase I & II	0	0	0	0	5,000,000
Street Maintenance	Downtown street reconstruct - Phase 3	0	0	4,000,000	0	0
Street Maintenance	Infrared pavement patching unit	0	50,000	0	0	0
Street Maintenance	Kortsen Rd	0	0	0	0	5,000,000
Street Maintenance	McCartney Rd - Phase 1 & 2	0	0	0	3,000,000	5,000,000
Street Maintenance	Mobile concrete mixer & truck	0	0	0	200,000	0
Street Maintenance	Pavement management system update	0	0	100,000	0	0
Street Maintenance	Peart square	0	0	75,000	750,000	0
Street Maintenance	Rodeo Rd	0	0	3,000,000	3,500,000	0
Street Maintenance	Street sweeper	0	240,000	0	0	0
Street Maintenance	Streets South Operations Center	0	0	0	600,000	0
Street Maintenance	Traffic control systems	200,000	400,000	400,000	400,000	400,000
Street Maintenance	Trekell Rd (carryforward)	1,200,000	0	0	0	0
Street Maintenance	Trekell Rd South (carryforward)	800,000	0	0	0	0
<b>TOTAL - STREETS</b>		<b>5,000,000</b>	<b>3,890,000</b>	<b>8,970,000</b>	<b>10,450,000</b>	<b>16,700,000</b>
<b>Wastewater Operations</b>						
Wastewater Operations	Box culvert at Thornton Rd & Westside drainage	0	0	300,000	0	0
Wastewater Operations	Box culvert Westside drainage under railroad	0	0	500,000	0	0
Wastewater Operations	Casa Grande Stormwater Management Program	60,000	0	0	0	0
Wastewater Operations	Clean & repair Abbott pond & embankment	75,000	0	0	0	0
Wastewater Operations	Drainage improvement study along Val Vista	0	0	100,000	0	0
Wastewater Operations	Drywells rehabilitation	50,000	0	0	0	0
Wastewater Operations	Effluent to Francisco Grande	0	0	2,000,000	0	0
Wastewater Operations	Grit snail replacement	0	250,000	0	0	0
Wastewater Operations	Hydrogen sulfide study	40,000	0	0	0	0
Wastewater Operations	I&I study - Phase 1 data collection	0	60,000	60,000	0	0
Wastewater Operations	Kortsen Rd sewer design & construction	0	4,500,000	0	0	0
Wastewater Operations	Lift station #3 decommission (carryforward)	75,000	0	0	0	0
Wastewater Operations	Lift station rehabilitation (carryforward)	70,000	0	0	0	0
Wastewater Operations	Local limits study (carryforward)	50,000	0	0	0	0
Wastewater Operations	LS retro-fit (change to submersible pumps)	0	72,000	0	0	0
Wastewater Operations	McMurray relief interceptor	0	396,000	0	0	0
Wastewater Operations	Maintenance cover rehabilitation (carryforward)	135,000	0	0	0	0
Wastewater Operations	Managed recharge system	1,218,000	1,200,000	0	0	0
Wastewater Operations	Media replacement for odor scrubbers	140,000	0	0	70,000	0
Wastewater Operations	Operation/Administrative building expansion	0	0	0	0	300,000
Wastewater Operations	Peart Park pump station rehabilitation	150,000	0	0	0	0
Wastewater Operations	Permanent flow monitoring system	50,000	50,000	50,000	50,000	50,000
Wastewater Operations	Peters Rd sewer	0	0	500,000	0	0
Wastewater Operations	Pickup 4x4	0	40,000	0	0	0
Wastewater Operations	Pump replacements	0	0	0	250,000	0
Wastewater Operations	Replace Unit #710 - Dodge quad cab (carryforward)	25,000	0	0	0	0
Wastewater Operations	Rain gauges in various locations	0	50,000	0	0	0
Wastewater Operations	SCADA & GPS	0	25,000	0	0	0
Wastewater Operations	SCADA for lift stations	0	50,000	0	0	0
Wastewater Operations	Skid-steer w/attachments	0	0	45,000	0	0
Wastewater Operations	Solids Building - Unisex bathroom	60,000	0	0	0	0
Wastewater Operations	Specialty equipment	44,000	0	0	0	0
Wastewater Operations	Tractor w/implements	0	300,000	0	0	0
Wastewater Operations	Trekell Rd underground drainage	0	0	0	100,000	650,000
Wastewater Operations	Underground storm drainage along CG Ave.	0	0	0	200,000	1,800,000
Wastewater Operations	Update recharge master plan	0	500,000	0	0	0
Wastewater Operations	Update Sewer Master Plan (carryforward)	35,000	0	0	0	0

**CAPITAL IMPROVEMENT PROGRAM**

		CAPITAL OUTLAY SCHEDULE FISCAL YEARS 2014 - 2018				
Cost Center	Project	2013-14	2014-15	2015-16	2016-17	2017-18
<b>Wastewater Operations</b> contiued						
Wastewater Operations	Wastewater master plan update - Northern sector	150,000	0	0	0	0
Wastewater Operations	Weir gate accuators for AB #1&2	0	70,000	0	0	0
<b>TOTAL - WASTEWATER OPERATIONS</b>		<b>2,427,000</b>	<b>7,563,000</b>	<b>3,555,000</b>	<b>670,000</b>	<b>2,800,000</b>
<b>Water Operating</b>						
Water Operating	Distribution system upgrade/rehabilitation	100,000	100,000	0	0	0
<b>TOTAL - WATER OPERATING</b>		<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>		<b>58,174,000</b>	<b>28,547,000</b>	<b>29,612,000</b>	<b>37,148,000</b>	<b>47,334,600</b>

**CAPITAL IMPROVEMENT PROGRAM**

**CAPITAL IMPROVEMENT PROGRAM**

<b>PROJECT TITLE:</b>	<b>Compensation &amp; Classification Study</b>	<b>NOTES:</b> The update will include all position classifications, impacting every department & employee.
<b>COST CENTER:</b>	Administrative Services	
<b>PROJECT COST:</b>	\$75,000	
<b>FUNDING SOURCE:</b>	General Fund	
<b>PROJECT DESCRIPTION:</b>	Independent comprehensive review & update of employee compensation & classification system.	
<b>PROJECT JUSTIFICATION:</b>	Good management practice dictates the need to periodically review, update, and rewrite position descriptions, compensations & classifications.	
<b>RELATION TO ADOPTED PLANS:</b>	Administrative Services Master Plan	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -
<b>PROJECT TITLE:</b>	<b>Repair &amp; Extend Fence Around Pool</b>	<b>NOTES:</b> Will eliminate annual fence painting & enhance patron safety from rusted & damaged fencing.
<b>COST CENTER:</b>	Aquatics	
<b>PROJECT COST:</b>	\$26,000	
<b>FUNDING SOURCE:</b>	General Fund	
<b>PROJECT DESCRIPTION:</b>	Demolition & removal of rusted & damaged fencing material, along with repairing & replacing block, mortar & wrought iron fencing.	
<b>PROJECT JUSTIFICATION:</b>	The 12 year old fencing has been damaged by water & chemicals resulting in extensive rust & structural decay.	
<b>RELATION TO ADOPTED PLANS:</b>	Community Services Master Plan - Parks & Amenities	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -
<b>PROJECT TITLE:</b>	<b>911/Administrative Voice/Data Recorder</b>	<b>NOTES:</b> Project will enhance the number of channels needed to be recorded.
<b>COST CENTER:</b>	Communications	
<b>PROJECT COST:</b>	\$100,000	
<b>FUNDING SOURCE:</b>	General Fund	
<b>PROJECT DESCRIPTION:</b>	Replace current 40 channel analog recorder with next generation one which includes screen shots, text messages, mapping, voice on analog, & digital phone & radio channels.	
<b>PROJECT JUSTIFICATION:</b>	Current recorder is not compatible or upgradable for increasing channels while the new recorder will be able to add 8 channels.	
<b>RELATION TO ADOPTED PLANS:</b>	Public Safety Communications Five Year Plan	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	25,000    25,000    25,000    25,000    25,000
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PROGRAM**

**CAPITAL IMPROVEMENT PROGRAM**

<b>PROJECT TITLE:</b>	<b>CAD/RMS System</b>	<b>NOTES:</b> The functionality of the software selected & reporting capabilities, will drive the hardware decision.
<b>COST CENTER:</b>	Communications	
<b>PROJECT COST:</b>	\$750,000	
<b>FUNDING SOURCE:</b>	General Fund	
<b>PROJECT DESCRIPTION:</b>	Evaluate & replace existing public safety Computed Aided Dispatch (CAD), Records Management System (RMS) & associated programs & servers.	
<b>PROJECT JUSTIFICATION:</b>	Current platform will not be supported as of September 2013.	
<b>RELATION TO ADOPTED PLANS:</b>	Public Safety Communications Five Year Plan	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    140,000    140,000    140,000    140,000
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>Emergency Traffic Signal</b>	<b>NOTES:</b> Equipment is needed because emergency units are waiting until busy traffic clears or stops.
<b>COST CENTER:</b>	Fire	
<b>PROJECT COST:</b>	\$25,000	
<b>FUNDING SOURCE:</b>	General Fund	
<b>PROJECT DESCRIPTION:</b>	This project allows emergency signalization at each fire station to gain access to the roads in front or rear.	
<b>PROJECT JUSTIFICATION:</b>	This equipment will reduce the response times for the fire units because it will stop high volume traffic for quicker road access.	
<b>RELATION TO ADOPTED PLANS:</b>	Public Safety - Fire Five Year Plan	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>Upgrade Existing LP12 &amp; LP15</b>	<b>NOTES:</b> Life expectancy of these units are 8-10 years of service.
<b>COST CENTER:</b>	Fire	
<b>PROJECT COST:</b>	\$35,000	
<b>FUNDING SOURCE:</b>	General Fund	
<b>PROJECT DESCRIPTION:</b>	This project would upgrade 3 existing Life Packs (LP) 12's & 1 LP15 to include heart & tidal CO2, & blood pressure monitoring, along with pulse oximetry.	
<b>PROJECT JUSTIFICATION:</b>	This would bring 6 of the Life Paks up to the same level of diagnosing patients for 4 staffed engines, 1 rescue unit, & 1 reserve engine.	
<b>RELATION TO ADOPTED PLANS:</b>	Public Safety - Fire Five Year Plan	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    3,800    3,800    3,800    3,800
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PROGRAM**

**CAPITAL IMPROVEMENT PROGRAM**

<b>PROJECT TITLE:</b>	<b>Microsoft Office 2010</b>	<b>NOTES:</b> Microsoft Office will facilitate document sharing with the latest computer upgrades without IT intervention.
<b>COST CENTER:</b>	Information Technology	
<b>PROJECT COST:</b>	\$86,000	
<b>FUNDING SOURCE:</b>	General Fund	
<b>PROJECT DESCRIPTION:</b>	Standardization of Microsoft Office makes it possible to share documents between different versions of Microsoft Office without IT intervention.	
<b>PROJECT JUSTIFICATION:</b>	Keep computers at same level of Microsoft at a license cost of \$314 per user.	
<b>RELATION TO ADOPTED PLANS:</b>	Information Technology Strategic Plan	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>Mower</b>	<b>NOTES:</b> This mower is needed to address mowing in excess of approximately 50 acres per year.
<b>COST CENTER:</b>	Parks Maintenance	
<b>PROJECT COST:</b>	\$32,000	
<b>FUNDING SOURCE:</b>	General Fund	
<b>PROJECT DESCRIPTION:</b>	This equipment is used daily to mow turf and sports fields.	
<b>PROJECT JUSTIFICATION:</b>	This is a replacement item.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks & Amenities	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>Airport Development</b>	<b>NOTES:</b> As grants are approved, projects will be developed.
<b>COST CENTER:</b>	Municipal Airport	
<b>PROJECT COST:</b>	\$8,500,000	
<b>FUNDING SOURCE:</b>	Airport Capital Improvements	
<b>PROJECT DESCRIPTION:</b>	Allowance for capital improvements funding by FAA, State grants & City match.	
<b>PROJECT JUSTIFICATION:</b>	Provides needed capital improvements for Airport.	
<b>RELATION TO ADOPTED PLANS:</b>	Airport Master Plan	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PROGRAM**

**CAPITAL IMPROVEMENT PROGRAM**

<b>PROJECT TITLE:</b>	<b>Fire Chief Vehicle</b>	<b>NOTES:</b> This vehicle includes emergency lighting equipment, department logos, UHF & VHF radios installed in the cost.
<b>COST CENTER:</b>	Fire	
<b>PROJECT COST:</b>	\$45,000	
<b>FUNDING SOURCE:</b>	Impact Fees	
<b>PROJECT DESCRIPTION:</b>	Fire Chief vehicle for emergency responses to calls & for handling city business.	
<b>PROJECT JUSTIFICATION:</b>	This vehicle provides the Fire Chief transportation as surrounding communities already do, and eliminates a monthly vehicle allowance.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Public Safety	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>13/14      14/15      15/16      16/17      17/18</b>
	Operating Costs	-      -      -      -      -
	Operating Revenue	-      -      -      -      -
	Operating Savings	-      -      -      -      -
<b>PROJECT TITLE:</b>	<b>New Water Tender</b>	<b>NOTES:</b> This unit was included in the impact fee study for 2010.
<b>COST CENTER:</b>	Fire	
<b>PROJECT COST:</b>	\$620,000	
<b>FUNDING SOURCE:</b>	Impact Fees	
<b>PROJECT DESCRIPTION:</b>	New water tender - 2,500 gallon compressed air foam system	
<b>PROJECT JUSTIFICATION:</b>	This vehicle will serve areas of the City that do not have fire hydrants for fire protection and will provide 8,000 gallons of water to the fire scene.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Public Safety	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>13/14      14/15      15/16      16/17      17/18</b>
	Operating Costs	53,000      53,000      53,000      53,000      53,000
	Operating Revenue	-      -      -      -      -
	Operating Savings	-      -      -      -      -
<b>PROJECT TITLE:</b>	<b>Fire Station 502 Additional Bay &amp; Bunkroom</b>	<b>NOTES:</b> This would allow for improved customer service and reduction in response time in District #2.
<b>COST CENTER:</b>	Fire	
<b>PROJECT COST:</b>	\$165,000	
<b>FUNDING SOURCE:</b>	Impact Fees	
<b>PROJECT DESCRIPTION:</b>	Addition of a 3rd truck bay and 5th bunkroom to Fire Station 502	
<b>PROJECT JUSTIFICATION:</b>	This expansion & building improvements are needed in order to implement a priority response tier system (lower & higher priority calls) to a busy station.	
<b>RELATION TO ADOPTED PLANS:</b>	Public Safety - Fire Five Year Plan	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>13/14      14/15      15/16      16/17      17/18</b>
	Operating Costs	1,353,000      1,429,000      1,177,000      1,826,000      1,917,000
	Operating Revenue	1,142,000      1,299,000      1,311,000      1,389,000      1,570,000
	Operating Savings	-      -      -      -      -

**CAPITAL IMPROVEMENT PROGRAM**

**CAPITAL IMPROVEMENT PROGRAM**

<b>PROJECT TITLE:</b>	<b>Backhoe</b>	<b>NOTES:</b> Current demand for this equipment is averaging between 8 to 16 hours per week.
<b>COST CENTER:</b>	Parks Maintenance	
<b>PROJECT COST:</b>	\$71,000	
<b>FUNDING SOURCE:</b>	Impact Fees	
<b>PROJECT DESCRIPTION:</b>	Purchase of a new backhoe to meet the growing demands within the parks system.	
<b>PROJECT JUSTIFICATION:</b>	The backhoe is used regularly, and to continue borrowing one from the Public Works division means that priority projects get delayed.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks & Amenities	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	6,550    6,550    6,550    6,550    6,550
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>Forklift</b>	<b>NOTES:</b> Frequent deliveries of supplies & materials to the Parks Maintenance shop requires forklift for unloading.
<b>COST CENTER:</b>	Parks Maintenance	
<b>PROJECT COST:</b>	\$28,000	
<b>FUNDING SOURCE:</b>	Impact Fees	
<b>PROJECT DESCRIPTION:</b>	Purchase of a new forklift to meet the growing demands within the parks system.	
<b>PROJECT JUSTIFICATION:</b>	This type of equipment is used for many projects, and is currently borrowed from another department or rented.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks & Amenities	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	3,400    5,465    5,665    5,865    6,065
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>Maintenance Shop Building</b>	<b>NOTES:</b> Potential location is with the Youth Complex addition at Ed Hooper Park.
<b>COST CENTER:</b>	Parks Maintenance	
<b>PROJECT COST:</b>	\$35,000	
<b>FUNDING SOURCE:</b>	Impact Fees	
<b>PROJECT DESCRIPTION:</b>	Design & construct an additional storage & workshop at the Parks Maintenance facility, or a satellite maintenance shop at a regional park.	
<b>PROJECT JUSTIFICATION:</b>	As the community is growing & expanding, an additional maintenance facility is needed to meet the demand for services.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks & Amenities	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    3,500    3,500    3,500    3,500
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PROGRAM**

**CAPITAL IMPROVEMENT PROGRAM**

<b>PROJECT TITLE:</b>	<b>Park Design &amp; Development</b>	<b>NOTES:</b> Due to high park construction cost per acre, park development would need to be done in phases, calculated in 20 acre parcels.
<b>COST CENTER:</b>	Recreational Capital Improvements	
<b>PROJECT COST:</b>	\$2,500,000	
<b>FUNDING SOURCE:</b>	Impact Fees	
<b>PROJECT DESCRIPTION:</b>	Design & develop a regional park in one section of Casa Grande.	
<b>PROJECT JUSTIFICATION:</b>	Provide additional recreational land & facilities to meet the demands of a growing population base.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks & Amenities	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    20,000    20,000    20,000    20,000
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>End Dump Trailer</b>	<b>NOTES:</b> This equipment will provide the ability to haul and dump bulkier items.
<b>COST CENTER:</b>	Streets	
<b>PROJECT COST:</b>	\$60,000	
<b>FUNDING SOURCE:</b>	Impact Fees	
<b>PROJECT DESCRIPTION:</b>	This equipment demolishes and removes burned and condemned buildings, emergency debris removal and hauling of material.	
<b>PROJECT JUSTIFICATION:</b>	The increased load capacity will save fuel, time and work hours.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Street Development	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	5,700    5,700    5,700    5,700    5,700
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	<b>T-Hangars and/or Shade Hangars</b>	<b>NOTES:</b> Additional T-hangars and/or shade hangars will increase the number of based aircraft & enhance city income.
<b>COST CENTER:</b>	Municipal Airport	
<b>PROJECT COST:</b>	\$1,150,000	
<b>FUNDING SOURCE:</b>	Municipal Airport Operating	
<b>PROJECT DESCRIPTION:</b>	Design & construct ten (10) T-hangars and/or two (2) shade hangars in order to provide existing & potential aircraft owners with airport storage opportunities.	
<b>PROJECT JUSTIFICATION:</b>	Multiple aircraft owners are on a waiting list for T-hangars and/or shade hangars, which would increase airport operations & revenue.	
<b>RELATION TO ADOPTED PLANS:</b>	Airport Master Plan	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	215,000    240,000    245,000    247,000    250,000
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PROGRAM**

**CAPITAL IMPROVEMENT PROGRAM**

<b>PROJECT TITLE:</b>	<b>Small Business Incubator</b>	<b>NOTES:</b> Casa Grande & surrounding areas will benefit from the increased purchases & sales associated with these new businesses.
<b>COST CENTER:</b>	City Manager's Office	
<b>PROJECT COST:</b>	\$200,000	
<b>FUNDING SOURCE:</b>	Redevelopment Fund	
<b>PROJECT DESCRIPTION:</b>	Foster & support entrepreneurial endeavors, which will ultimately help to diversify the City's economy, create jobs, & build wealth.	
<b>PROJECT JUSTIFICATION:</b>	The program will help new & existing businesses reduce overhead costs, have access to expertise & mentoring, & have available networks & tools needed for attaining success.	
<b>RELATION TO ADOPTED PLANS:</b>	Economic Development Plan	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-            -            -            -            -
	Operating Revenue	-            -            -            -            -
	Operating Savings	-            -            -            -            -

<b>PROJECT TITLE:</b>	<b>Copper Vista Drainage Channel</b>	<b>NOTES:</b> These improvements will help minimize the flooding experienced in that area.
<b>COST CENTER:</b>	Public Safety - storm drainage	
<b>PROJECT COST:</b>	\$800,000	
<b>FUNDING SOURCE:</b>	Construction Sales Tax	
<b>PROJECT DESCRIPTION:</b>	Design & construct drainage improvements, upstream & downstream of the Copper Vista sub-division.	
<b>PROJECT JUSTIFICATION:</b>	This project will address the current drainage problems by making improvements to existing drainage facilities.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Water System	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-            -            11,000    12,000    13,000    14,000
	Operating Revenue	-            -            -            -            -
	Operating Savings	-            -            -            -            -

<b>PROJECT TITLE:</b>	<b>Replace Unit #509 - ASL Refuse Truck</b>	<b>NOTES:</b> This vehicle has reached its scheduled useful life.
<b>COST CENTER:</b>	Sanitation	
<b>PROJECT COST:</b>	\$270,000	
<b>FUNDING SOURCE:</b>	Sanitation Operating	
<b>PROJECT DESCRIPTION:</b>	Replace unit #509 - ASL refuse truck	
<b>PROJECT JUSTIFICATION:</b>	This equipment meets the replacement program criteria.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Sanitation Operations	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-            -            -            -            -
	Operating Revenue	-            -            -            -            -
	Operating Savings	-            -            -            -            -

**CAPITAL IMPROVEMENT PROGRAM**

**CAPITAL IMPROVEMENT PROGRAM**

<b>PROJECT TITLE:</b>	Replace Unit #537 - Front Load Truck	<b>NOTES:</b> This vehicle has reached its scheduled useful life.
<b>COST CENTER:</b>	Sanitation	
<b>PROJECT COST:</b>	\$260,000	
<b>FUNDING SOURCE:</b>	Sanitation Operating	
<b>PROJECT DESCRIPTION:</b>	Replace unit #537 - front load refuse truck	
<b>PROJECT JUSTIFICATION:</b>	This equipment meets the replacement program criteria	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Sanitation Operations	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	Replace Units #376, 378, 379, 380 & 381 Trucks	<b>NOTES:</b> These vehicles have reached their scheduled useful life.
<b>COST CENTER:</b>	Planning & Development	
<b>PROJECT COST:</b>	\$130,000	
<b>FUNDING SOURCE:</b>	Capital Replacement Fund	
<b>PROJECT DESCRIPTION:</b>	Replace units #376, 378, 379, 380 & 381 - 2006 Ford F150 regular cab pickups.	
<b>PROJECT JUSTIFICATION:</b>	These units meet the replacement program criteria.	
<b>RELATION TO ADOPTED PLANS:</b>	Vehicle Replacement Program	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	Replace Unit #300 - Pickup	<b>NOTES:</b> This vehicle has reached its scheduled useful life.
<b>COST CENTER:</b>	Engineering	
<b>PROJECT COST:</b>	\$27,000	
<b>FUNDING SOURCE:</b>	Capital Replacement Fund	
<b>PROJECT DESCRIPTION:</b>	Replace unit #300 - 2006 Ford F150 extended cab pickup.	
<b>PROJECT JUSTIFICATION:</b>	This unit meets the replacement program criteria.	
<b>RELATION TO ADOPTED PLANS:</b>	Vehicle Replacement Program	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PROGRAM**

**CAPITAL IMPROVEMENT PROGRAM**

<b>PROJECT TITLE:</b>	Replace Landfill Tarper	<b>NOTES:</b> This tarper has reached its scheduled useful life.
<b>COST CENTER:</b>	Sanitation	
<b>PROJECT COST:</b>	\$80,000	
<b>FUNDING SOURCE:</b>	Sanitation Operating	
<b>PROJECT DESCRIPTION:</b>	Replace landfill tarper which is required to cover exposed waste at end of the day to save using soil as daily cover material.	
<b>PROJECT JUSTIFICATION:</b>	This covering meets the replacement program criteria.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Sanitation Operations	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	Replace Unit #547 - Scraper	<b>NOTES:</b> This equipment has reached its scheduled useful life.
<b>COST CENTER:</b>	Sanitation	
<b>PROJECT COST:</b>	\$860,000	
<b>FUNDING SOURCE:</b>	Sanitation Operating	
<b>PROJECT DESCRIPTION:</b>	Replace unit #547 - scraper	
<b>PROJECT JUSTIFICATION:</b>	This is required equipment to apply landfill cover.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Sanitation Operations	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	Police Vehicles Modem Changes	<b>NOTES:</b> Upfront replacement of all modems.
<b>COST CENTER:</b>	Police	
<b>PROJECT COST:</b>	\$90,000	
<b>FUNDING SOURCE:</b>	Capital Replacement Fund	
<b>PROJECT DESCRIPTION:</b>	Replace Police vehicle modems.	
<b>PROJECT JUSTIFICATION:</b>	Improve coverage and avoid dropped connections.	
<b>RELATION TO ADOPTED PLANS:</b>	Vehicle Replacement Program	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PROGRAM**

**CAPITAL IMPROVEMENT PROGRAM**

<b>PROJECT TITLE:</b>	Replace 7 Marked Patrol Vehicles	<b>NOTES:</b> These vehicles have reached their scheduled useful life.
<b>COST CENTER:</b>	Police	
<b>PROJECT COST:</b>	\$455,000	
<b>FUNDING SOURCE:</b>	Capital Replacement Fund	
<b>PROJECT DESCRIPTION:</b>	Replace 7 marked patrol vehicles - Ford Crown	
<b>PROJECT JUSTIFICATION:</b>	These units meet the replacement	
<b>RELATION TO ADOPTED PLANS:</b>	Vehicle Replacement Program	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	Replace Unit #550 - Wrangler Loader at Recycling Facilities	<b>NOTES:</b> This vehicle has reached its scheduled useful life.
<b>COST CENTER:</b>	Sanitation	
<b>PROJECT COST:</b>	\$70,000	
<b>FUNDING SOURCE:</b>	Sanitation Operating	
<b>PROJECT DESCRIPTION:</b>	Replace unit 550 - Wrangler loader at recycling facilities	
<b>PROJECT JUSTIFICATION:</b>	This equipment meets the replacement program criteria.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Sanitation Operations	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	Replace Unit #514 - One Ton Truck	<b>NOTES:</b> This vehicle has reached its scheduled useful life.
<b>COST CENTER:</b>	Sanitation	
<b>PROJECT COST:</b>	\$33,000	
<b>FUNDING SOURCE:</b>	Sanitation Operating	
<b>PROJECT DESCRIPTION:</b>	Replace unit #514 - one ton truck	
<b>PROJECT JUSTIFICATION:</b>	This equipment meets the replacement program criteria.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Sanitation Operations	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PROGRAM**

**CAPITAL IMPROVEMENT PROGRAM**

<b>PROJECT TITLE:</b>	Replace Unit #634 - Backhoe	<b>NOTES:</b> This vehicle has reached its scheduled useful life.
<b>COST CENTER:</b>	Streets	
<b>PROJECT COST:</b>	\$95,000	
<b>FUNDING SOURCE:</b>	Capital Replacement Fund	
<b>PROJECT DESCRIPTION:</b>	Replace unit #634 - 2001 Case backhoe 580SM	
<b>PROJECT JUSTIFICATION:</b>	This unit meets the replacement program criteria	
<b>RELATION TO ADOPTED PLANS:</b>	Vehicle Replacement Program	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	Replacement Unit #636 - Compactor	<b>NOTES:</b> This vehicle has reached its scheduled useful life.
<b>COST CENTER:</b>	Streets	
<b>PROJECT COST:</b>	\$45,000	
<b>FUNDING SOURCE:</b>	Capital Replacement Fund	
<b>PROJECT DESCRIPTION:</b>	Replace unit #636 - 1996 Ingersoll -Rand vibrating compactor	
<b>PROJECT JUSTIFICATION:</b>	This unit meets the replacement prram criteria.	
<b>RELATION TO ADOPTED PLANS:</b>	Vehicle Replacement Program	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	Replace Unit #638 - Large Wheel Loader	<b>NOTES:</b> This vehicle has reached its scheduled useful life.
<b>COST CENTER:</b>	Streets	
<b>PROJECT COST:</b>	\$275,000	
<b>FUNDING SOURCE:</b>	Capital Replacement Fund	
<b>PROJECT DESCRIPTION:</b>	Replace unit #638 - 1998 CAT 938G loader	
<b>PROJECT JUSTIFICATION:</b>	This unit meets the replacement program criteria.	
<b>RELATION TO ADOPTED PLANS:</b>	Vehicle Replacement Program	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PROGRAM**

**CAPITAL IMPROVEMENT PROGRAM**

<b>PROJECT TITLE:</b>	Replace Unit #640 - F650 Crew Cab	<b>NOTES:</b> This vehicle has reached its scheduled useful life.
<b>COST CENTER:</b>	Streets	
<b>PROJECT COST:</b>	\$65,000	
<b>FUNDING SOURCE:</b>	Capital Replacement Fund	
<b>PROJECT DESCRIPTION:</b>	Replace unit #640 - 2000 Ford F650 crew cab	
<b>PROJECT JUSTIFICATION:</b>	This unit meets the replacement program criteria	
<b>RELATION TO ADOPTED PLANS:</b>	Vehicle Replacement Program	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	Replace Unit #642 - Patch Truck	<b>NOTES:</b> This vehicle has reached its scheduled useful life.
<b>COST CENTER:</b>	Streets	
<b>PROJECT COST:</b>	\$150,000	
<b>FUNDING SOURCE:</b>	Capital Replacement Fund	
<b>PROJECT DESCRIPTION:</b>	Replace unit #642 - 1991 Ford LN8000 patch truck	
<b>PROJECT JUSTIFICATION:</b>	This unit meets the replacement program criteria	
<b>RELATION TO ADOPTED PLANS:</b>	Vehicle Replacement Program	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

<b>PROJECT TITLE:</b>	Replace Unit #670 - Paver	<b>NOTES:</b> This vehicle has reached its scheduled useful life.
<b>COST CENTER:</b>	Streets	
<b>PROJECT COST:</b>	\$100,000	
<b>FUNDING SOURCE:</b>	Capital Replacement Fund	
<b>PROJECT DESCRIPTION:</b>	Replace unit #670 - 1998 LeeBoy 1000B paver	
<b>PROJECT JUSTIFICATION:</b>	This unit meets the replacement program criteria	
<b>RELATION TO ADOPTED PLANS:</b>	Vehicle Replacement Program	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PROGRAM**

**CAPITAL IMPROVEMENT PROGRAM**

<b>PROJECT TITLE:</b>	<b>Replace Unit #685 - Compressor</b>	<b>NOTES:</b> This vehicle has reached its scheduled useful life.				
<b>COST CENTER:</b>	Streets					
<b>PROJECT COST:</b>	\$26,000					
<b>FUNDING SOURCE:</b>	Capital Replacement Fund					
<b>PROJECT DESCRIPTION:</b>	Replace unit #685 - 1996 Ingersoll-Rand compressor					
<b>PROJECT JUSTIFICATION:</b>	This unit meets the replacement program criteria					
<b>RELATION TO ADOPTED PLANS:</b>	Vehicle Replacement Program					
<b>FISCAL IMPACTS:</b>						
		<b>FISCAL YEARS</b>				
		<u>13/14</u> <u>14/15</u> <u>15/16</u> <u>16/17</u> <u>17/18</u>				
	Operating Costs	-	-	-	-	-
	Operating Revenue	-	-	-	-	-
	Operating Savings	-	-	-	-	-
<b>PROJECT TITLE:</b>	<b>Replace Lighting &amp; Fencing Little League Complex</b>	<b>NOTES:</b> Current lights & poles have been in service since the mid-1980's.				
<b>COST CENTER:</b>	Recreation					
<b>PROJECT COST:</b>	\$400,000					
<b>FUNDING SOURCE:</b>	Recreation Construction					
<b>PROJECT DESCRIPTION:</b>	Replace the light fixtures, poles, & fencing at the Little League Complex					
<b>PROJECT JUSTIFICATION:</b>	New lighting fixtures produce more light with less power consumption because bulb life is 2-3 times longer & more effective.					
<b>RELATION TO ADOPTED PLANS:</b>	Community Services Master Plan Parks & Amenities					
<b>FISCAL IMPACTS:</b>						
		<b>FISCAL YEARS</b>				
		<u>13/14</u> <u>14/15</u> <u>15/16</u> <u>16/17</u> <u>17/18</u>				
	Operating Costs	-	-	-	-	-
	Operating Revenue	-	-	-	-	-
	Operating Savings	-	-	-	-	-
<b>PROJECT TITLE:</b>	<b>Community Recreation Center</b>	<b>NOTES:</b> This project has donated land.				
<b>COST CENTER:</b>	General Recreation					
<b>PROJECT COST:</b>	\$16,000,000					
<b>FUNDING SOURCE:</b>	General Obligation Bonds					
<b>PROJECT DESCRIPTION:</b>	Architectural design, infrastructure, engineering, & construction of a community recreation/aquatics facility between 55,000 to 65,000 sq. ft.					
<b>PROJECT JUSTIFICATION:</b>	The facility would include indoor aquatics, a running track, gymnasium, fitness center, and meeting rooms.					
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Parks & Amenities					
<b>FISCAL IMPACTS:</b>						
		<b>FISCAL YEARS</b>				
		<u>13/14</u> <u>14/15</u> <u>15/16</u> <u>16/17</u> <u>17/18</u>				
	Operating Costs	-	-	-	-	-
	Operating Revenue	-	-	-	-	-
	Operating Savings	-	-	-	-	-

**CAPITAL IMPROVEMENT PROGRAM**

**CAPITAL IMPROVEMENT PROGRAM**

<b>PROJECT TITLE:</b>	<b>Landfill Bridge &amp; Design Modification</b>	<b>NOTES:</b> The road over the 404 wash is deteriorating and in need of repair.
<b>COST CENTER:</b>	Sanitation	
<b>PROJECT COST:</b>	\$47,000	
<b>FUNDING SOURCE:</b>	Sanitation Operating	
<b>PROJECT DESCRIPTION:</b>	Design & modify bridge & culverts for 404 stormwater wash in Landfill.	
<b>PROJECT JUSTIFICATION:</b>	The road must be widened to allow continued access to the Landfill's west cell & the culverts modified to support the road & accommodate stormwater flow capacity.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Sanitation Operations	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -
<b>PROJECT TITLE:</b>	<b>Annual Pavement Preservation</b>	<b>NOTES:</b> Maintain a pavement condition index score at an average of 75 and above.
<b>COST CENTER:</b>	Streets	
<b>PROJECT COST:</b>	\$1,300,000	
<b>FUNDING SOURCE:</b>	Streets - 1/2 Cent	
<b>PROJECT DESCRIPTION:</b>	Preservation of identified streets by using the pavement management system.	
<b>PROJECT JUSTIFICATION:</b>	Keep street network from deteriorating to avoid higher future costs.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Street Development	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -
<b>PROJECT TITLE:</b>	<b>Traffic Control Systems</b>	<b>NOTES:</b> Traffic volume warrants analysis, which is provided with traffic control systems.
<b>COST CENTER:</b>	Streets	
<b>PROJECT COST:</b>	\$200,000	
<b>FUNDING SOURCE:</b>	Streets - 1/2 Cent	
<b>PROJECT DESCRIPTION:</b>	This is an ongoing annual traffic signal program necessitating new controllers, UPS systems, signal interconnect, LED's, & intersection signalization.	
<b>PROJECT JUSTIFICATION:</b>	Improve traffic flow on arterial streets.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Community Enhancement - Street Development	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	3,600    3,600    3,600    3,600    3,600
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PROGRAM**

**CAPITAL IMPROVEMENT PROGRAM**

<b>PROJECT TITLE:</b>	<b>Casa Grande Stormwater Mgmt Program</b>	<b>NOTES:</b> Water quality standards have to be updated to protect the environment.
<b>COST CENTER:</b>	Wastewater	
<b>PROJECT COST:</b>	\$60,000	
<b>FUNDING SOURCE:</b>	Wastewater Operating	
<b>PROJECT DESCRIPTION:</b>	This project will entail design & preparation of a Storm Water Management Plan to reduce the discharge of pollutants, protect water quality & meet regulatory requirements.	
<b>PROJECT JUSTIFICATION:</b>	Not moving forward with this project may be considered a violation of the Clean Water Act by the Arizona Dept. of Environmental Quality & Environmental Protection Agency.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -
<b>PROJECT TITLE:</b>	<b>Cleaning &amp; Repair of Abbott Pond</b>	<b>NOTES:</b> Cleaning & repair will improve the performance of the pond & make future maintenance easier.
<b>COST CENTER:</b>	Wastewater	
<b>PROJECT COST:</b>	\$75,000	
<b>FUNDING SOURCE:</b>	Wastewater Operating	
<b>PROJECT DESCRIPTION:</b>	Abbott pond needs to be cleaned, old curtains replaced, damaged curtains repaired, and the deteriorating embankment repaired.	
<b>PROJECT JUSTIFICATION:</b>	The City has a contractual agreement with Abbott Nutrition to maintain their pretreatment operations at the WRF, where the pond does not meet design standards.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -
<b>PROJECT TITLE:</b>	<b>Drywells Rehabilitation</b>	<b>NOTES:</b> Failed drywells would need to be abandoned and new drywells could also be installed.
<b>COST CENTER:</b>	Wastewater	
<b>PROJECT COST:</b>	\$50,000	
<b>FUNDING SOURCE:</b>	Wastewater Operating	
<b>PROJECT DESCRIPTION:</b>	This project will evaluate and rehabilitate failing drywells in the City owned retention basins.	
<b>PROJECT JUSTIFICATION:</b>	Rehabbing the drywells allows proper storm water percolation into the ground and reduces vector problems in the City.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PROGRAM**

**CAPITAL IMPROVEMENT PROGRAM**

<b>PROJECT TITLE:</b>	<b>Hydrogen Sulfide Study</b>	<b>NOTES:</b> Treating hydrogen sulfide will also minimize odor in the collection system.
<b>COST CENTER:</b>	Wastewater	
<b>PROJECT COST:</b>	\$40,000	
<b>FUNDING SOURCE:</b>	Wastewater Operating	
<b>PROJECT DESCRIPTION:</b>	The study will identify the sources of hydrogen sulfide throughout the collections system so that any problems can be treated in protecting the City's sewer infrastructure.	
<b>PROJECT JUSTIFICATION:</b>	Identification and treatment of problem areas will prolong the life of the City's sewage collection system.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -
<b>PROJECT TITLE:</b>	<b>Managed Recharge System</b>	<b>NOTES:</b> Recharge credits will be received, but the value of them is not yet known.
<b>COST CENTER:</b>	Wastewater	
<b>PROJECT COST:</b>	\$1,218,000	
<b>FUNDING SOURCE:</b>	Wastewater Expansion	
<b>PROJECT DESCRIPTION:</b>	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.	
<b>PROJECT JUSTIFICATION:</b>	A recharge system needs to be put in place in order for the City to be able to stop discharging into the Santa Cruz wash.	
<b>RELATION TO ADOPTED PLANS:</b>	Reclaimed Water Use Conceptual Master Plan	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	150,000    150,000    215,000    215,000    215,000
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -
<b>PROJECT TITLE:</b>	<b>Media Replacement For Odor</b>	<b>NOTES:</b> The new media should have a life considerably longer than the media currently installed.
<b>COST CENTER:</b>	Wastewater	
<b>PROJECT COST:</b>	\$140,000	
<b>FUNDING SOURCE:</b>	Wastewater Operating	
<b>PROJECT DESCRIPTION:</b>	The current media in the odor scrubbers is no longer viable and new media is necessary for the scrubbers to work properly.	
<b>PROJECT JUSTIFICATION:</b>	The air quality of the WRF is currently in much need for the media replacement for odor.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
<b>FISCAL IMPACTS:</b>		
		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -

**CAPITAL IMPROVEMENT PROGRAM**

**CAPITAL IMPROVEMENT PROGRAM**

<b>PROJECT TITLE:</b>	<b>Peart Park Pump Station Rehab</b>	<b>NOTES:</b> This project will significantly improve reliability and functionality of this pump station.
<b>COST CENTER:</b>	Wastewater	
<b>PROJECT COST:</b>	\$150,000	
<b>FUNDING SOURCE:</b>	Wastewater Operating	
<b>PROJECT DESCRIPTION:</b>	Rehabilitation of 2 vertical turbine pumps and electrical equipment at Peart Park storm water pump station.	
<b>PROJECT JUSTIFICATION:</b>	Time spent to keep existing station running will continue to increase & equipment failure could lead to flooding of area streets.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<u>13/14      14/15      15/16      16/17      17/18</u>
	Operating Costs	-      -      -      -      -
	Operating Revenue	-      -      -      -      -
	Operating Savings	-      -      -      -      -
<b>PROJECT TITLE:</b>	<b>Perimeter Flow Monitoring System</b>	<b>NOTES:</b> Wastewater will be able to gather & evaluate flow information throughout the City's collections system.
<b>COST CENTER:</b>	Wastewater	
<b>PROJECT COST:</b>	\$50,000	
<b>FUNDING SOURCE:</b>	Wastewater Operating	
<b>PROJECT DESCRIPTION:</b>	Place 2 permanent flow meters, per year, into the City's collections system	
<b>PROJECT JUSTIFICATION:</b>	Will allow monitoring of important flow information throughout the City's sewage collections system.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<u>13/14      14/15      15/16      16/17      17/18</u>
	Operating Costs	-      -      -      -      -
	Operating Revenue	-      -      -      -      -
	Operating Savings	-      -      -      -      -
<b>PROJECT TITLE:</b>	<b>Solids Building - Unisex Bathroom</b>	<b>NOTES:</b> The solids handling building needs to be brought up to appropriate standard.
<b>COST CENTER:</b>	Wastewater	
<b>PROJECT COST:</b>	\$60,000	
<b>FUNDING SOURCE:</b>	Wastewater Operating	
<b>PROJECT DESCRIPTION:</b>	Bathroom facilities for Wastewater personnel, working in the solids handling building	
<b>PROJECT JUSTIFICATION:</b>	The building needs to be brought up to current working condition standards.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<u>13/14      14/15      15/16      16/17      17/18</u>
	Operating Costs	-      -      -      -      -
	Operating Revenue	-      -      -      -      -
	Operating Savings	-      -      -      -      -

**CAPITAL IMPROVEMENT PROGRAM**

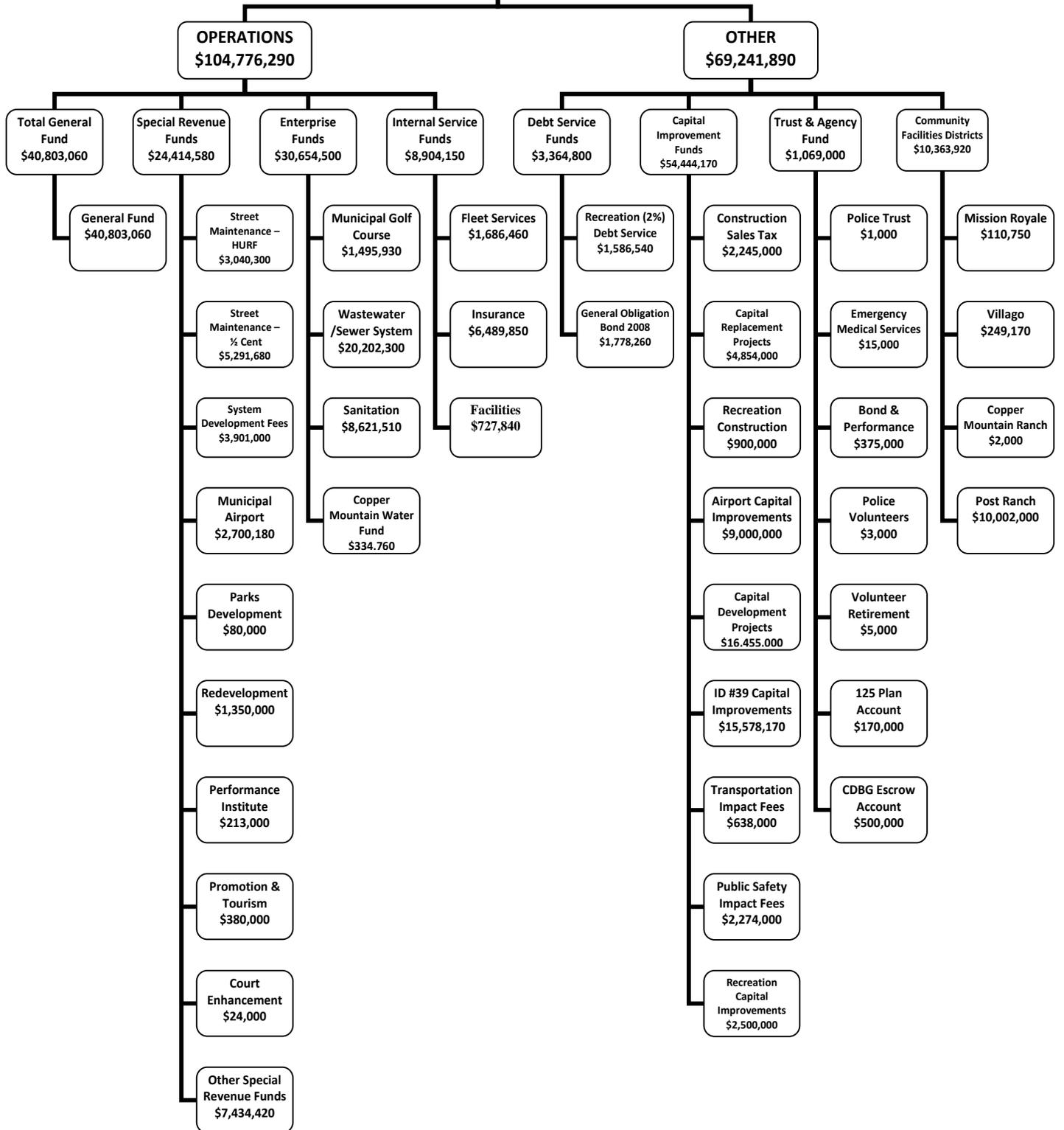
**CAPITAL IMPROVEMENT PROGRAM**

<b>PROJECT TITLE:</b>	<b>Specialty Equipment</b>	<b>NOTES:</b> Specialty equipment for multiple functions in Wastewater Operations.
<b>COST CENTER:</b>	Wastewater	
<b>PROJECT COST:</b>	\$44,000	
<b>FUNDING SOURCE:</b>	Wastewater Operating	
<b>PROJECT DESCRIPTION:</b>	Includes STH transducers for use with hydrorangers, influent pump fuses, high voltage electrical tape & miscellaneous wire, equipment, repairs & rental laboratory equipment, etc.	
<b>PROJECT JUSTIFICATION:</b>	Needed to keep Wastewater Operations running efficiently, for both treatment & collections.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -
<b>PROJECT TITLE:</b>	<b>Wastewater Master Plan update - North Sector</b>	<b>NOTES:</b> North sector is everything north of the railroad tracks.
<b>COST CENTER:</b>	Wastewater	
<b>PROJECT COST:</b>	\$150,000	
<b>FUNDING SOURCE:</b>	Wastewater Operating	
<b>PROJECT DESCRIPTION:</b>	Wastewater master plan update of northern sector of collections system	
<b>PROJECT JUSTIFICATION:</b>	Due to the population growth & business development, the Wastewater master plan update is needed to meet the demand.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Wastewater Strategies	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -
<b>PROJECT TITLE:</b>	<b>Distribution System Upgrade/Rehabilitation</b>	<b>NOTES:</b> This project reduces the potential for higher water cost and interrupted water supply.
<b>COST CENTER:</b>	Water System	
<b>PROJECT COST:</b>	\$100,000	
<b>FUNDING SOURCE:</b>	Water System	
<b>PROJECT DESCRIPTION:</b>	This project includes leakage analysis, and repairing distribution system.	
<b>PROJECT JUSTIFICATION:</b>	Improve system reliability, help ensure water quality, and reduce the potential for unaccounted water loss.	
<b>RELATION TO ADOPTED PLANS:</b>	Strategic Agenda - Infrastructure Management - Water System	
<b>FISCAL IMPACTS:</b>		<b>FISCAL YEARS</b>
		<b>13/14    14/15    15/16    16/17    17/18</b>
	Operating Costs	-    -    -    -    -
	Operating Revenue	-    -    -    -    -
	Operating Savings	-    -    -    -    -



# **DEPARTMENTAL BUDGETS**

**FISCAL YEAR 2013-2014  
TOTAL EXPENDITURES BUDGET  
\$174,018,180**



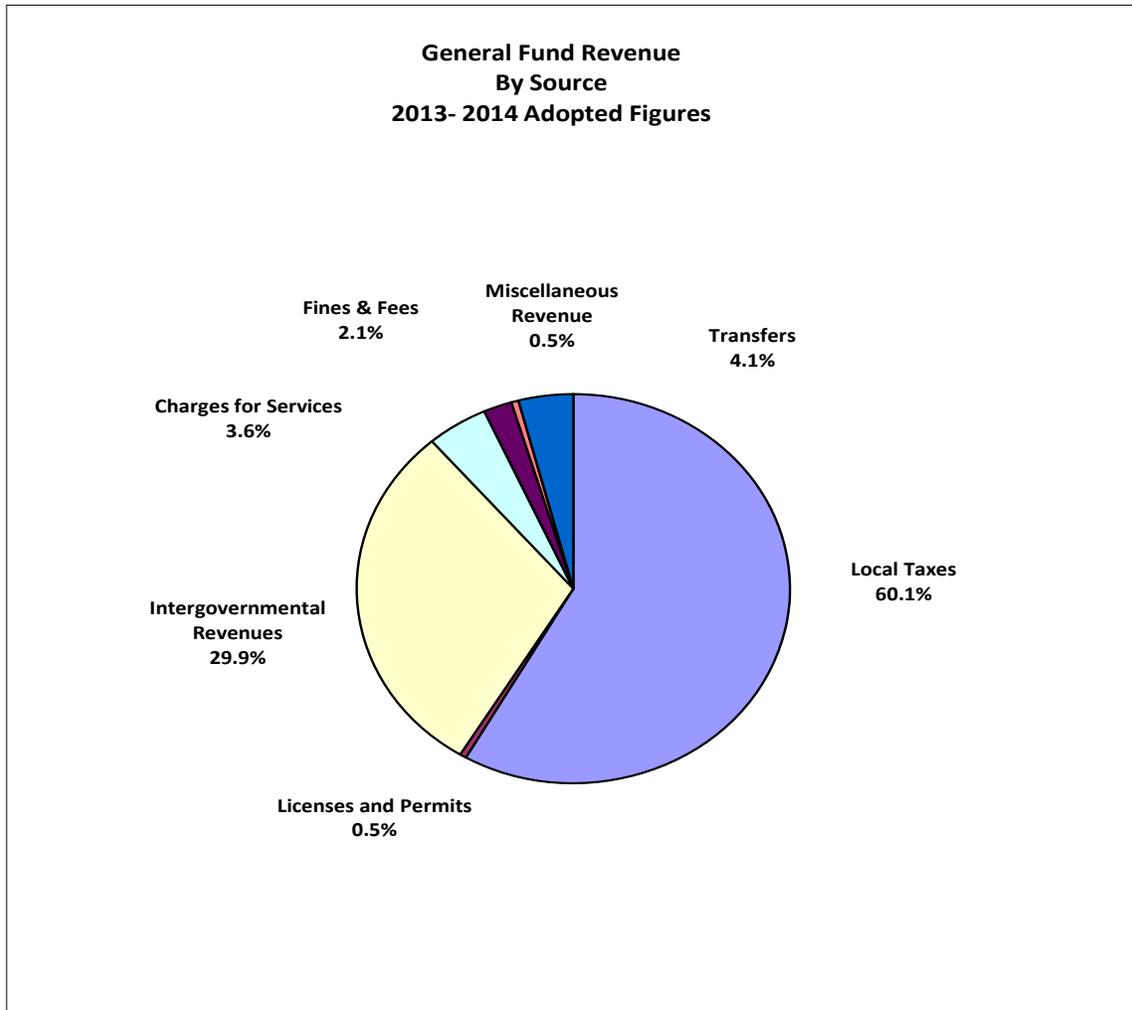
**GENERAL FUND**

<b><i>DEPARTMENT</i></b>	<b><i>DESCRIPTION</i></b>	<b><i>PAGE</i></b>
<b><i>01</i></b>	<b><i>GENERAL GOVERNMENT</i></b>	<b><i>119</i></b>
<b><i>20</i></b>	<b><i>PUBLIC SAFETY</i></b>	<b><i>141</i></b>
<b><i>35</i></b>	<b><i>PUBLIC WORKS</i></b>	<b><i>166</i></b>
<b><i>40</i></b>	<b><i>COMMUNITY SERVICES</i></b>	<b><i>171</i></b>
<b><i>45</i></b>	<b><i>PLANNING AND DEVELOPMENT</i></b>	<b><i>193</i></b>

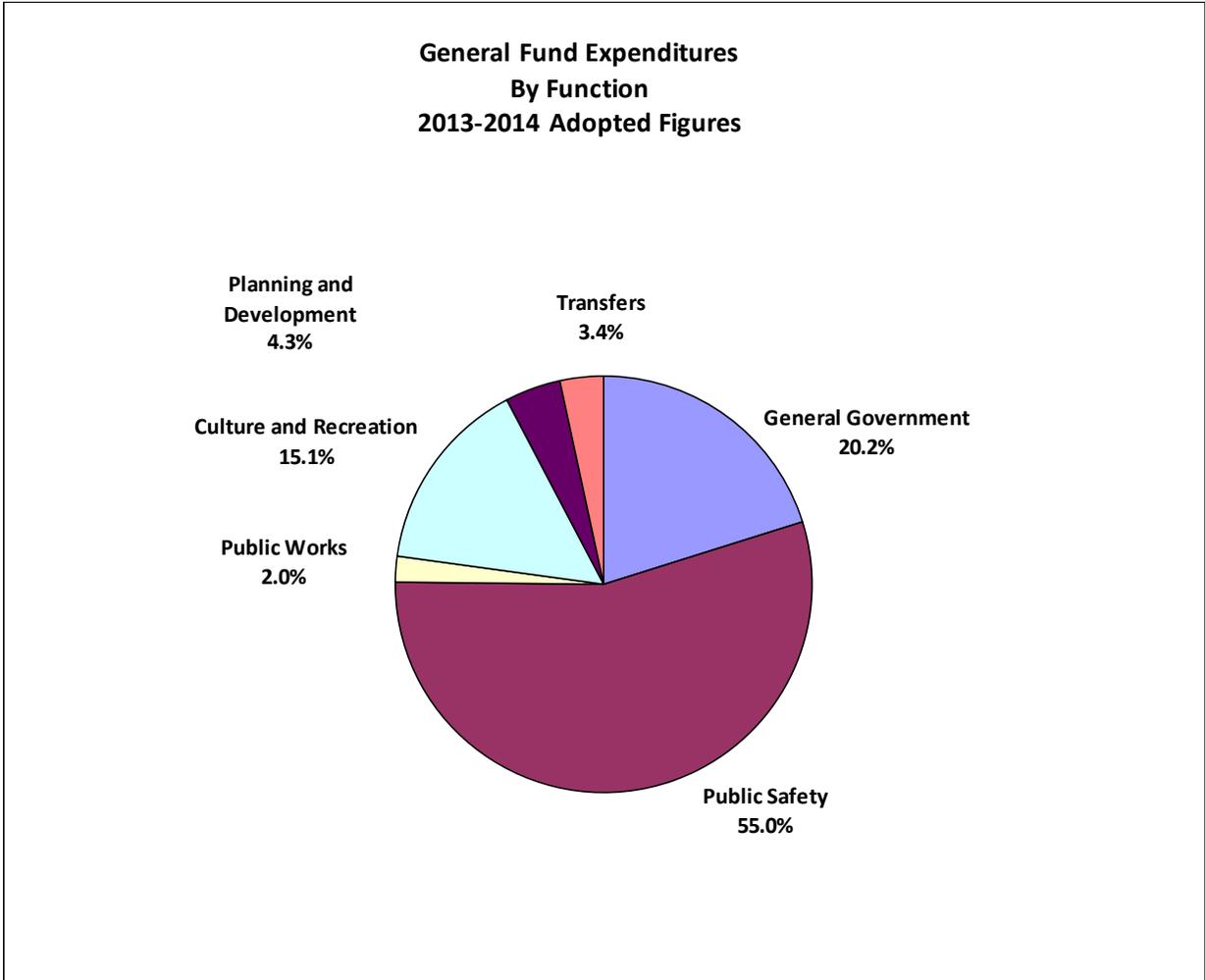
DEPARTMENTAL BUDGET

General Fund - Revenues/Expenditures/Changes in Fund Balance

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$24,274,136	\$23,494,467	\$23,494,467	\$25,891,810
<b>REVENUE SOURCES:</b>				
Taxes	22,287,539	22,976,000	22,866,070	23,030,000
Licenses and Permits	180,663	195,000	198,000	195,000
Intergovernmental Revenues	10,120,808	11,211,790	11,218,190	11,830,200
Charges for Services	1,012,848	1,394,860	1,918,490	1,808,700
Fines & Forfeitures	776,103	890,220	760,500	839,650
Miscellaneous Revenue	181,923	183,000	238,000	213,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	1,333,780	1,393,780	1,947,540	1,611,500
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$35,893,664</b>	<b>\$38,244,650</b>	<b>\$39,146,790</b>	<b>\$39,528,050</b>
<b>EXPENDITURES:</b>				
Personnel	\$25,663,137	\$26,628,600	\$26,218,660	\$27,663,110
Contractual Services	4,603,574	5,989,860	4,805,020	5,799,650
Operating Supplies	3,175,554	3,294,170	3,070,150	3,783,370
Capital Outlay	469,555	549,740	211,000	1,146,500
Debt Service	74,215	82,840	71,920	71,920
<b>OTHER USES:</b>				
Transfers Out	2,687,298	1,965,670	2,372,690	2,338,510
Payment to Refunded Bond Escrow Agent	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$36,673,333</b>	<b>\$38,510,880</b>	<b>\$36,749,440</b>	<b>\$40,803,060</b>
<b>Operating Result</b>	<b>(\$779,669)</b>	<b>(\$266,230)</b>	<b>\$2,397,350</b>	<b>(\$1,275,010)</b>
Plus: Designated Reserves	3,740,577	4,258,933	4,258,933	4,814,433
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	19,753,890	18,969,304	21,632,884	19,802,367
<b>Ending Fund Balance</b>	<b>\$23,494,467</b>	<b>\$23,228,237</b>	<b>\$25,891,817</b>	<b>\$24,616,806</b>



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



DEPARTMENTAL BUDGET

General Fund Expenditures

DIVISION	PERSONNEL	CONTRACTUAL SERVICES	OPERATING SUPPLIES	CAPITAL OUTLAY / DEBT SERVICE	TRANSFERS
Mayor and Council/Contingency	\$115,100	\$1,972,120	\$12,290	\$0	1,375,590
City Attorney	674,010	26,170	31,400	0	0
City Manager	689,510	154,980	33,910	600	2,380
City Clerk	295,140	44,950	27,320	3,000	0
Elections	0	18,760	14,860	0	0
Finance	838,730	139,090	55,230	0	5,370
Information Systems	810,860	413,490	270,090	228,000	4,690
Administrative Services	361,010	159,370	24,270	0	0
Public Information	173,000	56,880	33,000	0	0
Public Works Administration	506,600	11,070	7,500	9,300	0
City Court	503,740	128,200	43,900	0	0
Animal Control	255,350	29,650	50,900	0	7,830
Police Administration	962,510	145,080	290,000	0	334,200
Police Communications	1,311,310	264,130	4,200	850,000	0
Police Patrol	5,042,450	730,630	241,240	24,000	0
Police Criminal Investigation	2,128,690	62,640	124,150	0	0
Police Special Operations	1,234,170	90,520	90,150	0	0
Fire Department	5,916,010	663,510	332,430	108,000	477,660
Public Works Operations	72,940	23,190	8,600	0	3,920
Public Works - Fac. Maint.	0	0	0	0	9,700
Engineering	591,380	56,210	17,150	12,970	19,260
Downtown Public Library	590,520	79,970	81,860	0	0
Vista Grande Library	437,880	18,770	59,660	0	0
Senior Adult Services	116,440	58,450	45,340	58,000	15,920
Parks Maintenance	1,186,870	258,200	1,077,460	271,650	62,430
Recreation Programs	269,760	95,750	52,050	34,000	0
Len Colla Center	174,530	54,450	44,120	13,750	0
Aquatics	148,230	38,140	61,130	38,500	0
Keep Casa Grande Beautiful	24,740	410	800	1,200	0
General Recreation	348,300	89,820	49,180	2,000	8,870
Women's Club	0	9,730	9,640	2,300	0
Community Recreation Center	54,600	47,400	60,000	25,000	0
Planning & Development	1,571,320	119,830	61,190	0	10,690
<b>General Fund Totals</b>	<b>\$27,405,700</b>	<b>\$6,061,560</b>	<b>\$3,315,020</b>	<b>\$1,682,270</b>	<b>\$2,338,510</b>
<b>% of Total</b>	<b>67.2%</b>	<b>14.9%</b>	<b>8.1%</b>	<b>4.1%</b>	<b>5.7%</b>
<b>TOTAL GENERAL FUND EXPENDITURES</b>					<b><u>\$40,803,060</u></b>

DEPARTMENTAL BUDGET

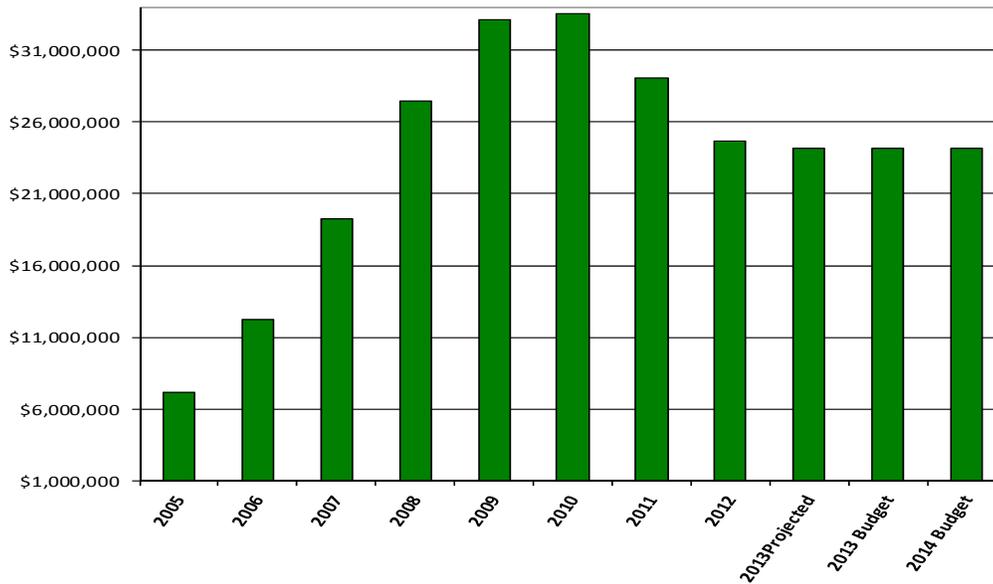
General Fund Expenses by Division

DIVISION	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Mayor and Council	\$1,404,116	\$2,193,050	\$1,192,330	\$2,099,510
City Attorney	636,628	691,960	674,840	731,580
City Manager	907,514	815,830	804,300	881,380
City Clerk	361,113	329,960	301,640	370,410
Elections	0	67,200	28,350	33,620
Finance	957,540	979,430	988,630	1,038,420
Information Systems	1,574,387	1,611,350	1,452,470	1,727,130
Administrative Services-Personnel	433,026	459,880	467,480	544,650
Public Information	144,987	223,990	173,890	262,880
Public Works Administration	467,880	515,310	516,390	534,470
<b>GENERAL GOVERNMENT</b>	<b>\$6,887,191</b>	<b>\$7,887,960</b>	<b>\$6,600,320</b>	<b>\$8,224,050</b>
City Court	\$579,194	\$612,120	\$590,190	\$675,840
Animal Control	326,533	314,450	316,590	343,730
Police	11,913,422	12,338,650	12,424,770	13,930,070
Fire	6,568,912	7,043,940	6,962,730	7,497,610
<b>PUBLIC SAFETY</b>	<b>\$19,388,061</b>	<b>\$20,309,160</b>	<b>\$20,294,280</b>	<b>\$22,447,250</b>
Public Works Operations	\$99,572	\$96,990	\$95,450	\$108,650
Public Works - Facilities Maintenance	715,916	882,020	729,340	9,700
Engineering	612,415	707,630	650,810	696,970
<b>PUBLIC WORKS</b>	<b>\$1,427,903</b>	<b>\$1,686,640</b>	<b>\$1,475,600</b>	<b>\$815,320</b>
Downtown Public Library	\$761,475	\$684,520	\$730,780	\$752,350
Vista Grande Library	389,217	551,810	379,230	516,310
Senior Adult Services	201,655	230,380	186,870	294,150
Parks Maintenance	2,571,516	2,808,970	2,568,740	2,856,610
Recreation Programs	325,527	243,460	190,410	451,560
Len Colla Center	243,323	256,260	208,440	286,850
Aquatics	245,849	221,050	154,020	286,000
Keep America Beautiful	15,668	16,630	16,190	27,150
General Recreation	569,678	630,940	637,320	498,170
Women's Club	9,116	9,870	6,820	21,670
Recreation Center Admission Fees	0	0	0	187,000
<b>CULTURE AND RECREATION</b>	<b>\$5,333,024</b>	<b>\$5,653,890</b>	<b>\$5,078,820</b>	<b>\$6,177,820</b>
Planning & Development	\$1,669,946	\$1,651,110	\$1,558,300	\$1,763,030
<b>PLANNING AND DEVELOPMENT</b>	<b>\$1,669,946</b>	<b>\$1,651,110</b>	<b>\$1,558,300</b>	<b>\$1,763,030</b>
Subtotal	<b>\$34,706,125</b>	<b>\$37,188,760</b>	<b>\$35,007,320</b>	<b>\$39,427,470</b>
Transfers Out	1,967,208	1,322,120	1,742,120	1,375,590
<b>TRANSFERS</b>	<b>\$1,967,208</b>	<b>\$1,322,120</b>	<b>\$1,742,120</b>	<b>\$1,375,590</b>
<b>General Fund Expenditure Totals</b>	<b>\$36,673,333</b>	<b>\$38,510,880</b>	<b>\$36,749,440</b>	<b>\$40,803,060</b>

General Fund Balance History

Fiscal Year Ending 6/30	Fund Balance at FY Ending 6/30	Amount inc/ (dec)	Percent inc/ (dec)
2005	7,145,282	2,052,852	40%
2006	12,265,450	5,120,168	72%
2007	19,272,727	7,007,277	57%
2008	27,480,247	8,207,520	43%
2009	33,120,593	5,640,346	21%
2010	33,556,492	435,899	1%
2011	29,078,005	(4,478,487)	-13%
2012	24,630,744	(4,447,261)	-15%
2013 Projected	24,178,000	(452,744)	-2%
2013 Budget	24,186,500	8,500	0%
2014 Budget	24,169,400	(17,100)	0%

**General Fund Balance  
10 Year History**



For Years Ending 6/30

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## **GENERAL GOVERNMENT**

<b><i>COST CENTER</i></b>	<b><i>DESCRIPTION</i></b>	<b><i>PAGE</i></b>
<b><i>010</i></b>	<b><i>MAYOR &amp; COUNCIL</i></b>	<b><i>120</i></b>
<b><i>030</i></b>	<b><i>CITY ATTORNEY</i></b>	<b><i>122</i></b>
<b><i>100</i></b>	<b><i>CITY MANAGER</i></b>	<b><i>124</i></b>
<b><i>110</i></b>	<b><i>CITY CLERK</i></b>	<b><i>126</i></b>
<b><i>120</i></b>	<b><i>CITY CLERK - ELECTIONS</i></b>	<b><i>128</i></b>
<b><i>200</i></b>	<b><i>FINANCIAL SERVICES</i></b>	<b><i>130</i></b>
<b><i>225</i></b>	<b><i>INFORMATION SYSTEMS</i></b>	<b><i>132</i></b>
<b><i>250</i></b>	<b><i>ADMINISTRATIVE SERVICES</i></b>	<b><i>134</i></b>
<b><i>251</i></b>	<b><i>PUBLIC INFORMATION</i></b>	<b><i>136</i></b>
<b><i>400</i></b>	<b><i>PUBLIC WORKS ADMINISTRATION</i></b>	<b><i>138</i></b>

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

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

**MISSION**

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

**2012-2013 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	-	\$ 549,510	\$ 549,510	0%	-
Contingency	-	\$ 500,000	\$ 500,000	0%	-
Economic Contingency	-	\$ 250,000	\$ 250,000	0%	-
Sales tax refunds	-	\$ 800,000	\$ 800,000	0%	-
<b>TOTAL</b>	-	\$2,099,510	\$2,099,510	0%	-



<b>General Government</b>	<b>City Attorney</b>	<b>Cost Center 101.01.030</b>
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**GENERAL INFORMATION**

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

**MISSION**

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

**2012-2013 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 to provide a preventative education program entitled “Love is Not Abuse”.
- Continued to work with the Planning and Development Department on an aggressive “clean and lien” program to address issues with dilapidated and abandoned buildings and property within the City.

- Provided training and legal advice to the City’s Council, Boards, Commissions, departments, and employees including topics on the Open Meeting Law, Public Records Act, Conflicts of Interest, and Public Procurement.
- Worked with the Finance Department to continue to enhance the collection process for unpaid utility bills and pursued collection efforts through the court system resulting in significant recovery for the City.
- Worked with the City Manager’s Office and other Departments to negotiate agreements for several major projects, including the City’s solar installation projects, Life on Main Redevelopment Plan and construction agreements for the City’s renovation of the Library and Public Safety Dispatch Center.

**GOALS & OBJECTIVES**

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

- Obtain judgment or collection in 90% of civil cases filed against delinquent sewer and trash accounts.

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Prosecution	-	\$307,210	\$307,210	0%	3.25
Civil	-	\$424,370	\$424,370	0%	3.75
<b>TOTAL</b>	-	\$731,580	\$731,580	0%	7.00

**DEPARTMENTAL BUDGET**

<b>General Government</b>	<b>City Attorney</b>	<b>Cost Center 101.01.030</b>
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PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
Pre-trial hearings	2,829	3,107	4,446	4,250
Victims serviced	1,512	1,539	2,568	2,400
Collection cases filed	35	50	60	65
Cumulative % of Collection Cases filed that result in judgment against defendant or complete collection from defendant	72%	82%	75%	90%

Funding Sources	Amount	% of Funding
General Fund	\$731,580	100.00%
<b>Total Funding</b>	<b>\$731,580</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$607,922	\$657,420	\$649,010	\$674,010
Contractual Services	11,985	18,140	10,630	26,170
Operating Supplies	16,720	16,400	15,200	31,400
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$636,628</b>	<b>\$691,960</b>	<b>\$674,840</b>	<b>\$731,580</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
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	2.00	2.00
<b>TOTAL POSITIONS</b>	<b>6.50</b>	<b>7.00</b>	<b>7.00</b>

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

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

- 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.
- Metropolitan Planning Organization (MPO) awarded designation by Governor’s office.
- Developed plan to install solar energy throughout city properties to save energy costs.

**MISSION**

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

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

**GOALS & OBJECTIVES**

To increase the efficiency and effectiveness of City operations.

- 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.
- Continue to develop the next phase of MPO.
- Play a strategic role in transportation issues.

**2012-2013 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.

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Operations	-	\$650,750	\$650,750	0%	3.25
Economic Development	-	\$228,250	\$228,250	0%	1.00
Vehicle Replacement	-	\$ 2,380	\$ 2,380	0%	
<b>TOTAL</b>	-	\$881,380	\$881,380	0%	4.25

DEPARTMENTAL BUDGET

<b>General Government</b>	<b>City Manager</b>	<b>Cost Center 101.01.100</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
% of residents who feel the quality of life in City of Casa Grande is excellent/good	N/A	N/A	N/A	Survey not yet conducted
# of City policies & procedures revised	7	2	0	2

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$881,380	100.00%
<b>Total Funding</b>	<b>\$881,380</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$732,546	\$658,040	\$662,400	\$689,510
Contractual Services	157,972	139,850	129,800	154,980
Operating Supplies	16,996	17,940	12,100	33,910
Capital Outlay	0	0	0	600
Debt Service	0	0	0	0
Transfers	0	0	0	2,380
<b>DEPARTMENTAL TOTALS</b>	<b>\$907,514</b>	<b>\$815,830</b>	<b>\$804,300</b>	<b>\$881,380</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
City Manager	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	0.50
Economic Development Mgr	0.00	0.00	1.00
Senior Management Analyst	1.00	1.00	0.50
Management Analyst	0.75	0.75	0.25
Executive Secretary	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>4.75</b>	<b>4.75</b>	<b>4.25</b>

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

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

**2012-2013 ACCOMPLISHMENTS**

- Arts & Humanities Commission conducted 2<sup>nd</sup> Annual “Plein Air Painting Event”.
- Arts & Humanities Commission partnered with Casa Grande Schools and provided \$10,000 Mini Grant awards to 18 teachers for art related projects.
- Processed 677 passport applications.
- Posted 397 official public meeting notices.
- Processed and administered 58 bids.
- Processed 52 liquor license applications.
- Conducted 419 research projects.
- Processed 122 contracts.
- Achieved Master Municipal Clerk Designation.
- Completed the Arts & Humanities Commission’s 6<sup>th</sup> Municipal Arts Five Year Plan.
- Processed 17 Public Safety Retirement enrollments.

**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
- Public Safety Retirement System

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Council support	-	\$169,800	\$169,800	0%	1.75
Records management	\$ 1,300	\$ 46,660	\$ 45,360	3%	.75
Mailroom services	\$10,000	\$ 60,800	\$ 50,800	16%	1.00
Phone operations	-	\$ 50,100	\$ 50,100	0%	1.00
Board and Commissions	-	\$ 43,050	\$ 43,050	0%	.50
<b>TOTAL</b>	<b>\$11,300</b>	<b>\$370,410</b>	<b>\$359,110</b>	<b>3%</b>	<b>5.00</b>

**DEPARTMENTAL BUDGET**

<b>General Government</b>	<b>City Clerk</b>	<b>Cost Center 101.01.110</b>
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PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
Number of agenda items submitted	606	485	565	568
Number of Ordinances & Resolutions processed	218	171	193	189
Number of contracts	131	106	122	116
Passport applications processed	627	760	677	593
Revenue from processing passports	\$16,635	\$19,857	\$17,285	\$14,768
% of public records requests for information completed within 5 business days	57%	70%	83%	84%

Funding Sources	Amount	% of Funding
General Fund	\$359,110	96.95%
Passports	11,300	3.05%
<b>Total Funding</b>	<b>\$370,410</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$333,334	\$294,430	\$254,800	\$295,140
Contractual Services	22,501	25,330	40,360	44,950
Operating Supplies	5,279	5,200	4,670	27,320
Capital Outlay	0	5,000	1,810	3,000
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$361,113</b>	<b>\$329,960</b>	<b>\$301,640</b>	<b>\$370,410</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
City Clerk	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00
Office Assistant	2.00	2.00	2.50
Telephone Operator	1.00	1.00	0.50
<b>TOTAL POSITIONS</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

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

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

**2012-2013 ACCOMPLISHMENTS**

- Conducted Primary Election.

**MISSION**

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

**GOALS & OBJECTIVES**

Not applicable to this department.

**PROGRAM BUDGET**

<b>Program Budget</b>	<b>Revenue</b>	<b>Expenditure</b>	<b>Net</b>	<b>Recovery</b>	<b>FTE</b>
Operations	-	\$33,620	\$33,620	0%	0.00
<b>TOTAL</b>	-	\$33,620	\$33,620	0%	0.00

DEPARTMENTAL BUDGET

<b>General Government</b>	<b>City Clerk-Elections</b>	<b>Cost Center 101.01.120</b>
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PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
Elections conducted	2	0	3	1

Funding Sources	Amount	% of Funding
General Fund	\$33,620	100.00%
<b>Total Funding</b>	<b>\$33,620</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	37,500	16,250	18,760
Operating Supplies	0	29,700	12,100	14,860
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$67,200</b>	<b>\$28,350</b>	<b>\$33,620</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Not applicable to this department			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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

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

**MISSION**

To provide timely, accurate, relevant, and accessible financial data, services, analysis, and guidance for all departments.

**2012-2013 ACCOMPLISHMENTS**

- Received the GFOA’s award for excellence in reporting the financial statements.
- Received the GFOA’s Distinguished Budget Presentation Award.
- Expanded use of ADG software with fixed assets and electronic timesheets.
- Implementation of developed methodology to cost rates and fees using direct, indirect and overhead costs.
- Compiled and printed annual employee Total Compensation Reports.
- Began Purchasing Card implementation.
- Utilization of on-line payments increased by 17.2%.

**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**

<b>Program Budget</b>	<b>Revenue</b>	<b>Expenditure</b>	<b>Net</b>	<b>Recovery</b>	<b>FTE</b>
Administration	-	\$ 68,840	\$ 68,840	0%	.50
Accounts Payable – Fixed Assets	-	\$ 86,260	\$ 86,260	0%	1.15
Payroll	-	\$ 57,410	\$ 57,410	0%	.50
Billing and collection	-	\$ 175,190	\$175,190	0%	1.75
Licensing	\$150,000	\$ 92,000	(\$ 58,000)	163%	1.25
Customer service	-	\$ 153,590	\$153,590	0%	2.35
Financial reporting	-	\$ 289,970	\$289,970	0%	3.00
Grant Administration	-	\$ 109,790	\$109,790	0%	1.25
Vehicle Replacement	-	\$ 5,370	\$ 5,370	0%	
<b>TOTAL</b>	<b>\$150,000</b>	<b>\$1,033,050</b>	<b>\$883,050</b>	<b>15%</b>	<b>11.75</b>

**DEPARTMENTAL BUDGET**

<b>General Government</b>	<b>Financial Services</b>	<b>Cost Center 101.01.200</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
% Utilization of "Sure Bill"	7.0%	7.0%	24.2%	40.0%
Average % of return on investments	0.11%	0.07%	0.11%	0.11%
% of delinquent utility accounts	20.2%	17.0%	14.3%	11.0%
Average daily deposits	\$126,408	\$135,867	\$157,704	\$150,000

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$888,420	85.55%
Business Licenses	150,000	14.45%
<b>Total Funding</b>	<b>\$1,038,420</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$797,078	\$811,820	\$814,020	\$838,730
Contractual Services	116,350	\$127,840	133,920	139,090
Operating Supplies	44,112	39,770	40,690	55,230
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	0	0	0	5,370
<b>DEPARTMENTAL TOTALS</b>	<b>\$957,540</b>	<b>\$979,430</b>	<b>\$988,630</b>	<b>\$1,038,420</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
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
<b>TOTAL POSITIONS</b>	<b>11.75</b>	<b>11.75</b>	<b>11.75</b>

<b>General Government</b>	<b>Information Systems</b>	<b>Cost Center 101.01.225</b>
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**GENERAL INFORMATION**

The Information Technology Department provides support for a network of more than 1300 nodes distributed between 27 locations. IT provides assistance in purchasing and deploying specialty software, integrating data from various sources, and transforming data into information. In addition, the department is responsible for the telephony system consisting of about 600 devices.

**MISSION**

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

**2012-2013 ACCOMPLISHMENTS**

- Coordinated with Blue Stake & City Departments to reduce costs.
- Assisted in build out of the Emergency Operations Center.
- Completed Panasonic Arbitrator vehicle camera system implementation for Police Dept.
- Completed GTG GeoBlade in-car mapping system implementation for public safety.
- Implemented Watch Systems OffenderWatch for the Police Dept. to make sex offender notifications quicker.
- Completing major infrastructure upgrades on our storage solution to protect safety and accessibility of data.
- Completing Disaster Recovery testing.
- Deployed the infrastructure & resources to implement a new Automatic Vehicle Location solution for public safety vehicles.

- Implementation of NetMotion Wireless Locality for public safety to better assess wireless network connection issues to assist in troubleshooting problem areas where public safety cannot get a signal.
- Acquiring and deploying a new Work Order System that allows work orders from multiple departments to be entered into one system while enhancing reporting and analysis capabilities.
- Continuing migration of New Dawn JustWare Prosecutor for the City Attorney’s office to track cases in a timely and efficient manner.
- Changing old programming environment to an open source environment with no recurring annual costs.
- Writing program management applications for Planning & Development to assist with annual fee structure assessments and for Public Works to improve department resource allocation.
- Adding wireless connectivity to the internal network for the Wastewater Treatment Plant and Teen Center.

**GOALS & OBJECTIVES**

Provide fiscally conservative, responsive, agile, integrated, and defendable hardware and software infrastructure and support for the purpose of increasing community and staff safety while reducing costs and improving process efficiency.

- Continue process of integrating software input and reporting to provide one point of data entry, many points of access.
- Maintain or increase internal customer satisfaction level.
- Save money on hardware, software licensing, electricity, staff time, etc. by continuing implementation of server virtualization and consolidation while beginning the process of desktop virtualization.
- Resolve at least 50% of Helpdesk requests within 24 hours.

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Tech Support	-	\$ 921,300	\$ 921,300	0%	3.25
Networking & Security	-	\$ 244,750	\$ 244,750	0%	1.35
Data Mgmt & Reporting	-	\$ 301,860	\$ 301,860	0%	1.90
GIS	-	\$ 254,530	\$ 254,530	0%	3.75
Vehicle Replacement	-	\$ 4,690	\$ 4,690	0%	
<b>TOTAL</b>	-	\$1,727,130	\$1,727,130	0%	10.25

DEPARTMENTAL BUDGET

<b>General Government</b>	<b>Information Systems</b>	<b>Cost Center 101.01.225</b>
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PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
Service satisfaction level response from Helpdesk survey scale of 1-4 with 1 being the best	1.15	1.18	1.17	1.13
% of Helpdesk requests resolved within 24 hours	53.65%	48.39%	50.33%	50.00%
# of Helpdesk requests received	3,000	2,639	2,996	3,000

Funding Sources	Amount	% of Funding
General Fund	\$1,727,130	100.00%
<b>Total Funding</b>	<b>\$1,727,130</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$670,336	\$728,790	\$681,000	\$810,860
Contractual Services	421,802	488,230	468,570	413,490
Operating Supplies	280,823	273,100	225,900	270,090
Capital Outlay	201,426	121,230	77,000	228,000
Debt Service	0	0	0	0
Transfers	0	0	0	4,690
<b>DEPARTMENTAL TOTALS</b>	<b>\$1,574,387</b>	<b>\$1,611,350</b>	<b>\$1,452,470</b>	<b>\$1,727,130</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
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 Coordinator	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
<b>TOTAL POSITIONS</b>	<b>10.25</b>	<b>10.25</b>	<b>10.25</b>

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

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

**2012-2013 ACCOMPLISHMENTS**

- Assisted with Market study regarding employee salary and reported findings to City Leadership as part of the information necessary to make an annual salary adjustment decision for all employees.
- Effectively and efficiently managed the renewal process for City employee health insurance package.
- Effectively and efficiently managed the open enrollment process citywide.

- Partnered with the Employee Excellence Committee to have a successful benefit's fair for employees.
- Created a process for delivering Direct Deposit advice of payment documents to city employees electronically, significantly cutting paper usage for each bi-weekly payroll.
- Monitored legislation and developed compliance plan with significant new laws impacting Arizona municipal entities.
- Continued to provide effective human resources consulting services to City departments.
- Partnered with City departments to bring enhanced training opportunities to their employees at no cost to the city.

**GOALS & OBJECTIVES**

Provide timely and effective consultation and support to City departments on benefits, employee relations, recruitment and risk management issues.

- Manage employee recruitment and selection processes to provide well-suited applicants to City departments.
- Retain a skilled municipal workforce.
- Conduct a review of the current employee performance evaluation instrument and consider a replacement format, if deemed appropriate.

**PROGRAM BUDGET**

<b>Program Budget</b>	<b>Revenue</b>	<b>Expenditure</b>	<b>Net</b>	<b>Recovery</b>	<b>FTE</b>
Employee Recruitment/Selection	-	\$102,590	\$102,590	0%	.80
Employee Relations/Development/Orientation	-	\$ 62,890	\$ 62,890	0%	.50
Employee Benefits Admin.	-	\$ 58,220	\$ 58,220	0%	.50
Employee Classification/Compensation	-	\$103,100	\$103,100	0%	.25
Employee Performance/Evaluation Admin.	-	\$ 20,040	\$ 20,040	0%	.15
General Admin. Services Dept Support	-	\$197,810	\$197,810	0%	1.80
<b>TOTAL</b>		\$544,650	\$544,650	0%	4.00

DEPARTMENTAL BUDGET

<b>General Government</b>	<b>Administrative Services</b>	<b>Cost Center 101.01.250</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Number of recruitments	43	41	62	N/A
Average # of applicants per recruitment	72	67	72	N/A
Employee turnover rate	1.5%	2.2%	250.0%	-2.0%

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$544,650	100.00%
<b>Total Funding</b>	<b>\$544,650</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$369,293	\$372,850	\$388,100	\$361,010
Contractual Services	54,512	73,610	73,910	159,370
Operating Supplies	9,221	13,420	5,470	24,270
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$433,026</b>	<b>\$459,880</b>	<b>\$467,480</b>	<b>\$544,650</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
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
<b>TOTAL POSITIONS</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

<b>General Government</b>	<b>Public Information</b>	<b>Cost Center 101.01.251</b>
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**GENERAL INFORMATION**

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

**MISSION**

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

**2012-2013 ACCOMPLISHMENTS**

- Continue to update City’s local government access cable channel.
- Published City Beat newsletter 6 times a year.
- Wrote 59 news releases.
- Published new Recreation Connection newsletter 6 times a year.
- Produced new show dedicated to pet adoptions called Parade of Paws.
- Produced a total of 105 videos, including coverage of 36 city events, 24 council meetings, 12 public service announcements, 12 City Scenes (24 topics), 16 miscellaneous productions, and 5 Parade of Paws.
- 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 and maintain city website: main, Community Services and Police Dept.
- Continue to promote positive stories and community service/involvement from City Departments and employees.
- Stream Council meetings live online.
- Develop a marketing plan for economic development.

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Web/Information Dissemination	-	\$210,260	\$210,260	0%	2.00
Channel 11	-	\$ 52,620	\$ 52,620	0%	-
<b>TOTAL</b>	-	\$262,880	\$262,880	0%	2.00

DEPARTMENTAL BUDGET

<b>General Government</b>	<b>Public Information</b>	<b>Cost Center 101.01.251</b>
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PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
# of videos/shows produced	20	74	105	60
# of City web page "hits" (FY2014 - new way of measuring)	29,525,642	22,906,883	16,324,607	325,000
# of publications produced	***New Measure***		N/A	13

Funding Sources	Amount	% of Funding
General Fund	\$262,880	100.00%
<b>Total Funding</b>	<b>\$262,880</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$121,952	\$154,970	\$149,420	\$173,000
Contractual Services	18,133	51,170	7,970	56,880
Operating Supplies	4,902	17,850	16,500	33,000
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$144,987</b>	<b>\$223,990</b>	<b>\$173,890</b>	<b>\$262,880</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Public Information Officer		1.00	1.00
Webmaster		1.00	1.00
<b>TOTAL POSITIONS</b>		<b>2.00</b>	<b>2.00</b>

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

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

**MISSION**

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

**2012-2013 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**

<b>Program Budget</b>	<b>Revenue</b>	<b>Expenditure</b>	<b>Net</b>	<b>Recovery</b>	<b>FTE</b>
Project Manager	-	\$ 94,760	\$ 94,760	0%	1.00
Boards & Commissions	-	\$ 27,580	\$ 27,580	0%	.35
RFI-PW Division	-	\$ 50,990	\$ 50,990	0%	.65
Division support	-	\$275,960	\$275,960	0%	1.50
NOC facility operations	-	\$ 85,180	\$ 85,180	0%	.50
<b>TOTAL</b>	-	\$534,470	\$534,470	0%	4.00

**DEPARTMENTAL BUDGET**

<b>General Government</b>	<b>Public Works - Administration</b>	<b>Cost Center 101.01.400</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Total # of service requests	5,737	5,761	6,312	5,850
Average response time (days) per service request completion	0.56	4.57	4.39	3.00

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$534,470	100.00%
<b>Total Funding</b>	<b>\$534,470</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$446,602	\$492,260	\$492,800	\$506,600
Contractual Services	7,738	7,710	5,440	11,070
Operating Supplies	10,999	6,040	8,850	7,500
Capital Outlay	0	0	0	0
Debt Service	2,541	9,300	9,300	9,300
<b>DEPARTMENTAL TOTALS</b>	<b>\$467,880</b>	<b>\$515,310</b>	<b>\$516,390</b>	<b>\$534,470</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Public Works Director	1.00	1.00	1.00
Deputy Public Works Director	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00
Management Analyst	0.25	0.25	0.00
Administrative Assistant	1.00	1.00	0.50
Office Assistant	1.00	1.00	0.50
<b>TOTAL POSITIONS</b>	<b>5.25</b>	<b>5.25</b>	<b>4.00</b>

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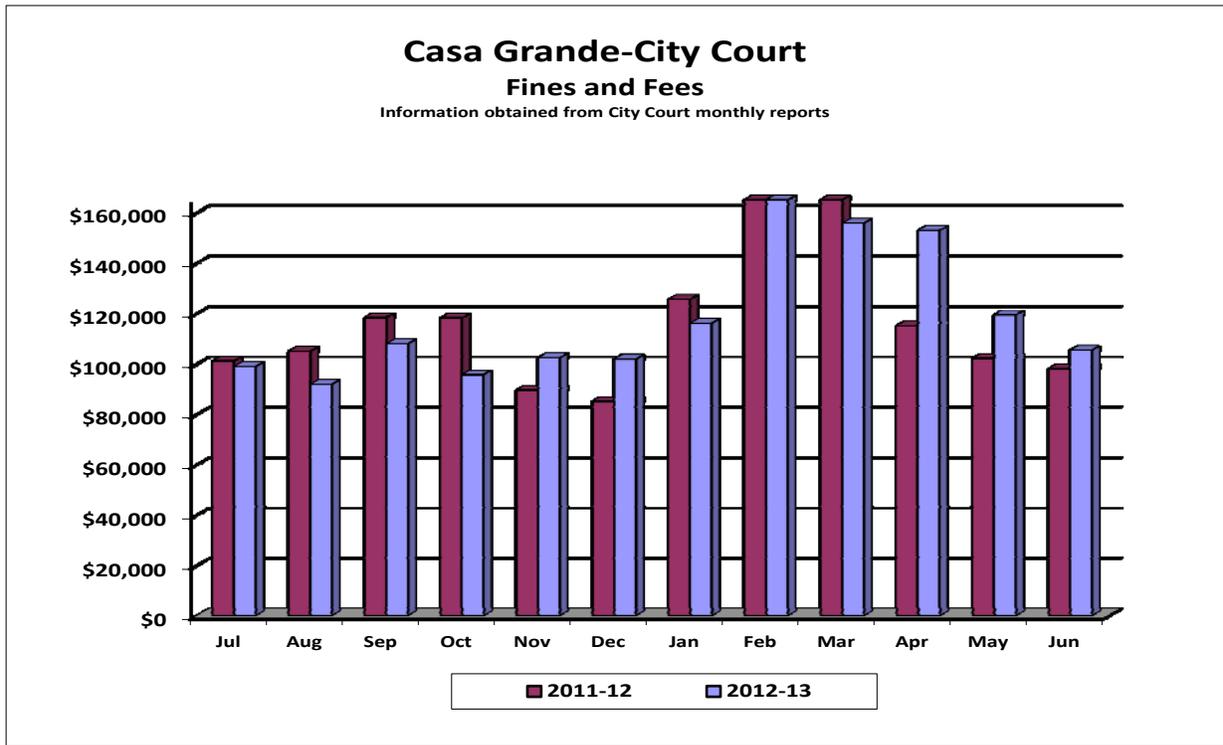


**PUBLIC SAFETY**

<b><i>COST CENTER</i></b>	<b><i>DESCRIPTION</i></b>	<b><i>PAGE</i></b>
<b><i>040</i></b>	<b><i>CITY COURT</i></b>	<b><i>144</i></b>
<b><i>440</i></b>	<b><i>PUBLIC SAFETY - ANIMAL CONTROL</i></b>	<b><i>146</i></b>
<b><i>610</i></b>	<b><i>POLICE - ADMINISTRATION</i></b>	<b><i>150</i></b>
<b><i>611</i></b>	<b><i>COMMUNICATIONS</i></b>	<b><i>152</i></b>
<b><i>612</i></b>	<b><i>POLICE - PATROL</i></b>	<b><i>154</i></b>
<b><i>613</i></b>	<b><i>POLICE - CRIMINAL INVESTIGATIONS</i></b>	<b><i>156</i></b>
<b><i>614</i></b>	<b><i>POLICE - SPECIAL OPERATIONS</i></b>	<b><i>158</i></b>
<b><i>700</i></b>	<b><i>FIRE DEPARTMENT</i></b>	<b><i>162</i></b>

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FINES & FEE STATISTICS		
	2011-12	2012-13
Jul	\$101,145	\$98,875
Aug	104,915	91,806
Sep	118,360	107,927
Oct	118,198	95,637
Nov	89,593	102,414
Dec	85,055	101,845
Jan	125,480	116,014
Feb	187,659	184,835
Mar	172,965	155,805
Apr	115,047	152,915
May	102,140	119,464
Jun	97,988	105,301
	<b>\$1,418,545</b>	<b>\$1,432,838</b>

<b>Public Safety</b>	<b>City Court</b>	<b>Cost Center 101.20.040</b>
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**GENERAL INFORMATION**

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

**MISSIONS**

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

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

**2012-2013 ACCOMPLISHMENTS**

- Trained volunteers to use livescan to increase the number of convictions reported on individual’s criminal history records to DPS.
- Utilized volunteers to assist as bailiffs in the courtroom.
- Continued to utilize home detention as an alternative sentence.
- Intercepted \$40,000 from debtors Arizona State Tax Returns.
- Collected \$92,000 to offset jail expenses.

**GOALS & OBJECTIVES**

- Provide court users with timely resolution in the processing of filings and case adjudication.
- Recover 10% of jail expenses from offenders.
  - Resolve cases within time frames established by State.
  - Respond to requests for records timely.

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Caseflow Management	\$680,000	\$675,840	(\$4,160)	101%	6.00
<b>TOTAL</b>	\$680,000	\$675,840	(\$4,160)	101%	6.00

**DEPARTMENTAL BUDGET**

<b>Public Safety</b>	<b>City Court</b>	<b>Cost Center 101.20.040</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
% of recovered jail expenses	21%	19%	17%	20%
Avg. # of days from citation to adjudication	103	109	136	100
# of Jury trials	0	0	0	0
# of video adjudications	1,125	1,390	1,845	800

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	(\$4,160)	-0.62%
Fines	680,000	100.62%
<b>Total Funding</b>	<b>\$675,840</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$440,811	\$440,720	\$452,800	\$503,740
Contractual Services	94,823	115,800	99,380	128,200
Operating Supplies	43,560	55,600	38,010	43,900
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$579,194</b>	<b>\$612,120</b>	<b>\$590,190</b>	<b>\$675,840</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
City Judge		1.00	1.00
Senior Court Clerk		1.00	1.00
Court Clerk		4.00	4.00
Clerk Assistant		0.50	0.00
<b>TOTAL POSITIONS</b>		<b>6.50</b>	<b>6.00</b>

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

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

**MISSION**

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

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

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

**2012-2013 ACCOMPLISHMENTS**

- Held 2 Open House Adopt-A-Thons.
- Filmed 5 Parade of Paws to showcase the animals we have for adoption.
- Conducted an animal control presentation for the C.O.P. Academy.
- Attended Critical 1 incident command class.
- Started a low cost spay and neuter program.
- Spay and neutered 156 animals from a grant received from the Pet Friendly License Plate Grant.
- Held two low cost rabies vaccination and license clinics.

**GOALS & OBJECTIVES**

- To enhance the effectiveness of Animal Patrol Services.
- Continue to increase percentage of animals adopted vs euthanized.
  - Increase amount of animals returned to their owners.
  - Put on mini low cost rabies vaccination and license clinics.
  - Continue to offer the citizens of Casa Grande low cost spay and neutering.
  - Attend additional community events.
  - Continue to promote responsible pet ownership thru education.

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Field operations	\$45,000	\$229,830	\$184,830	20%	3.00
Kennel operations/adoption	\$10,000	\$106,070	\$ 96,070	9%	1.00
Vehicle Replacement	-	\$ 7,830	\$ 7,830	0%	
<b>TOTAL</b>	<b>\$55,000</b>	<b>\$343,730</b>	<b>\$288,730</b>	<b>16%</b>	<b>4.00</b>

DEPARTMENTAL BUDGET

<b>Public Safety</b>	<b>Public Safety - Animal Control</b>	<b>Cost Center 101.20.440</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Avg # of service calls per officer	1,172	1,141	1,156	1,150
# of licenes issued	3,238	2,897	2,603	2,700
# of animals adopted	263	284	250	260
# of citations issued	32	11	39	50

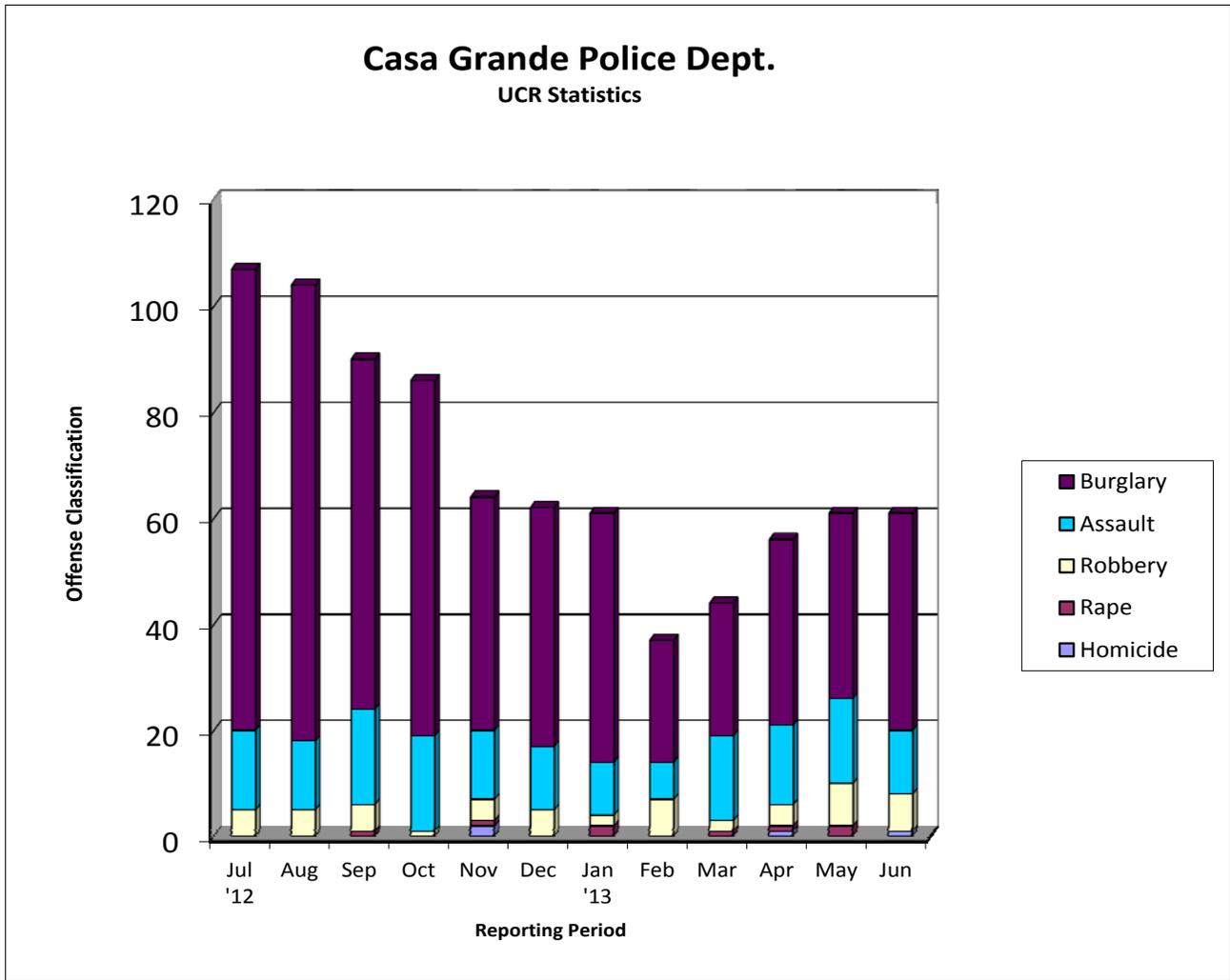
<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$288,730	84.00%
Permits & Fines	55,000	16.00%
<b>Total Funding</b>	<b>\$343,730</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$221,183	\$238,420	\$236,000	\$255,350
Contractual Services	41,228	20,040	23,570	29,650
Operating Supplies	53,662	47,670	48,700	50,900
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	10,460	8,320	8,320	7,830
<b>DEPARTMENTAL TOTALS</b>	<b>\$326,533</b>	<b>\$314,450</b>	<b>\$316,590</b>	<b>\$343,730</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Senior Animal Control Officer	1.00	1.00	1.00
Animal Control Officer	2.00	2.00	1.50
Kennel Assistant	1.00	1.00	1.50
<b>TOTAL POSITIONS</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

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	Homicide	Rape	Robbery	Assault	Burglary
Jul '12	0	0	5	15	87
Aug	0	0	5	13	86
Sep	0	1	5	18	66
Oct	0	0	1	18	67
Nov	2	1	4	13	44
Dec	0	0	5	12	45
Jan '13	0	2	2	10	47
Feb	0	0	7	7	23
Mar	0	1	2	16	25
Apr	1	1	4	15	35
May	0	2	8	16	35
Jun	1	0	7	12	41
<b>TOTALS</b>	<b>4</b>	<b>8</b>	<b>55</b>	<b>165</b>	<b>601</b>

<b>Public Safety</b>	<b>Police - Administration</b>	<b>Cost Center 101.20.610</b>
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**GENERAL INFORMATION**

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

**MISSION**

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

**2012-2013 ACCOMPLISHMENTS**

- GOHS – TraCs System implemented.
- High intensity drug trafficking – US Marshal’s warrant apprehension network and tactical enforcement detail.
- GOHS – Buckle Up campaign.
- 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**

<b>Program Budget</b>	<b>Revenue</b>	<b>Expenditure</b>	<b>Net</b>	<b>Recovery</b>	<b>FTE</b>
Administration	\$100,300	\$1,271,450	\$1,171,150	8%	6.25
Professional standards	-	\$ 126,140	\$ 126,140	0%	1.00
Vehicle Replacement	-	\$ 334,200	\$ 334,200	0%	
<b>TOTAL</b>	\$100,300	\$1,731,790	\$1,631,490	7%	7.25

**DEPARTMENTAL BUDGET**

<b>Public Safety</b>	<b>Police - Administration</b>	<b>Cost Center 101.20.610</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Included in operating cost centers				

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$1,631,490	94.21%
Police Fees	100,300	5.79%
<b>Total Funding</b>	<b>\$1,731,790</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$382,760	\$410,910	\$492,100	\$962,510
Contractual Services	187,491	144,740	91,180	145,080
Operating Supplies	258,362	274,690	254,400	290,000
Capital Outlay	0	0	0	0
Debt Service	1,512	5,530	0	0
Transfers	320,940	241,770	241,770	334,200
<b>DEPARTMENTAL TOTALS</b>	<b>\$1,151,065</b>	<b>\$1,077,640</b>	<b>\$1,079,450</b>	<b>\$1,731,790</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Police Chief	1.00	1.00	1.00
Police Commander	0.00	0.00	3.00
Police Sergeant	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Secretary	1.00	1.00	1.00
Management Analyst	0.25	0.25	0.25
<b>TOTAL POSITIONS</b>	<b>4.25</b>	<b>4.25</b>	<b>7.25</b>

<b>Public Safety</b>	<b>Communications</b>	<b>Cost Center 101.20.611</b>
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**2012-2013 ACCOMPLISHMENTS**

- Replaced IBM green screen terminals with computers at each dispatcher position to allow for multiple programs to be operated on one computer.
- Evaluated and implemented a two-way radio replacement program for Police Officers.
- Completed Leadership training.
- Installed new microwave link.
- Installed backup generator on the radio transmitter site with grant funds.
- Purchased and installed equipment for the Emergency Operations Center.
- Secured grant funding for an additional two-way radio voter site.

**GOALS AND OBJECTIVES**

Improve the gathering and disseminating of information for emergency services.

- Answer and dispatch priority one calls within 75 seconds.
- Implement a quality improvement program for call taking.
- Review Police call type and response recommendations.

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Communication	-	\$2,429,640	\$2,429,640	0%	19.00
<b>TOTAL</b>	-	\$2,429,640	\$2,429,640	0%	19.00

DEPARTMENTAL BUDGET

<b>Public Safety</b>	<b>Communications</b>	<b>Cost Center 101.20.611</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Average time (in seconds) for priority one calls from start to dispatch - (immediate danger to life)	42	49	53	60
Average time (in seconds) for priority two calls from start to dispatch - (immediate danger to property)	50	70	61	60

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$2,429,640	100.00%
<b>Total Funding</b>	<b>\$2,429,640</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$1,095,294	\$1,228,550	\$1,236,000	\$1,311,310
Contractual Services	196,363	205,320	192,200	264,130
Operating Supplies	6,436	4,680	6,520	4,200
Capital Outlay	0	0	0	850,000
Debt Service	0	0	0	0
Transfers				
<b>DEPARTMENTAL TOTALS</b>	<b>\$1,298,093</b>	<b>\$1,438,550</b>	<b>\$1,434,720</b>	<b>\$2,429,640</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Public Safety Communications Manager		1.00	1.00
Public Safety Communication Supervisor		2.00	2.00
Public Safety Dispatcher		15.00	15.00
<b>TOTAL POSITIONS</b>		<b>18.00</b>	<b>18.00</b>

<b>Public Safety</b>	<b>Police - Patrol</b>	<b>Cost Center 101.20.612</b>
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**2012-2013 ACCOMPLISHMENTS**

- Responded to in excess of 31,300 calls for service.
- Drove in excess of 725,000 miles in providing services with relatively few mishaps.
- Continued COMPSTAT model statistical tracking for individual officer performance measures.

**GOALS AND OBJECTIVES**

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

- Uniform Crime Reporting Reported Part 1 Crimes per 1000 population – 53.
- Maintain an annual response time of 5.28 minutes to top priority calls.

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Detention	\$20,000	\$1,055,820	\$1,035,820	2%	7.00
Patrol teams	-	\$4,716,480	\$4,716,480	0%	45.75
K-9	-	\$ 266,020	\$ 266,020	0%	2.00
<b>TOTAL</b>	\$20,000	\$6,038,320	\$6,018,320	.3%	54.75

DEPARTMENTAL BUDGET

<b>Public Safety</b>	<b>Police - Patrol</b>	<b>Cost Center 101.20.612</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Response time (minutes) for top priority calls	5.2	5.4	5.3	5.2
UCR part 1 crimes reported per 1,000 population	66	59	53	62

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$5,916,320	97.98%
Miscellaneous Revenue	122,000	2.02%
<b>Total Funding</b>	<b>\$6,038,320</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$5,350,949	\$5,249,220	\$5,273,000	\$5,042,450
Contractual Services	582,444	652,640	829,970	730,630
Operating Supplies	280,924	206,500	284,400	241,240
Capital Outlay	4,715	24,000	4,150	24,000
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$6,219,032</b>	<b>\$6,132,360</b>	<b>\$6,391,520</b>	<b>\$6,038,320</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Police Commander	1.00	1.00	0.00
Police Sergeant	6.00	6.00	6.00
Police Corporal	5.00	5.00	6.00
Police Officer	36.00	36.00	34.00
Police Transport Officers	5.50	5.75	7.75
Police Aide	1.00	0.00	1.00
<b>TOTAL POSITIONS</b>	<b>54.50</b>	<b>53.75</b>	<b>54.75</b>

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

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

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**2012-2013 ACCOMPLISHMENTS**

- Detectives conducted follow-up investigations on more than 570 criminal cases.
- Special Enforcement Unit Detectives, in partnership with the U. S. Marshals’ Service, arrested over 460 criminal offenders.
- Narcotics Unit Detective arrested more than 130 offenders.
- Continued to partner with several local, county, state, and federal law enforcement agencies in identifying and apprehending criminal offenders within our community.

**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**

<b>Program Budget</b>	<b>Revenue</b>	<b>Expenditure</b>	<b>Net</b>	<b>Recovery</b>	<b>FTE</b>
General Investigations	-	\$ 753,200	\$ 753,200	0%	6.00
Special Enforcement	-	\$ 607,490	\$ 607,490	0%	6.00
Narcotics	-	\$ 378,580	\$ 378,580	0%	3.00
ID Unit Crime Scene	-	\$ 156,970	\$ 156,970	0%	2.00
Crime Analysis	-	\$ 71,250	\$ 71,250	0%	1.00
Evidence	-	\$ 64,700	\$ 64,700	0%	1.00
Records	-	\$ 283,290	\$ 283,290	0%	5.25
<b>TOTAL</b>	-	<b>\$2,315,480</b>	<b>\$2,315,480</b>	<b>0%</b>	<b>24.25</b>

**DEPARTMENTAL BUDGET**

<b>Public Safety</b>	<b>Police - Criminal Investigations</b>	<b>Cost Center 101.20.613</b>
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PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
% of UCR Part I crimes cleared by Investigators	48%	57%	43%	55%
% of persons crimes cleared by Investigators	37%	49%	64%	55%
% of property crimes cleared by Investigators	48%	65%	19%	25%
# of arrests by Narcotics Unit	23	110	125	135

Funding Sources	Amount	% of Funding
General Fund	\$2,315,480	100.00%
<b>Total Funding</b>	<b>\$2,315,480</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$2,292,743	\$2,440,880	\$2,470,000	\$2,128,690
Contractual Services	44,676	42,660	45,800	62,640
Operating Supplies	49,899	112,010	60,270	124,150
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$2,387,318</b>	<b>\$2,595,550</b>	<b>\$2,576,070</b>	<b>\$2,315,480</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Police Commander	1.00	1.00	0.00
Police Sergeant	4.00	4.00	3.00
Public Safety Records Supervisor	1.00	1.00	1.00
Crime Analyst	1.00	1.00	1.00
Police ID Technician	3.00	2.00	2.00
Police Officer	12.00	12.00	12.00
Police Property Technician	1.00	1.00	1.00
Secretary	1.00	1.00	0.00
Public Safety Clerk	3.62	3.25	4.25
<b>TOTAL POSITIONS</b>	<b>27.62</b>	<b>26.25</b>	<b>24.25</b>

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

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

**MISSION**

The mission of the Casa Grande Police Department is to protect, serve, and sustain supporting partnerships with the community.

**2012-2013 ACCOMPLISHMENTS**

- 18,327 volunteer hours donated.
- 122 active Neighborhood Watch & 15 active Crime-Free Multi-Housing programs.
- Traffic collisions reduced by 0.4% from 17.7 collisions per thousand to 17.3 (using 50,276 population).
- Daily posts on Facebook to include information requests from the community that have successfully led to arrests.
- P.I.O. successfully posted over 100 articles/press releases.

- Strategic Objective progressing.
- Continue using grant funding from the Dept. of Justice COPS program to maintain 4 School Resource Officers.
- Continue using Stonegarden grant for purchase of 15 new radios.
- Continue using 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**

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

- Continue participation and support of Neighborhood Watch and Crime-Free Multi-Housing programs.
- Continue to utilize software programs and technology to assist deploying resources to reduce traffic collisions.
- Continue to 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.
- Continue participation and support of the Graffiti Abatement program.

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Traffic unit	-	\$ 521,020	\$ 521,020	0%	3.50
School Resource	-	\$ 602,030	\$ 602,030	0%	4.50
Crime prevention	-	\$ 114,250	\$ 114,250	0%	1.00
Volunteers	-	\$ 103,970	\$ 103,970	0%	2.00
Alarms	\$50,000	\$ 73,570	\$ 23,570	68%	2.00
<b>TOTAL</b>	\$50,000	\$1,414,840	\$1,364,840	4%	13.00

DEPARTMENTAL BUDGET

<b>Public Safety</b>	<b>Police - Special Operations</b>	<b>Cost Center 101.20.614</b>
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PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
Total # of active participants in blockwatch & crime free multi-housing programs	116	121	122	125
Total # of traffic collisions per 1,000 population	21.83	17.70	17.30	21.00
Total # of volunteer hours donated	9,665	18,040	18,327	16,500
Total # of Officer responses to false alarms	2,391	2,101	1,710	2,000

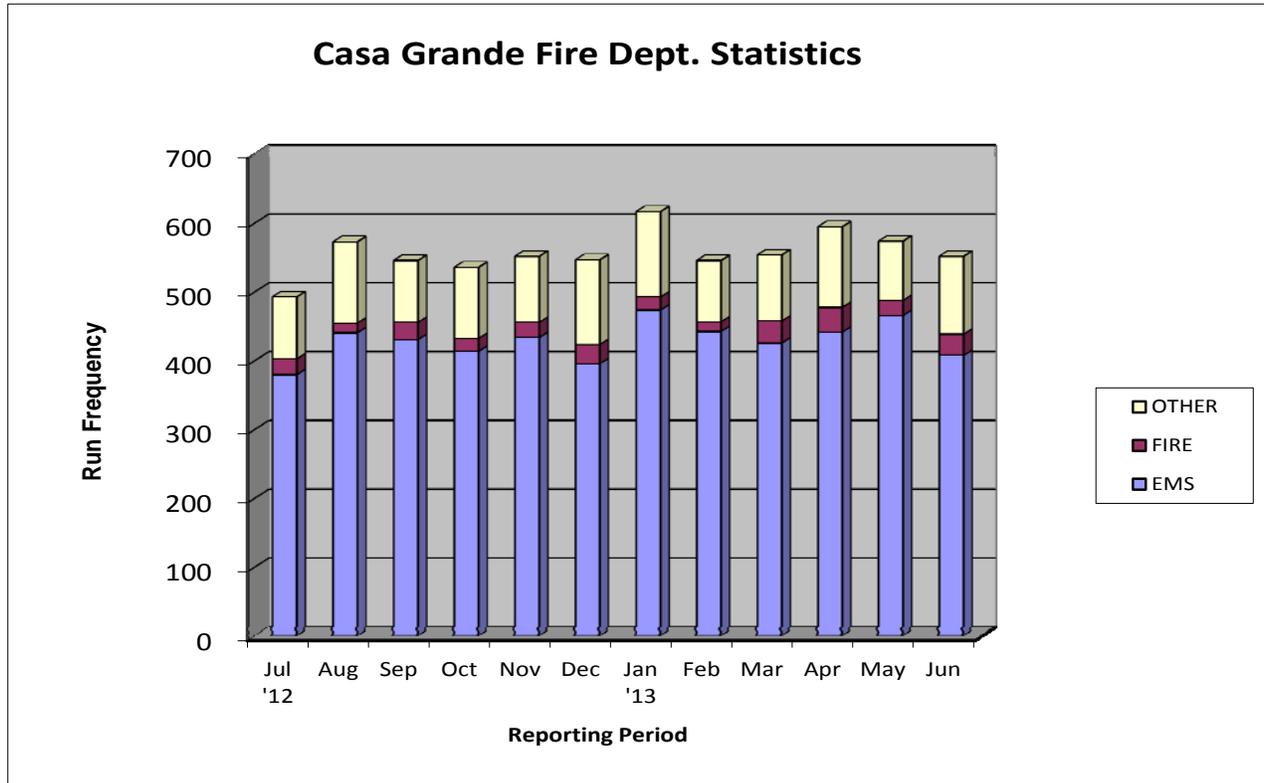
Funding Sources	Amount	% of Funding
General Fund	\$1,364,840	96.47%
Alarm Permits & Fines	50,000	3.53%
<b>Total Funding</b>	<b>\$1,414,840</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$786,603	\$971,610	\$835,530	\$1,234,170
Contractual Services	23,342	38,260	44,480	90,520
Operating Supplies	47,969	84,680	63,000	90,150
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$857,914</b>	<b>\$1,094,550</b>	<b>\$943,010</b>	<b>\$1,414,840</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Police Commander	1.00	1.00	0.00
Police Sergeant	1.00	1.00	1.00
Police Officer	6.00	6.00	10.00
Alarm/Graffiti Coordinator	1.00	1.00	1.00
Police Volunteer Coordinator	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>10.00</b>	<b>10.00</b>	<b>13.00</b>

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MONTHLY BREAKDOWN:

2012-13			
	EMS	FIRE	OTHER
Jul '12	380	23	90
Aug	441	14	118
Sep	431	25	90
Oct	414	19	103
Nov	434	22	96
Dec	396	28	123
Jan '13	474	19	124
Feb	443	14	89
Mar	426	32	96
Apr	442	36	117
May	466	22	86
Jun	408	31	113
	5,155	285	1,245

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

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

**MISSION**

To provide quality customer service, professional fire protection and life safety to meet the needs of our community.

**2012-2013 ACCOMPLISHMENTS**

- Responded to 6,685 emergencies, of which 5,155 (77.34%) involved emergency medical services, averaging a response time for all incidents of 5 minutes, 41 seconds.
- Maintained a department commitment for excellence in public education by initiating in excess of 26,225 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 2012-2013 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	-	\$ 488,490	\$ 488,490	0%	3.00
EMS	\$250,000	\$4,193,210	\$3,943,210	6%	29.50
Fire suppression	-	\$2,041,920	\$2,041,920	0%	27.00
Inspections	\$ 15,000	\$ 118,210	\$ 103,210	13%	1.00
Plan reviews	-	\$ 73,510	\$ 73,510	0%	.75
Public education	-	\$ 104,610	\$ 104,610	0%	1.00
Vehicle Replacement	-	\$ 477,660	\$ 477,660	0%	
<b>TOTAL</b>	\$265,000	\$7,497,610	\$7,232,610	4%	62.25

DEPARTMENTAL BUDGET

<b>Public Safety</b>	<b>Fire Department</b>	<b>Cost Center 101.20.700</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Residential structure fire incidents per 1,000 structures	3.07	2.94	3.17	3.00
Combined commercial & industrial structure fire incidents per 1,000 structures	14.68	9.79	16.09	14.00
ALS % response under 5 minutes from dispatch to arrival on scene	81%	80%	77%	81%
% of total fire calls with a response time of 5 minutes and under from dispatch to arrival on scene	51%	50%	48%	50%

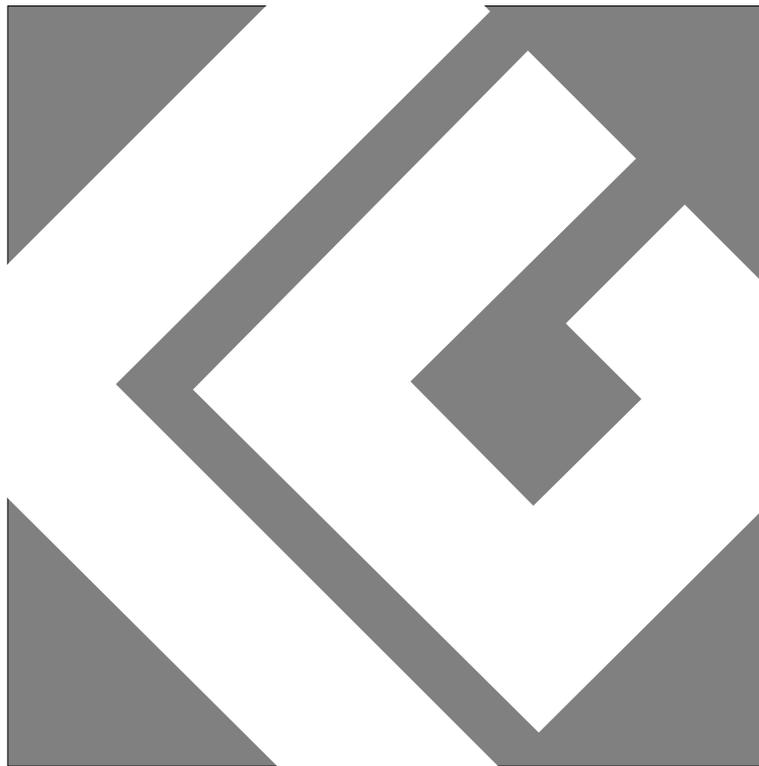
<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$7,232,610	96.47%
Ambulance Fees	250,000	3.33%
Fees	15,000	0.20%
<b>Total Funding</b>	<b>\$7,497,610</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$5,360,309	\$5,703,720	\$5,690,800	\$5,916,010
Contractual Services	471,988	660,250	621,500	663,510
Operating Supplies	308,206	298,310	305,320	332,430
Capital Outlay	113,529	81,050	44,500	108,000
Debt Service	0	0	0	0
Transfers	314,880	300,610	300,610	477,660
<b>DEPARTMENTAL TOTALS</b>	<b>\$6,568,912</b>	<b>\$7,043,940</b>	<b>\$6,962,730</b>	<b>\$7,497,610</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
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	12.00
Fire Engineer	12.00	12.00	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
<b>TOTAL POSITIONS</b>	<b>62.25</b>	<b>61.25</b>	<b>62.25</b>

\*Portion of firefighter salaries funded in Grants fund.

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**PUBLIC WORKS**

<b><i>COST CENTER</i></b>	<b><i>DESCRIPTION</i></b>	<b><i>PAGE</i></b>
<b><i>405</i></b>	<b><i>PUBLIC WORKS - OPERATIONS</i></b>	<b><i>166</i></b>
<b><i>436</i></b>	<b><i>ENGINEERING</i></b>	<b><i>168</i></b>

<b>Public Works</b>	<b>Public Works - Operations</b>	<b>Cost Center 101.35.405</b>
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**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.

**2012-2013 ACCOMPLISHMENTS**

- Maintained roads at North Mountain Park.
- Continued to mow ditches, roadsides, and retentions basins.
- Provided traffic control for numerous community events.
- Demolished 4 condemned or burned buildings city wide.
- Average response time per service request is less than 5 days.
- 14 miles of alley ways were graded.
- Cleaned and maintained drainage structures city wide.

**GOALS AND OBJECTIVES**

To provide effective and efficient services to the community.

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

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
ROW weed abatement	-	\$ 41,840	\$ 41,840	0%	.50
Drainage	-	\$ 35,610	\$ 35,610	0%	.25
Alleys	-	\$ 27,280	\$ 27,280	0%	.25
Vehicle Replacement	-	\$ 3,920	\$ 3,920	0%	
<b>TOTAL</b>	-	\$108,650	\$108,650	0%	1.00

DEPARTMENTAL BUDGET

<b>Public Works</b>	<b>Public Works - Operations</b>	<b>Cost Center 101.35.405</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Average response time (days) per service request	4.0	2.0	4.8	5.0
# of miles of alley ways maintained	33	6	23	20
% of drainage structures maintained/cleaned	77%	79%	78%	80%

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$108,650	100.00%
<b>Total Funding</b>	<b>\$108,650</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$75,528	\$70,410	\$71,000	\$72,940
Contractual Services	16,797	15,980	15,940	23,190
Operating Supplies	7,247	10,600	8,510	8,600
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	0	0	0	3,920
<b>DEPARTMENTAL TOTALS</b>	<b>\$99,572</b>	<b>\$96,990</b>	<b>\$95,450</b>	<b>\$108,650</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Heavy Equipment Operator	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

<b>Public Works</b>	<b>Engineering</b>	<b>Cost Center 101.45.436</b>
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**GENERAL INFORMATION**

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

**MISSION**

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

**2012-2013 ACCOMPLISHMENTS**

- Provided technical assistance to various Public Works divisions on 180+ Infrastructure Operational Support Requests.
- Continued with annual manhole rehabilitation program.
- Initiated 80% of programmed Capital Improvement projects.
- Addressed over 200 Request for Assistance from various city divisions/departments.

- Addressed 71 Request for Public Records from external customers.
- Provided technical project management assistance for key development projects.
- Assisted in setup of Sun Corridor MPO.
- Assisted Streets Division with annual pavement maintenance program (chip seal, fog seal, and striping).
- Installed modern LED lighting systems at the airport.
- Construction of South Terminal Apron for 38 airplane hangar parking spaces.
- Casa Grande Recharge Facilities received permits from ADEQ and ADWR.

**GOALS AND OBJECTIVES**

- Complete all Capital Improvement projects on time and within budget limits.
- Update sewer system master plans.
  - Update Local Limits/Pre-Treatment program.
  - Initiate corridor synchronization studies of 4 key streets.

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	-	\$ 68,010	\$ 68,010	0%	.25
Internal Engineering Consulting	-	\$130,580	\$130,580	0%	1.30
Capital Improvement Program Project Mgmt	-	\$ 80,390	\$ 80,390	0%	.90
Construction inspection	\$25,000	\$239,700	\$214,700	10%	3.80
Storm Water Management Program	-	\$ 48,500	\$ 48,500	0%	.60
Infrastructure Master Planning	-	\$ 45,250	\$ 45,250	0%	.50
Infrastructure Maintenance Planning	-	\$ 31,370	\$ 31,370	0%	.30
Development Consultation & Plan Review	\$25,000	\$ 33,910	\$ 8,910	74%	.35
Vehicle Replacement	-	\$ 19,260	\$ 19,260	0%	
<b>TOTAL</b>	<b>\$50,000</b>	<b>\$696,970</b>	<b>\$646,970</b>	<b>7%</b>	<b>8.00</b>

DEPARTMENTAL BUDGET

<b>Public Works</b>	<b>Engineering</b>	<b>Cost Center 101.45.436</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
# of active CIP projects	85	88	144	160
# of active requests for information or assistance	240	292	272	280
# of active R/W permits	224	304	232	300

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$646,970	92.83%
Engineering Fees	50,000	7.17%
<b>Total Funding</b>	<b>\$696,970</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$535,627	\$587,090	\$587,000	\$591,380
Contractual Services	26,151	74,490	18,600	56,210
Operating Supplies	22,967	19,600	18,760	17,150
Capital Outlay	0	0	0	0
Debt Service	13,290	12,970	12,970	12,970
Transfers	14,380	13,480	13,480	19,260
<b>DEPARTMENTAL TOTALS</b>	<b>\$612,415</b>	<b>\$707,630</b>	<b>\$650,810</b>	<b>\$696,970</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Civil Engineer		2.00	2.00
Traffic Engineer		1.00	1.00
Construction Inspector		3.00	3.00
Engineering Technician		1.00	1.00
<b>TOTAL POSITIONS</b>		<b>7.00</b>	<b>7.00</b>

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## **COMMUNITY SERVICES**

<b><i>COST CENTER</i></b>	<b><i>DESCRIPTION</i></b>	<b><i>PAGE</i></b>
<b><i>360</i></b>	<b><i>DOWNTOWN PUBLIC LIBRARY</i></b>	<b><i>172</i></b>
<b><i>365</i></b>	<b><i>VISTA GRANDE PUBLIC LIBRARY</i></b>	<b><i>174</i></b>
<b><i>510</i></b>	<b><i>SENIOR ADULT SERVICES</i></b>	<b><i>176</i></b>
<b><i>515</i></b>	<b><i>PARKS MAINTENANCE</i></b>	<b><i>178</i></b>
<b><i>525</i></b>	<b><i>RECREATION PROGRAMS</i></b>	<b><i>180</i></b>
<b><i>530</i></b>	<b><i>TEEN PROGRAMS</i></b>	<b><i>182</i></b>
<b><i>540</i></b>	<b><i>AQUATICS</i></b>	<b><i>184</i></b>
<b><i>545</i></b>	<b><i>KEEP CASA GRANDE BEAUTIFUL</i></b>	<b><i>186</i></b>
<b><i>550</i></b>	<b><i>GENERAL RECREATION</i></b>	<b><i>188</i></b>
<b><i>562</i></b>	<b><i>WOMEN'S CLUB</i></b>	<b><i>190</i></b>
<b><i>565</i></b>	<b><i>COMMUNITY RECREATION CENTER</i></b>	<b><i>192</i></b>

<b>Community Services</b>	<b>Downtown Public Library</b>	<b>Cost Center 101.40.360</b>
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**GENERAL INFORMATION**

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

**MISSION**

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

**2012-2013 ACCOMPLISHMENTS**

- A significant increase in the number of registered participants in the Children’s Summer Reading Program (17%), Teen Summer Reading Program (67%), and Adult Summer Reading Program (66%).
- Provided input and assistance in planning the renovation of the Downtown Public Library. In preparation for the renovation, all collections have been weeded to keep our resources current and relevant.
- Arranged for the upcoming Radio Frequency Identification conversion of the Downtown Public Library collection.
- Increased outreach and programming efforts have produced significant increases in patron participation in library programs throughout the year.

**GOALS AND OBJECTIVES**

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

- Increased circulation
- Increased education and programming opportunities for all ages
- Complete the current renovation of the Downtown Public Library and Radio Frequency Identification conversion of the collection.

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	-	\$107,820	\$107,820	0%	1.30
Patron Services	\$24,890	\$340,850	\$315,960	7%	5.65
Programming	-	\$ 74,510	\$ 74,510	0%	1.00
Collection development	-	\$221,700	\$221,700	0%	3.50
Outreach	-	\$ 7,470	\$ 7,470	0%	.05
<b>TOTAL</b>	\$24,890	\$752,350	\$727,460	3%	11.50

DEPARTMENTAL BUDGET

<b>Community Services</b>	<b>Downtown Public Library</b>	<b>Cost Center 101.40.360</b>
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PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
Circulation	209,278	179,814	180,205	183,500
# of library visits	215,146	195,634	183,347	185,000
# of computer visits	60,492	53,786	48,884	45,000

Funding Sources	Amount	% of Funding
General Fund	\$727,460	96.7%
Library fines	14,650	1.9%
Miscellaneous	10,240	1.4%
<b>Total Funding</b>	<b>\$752,350</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$639,346	\$562,520	\$623,990	\$590,520
Contractual Services	30,805	34,460	25,220	79,970
Operating Supplies	91,324	84,760	81,570	81,860
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	0	2,780	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$761,475</b>	<b>\$684,520</b>	<b>\$730,780</b>	<b>\$752,350</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Library Manager	1.00	0.50	0.50
Librarian	3.00	3.00	3.00
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	2.00	1.00
<b>TOTAL POSITIONS</b>	<b>13.00</b>	<b>13.00</b>	<b>11.50</b>

<b>Community Services</b>	<b>Vista Grande Public Library</b>	<b>Cost Center 101.40.365</b>
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**GENERAL INFORMATION**

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

**MISSION**

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

**2012-2013 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.
- A significant increase in the number of registered participants in the Children’s Summer Reading Program (17%), Teen Summer Reading Program (67%), and Adult Summer Reading Program (66%). The library also saw an increase in the number of participants who complete the program (45%).
- Increased outreach and programming efforts have produced significant increases in patron participation in library programs throughout the year.
- The library has seen a steady increase in the number of teen program participants (47%) and innovative new programs for children and teens.

**GOALS AND OBJECTIVES**

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

- Increase circulation
- Increase programming participation and satisfaction
- Increase education and programming opportunities for all ages

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	-	\$ 77,230	\$ 77,230	0%	1.00
Patron Services	\$21,000	\$294,260	\$273,260	7%	5.75
Programming	-	\$ 35,920	\$ 35,920	0%	.50
Collection development	-	\$ 94,740	\$ 94,740	0%	1.50
Outreach	-	\$ 14,160	\$ 14,160	0%	.25
<b>TOTAL</b>	\$21,000	\$516,310	\$495,310	4%	9.00

DEPARTMENTAL BUDGET

<b>Community Services</b>	<b>Vista Grande Public Library</b>	<b>Cost Center 101.40.365</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Circulation	159,415	181,520	196,200	200,000
# of library visits	149,614	179,059	163,026	165,000
# of computer visits	31,867	36,343	33,680	33,000

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$495,310	95.93%
Library Fines	15,000	2.91%
Miscellaneous	6,000	1.16%
<b>Total Funding</b>	<b>\$516,310</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$337,195	\$471,080	\$322,000	\$437,880
Contractual Services	16,276	21,080	18,130	18,770
Operating Supplies	35,746	59,650	39,100	59,660
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$389,217</b>	<b>\$551,810</b>	<b>\$379,230</b>	<b>\$516,310</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Library Manager	0.00	0.00	0.50
Librarian	2.00	2.00	2.50
Library Assistant	4.50	5.00	5.00
Library Page	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>7.50</b>	<b>8.00</b>	<b>9.00</b>

<b>Community Services</b>	<b>Senior Adult Services</b>	<b>Cost Center 101.40.510</b>
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**GENERAL INFORMATION**

Dorothy Powell Senior Adult Center provides the senior adult community of our city, social opportunities, educational information, recreational activities and referral information for seniors and their families concerning issues that affect seniors. We offer a large variety of classes, clubs and other social interaction as well as a daily congregate meal program. We also administer the Home Delivered Meal Program for this area, as well as being the only contribution based transportation program for seniors and the disabled in this area. We also provide ceramics and lapidary opportunities to the community at the Peart Center. Throughout the year we maximize the facilities use by offering some of our children’s programs and Adaptive Leisure programs at the center.

**MISSION**

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

**2012-2013 ACCOMPLISHMENTS**

- Hosted successful series of Special Events, Trunk R’ Treat, Holiday Fiesta, Ice Cream Social, Little Sweethearts Fashion Show, Senior Follies, Senior Prom, and Cinco de Mayo. Estimated attendance for all events was 1,181.
- Distributed usage cards to all Senior Center participants. All participants are now entered in our registration system and scan in upon entrance. The usage cards allow us to see how many seniors are visiting the Senior Center on any given day & time. There are 883 participants registered in the system.
- Purchased new Light Commercial Fitness Equipment, which includes 2 treadmills, 2 ellipticals, 2 bikes, free weights, universal weight system, mats, benches, medicine balls, and step up platforms.
- Partnered with Central Arizona College to host 2<sup>nd</sup> annual Senior Follies at the Pence Center.

**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	\$2,000	\$ 98,850	\$96,850	2%	.50
Senior Programs	-	\$ 43,140	\$ 43,140	0%	.00
Senior Special Events	\$ 850	\$ 19,010	\$ 18,160	4%	.00
Grants	-	\$ 64,780	\$ 64,780	0%	.00
Special Interest Classes	\$3,000	\$ 35,660	\$ 32,660	8%	.00
General Recreation	\$1,500	\$ 16,790	\$ 15,290	9%	.10
Vehicle Replacement	-	\$ 15,920	\$ 15,920	0%	
<b>TOTAL</b>	<b>\$7,350</b>	<b>\$294,150</b>	<b>\$286,800</b>	<b>3%</b>	<b>.50</b>

**DEPARTMENTAL BUDGET**

<b>Community Services</b>	<b>Senior Adult Services</b>	<b>Cost Center 101.40.510</b>
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PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
# of visits to Dorothy Powell Senior Adult Center	82,636	86,473	75,781	75,000
# of meals served	33,757	39,693	29,993	30,000
# of volunteer hours worked	6,879	8,164	5,925	6,500
# of annual registered members (new)	N/A	N/A	N/A	800

Funding Sources	Amount	% of Funding
General Fund	\$286,800	97.50%
Recreation fees	7,350	2.50%
<b>Total Funding</b>	<b>\$294,150</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$95,153	\$106,440	\$98,000	\$116,440
Contractual Services	15,599	18,560	16,490	58,450
Operating Supplies	49,451	45,120	40,900	45,340
Capital Outlay	41,452	50,060	31,480	58,000
Debt Service	0	0	0	0
Transfers	0	10,200	0	15,920
<b>DEPARTMENTAL TOTALS</b>	<b>\$201,655</b>	<b>\$230,380</b>	<b>\$186,870</b>	<b>\$294,150</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Recreation Prog. Coordinator	1.00	1.00	0.50
Recreation Program Clerk	0.50	0.60	0.00
Ceramics Supervisor	0.50	0.45	0.00
Kitchen Aide	0.50	0.50	0.00
Lapidary Instructor	0.50	0.35	0.00
Lapidary Super Sub	0.12	0.00	0.00
Recreation Aide	0.50	0.50	0.00
Recreation Aide – Sr. Center Sub	0.13	0.10	0.00
<b>TOTAL POSITIONS</b>	<b>3.75</b>	<b>3.50</b>	<b>0.50</b>

<b>Community Services</b>	<b>Parks Maintenance</b>	<b>Cost Center 101.40.515</b>
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**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.

**2012-2013 ACCOMPLISHMENTS**

- Performed work at CG Mountain including sign installation along trails, working with Fire Department to establish emergency management plan.
- Assisted with Historic Downtown Street enhancement project.

- Completed over-see 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.
- Purchased new dump trailer.
- Conducted repairs and extensions of sidewalks at Ed Hooper and Peart Parks.

**GOALS AND OBJECTIVES**

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

- Maintain the overall service level of all parks, open space and trails, without increasing cost.
- Maintain cost per developed acre.
- Start first phase of renovation of Irrigation District’s transmission lines.
- 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	-	\$ 169,300	\$ 169,300	0%	.75
Aquatics Center	-	\$ 23,950	\$ 23,950	0%	.25
Evergreen Irrigation District	-	\$ 36,250	\$ 36,250	0%	.50
Field maintenance	-	\$ 385,460	\$ 385,460	0%	2.00
General maintenance	-	\$ 410,230	\$ 410,230	0%	6.25
Grounds	-	\$ 589,020	\$ 589,020	0%	3.00
Irrigation	-	\$ 901,740	\$ 901,740	0%	2.75
Repair-replacement	-	\$ 155,350	\$ 155,350	0%	1.00
Retention	-	\$ 92,210	\$ 92,210	0%	1.25
Special Events	-	\$ 30,670	\$ 30,670	0%	.25
Vehicle Replacement	-	\$ 62,430	\$ 62,430	0%	
<b>TOTAL</b>	-	\$2,856,610	\$2,856,610	0%	18.00

DEPARTMENTAL BUDGET

<b>Community Services</b>	<b>Parks Maintenance</b>	<b>Cost Center 101.40.515</b>
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PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
Developed park acres per 1,000 population	10.95	12.52	12.52	12.00
Cost of maintenance per developed acre	\$1,105	\$1,047	\$1,089	\$1,200

Funding Sources	Amount	% of Funding
General Fund	\$2,856,610	100.00%
<b>Total Funding</b>	<b>\$2,856,610</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$1,184,895	\$1,190,000	\$1,176,000	\$1,186,870
Contractual Services	244,571	257,570	226,280	258,200
Operating Supplies	1,054,681	1,077,460	1,054,470	1,077,460
Capital Outlay	5,890	206,000	34,050	222,000
Debt Service	50,879	49,650	49,650	49,650
Transfers	30,600	28,290	28,290	62,430
<b>DEPARTMENTAL TOTALS</b>	<b>\$2,571,516</b>	<b>\$2,808,970</b>	<b>2,568,740</b>	<b>\$2,856,610</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
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	10.00
Park Ranger	1.25	1.25	1.00
<b>TOTAL POSITIONS</b>	<b>19.25</b>	<b>19.25</b>	<b>18.00</b>

<b>Community Services</b>	<b>Recreation Programs</b>	<b>Cost Center 101.40.525</b>
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**GENERAL INFORMATION**

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

**MISSION**

The mission is to 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.

**2012-2013 ACCOMPLISHMENTS**

- Hosted the 18<sup>th</sup> Annual Electric Light Parade, with over 29,000 in attendance.
- Hosted 5<sup>th</sup> Annual Doggie Dive In event.
- Continued to partner with the Casa Grande Elementary School District to provide recreational activities.
- Hosted the 10<sup>th</sup> 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.

- Co-Rec and Men’s softball ran at 100% + cost recovery, 48 teams spread over 3-5 leagues each season.
- City sports fields hosted league games and practices for 5 Youth Sport Organizations with a total of 5,290 kids participating.

**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	-	\$ 15,390	\$ 15,390	0%	0.00
Youth programs	\$ 65,000	\$ 59,200	(\$ 5,800)	110%	0.00
Adult programs	\$120,500	\$122,350	\$ 1,860	98%	0.00
Special Interest Classes	\$ 35,000	\$ 92,960	\$ 57,960	38%	0.00
Special Events	\$ 8,000	\$ 84,920	\$ 76,920	9%	0.00
Adaptive Leisure	-	\$ 7,450	\$ 7,450	0%	0.00
Summer recreation	\$ 20,000	\$ 69,280	\$ 49,280	29%	0.00
<b>TOTAL</b>	<b>\$248,500</b>	<b>\$451,560</b>	<b>\$203,060</b>	<b>55%</b>	<b>0.00</b>

DEPARTMENTAL BUDGET

<b>Community Services</b>	<b>Recreation Programs</b>	<b>Cost Center 101.40.525</b>
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PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
% of cost recovery	79%	125%	101%	100%
# of participants in programs	294,847	316,146	316,265	295,000
Program response satisfaction rate from Survey	90%	94%	98%	85%

Funding Sources	Amount	% of Funding
General Fund	\$203,060	44.97%
Recreation Fees	248,500	55.03%
<b>Total Funding</b>	<b>\$451,560</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$171,063	\$98,130	\$67,000	\$269,760
Contractual Services	82,071	87,680	75,800	95,750
Operating Supplies	52,075	55,650	46,000	52,050
Capital Outlay	20,318	2,000	1,610	34,000
Debt Service	0	0	0	0
Transfers	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$325,527</b>	<b>\$243,460</b>	<b>\$190,410</b>	<b>\$451,560</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Community Services</b>	<b>Teen Programs</b>	<b>Cost Center 101.40.530</b>
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**GENERAL INFORMATION**

Youth and teen services are provided by two City facilities at this time. The Len Colla Recreation Center (LCRC) is a multi-purpose center located at 1105 E. 4<sup>th</sup> 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.

- Hosted 3<sup>rd</sup> Build A Back Pack program with Wells Fargo Bank donating 65 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 at LCRC.
- Continued hosting adult open gym programs including basketball, volleyball & pickleball.
- Continued to host the Summer Drop-in program & hosted several summer special events.
- Continued to host the Senior Center Line Dance Group in the LCRC gymnasium.
- Hosted the After School Kids Club at LCRC. Implemented a \$10.00 registration fee for the school year. 188 youth registered for the program.

**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.

**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.

**2012-2013 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 at LCRC.

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	\$ 400	\$ 34,710	\$ 34,310	1%	0.00
Youth program	\$2,000	\$ 93,090	\$ 91,090	2%	0.00
Len Colla Special Events	-	\$ 31,140	\$ 31,140	0%	0.00
Adult programs	-	\$ 48,440	\$ 48,440	0%	0.00
Programs	-	\$ 40,960	\$ 40,960	0%	0.00
Teen Center Special Events	-	\$ 30,150	\$ 30,150	0%	0.00
General Recreation	\$2,500	\$ 8,360	\$ 5,860	30%	0.00
<b>TOTAL</b>	<b>\$4,900</b>	<b>\$286,850</b>	<b>\$281,950</b>	<b>2%</b>	<b>0.00</b>

DEPARTMENTAL BUDGET

<b>Community Services</b>	<b>Teen Programs</b>	<b>Cost Center 101.40.530</b>
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PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
Total # of participants	32,213	32,428	31,305	33,000
Cost per participant	\$7.40	\$6.30	\$6.44	\$8.50

Funding Sources	Amount	% of Funding
General Fund	\$281,950	98.29%
Recreation Fees	4,900	1.71%
<b>Total Funding</b>	<b>\$286,850</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$155,621	\$181,780	\$159,000	\$174,530
Contractual Services	6,345	13,220	6,330	54,450
Operating Supplies	39,036	46,860	34,810	44,120
Capital Outlay	42,321	14,400	8,300	13,750
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$243,323</b>	<b>\$256,260</b>	<b>\$208,440</b>	<b>\$286,850</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Recreation Program Coordinator	1.00	1.00	0.00
Recreation Aide	0.50	0.50	0.00
Teen Center Assistant Site Director	0.25	0.50	0.00
Recreation Instructor	0.25	0.50	0.00
Teen Site Directaor	0.25	0.50	0.00
Recreation Instructor Sub	0.00	0.00	0.00
Recreation Aide Substitute	0.00	0.00	0.00
<b>TOTAL POSITIONS</b>	<b>2.25</b>	<b>3.00</b>	<b>0.00</b>

<b>Community Services</b>	<b>Aquatics</b>	<b>Cost Center 101.40.540</b>
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**GENERAL INFORMATION**

Palm Island Family Aquatics Park provides participants of all ages with diversified aquatic programs. Temporary salaries keep this budget in line since it is a seasonal department. User fees generate almost 82% of the revenues for this department, with the major portion of the revenues acquired in May and June.

**MISSION**

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

**2012-2013 ACCOMPLISHMENTS**

- 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.
- Participated in the world’s largest swim lesson to help set a world record for the largest learn to swim class.
- Repaired 20 sections of surrounding fencing.
- Replaced damaged electrical boxes and 7 pool lights.
- Partnered with the Fire Department, SRP, and Air Vac to provide water safety materials and tips to middle school students at the summer luau.

**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	-	\$ 95,270	\$ 95,270	0%	0.00
Special Events	\$ 3,330	\$ 15,560	\$ 12,230	21%	0.00
General swim	\$38,070	\$ 97,380	\$ 59,310	39%	0.00
Aquatics programs	\$33,810	\$ 62,820	\$ 29,010	54%	0.00
Aquatics facility rental	\$ 5,300	\$ 14,970	\$ 9,670	35%	0.00
<b>TOTAL</b>	<b>\$80,510</b>	<b>\$286,000</b>	<b>\$205,490</b>	<b>28%</b>	<b>0.00</b>

**DEPARTMENTAL BUDGET**

<b>Community Services</b>	<b>Aquatics</b>	<b>Cost Center 101.40.540</b>
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PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
Current annual # of aquatic activities	294	296	298	295
Current swimming lessons' cost per participant	\$14.05	\$14.12	\$15.48	\$14.00
# of open pool hours	860	864	929	860

Funding Sources	Amount	% of Funding
General Fund	\$205,490	71.85%
User Fees	80,510	28.15%
<b>Total Funding</b>	<b>\$286,000</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$127,030	\$120,310	\$71,000	\$148,230
Contractual Services	20,520	27,130	19,910	38,140
Operating Supplies	77,677	64,110	56,710	61,130
Capital Outlay	20,622	9,500	6,400	38,500
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$245,849</b>	<b>\$221,050</b>	<b>\$154,020</b>	<b>\$286,000</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Community Services</b>	<b>Keep Casa Grande Beautiful</b>	<b>Cost Center 101.40.545</b>
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**GENERAL INFORMATION**

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

**2012-2013 ACCOMPLISHMENTS**

- Produced a 12 month calendar focusing on litter prevention and recycling. Received sponsorship toward the production costs of the calendar.
- Partnered with the Sanitation Department to hold a design-a-calendar contest for 3<sup>rd</sup>, 4<sup>th</sup> & 5<sup>th</sup> grade students.
- Increased the percentage of community residents that feel the cleanliness of Casa Grande is good or excellent from 83% to 88%.
- Donated street signs and had them installed in memory of Tomas Pinon. His family and friends adopted the mile of Trekell Rd. that runs in front of the Casa Grande Union High School.

**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	-	\$12,280	\$12,280	0%	.00
Clean ups	-	\$14,870	\$14,870	0%	.00
<b>TOTAL</b>	-	\$27,150	\$27,150	0%	.00

**DEPARTMENTAL BUDGET**

<b>Community Services</b>	<b>Keep Casa Grande Beautiful</b>	<b>Cost Center 101.40.545</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Total # of volunteer hours	1,407	1,031	1,071	1,450
% of residents who feel the cleanliness of Casa Grande is Excellent or Good	78%	83%	88%	80%

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$27,150	100.00%
<b>Total Funding</b>	<b>\$27,150</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$15,183	\$15,700	\$15,000	\$24,740
Contractual Services	370	430	390	410
Operating Supplies	115	500	800	800
Capital Outlay	0	0	0	1,200
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$15,668</b>	<b>\$16,630</b>	<b>\$16,190</b>	<b>\$27,150</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Recreation Program Coordinator	0.25	0.25	0.00
<b>TOTAL POSITIONS</b>	<b>0.25</b>	<b>0.25</b>	<b>0.00</b>

<b>Community Services</b>	<b>General Recreation</b>	<b>Cost Center 101.40.550</b>
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**GENERAL INFORMATION**

The General Recreation Department 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.

- Received recognition as a Playful City USA for the 5<sup>th</sup> year and Tree City USA for the 5<sup>th</sup> year.
- Have partnership agreements with many agencies.

**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.

**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.

**2012-2013 ACCOMPLISHMENTS**

- Increased the number of online registrations by 15%.
- Attended 32 outreach opportunities providing information and/or activities about recreation programs and amenities.
- All recreation, library and golf programs were available for online registration.

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Administration	-	\$157,790	\$157,790	0%	1.25
Boards & Commissions	-	\$ 38,100	\$ 38,100	0%	.75
Facility & field management	\$5,500	\$ 83,700	\$ 78,200	7%	2.00
Planning	-	\$ 97,530	\$ 97,530	0%	1.00
Programs	-	\$112,180	\$112,180	0%	2.00
Vehicle Replacement	-	\$ 8,870	\$ 8,870	0%	
<b>TOTAL</b>	<b>\$5,500</b>	<b>\$498,170</b>	<b>\$462,670</b>	<b>7%</b>	<b>7.00</b>

DEPARTMENTAL BUDGET

<b>Community Services</b>	<b>General Recreation</b>	<b>Cost Center 101.40.550</b>
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PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
None				

Funding Sources	Amount	% of Funding
General Fund	\$492,670	98.90%
Rentals	5,500	1.10%
<b>Total Funding</b>	<b>\$498,170</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$467,368	\$529,570	\$550,800	\$348,300
Contractual Services	34,710	35,140	30,210	89,820
Operating Supplies	40,458	47,080	38,260	49,180
Capital Outlay	17,872	2,000	900	2,000
Debt Service	0	0	0	0
Transfers	9,270	17,150	17,150	8,870
<b>DEPARTMENTAL TOTALS</b>	<b>\$569,678</b>	<b>\$630,940</b>	<b>\$637,320</b>	<b>\$498,170</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
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	1.60	1.25
Admin. Assistant	1.00	1.00	1.00
Recreation Programmer	1.75	1.15	1.75
<b>TOTAL POSITIONS</b>	<b>6.75</b>	<b>6.75</b>	<b>7.00</b>

<b>Community Services</b>	<b>Women’s Club</b>	<b>Cost Center 101.40.562</b>
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**GENERAL INFORMATION**

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

**MISSION**

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

**2012-2013 ACCOMPLISHMENTS**

- Partnered with Central Arizona College to provide fitness classes to members of the community.
- Friends of the Library held their annual book sale at the Women’s Club.

**GOALS AND OBJECTIVES**

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

- Maintain the cleanliness & integrity of the wood floors.

**PROGRAM BUDGET**

<b>Program Budget</b>	<b>Revenue</b>	<b>Expenditure</b>	<b>Net</b>	<b>Recovery</b>	<b>FTE</b>
Recreation programs	\$ 100	\$10,910	\$10,810	1%	0.00
Facility rentals	\$3,300	\$10,760	\$ 7,460	31%	0.00
<b>TOTAL</b>	<b>\$3,400</b>	<b>\$21,670</b>	<b>\$18,270</b>	<b>16%</b>	<b>0.00</b>

DEPARTMENTAL BUDGET

<b>Community Services</b>	<b>Women's Club</b>	<b>Cost Center 101.40.562</b>
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PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
None available				

Funding Sources	Amount	% of Funding
General Fund	\$18,270	84.31%
Rentals	3,400	15.69%
<b>Total Funding</b>	<b>\$21,670</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	9,730
Operating Supplies	7,706	8,370	6,020	9,640
Capital Outlay	1,410	1,500	800	2,300
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$9,116</b>	<b>\$9,870</b>	<b>\$6,820</b>	<b>\$21,670</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**DEPARTMENTAL BUDGET**

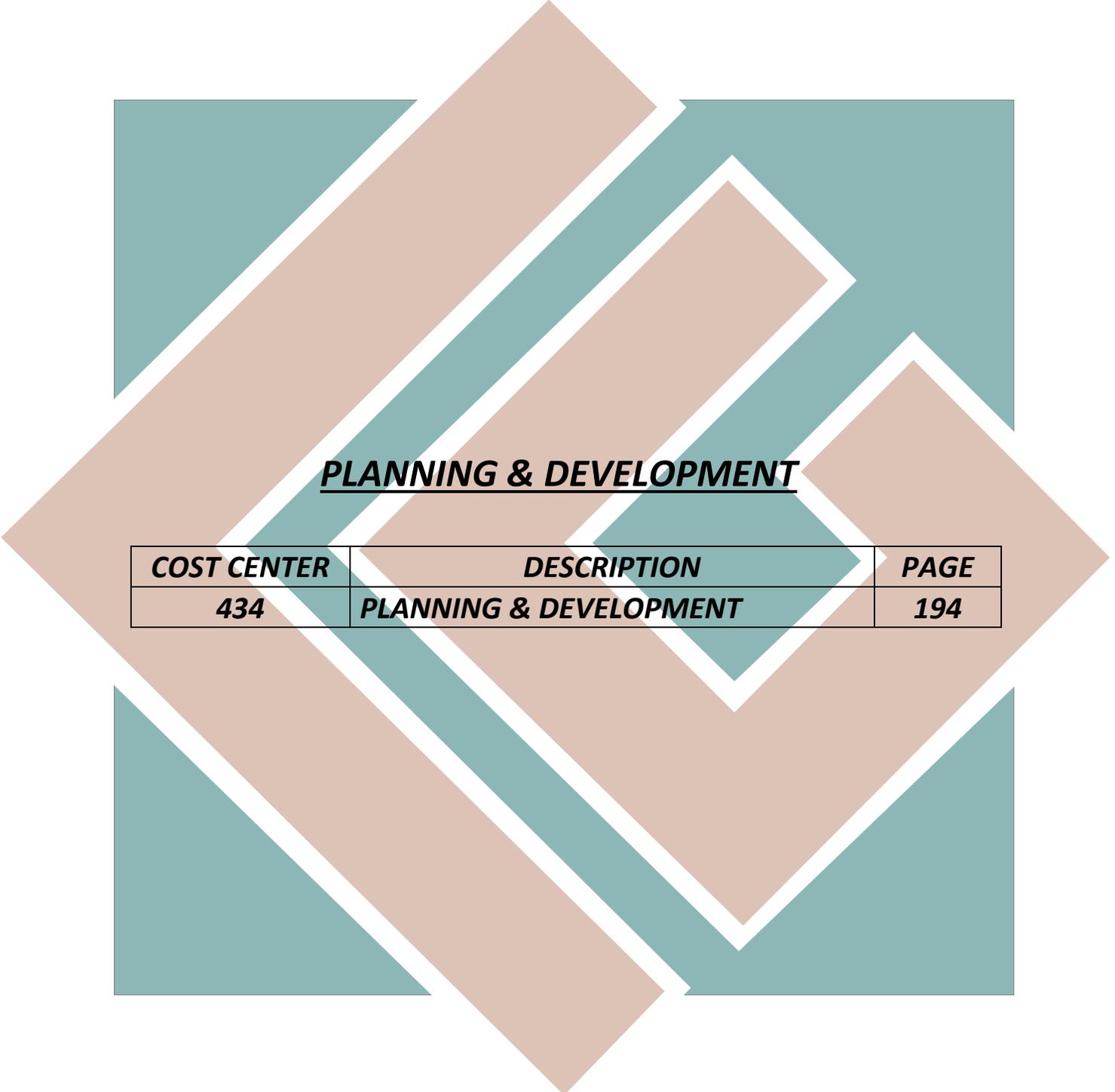
<b>Community Services</b>	<b>Community Recreation Center</b>	<b>Cost Center 101.40.565</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
<p>NOTE: This is a new Cost Center that involves project design and construction of a new recreation facility for the City of Casa Grande. The facility is expected to be between 30,000 and 60,000 sq. ft. and will include a gymnasium, fitness equipment area, administrative office space and amenities as identified during the programming phase. The facility may include a swimming pool, and/or other water features. All furniture, fixtures, and equipment may be included in the project scope.</p>				

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
General Fund	\$187,000	100.00%
<b>Total Funding</b>	<b>\$187,000</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$0	\$0	\$0	\$54,600
Contractual Services	0	0	0	47,400
Operating Supplies	0	0	0	60,000
Capital Outlay	0	0	0	25,000
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$187,000</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



**PLANNING & DEVELOPMENT**

<b><i>COST CENTER</i></b>	<b><i>DESCRIPTION</i></b>	<b><i>PAGE</i></b>
<b><i>434</i></b>	<b><i>PLANNING &amp; DEVELOPMENT</i></b>	<b><i>194</i></b>

<b>Planning &amp; Development</b>	<b>Planning &amp; Development</b>	<b>Cost Center 101.45.434</b>
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**GENERAL INFORMATION**

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

**MISSION**

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

**2012-2013 ACCOMPLISHMENTS**

- Processed 133 land use projects.
- Completed 2,480 permit plan reviews.
- Issued 1,552 building, engineering, and administrative permits.
- Performed 9,403 building inspections.
- Responded to 1206 code violations.

**GOALS AND OBJECTIVES**

Achieve and maintain the following level of service:

- Complete all land use project reviews, and provide a comprehensive set of staff comments, within 20 days of application submittal.
- Complete all building plan reviews for new construction, building additions, and tenant improvements and provide a comprehensive set of staff comments, within 20 days of application submittal.
- Minimum of 20 inspections per day.
- Minimum ratio of 90% of cases abated in each year.

**PROGRAM BUDGET**

<b>Program Budget</b>	<b>Revenue</b>	<b>Expenditure</b>	<b>Net</b>	<b>Recovery</b>	<b>FTE</b>
Code Enforcement	\$ 30,000	\$ 274,350	\$244,350	11%	2.55
Permitting	\$654,000	\$ 874,640	\$220,640	75%	10.20
Planning	\$120,000	\$ 603,350	\$483.350	20%	6.25
Vehicle Replacement	-	\$ 10,690	\$ 10,690	0%	
<b>TOTAL</b>	<b>\$804,000</b>	<b>\$1,763,030</b>	<b>\$959,030</b>	<b>46%</b>	<b>19.00</b>

DEPARTMENTAL BUDGET

<b>Planning &amp; Development</b>	<b>Planning &amp; Development</b>	<b>Cost Center 101.45.434</b>
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PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
% of land use projects initial review completed within 28 days of submittal	75%	58%	80%	90%
% of building plans for commercial/industrial new buildings/additions initial review completed within 28 days of submittal (new)	N/A	N/A	83%	90%
% of on-site development permits & off-site (ROW) improvement permits initial review completed within 28 days of submittal (new)	N/A	N/A	75%	90%
# of zoning or public nuisance code violations (run down buildings, weeds, junk vehicles, etc.) abated	1,103	1,035	1,082	1,000
Average # of daily inspections per inspector	12	13	19	20

Funding Sources	Amount	% of Funding
General Fund	\$959,030	54.40%
Permits & Fees	804,000	45.60%
<b>Total Funding</b>	<b>\$1,763,030</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$1,515,343	\$1,491,270	\$1,425,800	\$1,571,320
Contractual Services	100,604	102,280	87,140	119,830
Operating Supplies	32,426	34,460	27,650	61,190
Capital Outlay	0	0	0	0
Debt Service	5,993	5,390	0	0
Transfers	15,580	17,710	17,710	10,690
<b>DEPARTMENTAL TOTALS</b>	<b>\$1,669,946</b>	<b>\$1,651,110</b>	<b>\$1,558,300</b>	<b>\$1,763,030</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Planning & Development Director	1.00	1.00	1.00
Chief Building Official	0.00	1.00	1.00
Civil Engineer	2.00	2.00	2.00
Development Center Manager	1.00	0.00	0.00
Senior Planner	1.00	0.50	0.50
Planner	3.00	3.00	3.00
Plans Examiner	1.00	1.00	1.00
Building Inspector	5.00	3.00	3.00
Code Compliance Specialist	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00
Permit Technician	2.00	2.00	2.00
Secretary	2.00	2.00	2.00
Office Assistant	1.00	0.00	0.50
<b>TOTAL POSITIONS</b>	<b>22.00</b>	<b>18.50</b>	<b>19.00</b>

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## **SPECIAL REVENUE FUNDS**

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

<b>FUND</b>	<b>DESCRIPTION</b>	<b>PAGE</b>
<b>201</b>	<b>STREET MAINTENANCE</b>	<b>199</b>
	<b>HURF</b>	<b>200</b>
	<b>½ Percent Sales Tax</b>	<b>202</b>
<b>204</b>	<b>SYSTEM DEVELOPMENT FUND</b>	<b>204</b>
<b>205</b>	<b>MUNICIPAL AIRPORT</b>	<b>207</b>
<b>206</b>	<b>PARKS DEVELOPMENT</b>	<b>211</b>
<b>210</b>	<b>COMMUNITY ARTS</b>	<b>214</b>
<b>215</b>	<b>WILDLAND FIREFIGHTING</b>	<b>216</b>
<b>220</b>	<b>GRANTS &amp; SUBSIDIES</b>	<b>218</b>
<b>222</b>	<b>ENERGY SAVINGS</b>	<b>222</b>
<b>225</b>	<b>REDEVELOPMENT FUND</b>	<b>224</b>
<b>226</b>	<b>GRANDE SPORTS WORLD</b>	<b>226</b>
<b>230</b>	<b>PROMOTION &amp; TOURISM</b>	<b>228</b>
<b>235</b>	<b>COURT ENHANCEMENT FUND</b>	<b>230</b>
<b>236</b>	<b>PROBATIONARY FUND</b>	<b>232</b>
<b>237</b>	<b>CAPP PROGRAM</b>	<b>234</b>
<b>242, 250, 251, 255, 260</b>	<b>COMMUNITY DEVELOPMENT Housing Programs</b>	<b>237</b>

DEPARTMENTAL BUDGET

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

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$34,736,248	\$22,109,176	\$22,109,176	\$19,326,722
<b>REVENUE SOURCES:</b>				
Taxes	\$254,426	\$190,000	\$297,000	\$253,000
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	4,661,079	5,010,480	4,536,600	5,101,020
Grants and Entitlements	2,509,557	4,522,250	2,959,556	5,233,610
Charges for Services	1,470,046	2,370,900	1,575,740	2,272,600
Development Impact Fees	161,575	1,000	96,160	1,000
Fines & Forfeitures	107,832	290,180	159,600	249,430
Miscellaneous Revenue	185,745	1,127,800	86,410	1,072,500
Interest	17,199	14,730	51,490	12,700
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	444,119	213,200	593,200	207,580
Proceeds from Lease Purchase	0	1,150,000	0	1,150,000
Proceeds from Bonds	2,211	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$9,813,789</b>	<b>\$14,890,540</b>	<b>\$10,355,756</b>	<b>\$15,553,440</b>
<b>EXPENDITURES:</b>				
Personnel	\$2,946,664	\$3,391,490	\$2,499,140	\$2,467,230
Contractual Services	2,185,327	4,732,380	1,426,410	6,893,190
Operating Supplies	2,706,584	2,911,300	2,386,420	2,717,810
Capital Outlay	2,657,150	13,906,550	4,357,020	11,044,900
Debt Service	224,347	411,520	392,550	505,470
<b>OTHER USES:</b>				
Transfers Out	11,720,789	636,630	2,076,670	785,980
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$22,440,861</b>	<b>\$25,989,870</b>	<b>\$13,138,210</b>	<b>\$24,414,580</b>
<b>Ending Fund Balance</b>	<b>\$22,109,176</b>	<b>\$11,009,846</b>	<b>\$19,326,722</b>	<b>\$10,465,582</b>

DEPARTMENTAL BUDGET

Street Maintenance Revenues/Expenditures/Changes in Fund Balance

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$10,476,902	\$9,328,300	\$9,328,300	\$7,749,340
<b>REVENUE SOURCES:</b>				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	4,489,384	4,845,480	4,444,100	4,857,400
Grants and Entitlements	0	0	0	0
Charges for Services	3,842	1,000	0	1,000
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	0	24,000	400	10,000
Interest	7,497	6,000	22,000	6,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	20,000	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	2,211	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$4,502,934</b>	<b>\$4,876,480</b>	<b>\$4,486,500</b>	<b>\$4,874,400</b>
<b>EXPENDITURES:</b>				
Personnel	\$1,169,840	\$1,287,880	\$1,239,000	\$1,319,760
Contractual Services	1,189,682	512,210	445,360	413,560
Operating Supplies	906,978	916,820	888,050	946,020
Capital Outlay	1,695,635	8,904,200	2,853,100	5,068,200
Debt Service	140,461	84,500	136,820	126,860
<b>OTHER USES:</b>				
Transfers Out	548,940	543,130	503,130	457,580
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$5,651,536</b>	<b>\$12,248,740</b>	<b>\$6,065,460</b>	<b>\$8,331,980</b>
<b>Ending Fund Balance</b>	<b>\$9,328,300</b>	<b>\$1,956,040</b>	<b>\$7,749,340</b>	<b>\$4,291,760</b>
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
<b>Ending Unreserved Fund Balance</b>	<b>\$9,328,300</b>	<b>\$1,956,040</b>	<b>\$7,749,340</b>	<b>\$4,291,760</b>

**DEPARTMENTAL BUDGET**

<b>Street Maintenance</b>	<b>Highway User Revenue Fund</b>	<b>Cost Center 201.25.430</b>
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**GENERAL INFORMATION**

This fund receives revenues from the State as one of the State shared revenues available to communities. Constitutionally, fund is restricted solely to street and highway purposes. Eligible expenditures include right-of-way acquisitions, construction/reconstruction, maintenance, repair, roadside development within City 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.

**2012-2013 ACCOMPLISHMENTS**

- Applied crack sealant to 222,642 sq yards of city streets.
- Applied chip seal surface treatments to 31,272 sq yards of city streets.
- Applied micro seal surface treatments to 77,263 sq yards of city streets.
- Paved Early Rd from I-10 to Peart Rd.
- Milled and overlaid 162,000 sq yards of city streets.
- Installed 3 uninterruptable power supply systems on city owned traffic signals.

**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.
- Complete implementation of sign inventory management program.
- Traffic signal coordination of 14.75 miles of city streets.

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

<b>Street Maintenance</b>	<b>Highway User Revenue Fund</b>	<b>Cost Center 201.25.430</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Average response time (days) per service request	2.7	4.2	3.1	3.0
# of road lane miles paved	0.01	0.00	24.75	0.00
% of streets swept	100%	100%	100%	100%
# of pothole service request received	10	11	9	5

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
HURF	\$3,157,400	103.85%
Interest Income	6,000	0.20%
Misc. Income	11,000	0.36%
<b>Total Funding</b>	<b>\$3,174,400</b>	<b>104.41%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$1,169,840	\$1,287,880	\$1,239,000	\$1,319,760
Contractual Services	856,682	512,210	445,360	413,560
Operating Supplies	906,978	916,820	888,050	946,020
Capital Outlay	0	226,200	13,500	68,200
Debt Service	52,391	84,500	38,330	75,740
Transfers Out	235,190	189,380	189,380	217,020
<b>DEPARTMENTAL TOTALS</b>	<b>\$3,221,081</b>	<b>\$3,216,990</b>	<b>\$2,813,620</b>	<b>\$3,040,300</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
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	5.50
Office Assistant	1.00	0.00	0.50
<b>TOTAL POSITIONS</b>	<b>19.00</b>	<b>18.00</b>	<b>19.00</b>

**DEPARTMENTAL BUDGET**

<b>Street Maintenance</b>	<b>½ Percent Sales Tax</b>	<b>Cost Center 201.25.431</b>
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**GENERAL INFORMATION**

Half percent Sales Tax is authorized by voters in Pinal County to provide revenue that funds major street construction. Funds are continually being accumulated for construction and widening of several major roadways. The City receives its share of the transaction privilege tax collections based on its population in relation to the total incorporated population of the county.

**MISSION**

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

**2012-2013 ACCOMPLISHMENTS**

Accomplishments are reflected in the Highway User Revenue Fund.

**GOALS AND OBJECTIVES**

Render protective maintenance on all streets and alleys in the City to insure that they are safe for public use.

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

**PROGRAM BUDGET**

<b>Program Budget</b>	<b>Revenue</b>	<b>Expenditure</b>	<b>Net</b>	<b>Recovery</b>	<b>FTE</b>
Not applicable					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

<b>Street Maintenance</b>	<b>1/2 Percent Sales Tax</b>	<b>Cost Center 201.25.431</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Street improvements (miles)	0.20	0.30	7.50	41.00
Street construction (miles)	0.30	0.40	2.00	0.00

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
1/2 Cent Sales Tax	\$1,700,000	32.13%
<b>Total Funding</b>	<b>\$1,700,000</b>	<b>32.13%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$0	\$0	\$0	\$0
Contractual Services	333,000	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	1,695,635	8,678,000	2,839,600	5,000,000
Debt Service	88,070	0	98,490	51,120
Transfers Out	313,750	353,750	313,750	240,560
<b>DEPARTMENTAL TOTALS</b>	<b>\$2,430,455</b>	<b>\$9,031,750</b>	<b>\$3,251,840</b>	<b>\$5,291,680</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>PAY RANGE</b>	<b>NUMBER OF PERSONNEL</b>		
		<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Not applicable to this department.				
<b>TOTAL POSITIONS</b>		<b>0</b>	<b>0</b>	<b>0</b>

**DEPARTMENTAL BUDGET**

**System Development Revenues/Expenditures/Changes in Fund Balance**

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$20,758,916	\$9,812,380	\$9,812,380	\$8,511,680
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	153,618	1,000	88,150	1,000
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	0	0	0	0
Interest	7,215	8,000	21,000	6,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$160,833</b>	<b>\$9,000</b>	<b>\$109,150</b>	<b>\$7,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	213,963	230,000	180,000	340,000
Capital Outlay	59,791	2,417,000	44,830	3,561,000
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	10,833,615	0	1,185,020	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$11,107,369</b>	<b>\$2,647,000</b>	<b>\$1,409,850</b>	<b>\$3,901,000</b>
<b>Ending Fund Balance</b>	<b>\$9,812,380</b>	<b>\$7,174,380</b>	<b>\$8,511,680</b>	<b>\$4,617,680</b>
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$9,812,380</b>	<b>\$7,174,380</b>	<b>\$8,511,680</b>	<b>\$4,617,680</b>

<b>Projects for FY 2013-14:</b>			
Library building	1,200,000	Recreational facilities	1,500,000
Vehicles	676,000	Recreation facilities building modifications	185,000
Library books - Downtown	215,000		
Library books - Vista Grande	125,000		

**DEPARTMENTAL BUDGET**

<b>System Development</b>	<b>System Development Fund</b>	<b>Cost Center 204</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Not applicable to this department.				

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Impact Fees	\$1,000	0.03%
Interest	6,000	0.15%
<b>Total Funding</b>	<b>\$7,000</b>	<b>0.18%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	\$0	0	0
Operating Supplies	213,963	230,000	180,000	340,000
Capital Outlay	59,791	2,417,000	44,830	3,561,000
Debt Service	0	0	0	0
Transfer Out	10,833,615	0	1,185,020	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$11,107,369</b>	<b>\$2,647,000</b>	<b>\$1,409,850</b>	<b>\$3,901,000</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

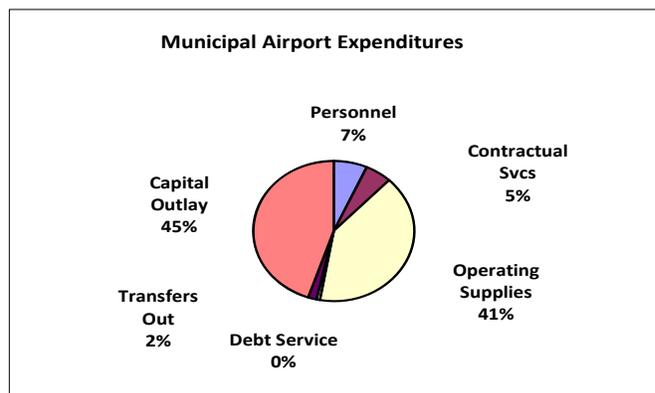
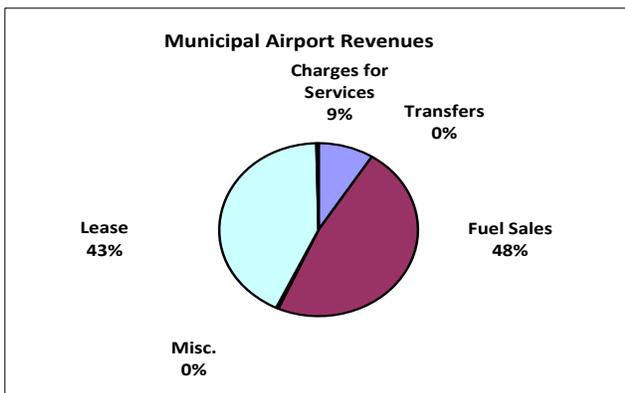
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DEPARTMENTAL BUDGET

Municipal Airport-Revenues/Expenditures/Other Sources and Uses

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	(\$298,909)	(\$361,298)	(\$361,298)	(\$469,588)
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	0	0	0	0
Charges for Services	1,260,953	1,948,000	1,123,700	1,530,600
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	90,848	2,000	1,660	10,000
Interest	6	0	0	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	9,375	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
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$1,361,182</b>	<b>\$3,110,000</b>	<b>\$1,135,360</b>	<b>\$2,700,600</b>
<b>EXPENDITURES:</b>				
Personnel	\$164,315	\$165,560	\$105,000	\$181,960
Contractual Services	57,784	78,620	73,750	144,440
Operating Supplies	1,053,738	1,505,980	843,250	1,098,630
Capital Outlay	27,348	1,219,550	104,250	1,211,000
Debt Service	83,886	91,780	83,900	18,120
<b>OTHER USES:</b>				
Transfers Out	36,500	33,500	33,500	46,030
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$1,423,571</b>	<b>\$3,094,990</b>	<b>\$1,243,650</b>	<b>\$2,700,180</b>
<b>Ending Fund Balance</b>	(\$361,298)	(\$346,288)	(\$469,588)	(\$469,168)
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>(\$361,298)</b>	<b>(\$346,288)</b>	<b>(\$469,588)</b>	<b>(\$469,168)</b>



<b>Public Works</b>	<b>Municipal Airport</b>	<b>Cost Center 205.30.260</b>
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**GENERAL INFORMATION**

The Casa Grande Municipal Airport, constructed as Williams Auxiliary Field #4 during World War II, has grown and developed into an outstanding modern airport facility. The Airport features a 5,200' by 100' runway and full parallel taxiway, along with a full instrument landing system, automated weather observing station, and terminal building. General aviation aircraft, business jets, and military aircraft are all a part of this busy facility.

**MISSION**

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

**2012-2013 ACCOMPLISHMENTS**

- Hosted the Cactus Antique Aircraft and Copperstate Fly-In, with over 800 aircrafts & over 8,000 visitors participating.
- Completed repairs to the fuel tanks and fuel trucks that will help to extend the useful life of the tanks and increased staff's ability to provide service to aircraft requiring jet fuel.
- Completed South Terminal Apron expansion project that increased the amount of programmable hangar space by approximately 5 acres, which would allow for another 37 hangars to be built.
- Repaired 75% of existing landscape irrigation system helping to protect the significant investment made by the city.
- Increased the security of the fuel tanks and fuel trucks.
- Enhanced the airport's emergency response policies and capability allowing staff to more effectively respond to aircraft incidents.

**GOALS & OBJECTIVES**

Enhance airport customer service levels through improved infrastructure and operations.

- Increase generated revenue by 10%
- Complete 80% of hangar rehabilitation project
- Complete design for terminal and entrance road renovations and enhancements

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

<b>Public Works</b>	<b>Municipal Airport</b>	<b>Cost Center 205.30.260</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Net operating income/loss	(\$67,670)	\$57,216	\$16,842	\$18,526
% of airport's runways, taxiways & interior roads with a PCI of >70	N/A	75%	75%	75%

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
User Fees & Sales	\$1,540,600	57.03%
Miscellaneous	10,000	0.37%
Lease Proceeds	1,150,000	42.59%
<b>Total Funding</b>	<b>\$2,700,600</b>	<b>99.99%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$164,315	\$165,560	\$105,000	\$181,960
Contractual Services	57,784	78,620	73,750	144,440
Operating Supplies	1,053,738	1,505,980	843,250	1,098,630
Capital Outlay	27,348	1,219,550	104,250	1,211,000
Debt Service	83,886	91,780	83,900	18,120
Transfers	36,500	33,500	33,500	46,030
<b>DEPARTMENTAL TOTALS</b>	<b>\$1,423,571</b>	<b>\$3,094,990</b>	<b>\$1,243,650</b>	<b>\$2,700,180</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Manager	1.00	0.50	0.50
Maintenance Worker	2.00	2.25	3.00
<b>TOTAL POSITIONS</b>	<b>3.00</b>	<b>2.75</b>	<b>3.50</b>

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DEPARTMENTAL BUDGET

Parks Development Revenues/Expenditures/Changes in Fund Balance

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$877,754	\$910,598	\$910,598	\$917,978
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	0	0	0	0
Charges for Services	32,434	36,000	37,080	36,000
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	25,000	25,000	0	0
Interest	653	500	2,500	500
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$58,087</b>	<b>\$61,500</b>	<b>\$39,580</b>	<b>\$36,500</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	575	0	400	0
Operating Supplies	0	0	0	0
Capital Outlay	24,668	100,000	31,800	80,000
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$25,243</b>	<b>\$100,000</b>	<b>\$32,200</b>	<b>\$80,000</b>
<b>Ending Fund Balance</b>	<b>\$910,598</b>	<b>\$872,098</b>	<b>\$917,978</b>	<b>\$874,478</b>
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$910,598</b>	<b>\$872,098</b>	<b>\$917,978</b>	<b>\$874,478</b>

<b>Community Services</b>	<b>Parks Development Fund</b>	<b>Cost Center 206.40.535</b>
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**INFORMATION**

The program goal of the Parks Development Fund is to provide funding for capital projects relating to the upgrade of existing facilities and for the construction of new facilities.

**MISSION**

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

**2012-2013 ACCOMPLISHMENTS**

- Assisted with 3 Casa Grande Mountain Trail Builds Community Service events by the Casa Grande Mountain Trails Steering committee completing just under 5,000 feet of new trail.
- Americorps Sun "1" crew completed just over 4,455 feet of trail building near the Arica Road trailhead.

**GOALS & OBJECTIVES**

- Continue to upgrade playground areas and ramadas in parks as needed.
- Continue to assist Trails Steering Committee with Casa Grande Mountain Trails, Adopt a Trail Program.

**PROGRAM BUDGET**

<b>Program Budget</b>	<b>Revenue</b>	<b>Expenditure</b>	<b>Net</b>	<b>Recovery</b>	<b>FTE</b>
Not applicable					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

<b>Community Services</b>	<b>Parks Development Fund</b>	<b>Cost Center 206.40.535</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Not applicable to this department.				

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Rental Income	\$36,000	45.00%
Interest Income	500	0.63%
<b>Total Funding</b>	<b>\$36,500</b>	<b>45.63%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$0	\$0	\$0	\$0
Contractual Services	575	0	400	0
Operating Supplies	0	0	0	0
Capital Outlay	24,668	100,000	31,800	80,000
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$25,243</b>	<b>\$100,000</b>	<b>\$32,200</b>	<b>\$80,000</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENTAL BUDGET

Community Arts Revenues/Expenditures/Changes in Fund Balance

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$13,763	\$11,892	\$11,892	\$15,952
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	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	2,995	15,000	13,540	15,000
Interest	8	0	30	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	5,000	5,000	5,000	5,000
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$8,003</b>	<b>\$20,000</b>	<b>\$18,570</b>	<b>\$20,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	9,874	6,400	14,500	6,400
Operating Supplies	0	500	10	500
Capital Outlay	0	15,800	0	15,800
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$9,874</b>	<b>\$22,700</b>	<b>\$14,510</b>	<b>\$22,700</b>
<b>Ending Fund Balance</b>	<b>\$11,892</b>	<b>\$9,192</b>	<b>\$15,952</b>	<b>\$13,252</b>
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$11,892</b>	<b>\$9,192</b>	<b>\$15,952</b>	<b>\$13,252</b>

**DEPARTMENTAL BUDGET**

<b>City Clerk</b>	<b>Community Arts Fund</b>	<b>Cost Center 210.40.044</b>
<b>General Information:</b>		
The Arts and Humanities Commission works towards raising cultural awareness in the community, and to promote a cultural identity recognizing the City's historical heritage.		

Funding Sources	Amount	% of Funding
Donations	\$15,000	66.08%
Transfer In	5,000	22.03%
<b>Total Funding</b>	<b>\$20,000</b>	<b>88.11%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	9,874	6,400	14,500	6,400
Operating Supplies	0	500	10	500
Capital Outlay	0	15,800	0	15,800
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$9,874</b>	<b>\$22,700</b>	<b>\$14,510</b>	<b>\$22,700</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENTAL BUDGET

Wildland Firefighting Revenues/Expenditures/Changes in Fund Balance

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	(\$17,729)	(\$37,519)	(\$37,519)	(\$2,819)
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	159,645	150,000	85,000	236,620
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	9,600	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	0	0	0	0
Interest	12	0	0	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$159,657</b>	<b>\$150,000</b>	<b>\$94,600</b>	<b>\$236,620</b>
<b>EXPENDITURES:</b>				
Personnel	\$146,048	\$148,450	\$55,100	\$232,620
Contractual Services	13,373	1,550	3,400	2,000
Operating Supplies	20,026	0	1,400	2,000
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$179,447</b>	<b>\$150,000</b>	<b>\$59,900</b>	<b>\$236,620</b>
<b>Ending Fund Balance</b>	<b>(\$37,519)</b>	<b>(\$37,519)</b>	<b>(\$2,819)</b>	<b>(\$2,819)</b>
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>(\$37,519)</b>	<b>(\$37,519)</b>	<b>(\$2,819)</b>	<b>(\$2,819)</b>

**DEPARTMENTAL BUDGET**

<b>Culture and Recreation</b>	<b>Wildland Firefighting</b>	<b>Cost Center 215.20.705</b>
<b>General Information:</b>		
This fund accounts for firefighter activities while serving in wildland firefighting capacities. Goals for this area include developing protocol and procedures and establish training objectives.		

Funding Sources	Amount	% of Funding
State Grant	\$236,620	100.00%
<b>Total Funding</b>	<b>\$236,620</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$146,048	\$148,450	\$55,100	\$232,620
Contractual Services	13,373	1,550	3,400	2,000
Operating Supplies	20,026	0	1,400	2,000
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$179,447</b>	<b>\$150,000</b>	<b>\$59,900</b>	<b>\$236,620</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Positions charged as they are called out on emergencies			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENTAL BUDGET

Grants & Subsidies Revenues/Expenditures/Changes in Fund Balance

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$79,498	\$165,077	\$165,077	\$509,933
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	1,814,577	4,192,250	2,536,726	4,661,820
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	6,155	3,000	9,600	5,000
Miscellaneous Revenue	60,053	1,059,800	63,800	1,035,500
Interest	163	0	550	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	\$429,744	\$40,000	\$400,000	\$40,000
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$2,310,692</b>	<b>\$5,295,050</b>	<b>\$3,010,676</b>	<b>\$5,742,320</b>
<b>EXPENDITURES:</b>				
Personnel	1,258,848	1,586,620	891,500	601,100
Contractual Services	230,531	3,410,050	194,130	5,006,120
Operating Supplies	300,252	50,000	257,150	126,700
Capital Outlay	435,482	150,000	1,323,040	8,400
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	60,000	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$2,225,113</b>	<b>\$5,256,670</b>	<b>\$2,665,820</b>	<b>\$5,742,320</b>
<b>Ending Fund Balance</b>	<b>\$165,077</b>	<b>\$203,457</b>	<b>\$509,933</b>	<b>\$509,933</b>
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$165,077</b>	<b>\$203,457</b>	<b>\$509,933</b>	<b>\$509,933</b>

DEPARTMENTAL BUDGET

GRANTS & SUBSIDIES

FUNDING SOURCE	GRANT	AWARD AMOUNT	CITY MATCH	TOTAL GRANT
Arizona Attorney General's Office	Cover a portion of the Victim's Rights and Assistance Specialist's salary.	\$7,020	\$7,020	\$14,040
Arizona Companion Animal Spay/Neuter Committee	Provide voucher for spay/neuter service for dogs & cats.	\$10,000	\$0	\$10,000
Arizona Criminal Justice Commission	Cover a portion of the Victim's Rights and Assistance Specialist's salary.	\$11,200	\$11,200	\$22,400
Arizona Department of Public Safety	Assign a Casa Grande Police Officer to the Pinal County Unit of the Gang Task Force to assist agencies with investigation and suppression of gang crimes and violence.	\$77,250	\$25,750	\$103,000
Arizona Department of Transportation				
Arizona Governor's Office of Highway Safety	Fund overtime expenses for various select traffic enforcement activities.	\$48,452	\$0	\$48,452
Arizona Governor's Office of Highway Safety	Laser units	\$16,435	\$0	\$16,435
Arizona Governor's Office of Highway Safety	Purchase Vehicle Crash Data Reader	\$9,023	\$0	\$9,023
Highway Safety Improvement Plan	Funding for traffic signal equipment	\$63,820	\$0	\$63,820
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.	\$17,000	\$5,000	\$22,000
Pinal County Library District	Variety of library services	\$50,000	\$0	\$50,000
Pinal Gila Council for Senior Citizens	Provide home delivered & congregated meals, educational, social & recreational activities & transportation services to senior citizens.	\$135,135	\$136,037	\$271,172
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
Gila River Indian Community	Ivy Park Amneties	\$24,500	\$0	\$24,500
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.	\$299,720	\$0	\$299,720

**DEPARTMENTAL BUDGET**

**GRANTS & SUBSIDIES**

<b>FUNDING SOURCE</b>	<b>GRANT</b>	<b>AWARD AMOUNT</b>	<b>CITY MATCH</b>	<b>TOTAL GRANT</b>
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.	\$56,039	\$0	\$56,039
*COPS	Provide funding for 4 Police Officers for 3 years	\$1,021,488	\$402,156	\$1,423,644
United States Marshal	Fund overtime expenses for High Intensity Drug Trafficking Area Task Force	\$29,000	\$0	\$29,000
To Be Determined	An allocation to provide budget capacity for mid-year grants	\$3,451,003	\$0	\$3,451,003
	<b>TOTALS</b>	<b>\$5,742,320</b>	<b>\$603,941</b>	<b>\$6,346,261</b>

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DEPARTMENTAL BUDGET

Energy Savings Fund Revenues/Expenditures/Changes in Fund Balance

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	(\$306,446)	\$46,067	\$46,067	\$2,105,787
<b>REVENUE SOURCES:</b>				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	46,067	246,180	93,000	204,430
Miscellaneous Revenue	10,000	0	182,650	0
Interest	0	0	0	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	158,200	158,200	152,580
Proceeds from Lease Purchase	2,787,000	0	3,328,600	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$2,843,067</b>	<b>\$404,380</b>	<b>\$3,762,450</b>	<b>\$357,010</b>
<b>EXPENDITURES:</b>				
Personnel	0	0	0	0
Contractual Services	0	0	30,900	0
Operating Supplies	0	0	0	0
Capital Outlay	2,490,554	0	1,500,000	0
Debt Service	0	235,240	171,830	360,490
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$2,490,554</b>	<b>\$235,240</b>	<b>\$1,702,730</b>	<b>\$360,490</b>
<b>Ending Fund Balance</b>	<b>\$46,067</b>	<b>\$215,207</b>	<b>\$2,105,787</b>	<b>\$2,102,307</b>
Less: Designated Reserves				
Less: Cash Reserve				
<b>Ending Fund Balance</b>	<b>\$46,067</b>	<b>\$215,207</b>	<b>\$2,105,787</b>	<b>\$2,102,307</b>

**DEPARTMENTAL BUDGET**

Planning & Development	Energy Savings	Cost Center 222.00.000
<b>General Information:</b>		
<p>This fund accounts for activities related to energy saving projects. 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.</p>		

PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE	2013-14 ESTIMATE
% of savings realized compared to estimate	N/A	N/A	N/A	100%

Funding Sources	Amount	% of Funding
Tax Credit	\$204,430	57.26%
Transfers	152,580	42.74%
<b>Total Funding</b>	<b>\$357,010</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	30,900	0
Operating Supplies	0	0	0	0
Capital Outlay	2,490,554	0	1,500,000	0
Debt Service	0	235,240	171,830	360,490
<b>DEPARTMENTAL TOTALS</b>	<b>\$2,490,554</b>	<b>\$235,240</b>	<b>\$1,702,730</b>	<b>\$360,490</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENTAL BUDGET

Redevelopment Fund Revenues/Expenditures/Changes in Fund Balance

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$1,883,610	\$1,488,990	\$1,488,990	\$1,312,190
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	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	1,160	0	3,200	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$1,160</b>	<b>\$0</b>	<b>\$3,200</b>	<b>\$0</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	46,391	245,000	180,000	250,000
Operating Supplies	0	0	0	0
Capital Outlay	349,389	1,100,000	0	1,100,000
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$395,780</b>	<b>\$1,345,000</b>	<b>\$180,000</b>	<b>\$1,350,000</b>
<b>Ending Fund Balance</b>	<b>\$1,488,990</b>	<b>\$143,990</b>	<b>\$1,312,190</b>	<b>(\$37,810)</b>
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$1,488,990</b>	<b>\$143,990</b>	<b>\$1,312,190</b>	<b>(\$37,810)</b>

**DEPARTMENTAL BUDGET**

Planning & Development	Redevelopment Fund	Cost Center 225.45.323
<b>General Information:</b>		
<p>The City raises local revenue to improve redevelopment areas within the City through tax increment financing. The City started with the conversion of the old high school to a new City Hall in fiscal year 1997-98. The new City Hall was occupied in January of 1999. The City's Library and Senior Center have also been refurbished. Improvements continue with landscaping and other building modifications.</p> <p>This funding source was stopped by Pinal County's interpretation of statute. The City is currently in litigation regarding this funding source.</p>		

PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE	2013-14 ESTIMATE
Not applicable to this department.				

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

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	46,391	245,000	180,000	250,000
Operating Supplies	0	0	0	0
Capital Outlay	349,389	1,100,000	0	1,100,000
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$395,780</b>	<b>\$1,345,000</b>	<b>\$180,000</b>	<b>\$1,350,000</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENTAL BUDGET

Grande Sports World Revenues/Expenditures/Changes in Fund Balance

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	(\$310,696)	(\$400,408)	(\$400,408)	(\$353,788)
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	0	0	0	0
Charges for Services	118,382	200,000	252,510	205,000
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	0	0	3,010	0
Interest	0	0	0	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$118,382</b>	<b>\$200,000</b>	<b>\$255,520</b>	<b>\$205,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	2,564	10,000	9,000	10,000
Operating Supplies	205,530	200,000	199,900	203,000
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$208,094</b>	<b>\$210,000</b>	<b>\$208,900</b>	<b>\$213,000</b>
<b>Ending Fund Balance</b>	<b>(\$400,408)</b>	<b>(\$410,408)</b>	<b>(\$353,788)</b>	<b>(\$361,788)</b>
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>(\$400,408)</b>	<b>(\$410,408)</b>	<b>(\$353,788)</b>	<b>(\$361,788)</b>

**DEPARTMENTAL BUDGET**

<b>Culture and Recreation</b>	<b>Grande Sports World</b>	<b>Cost Center 226.40.576</b>
<b>General Information:</b>		
<p>The Grande Sports World is a state-of-the-art multi-disciplined facility with a scope of operations and activities that 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 the first complex of its kind in Arizona, and is destined to become one of the nation's leading sports training facilities.</p> <p>There is a \$7 million guarantee at year 10 if revenues do not meet the proforma.</p>		

<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ESTIMATE</b>	<b>2013-14 ESTIMATE</b>
Not applicable to this department.				

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Facility Use Fees	\$205,000	96.24%
<b>Total Funding</b>	<b>\$205,000</b>	<b>96.24%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$0	\$0	\$0	\$0
Contractual Services	2,564	10,000	9,000	10,000
Operating Supplies	205,530	200,000	199,900	203,000
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$208,094</b>	<b>\$210,000</b>	<b>\$208,900</b>	<b>\$213,000</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENTAL BUDGET

Promotion & Tourism Revenues/Expenditures/Changes in Fund Balance

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$263,101	\$417,714	\$417,714	\$472,154
<b>REVENUE SOURCES:</b>				
Taxes	\$254,426	\$190,000	\$297,000	\$253,000
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	187	100	1,200	200
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$254,613</b>	<b>\$190,100</b>	<b>\$298,200</b>	<b>\$253,200</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	100,000	100,000	100,000	100,000
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	143,760	280,000
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$243,760</b>	<b>\$380,000</b>
<b>Ending Fund Balance</b>	<b>\$417,714</b>	<b>\$507,814</b>	<b>\$472,154</b>	<b>\$345,354</b>
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$417,714</b>	<b>\$507,814</b>	<b>\$472,154</b>	<b>\$345,354</b>

**DEPARTMENTAL BUDGET**

Planning & Development	Promotion & Tourism	Cost Center 230.01.012
<b>General Information:</b>		
<p>On January 1, 1996, the city tax code was amended imposing a tax on transient lodging, restaurants and bars. The tax levied an additional tax in an amount equal to two percent (2%) of the gross income from business activity. In 1997 voters repealed the additional tax on restaurants and bars. The tax on transient lodging is still in effect.</p>		

PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE	2013-14 ESTIMATE
Not applicable to this department				

Funding Sources	Amount	% of Funding
Sales Tax	\$253,000	66.58%
Interest	200	0.05%
<b>Total Funding</b>	<b>\$253,200</b>	<b>66.63%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 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	143,760	280,000
<b>DEPARTMENTAL TOTALS</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$243,760</b>	<b>\$380,000</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENTAL BUDGET

Court Enhancement Fund Revenues/Expenditures/Changes in Fund Balance

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$550,279	\$236,080	\$236,080	\$79,850
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	12,050	15,000	7,500	7,000
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	55,610	40,000	57,000	40,000
Miscellaneous Revenue	0	0	0	0
Interest	205	110	560	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$67,865</b>	<b>\$55,110</b>	<b>\$65,060</b>	<b>\$47,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	14,233	24,000	1,930	24,000
Operating Supplies	1,260	0	8,100	0
Capital Outlay	64,837	0	0	0
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	301,734	0	211,260	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$382,064</b>	<b>\$24,000</b>	<b>\$221,290</b>	<b>\$24,000</b>
<b>Ending Fund Balance</b>	<b>\$236,080</b>	<b>\$267,190</b>	<b>\$79,850</b>	<b>\$102,850</b>
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$236,080</b>	<b>\$267,190</b>	<b>\$79,850</b>	<b>\$102,850</b>

**DEPARTMENTAL BUDGET**

Public Safety	Court Enhancement Fund	Cost Center 235.20.041
<b>General Information:</b>		
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:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE	2013-14 ESTIMATE

Funding Sources	Amount	% of Funding
Court Enhancement	\$47,000	195.83%
Interest Income	0	0.00%
<b>Total Funding</b>	<b>\$47,000</b>	<b>195.83%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	14,233	24,000	1,930	24,000
Operating Supplies	1,260	0	8,100	0
Capital Outlay	64,837	0	0	0
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	301,734	0	211,260	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$382,064</b>	<b>\$24,000</b>	<b>\$221,290</b>	<b>\$24,000</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENTAL BUDGET

Probationary Fund Revenues/Expenditures/Changes in Fund Balance

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$68,940	\$68,990	\$68,990	\$69,190
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	1,000	0	0
Miscellaneous Revenue	0	0	0	0
Interest	50	20	200	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$50</b>	<b>\$1,020</b>	<b>\$200</b>	<b>\$0</b>
<b>EXPENDITURES:</b>				
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
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance</b>	<b>\$68,990</b>	<b>\$70,010</b>	<b>\$69,190</b>	<b>\$69,190</b>
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$68,990</b>	<b>\$70,010</b>	<b>\$69,190</b>	<b>\$69,190</b>

**DEPARTMENTAL BUDGET**

Public Safety	Probationary Fund	Cost Center 236.20.042
<b>General Information:</b>		
<p>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.</p> <p>The revenue is not enough to support a position at this time.</p>		

PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE	2013-14 ESTIMATE
Not applicable to this department				

Funding Sources	Amount	% of Funding
Probationary Fees	\$0	100.00%
<b>Total Funding</b>	<b>\$0</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 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
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENTAL BUDGET

CAPP Fund Revenues/Expenditures/Changes in Fund Balance

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$4	\$1,060	\$1,060	\$5,460
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	1,056	0	4,700	3,000
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
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$1,056</b>	<b>\$0</b>	<b>\$4,700</b>	<b>\$3,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	300	500
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300</b>	<b>\$500</b>
<b>Ending Fund Balance</b>	<b>\$1,060</b>	<b>\$1,060</b>	<b>\$5,460</b>	<b>\$7,960</b>
Plus: Designated Reserves				
Plus: Cash Reserve				
<b>Ending Fund Balance</b>	<b>\$1,060</b>	<b>\$1,060</b>	<b>\$5,460</b>	<b>\$7,960</b>

DEPARTMENTAL BUDGET

<b>Public Safety</b>	<b>CAPP Program</b>	<b>Cost Center 237.10.610</b>
General Information:		

<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ESTIMATE</b>	<b>2013-14 ESTIMATE</b>
Not applicable to this department				

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
CAAP Program Revenue	\$3,000	166.67%
<b>Total Funding</b>	<b>\$3,000</b>	<b>166.67%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	300	500
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300</b>	<b>\$500</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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DEPARTMENTAL BUDGET

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

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	(\$8,978)	\$0	\$0	\$75,990
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	(\$8,978)	\$0	\$0	\$75,990
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	370,356	0	267,220	0
Charges for Services	54,435	185,900	162,450	500,000
Development Impact Fees	0	0	0	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	0	0	0	0
Interest	0	0	0	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$424,791</b>	<b>\$185,900</b>	<b>\$429,670</b>	<b>\$500,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$25,884	\$202,980	\$33,830	\$0
Contractual Services	387,838	22,050	317,400	496,670
Operating Supplies	2,091	0	2,450	960
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	2,370
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$415,813</b>	<b>\$225,030</b>	<b>\$353,680</b>	<b>\$500,000</b>
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>(\$39,130)</b>	<b>\$75,990</b>	<b>\$75,990</b>
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>(\$39,130)</b>	<b>\$75,990</b>	<b>\$75,990</b>

<b>Community Enrichment</b>	<b>Community Development Block Grant</b>	<b>Cost Center 242.50.300</b>
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**GENERAL INFORMATION**

The Housing Division works closely with the Central Arizona Association of Governments (CAAG) on the application of the Community Development Block Grant Regional Account (CDBG RA) grant application. In addition to the CDBG RA, the Housing Division also submits a separate CDGB grant application to the State of Arizona Department of Housing (ADOH) to obtain Community Development Block Grant State Special Project (CDBG SSP) Funds.

Intergovernmental Agreements and Partnerships have been formed with CAG and other agencies providing housing services like the Community Action Human Resource Agency (CAHRA) for successful completion of a variety of neighborhood improvement projects. Our City has been recognized as a model CDBG Community for outstanding performance and compliance.

- To 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.

**2012-2013 ACCOMPLISHMENTS**

- Completed 16 housing rehab projects.
- Completed 42 counseling and referral sessions.
- Wrote 3 and awarded 2 grant applications to continue Housing Rehab and Revitalization activities.

**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.

**GOALS AND OBJECTIVES**

- Assist approximately 7 to 10 low and moderate-income families in the rehabilitation of their homes by providing loans, deferred loans, and/or grants.
- Obtain CDBG RA funding from Central Arizona Association of Governments (CAAG) to continue our Housing Rehab Program (approximately 7 to 10 homes).

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

<b>Community Enrichment</b>	<b>Community Development Block Grant</b>	<b>Cost Center 242.50.300</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Not applicable to this department				

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Federal Grants	\$500,000	100.00%
<b>Total Funding</b>	<b>\$500,000</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$25,884	\$202,980	\$33,830	\$0
Contractual Services	387,838	\$22,050	317,400	\$496,670
Operating Supplies	2,091	0	2,450	960
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	0	0	0	2,370
<b>DEPARTMENTAL TOTALS</b>	<b>\$415,813</b>	<b>\$225,030</b>	<b>\$353,680</b>	<b>\$500,000</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Housing Program Office Specialist	0.50	0.50	0.50
<b>TOTAL POSITIONS</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>

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DEPARTMENTAL BUDGET

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

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$2,752	\$1,936	\$1,936	\$1,796
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$2,752	\$1,936	\$1,936	\$1,796
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	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
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	\$0	\$0	\$0	\$0
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	745	500	110	0
Operating Supplies	71	30	30	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	\$816	\$530	\$140	\$0
<b>Ending Fund Balance</b>	\$1,936	\$1,406	\$1,796	\$1,796
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	\$1,936	\$1,406	\$1,796	\$1,796

**DEPARTMENTAL BUDGET**

<b>Community Enrichment</b>	<b>Housing Mini Grants</b>	<b>Cost Center 250.50.344</b>
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**GENERAL INFORMATION**

This fund is for training workshops for the State, etc. This is independent from grant awards. Expenditures are approved costs that are not budgeted in any of the housing grants and have no constraints or regulations.

**2012-2013 ACCOMPLISHMENTS**

- Completed 11 Housing Rehabilitation projects.

**FUNDING STATUS**

No new contracts at present.

**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.

**PROGRAM BUDGET**

<b>Program Budget</b>	<b>Revenue</b>	<b>Expenditure</b>	<b>Net</b>	<b>Recovery</b>	<b>FTE</b>
Not applicable					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

<b>Community Enrichment</b>	<b>Housing Mini Grants</b>	<b>Cost Center 250.50.344</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Not Applicable to this department.				

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Misc. charges	\$0	100.00%
<b>Total Funding</b>	<b>\$0</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$0	\$0	\$0	\$0
Contractual Services	745	500	110	0
Operating Supplies	71	30	30	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$816</b>	<b>\$530</b>	<b>\$140</b>	<b>\$0</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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DEPARTMENTAL BUDGET

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

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$2,220	\$2,000	\$2,000	(\$22,190)
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$2,220	\$2,000	\$2,000	(\$22,190)
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	159,103	0	155,610	131,790
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
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	\$159,103	\$0	\$155,610	\$131,790
<b>EXPENDITURES:</b>				
Personnel	\$154,894	\$0	\$169,790	\$131,790
Contractual Services	1,929	0	3,930	0
Operating Supplies	2,500	7,970	6,080	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	\$159,323	\$7,970	\$179,800	\$131,790
<b>Ending Fund Balance</b>	\$2,000	(\$5,970)	(\$22,190)	(\$22,190)
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	\$2,000	(\$5,970)	(\$22,190)	(\$22,190)

<b>Community Enrichment</b>	<b>Rural Development-Self Help</b>	<b>Cost Center 251.50.340</b>
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**GENERAL INFORMATION**

In accordance with policy, goals, and objectives described in the City’s General Plan Update, the Housing Division included new construction to its menu of housing services. The City, in partnership with the USDA Rural Development, provides the necessary technical assistance to low-mod income families in building their own homes. Rural Development provides the mortgage financing. The City provides construction, instruction and inspection, loan packaging, escrow account management, and home ownership counseling.

**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.

**2012-2013 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					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

<b>Community Enrichment</b>	<b>Rural Development-Self Help</b>	<b>Cost Center 251.50.340</b>
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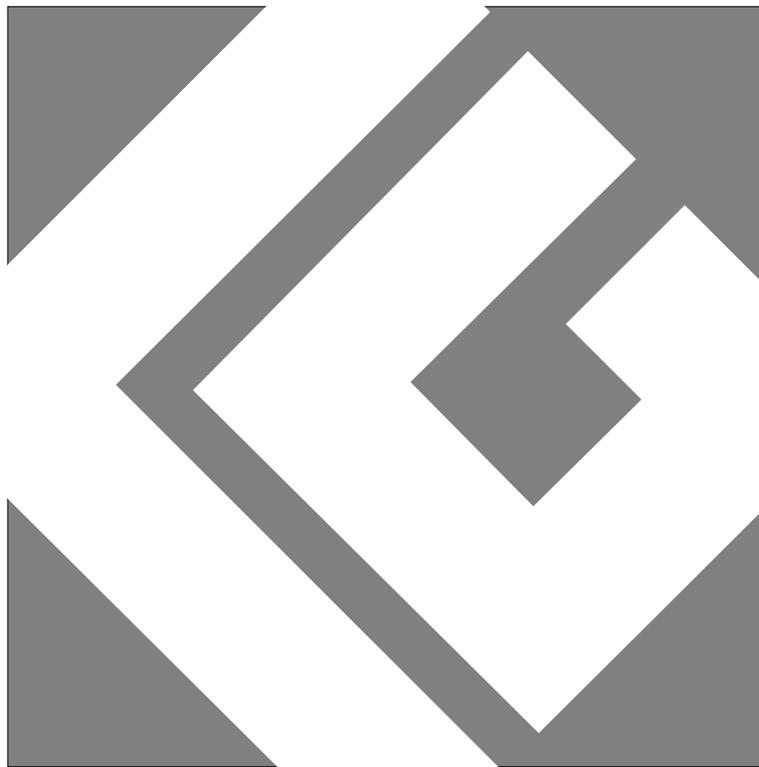
<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
# of self-help homes under construction	17	31	40	24
# of counseling sessions completed	1	583	999	720
The City is no longer considered rural and is ineligible for this grant.				

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Grants & Entitlements	\$131,790	100.00%
<b>Total Funding</b>	<b>\$131,790</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$154,894	\$0	\$169,790	\$131,790
Contractual Services	1,929	0	3,930	0
Operating Supplies	2,500	7,970	6,080	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$159,323</b>	<b>\$7,970</b>	<b>\$179,800</b>	<b>\$131,790</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
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	1.00
Senior Planner	0.00	0.00	0.00
Office Assistant	0.00	0.00	0.00
Building Inspector	0.00	0.00	1.00
<b>TOTAL POSITIONS</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>

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DEPARTMENTAL BUDGET

HOME Revenues/Expenditures/Changes in Fund Balance

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	(\$8,855)	\$0	\$0	(\$84,920)
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	(\$8,855)	\$0	\$0	(\$84,920)
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	141,865	330,000	0	440,000
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
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$141,865</b>	<b>\$330,000</b>	<b>\$0</b>	<b>\$440,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$26,835	\$0	\$4,920	\$0
Contractual Services	106,000	322,000	80,000	440,000
Operating Supplies	175	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$133,010</b>	<b>\$322,000</b>	<b>\$84,920</b>	<b>\$440,000</b>
<b>Ending Fund Balance</b>	\$0	\$8,000	(\$84,920)	(\$84,920)
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$8,000</b>	<b>(\$84,920)</b>	<b>(\$84,920)</b>

**DEPARTMENTAL BUDGET**

<b>Community Enrichment</b>	<b>HOME-Housing Program</b>	<b>Cost Center 255.50.343</b>
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**GENERAL INFORMATION**

HOME is one of a variety of HUD programs Congress approved to provide affordable housing. The State of Arizona, on behalf of rural Arizona, applied and successfully received funding for two fiscal years.

The City as a sub-grantee to the State, and will use these funds to complement other sources (mainly CDBG) for the Housing Rehabilitation Program.

These funds will be awarded in the form of grants to low income homeowners to reduce the principal CDBG loan amount for affordability, or to combine with other grants where there is no repayment ability (poverty level). The City of Casa Grande has been recognized at the State and Regional levels for having the best and most comprehensive Housing Rehabilitation Program. The creative financing techniques (combination of different funds) and Rehab standard (long-term benefits) have been used as a model for other communities.

**MISSION**

To provide financial assistance to low-moderate income families participating in our Housing Rehabilitation Program and to use this fund to stretch the CDBG and other funding sources used in our neighborhood revitalization efforts.

**2012-2013 ACCOMPLISHMENTS**

- During this fiscal year, the Housing Division was not successful in obtaining a HOME grant fund.

**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					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

<b>Community Enrichment</b>	<b>HOME - Housing Program</b>	<b>Cost Center 255.50.343</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Included in Rural Development - Self Help				

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Federal Grant	\$440,000	100.00%
<b>Total Funding</b>	<b>\$440,000</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$26,835	\$0	\$4,920	\$0
Contractual Services	106,000	322,000	80,000	440,000
Operating Supplies	175	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$133,010</b>	<b>\$322,000</b>	<b>\$84,920</b>	<b>\$440,000</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Not Applicable to this department			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENTAL BUDGET

Housing Development Revenues/Expenditures/Changes in Fund Balance

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$75,255	\$89,961	\$89,961	\$99,721
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$75,255	\$89,961	\$89,961	\$99,721
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Grants and Entitlements	0	0	0	0
Charges for Services	0	0	0	0
Development Impact Fees	7,957	0	8,010	0
Fines & Forfeitures	0	0	0	0
Miscellaneous Revenue	6,846	2,000	4,000	2,000
Interest	53	0	250	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$14,856</b>	<b>\$2,000</b>	<b>\$12,260</b>	<b>\$2,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	150	0	2,500	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$150</b>	<b>\$0</b>	<b>\$2,500</b>	<b>\$0</b>
<b>Ending Fund Balance</b>	\$89,961	\$91,961	\$99,721	\$101,721
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$89,961</b>	<b>\$91,961</b>	<b>\$99,721</b>	<b>\$101,721</b>

**DEPARTMENTAL BUDGET**

<b>Community Enrichment</b>	<b>Housing Development Fees</b>	<b>Cost Center 260.50.345</b>
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PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
Not applicable to this department				

Funding Sources	Amount	% of Funding
Misc. Revenue	\$2,000	N/A
<b>Total Funding</b>	<b>\$2,000</b>	<b>0.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	150	0	2,500	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$150</b>	<b>\$0</b>	<b>\$2,500</b>	<b>\$0</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Not applicable to this department.			
<b>TOTAL POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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## **TRUST & AGENCY FUNDS**

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

<b>FUND</b>	<b>DESCRIPTION</b>	<b>PAGE</b>
<b>702</b>	<b>POLICE TRUST FUND</b>	<b>256</b>
<b>703</b>	<b>EMERGENCY MEDICAL SERVICES TRUST FUND</b>	<b>256</b>
<b>705</b>	<b>BOND &amp; PERFORMANCE TRUST</b>	<b>256</b>
<b>706</b>	<b>POLICE VOLUNTEER</b>	<b>256</b>
<b>710</b>	<b>VOLUNTEERS RETIREMENT FUND</b>	<b>256</b>
<b>711</b>	<b>125 PLAN FUND</b>	<b>256</b>
<b>749</b>	<b>CDBG ESCROW FUND</b>	<b>256</b>

**DEPARTMENTAL BUDGET**

**TRUST FUNDS**

<b>NAME</b>	<b>DESCRIPTION</b>	<b>FUND #</b>	<b>FY 13 Budget</b>
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	375,000
Police Volunteer	Accounts for donations to support Police Volunteer activities.	706	3,000
Volunteer Retirement Fund	This fund accounts for Casa Grande's volunteers	710	5,000
125 Plan Fund	Employee contributions & expenditures for the City's Section 125 Plan.	711	170,000
CDBG Escrow	Accounts for rehabilitation activity.	749	500,000
		<b>TOTAL</b>	<b>\$1,069,000</b>

## **DEBT SERVICE FUNDS**

*These funds are setup to account for the accumulation of resources and the payment of general obligation and special assessment principal and interest. This is accomplished through government resources and special assessment levies when the government is obligated in some manner for the payment.*

<b>FUND</b>	<b>DESCRIPTION</b>	<b>PAGE</b>
<b>341</b>	<b>REDEVELOPMENT</b>	<b>260</b>
<b>342</b>	<b>RECREATION DEBT SERVICE</b>	<b>262</b>
<b>352</b>	<b>GENERAL OBLIGATION DEBT</b>	<b>264</b>

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DEPARTMENTAL BUDGET

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

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$1,211,838	\$2,018,793	\$2,018,793	\$2,501,613
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$1,211,838	\$2,018,793	\$2,018,793	\$2,501,613
<b>REVENUE SOURCES:</b>				
Taxes	\$2,496,389	\$2,264,000	\$2,260,000	\$1,775,000
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	94	0	300	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	\$3,192,454	\$1,585,000	\$1,585,000	\$1,587,110
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$5,688,937</b>	<b>\$3,849,000</b>	<b>\$3,845,300</b>	<b>\$3,362,110</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	6,400	0	8,400	8,000
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	4,760,676	3,200,870	3,250,620	3,254,800
<b>OTHER USES:</b>				
Transfers Out	115,000	103,760	103,760	102,000
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$4,882,076</b>	<b>\$3,304,630</b>	<b>\$3,362,780</b>	<b>\$3,364,800</b>
<b>Change in Fund Balance</b>	<b>\$2,018,699</b>	<b>\$2,563,163</b>	<b>\$2,501,313</b>	<b>\$2,498,923</b>
Designated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$2,018,699</b>	<b>\$2,563,163</b>	<b>\$2,501,313</b>	<b>\$2,498,923</b>

DEPARTMENTAL BUDGET

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

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$25,022	\$0	\$0	\$300
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$25,022	\$0	\$0	\$300
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Miscellaneous Revenue	94	0	300	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	1,606,854	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$1,606,948</b>	<b>\$0</b>	<b>\$300</b>	<b>\$0</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	2,700	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	1,629,270	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$1,631,970</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance</b>	\$0	\$0	\$300	\$300
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300</b>	<b>\$300</b>

**DEPARTMENTAL BUDGET**

Debt Service	Redevelopment Debt Service	Cost Center 341.90.216
<b>General Information:</b>		
<p>This account was set up to pay the debt borrowed for the conversion of the old high school to City Hall. The Council 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.</p>		

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

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	2,700	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	1,629,270	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$1,631,970</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

DEPARTMENTAL BUDGET

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

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	(\$945)	\$0	\$0	(\$3,060)
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	(\$945)	\$0	\$0	(\$3,060)
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Miscellaneous Revenue	0	0	0	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	1,585,600	1,585,000	1,585,000	1,587,110
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$1,585,600</b>	<b>\$1,585,000</b>	<b>\$1,585,000</b>	<b>\$1,587,110</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	950	0	4,200	4,000
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	1,583,705	1,583,860	1,583,860	1,582,540
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$1,584,655</b>	<b>\$1,583,860</b>	<b>\$1,588,060</b>	<b>\$1,586,540</b>
<b>Ending Fund Balance</b>	\$0	\$1,140	(\$3,060)	(\$2,490)
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$1,140</b>	<b>(\$3,060)</b>	<b>(\$2,490)</b>

**DEPARTMENTAL BUDGET**

<b>Debt Service</b>	<b>Recreation Debt Service</b>	<b>Cost Center 342.90.216</b>
<b>General Information:</b>		
<p>In 1999 voters approved an increase in the sales tax rate of 0.2 percent. Revenue generated paid the debt on a \$5,000,000 bond issue. The bonds were used for recreational facility improvements. The outstanding bonds were defeased in 2009.</p> <p>The sales tax is now used in the following manner: up to \$500,000 for 2009 Excise Tax Bond repayment &amp; the remainder for recreation construction projects. Other funding for repayment of the 2009 Excise Tax Bond is General Fund &amp; Performance Institute revenues.</p>		

Funding Sources	Amount	% of Funding
Transfers In	\$1,587,110	100.00%
<b>Total Funding</b>	<b>\$1,587,110</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$0	\$0	\$0	\$0
Contractual Services	950	0	4,200	4,000
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	1,583,705	1,583,860	1,583,860	1,582,540
<b>DEPARTMENTAL TOTALS</b>	<b>\$1,584,655</b>	<b>\$1,583,860</b>	<b>\$1,588,060</b>	<b>\$1,586,540</b>

DEPARTMENTAL BUDGET

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

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$1,058,461	\$1,889,399	\$1,889,399	\$2,374,679
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$1,058,461	\$1,889,399	\$1,889,399	\$2,374,679
<b>REVENUE SOURCES:</b>				
Taxes	2,496,389	2,264,000	2,260,000	1,775,000
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
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	\$2,496,389	\$2,264,000	\$2,260,000	\$1,775,000
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	2,750	0	4,200	4,000
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	1,547,701	1,617,010	1,666,760	1,672,260
<b>OTHER USES:</b>				
Transfers Out	115,000	103,760	103,760	102,000
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	\$1,665,451	\$1,720,770	\$1,774,720	\$1,778,260
<b>Ending Fund Balance</b>	\$1,889,399	\$2,432,629	\$2,374,679	\$2,371,419
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	\$1,889,399	\$2,432,629	\$2,374,679	\$2,371,419

## **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.*

<b>FUND</b>	<b>DESCRIPTION</b>	<b>PAGE</b>
<b>402</b>	<b>RECREATION CAPITAL IMPROVEMENTS</b>	<b>269</b>
<b>403</b>	<b>CONSTRUCTION SALES TAX PROJECTS</b>	<b>270</b>
<b>404</b>	<b>CAPITAL REPLACEMENT FUND</b>	<b>272</b>
<b>406</b>	<b>RECREATION CONSTRUCTION</b>	<b>274</b>
<b>409</b>	<b>AIRPORT CAPITAL IMPROVEMENTS</b>	<b>276</b>
<b>410</b>	<b>TRANSPORTATION IMPACT FEES</b>	<b>278</b>
<b>415</b>	<b>PUBLIC SAFETY IMPACT FEES</b>	<b>280</b>
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DEPARTMENTAL BUDGET

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

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$26,780,193	\$31,730,945	\$31,730,945	\$33,697,825
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$26,780,193	\$31,730,945	\$31,730,945	\$33,697,825
<b>REVENUE SOURCES:</b>				
Taxes	\$1,975,035	\$3,200,000	\$2,041,000	\$2,514,000
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	447,494	0	0	0
Sale of Fixed Assets	0	0	0	0
Impact Fees	1,136,896	8,923,000	1,568,980	10,282,900
Miscellaneous Revenue	0	0	3,310	0
Interest Income	28,631	10,200	96,500	18,700
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	8,271,573	1,457,600	2,653,880	2,161,090
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	36,000,000	0	36,000,000
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$11,859,629</b>	<b>\$49,590,800</b>	<b>\$6,363,670</b>	<b>\$50,976,690</b>
<b>EXPENDITURES:</b>				
Personnel	\$3,900	\$0	\$12,290	\$0
Contractual Services	1,250	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	4,123,237	52,016,000	3,884,500	52,224,170
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	2,780,490	1,260,000	500,000	2,220,000
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$6,908,877</b>	<b>\$53,276,000</b>	<b>\$4,396,790</b>	<b>\$54,444,170</b>
<b>Ending Fund Balance</b>	\$31,730,945	\$28,045,745	\$33,697,825	\$30,230,345
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$31,730,945</b>	<b>\$28,045,745</b>	<b>\$33,697,825</b>	<b>\$30,230,345</b>

DEPARTMENTAL BUDGET

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

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$1,156	\$2,644,979	\$2,644,979	\$2,794,179
Less: Designated Reserves				
Less: Cash Reserve				
Less: Undesignated Reserves				
<b>Appropriated Fund Balance</b>	\$1,156	\$2,644,979	\$2,644,979	\$2,794,179
<b>REVENUE SOURCES:</b>				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Impact Fees	161,979	54,000	149,300	354,500
Miscellaneous Revenue	0	0	0	0
Interest Income	1,914	0	6,500	1,500
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	2,479,930	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$2,643,823</b>	<b>\$54,000</b>	<b>\$155,800</b>	<b>\$356,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	2,000,000	6,600	2,500,000
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$6,600</b>	<b>\$2,500,000</b>
<b>Ending Fund Balance</b>	<b>\$2,644,979</b>	<b>\$698,979</b>	<b>\$2,794,179</b>	<b>\$650,179</b>
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$2,644,979</b>	<b>\$698,979</b>	<b>\$2,794,179</b>	<b>\$650,179</b>

**DEPARTMENTAL BUDGET**

Capital Improvements	Recreation Capital Improvements	Cost Center 402.40
<b>General Information:</b>		
This capital project fund includes revenue from impact fees and expenditures related to growth for recreation services.		
Community Park Improvements Building Modifications	\$2,500,000	

Funding Sources	Amount	% of Funding
Impact Fees	\$354,500	14.2%
Interest	1,500	0.06%
<b>Total Funding</b>	<b>\$356,000</b>	<b>14.2%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel				
Contractual Services				
Operating Supplies				
Capital Outlay	0	2,000,000	6,600	2,500,000
Debt Service				
Transfers				
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$6,600</b>	<b>\$2,500,000</b>

DEPARTMENTAL BUDGET

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

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$14,376,234	\$14,679,489	\$14,679,489	\$15,758,489
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$14,376,234	\$14,679,489	\$14,679,489	\$15,758,489
<b>REVENUE SOURCES:</b>				
Taxes	991,379	2,250,000	1,068,000	1,564,000
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	447,494	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	11,372	6,000	38,000	8,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	\$1,450,245	\$2,256,000	\$1,106,000	\$1,572,000
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	376,507	1,685,000	27,000	2,245,000
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	770,483	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	\$1,146,990	\$1,685,000	\$27,000	\$2,245,000
<b>Ending Fund Balance</b>	\$14,679,489	\$15,250,489	\$15,758,489	\$15,085,489
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
<b>Ending Fund Balance</b>	\$14,679,489	\$15,250,489	\$15,758,489	\$15,085,489

**DEPARTMENTAL BUDGET**

Capital Improvements	Construction Sales Tax Projects	Cost Center 403.80.555
<b>General Information:</b>		
The sales tax collected for construction is allocated for one time expenses. Forty five percent is allocated to the General Fund and fifty five percent to this Construction Fund for projects. This account is for the one-time capitol project's 55% share.		
Projects included in the current year budget are:		
West McMurray Blvd.	\$ 450,000	
Peart Rd.	\$ 400,000	
Casa Grande Ave.	\$ 120,000	
Thornton Rd. reconstruction	\$ 475,000	
Copper Vista drainage channel	\$ 800,000	

Funding Sources	Amount	% of Funding
Sales Tax Collections	\$1,564,000	69.67%
Interest Income	8,000	0.36%
<b>Total Funding</b>	<b>\$1,572,000</b>	<b>70.02%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	376,507	1,685,000	27,000	2,245,000
Debt Service	0	0	0	0
Transfers	770,483	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$1,146,990</b>	<b>\$1,685,000</b>	<b>\$27,000</b>	<b>\$2,245,000</b>

DEPARTMENTAL BUDGET

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

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$8,159,678	\$7,272,489	\$7,272,489	\$7,118,769
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$8,159,678	\$7,272,489	\$7,272,489	\$7,118,769
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Impact Fees	0	0	0	0
Miscellaneous	0	0	0	0
Interest	7,383	4,000	20,000	5,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	1,893,100	1,457,600	1,457,600	2,161,090
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	\$1,900,483	\$1,461,600	\$1,477,600	\$2,166,090
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	1,277,665	4,076,000	1,631,320	3,134,000
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	1,510,007	760,000	0	1,720,000
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	\$2,787,672	\$4,836,000	\$1,631,320	\$4,854,000
<b>Ending Fund Balance</b>	\$7,272,489	\$3,898,089	\$7,118,769	\$4,430,859
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	\$7,272,489	\$3,898,089	\$7,118,769	\$4,430,859

**DEPARTMENTAL BUDGET**

Capital Improvements	Capital Replacement Fund	Cost Center 404.80.201
<b>General Information:</b>		
This fund provides for replacement of vehicles and other equipment. Transfers in are determined based on annual depreciation of each vehicle or piece of equipment. The remainder of expenditures are carry forwards from last FY.		
<b>Use of current fiscal year's funding to replace vehicles in the following programs:</b>		
Finance	\$27,000	
Streets	\$1,215,000	
Parks Maintenance	\$45,000	
Police	\$1,010,000	
Fire	\$680,000	
Engineering	\$27,000	
Planning & Development	\$130,000	

Funding Sources	Amount	% of Funding
Transfers In	\$2,161,090	44.52%
Interest	5,000	0.10%
<b>Total Funding</b>	<b>\$2,166,090</b>	<b>44.62%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	1,277,665	4,076,000	1,631,320	3,134,000
Debt Service	0	0	0	0
Transfers	1,510,007	760,000	0	1,720,000
<b>DEPARTMENTAL TOTALS</b>	<b>\$2,787,672</b>	<b>\$4,836,000</b>	<b>\$1,631,320</b>	<b>\$4,854,000</b>

DEPARTMENTAL BUDGET

Recreation Construction-Revenues/Expenditures/Changes in Fund Balance

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$487,290	\$357,152	\$357,152	\$2,019,172
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$487,290	\$357,152	\$357,152	\$2,019,172
<b>REVENUE SOURCES:</b>				
Taxes	983,656	950,000	973,000	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	134	200	4,000	200
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	1,185,020	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	\$983,790	\$950,200	\$2,162,020	\$950,200
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	1,250	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	612,678	0	0	400,000
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	500,000	500,000	500,000	500,000
<b>Total Expenditures &amp; Other Uses</b>	\$1,113,928	\$500,000	\$500,000	\$900,000
<b>Ending Fund Balance</b>	\$357,152	\$807,352	\$2,019,172	\$2,069,372
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	\$357,152	\$807,352	\$2,019,172	\$2,069,372

**DEPARTMENTAL BUDGET**

Capital Improvements	Recreation Construction	Cost Center 406.80.000
<b>General Information:</b>		
<p>This capital project fund is recording the activity to construct recreation facilities, and repay debt for the Grande Sports World project. The project consists of eight football/soccer fields and a facility for locker facilities, concessions, rehabilitation, meeting rooms and training rooms.</p> <p>The bonds included in the revenue section will be repaid with the 0.2% sales tax dedicated to recreation and economic development along with lease revenue and other revenue from the performance institute.</p> <p>Use of current fiscal year's funding:                      Replace lighting &amp; fencing at Little League Complex            \$400,000</p>		

Funding Sources	Amount	% of Funding
Sales Tax Collections	\$950,000	105.56%
Interest	200	0.02%
<b>Total Funding</b>	<b>\$950,200</b>	<b>105.58%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	1,250	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	612,678	0	0	400,000
Debt Service	0	0	0	0
Transfers	500,000	500,000	500,000	500,000
<b>DEPARTMENTAL TOTALS</b>	<b>\$1,113,928</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$900,000</b>

DEPARTMENTAL BUDGET

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

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$194,702	\$195,425	\$195,425	(\$522,585)
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$194,702	\$195,425	\$195,425	(\$522,585)
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Impact Fees	328,215	8,592,000	839,120	8,500,000
Miscellaneous Revenue	0	0	0	0
Interest Income	0	0	0	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	11,120	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$339,335</b>	<b>\$8,592,000</b>	<b>\$839,120</b>	<b>\$8,500,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$3,900	\$0	\$12,290	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	334,712	8,592,000	1,544,840	9,000,000
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$338,612</b>	<b>\$8,592,000</b>	<b>\$1,557,130</b>	<b>\$9,000,000</b>
<b>Ending Fund Balance</b>	\$195,425	\$195,425	(\$522,585)	(\$1,022,585)
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$195,425</b>	<b>\$195,425</b>	<b>(\$522,585)</b>	<b>(\$1,022,585)</b>

**DEPARTMENTAL BUDGET**

Capital Improvements	Airport Capital Improvements	Cost Center 409.30.260
<b>General Information:</b>		
The program is funded primarily by federal and state grants. Budget is provided to allow any mid-year grants to begin. Projects will not proceed if grants are not awarded.		
<b>Use of current fiscal year's funding:</b>		
Airfield guidance signs & markings	\$500,000	
Airport Development	\$8,500,000	

Funding Sources	Amount	% of Funding
Federal Grant	\$8,500,000	94.44%
<b>Total Funding</b>	<b>\$8,500,000</b>	<b>94.44%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$3,900	\$0	\$12,290	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	334,712	8,592,000	1,544,840	9,000,000
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$338,612</b>	<b>\$8,592,000</b>	<b>\$1,557,130</b>	<b>\$9,000,000</b>

DEPARTMENTAL BUDGET

Transportation Impact Fees-Revenues/Expenditures/Changes in Fund Balance

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	(\$1)	(\$314,439)	(\$314,439)	\$114,561
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	(\$1)	(\$314,439)	(\$314,439)	\$114,561
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Impact Fees	495,921	112,000	418,000	1,250,000
Miscellaneous Revenue	0	0	0	0
Interest Income	2,769	0	11,000	2,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$498,690</b>	<b>\$112,000</b>	<b>\$429,000</b>	<b>\$1,252,000</b>
<b>EXPENDITURES:</b>				
Personnel	0	0	0	0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	813,128	638,000	0	638,000
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$813,128</b>	<b>\$638,000</b>	<b>\$0</b>	<b>\$638,000</b>
<b>Ending Fund Balance</b>	(\$314,439)	(\$840,439)	\$114,561	\$728,561
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	<b>(\$314,439)</b>	<b>(\$840,439)</b>	<b>\$114,561</b>	<b>\$728,561</b>

**DEPARTMENTAL BUDGET**

Capital Improvements	Transportation Impact Fees	Cost Center 410.01.404
<p>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.</p> <p>The impact fee project(s) included here are:</p> <p style="margin-left: 40px;">Kortsen and I-10 Design Concept Report                      \$638,000</p>		

Funding Sources	Amount	% of Funding
Impact Fees	\$1,250,000	195.92%
Interest Income	\$2,000	0.16%
<b>Total Funding</b>	<b>\$1,252,000</b>	<b>196.08%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	813,128	638,000	0	638,000
Debt Service	0	0	0	0
Transfers In	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$813,128</b>	<b>\$638,000</b>	<b>\$0</b>	<b>\$638,000</b>

DEPARTMENTAL BUDGET

Pubic Safety Impact Fees-Revenues/Expenditures/Changes in Fund Balance

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$0	\$3,569,351	\$3,569,351	\$3,166,171
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$0	\$3,569,351	\$3,569,351	\$3,166,171
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Impact Fees	150,781	165,000	162,560	178,400
Miscellaneous Revenue	0	0	0	0
Interest Income	2,701	0	9,000	2,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	3,585,689	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$3,739,171</b>	<b>\$165,000</b>	<b>\$171,560</b>	<b>\$180,400</b>
<b>EXPENDITURES:</b>				
Personnel	0	0	0	0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	169,820	2,099,000	574,740	2,274,000
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$169,820</b>	<b>\$2,099,000</b>	<b>\$574,740</b>	<b>\$2,274,000</b>
<b>Ending Fund Balance</b>	<b>\$3,569,351</b>	<b>\$1,635,351</b>	<b>\$3,166,171</b>	<b>\$1,072,571</b>
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	<b>\$3,569,351</b>	<b>\$1,635,351</b>	<b>\$3,166,171</b>	<b>\$1,072,571</b>

**DEPARTMENTAL BUDGET**

Capital Improvements	Public Safety Impact Fees	Cost Center 415.20.600
<p>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:</p>		
<p>Public Safety impact fees are collected for:</p>		
Police building modifications	\$1,400,000	
Police vehicles	\$44,000	
Fire building modifications	\$165,000	
Fire vehicles	\$665,000	

Funding Sources	Amount	% of Funding
Impact Fees	\$178,400	7.85%
Interest Income	2,000	0.09%
<b>Total Funding</b>	<b>\$180,400</b>	<b>7.93%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	169,820	2,099,000	574,740	2,274,000
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$169,820</b>	<b>\$2,099,000</b>	<b>\$574,740</b>	<b>\$2,274,000</b>

DEPARTMENTAL BUDGET

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

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$3,562,290	\$3,327,655	\$3,327,655	\$3,250,225
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$3,562,290	\$3,327,655	\$3,327,655	\$3,250,225
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Impact Fees	0	0	0	0
Miscellaneous Revenue	0	0	3,310	0
Interest Earned	2,358	0	8,000	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	301,734	0	11,260	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	16,000,000	0	16,000,000
<b>Total Revenues &amp; Other Financing Sources</b>	\$304,092	\$16,000,000	\$22,570	\$16,000,000
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	538,727	16,500,000	100,000	16,455,000
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	\$538,727	\$16,500,000	\$100,000	\$16,455,000
<b>Ending Fund Balance</b>	\$3,327,655	\$2,827,655	\$3,250,225	\$2,795,225
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	\$3,327,655	\$2,827,655	\$3,250,225	\$2,795,225

**DEPARTMENTAL BUDGET**

Capital Improvements	Capital Development Projects	Cost Center 420.80.346
<b>General Information:</b>		
This fund accounts for capital projects financed with General Obligation bonds. The bonds were approved by the voters in the amount of \$47,000,000.		
<b>Use of current fiscal year's funding:</b>		
Downtown Library expansion	\$455,000	
Community Rec. Center	\$16,000,000	

Funding Sources	Amount	% of Funding
Bond Proceeds	\$16,000,000	97.23%
<b>Total Funding</b>	<b>\$16,000,000</b>	<b>97.23%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	538,727	16,500,000	100,000	16,455,000
Debt Service	0	0	0	0
Transfers Out	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$538,727</b>	<b>\$16,500,000</b>	<b>\$100,000</b>	<b>\$16,455,000</b>

DEPARTMENTAL BUDGET

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

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>Beginning Fund Balance</b>	\$0	\$0	\$0	\$0
Less: Designated Reserves	0	0	0	0
Less: Cash Reserve	0	0	0	0
Less: Undesignated Reserves	0	0	0	0
<b>Appropriated Fund Balance</b>	\$0	\$0	\$0	\$0
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Impact Fees	0	0	0	0
Miscellaneous Revenue	0	0	0	0
Interest Income	0	0	0	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	20,000,000	0	20,000,000
<b>Total Revenues &amp; Other Financing Sources</b>	\$0	\$20,000,000	\$0	\$20,000,000
<b>EXPENDITURES:</b>				
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	16,426,000	0	15,578,170
Debt Service	0	0	0	0
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	\$0	\$16,426,000	\$0	\$15,578,170
<b>Ending Fund Balance</b>	\$0	\$3,574,000	\$0	\$4,421,830
Plus: Designated Reserves	0	0	0	0
Plus: Cash Reserve	0	0	0	0
Plus: Undesignated Reserves	0	0	0	0
<b>Ending Fund Balance</b>	\$0	\$3,574,000	\$0	\$4,421,830

**DEPARTMENTAL BUDGET**

<b>Capital Improvement</b>	<b>Improvement District #39</b>	<b>Cost Center 492.80.471</b>
<b>General Information:</b>		
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	128.38%
<b>Total Funding</b>	<b>\$20,000,000</b>	<b>128.38%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	16,426,000	0	15,578,170
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$16,426,000</b>	<b>\$0</b>	<b>\$15,578,170</b>

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## **ENTERPRISE FUNDS**

*These funds are setup to account for operations that are financed and operated in a manner similar to private business enterprises.*

<b>FUND</b>	<b>DESCRIPTION</b>	<b>PAGE</b>
<b>510</b>	<b>MUNICIPAL GOLF COURSE</b>	<b>289</b>
	<b>WASTEWATER TREATMENT</b>	<b>292</b>
<b>520</b>	<b>Operations &amp; Collector System</b>	<b>293</b>
<b>521</b>	<b>Sewer Capacity</b>	<b>296</b>
<b>522</b>	<b>Expansion</b>	<b>297</b>
<b>523</b>	<b>Sewer Development</b>	<b>298</b>
<b>540</b>	<b>SANITATION</b>	<b>299</b>
	<b>Residential Collection</b>	<b>300</b>
	<b>Uncontained Trash</b>	<b>302</b>
	<b>Recycling Collection</b>	<b>304</b>
	<b>Recycling Operations</b>	<b>306</b>
	<b>Landfill</b>	<b>308</b>
	<b>Commercial Front Load</b>	<b>310</b>
	<b>Commercial Roll Off</b>	<b>312</b>
<b>550</b>	<b>WATER SYSTEM</b>	<b>315</b>

DEPARTMENTAL BUDGET

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

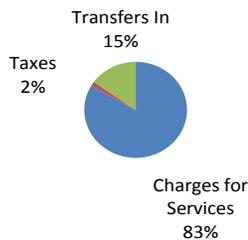
	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>REVENUE SOURCES:</b>				
Taxes	\$29,539	\$19,000	\$19,800	\$19,000
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	14,135,761	14,450,330	13,922,130	15,249,330
Fines & Forfeitures	0	0	0	0
Impact Fees	242,088	150,050	496,000	193,000
Interest Income	15,131	12,100	40,800	11,100
Miscellaneous Revenue	20,114	5,143,000	54,740	13,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	\$7,151,118	\$5,450,460	\$5,968,900	\$6,880,770
Proceeds from Lease Purchase	(1,033,927)	2,600,000	0	1,218,000
Proceeds from Bonds	0	0	0	0
Change in Closure/Post Closure	0	0	0	0
Earnings Appropriated	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$20,559,824</b>	<b>\$27,824,940</b>	<b>\$20,502,370</b>	<b>\$23,584,200</b>
<b>EXPENDITURES:</b>				
Personnel	\$3,432,530	\$3,872,320	\$3,232,450	\$3,907,520
Contractual Services	6,739,985	4,009,040	2,748,220	4,556,180
Operating Supplies	2,556,535	2,694,780	2,468,700	2,935,370
Capital Outlay	16,842	13,301,350	1,008,900	7,994,250
Debt Service	2,561,047	4,962,480	5,481,150	4,433,070
<b>OTHER USES:</b>				
Transfers Out	7,245,583	6,027,960	7,306,410	6,828,110
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$22,552,522</b>	<b>\$34,867,930</b>	<b>\$22,245,830</b>	<b>\$30,654,500</b>

DEPARTMENTAL BUDGET

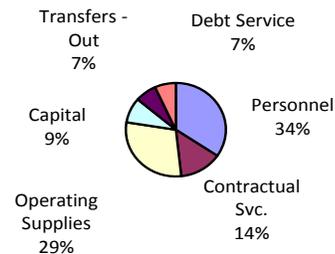
Municipal Golf Course-Revenues/Expenditures/Other Sources and Uses

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>REVENUE SOURCES:</b>				
Taxes	\$29,539	\$19,000	\$19,800	\$19,000
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	1,066,136	1,305,330	1,074,440	1,227,530
Fines & Forfeitures	0	0	0	0
Impact Fees	0	0	0	0
Interest	91	0	200	0
Miscellaneous Revenue	4,748	3,000	2,430	3,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	275,500	223,760	223,760	222,000
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Change in Closure/Post Closure	0	0	0	0
Earnings Appropriated	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$1,376,014</b>	<b>\$1,551,090</b>	<b>\$1,320,630</b>	<b>\$1,471,530</b>
<b>EXPENDITURES:</b>				
Personnel	\$486,897	\$505,790	\$458,000	\$514,840
Contractual Services	330,306	209,990	148,130	207,350
Operating Supplies	401,836	469,160	424,350	437,800
Capital Outlay	14,535	276,400	69,550	130,000
Debt Service	69,437	103,760	0	102,000
<b>OTHER USES:</b>				
Transfers Out	150,020	114,520	114,520	103,940
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$1,453,031</b>	<b>\$1,679,620</b>	<b>\$1,214,550</b>	<b>\$1,495,930</b>

Golf Revenues



Golf Expenditures



<b>Community Services</b>	<b>Municipal Golf Course</b>	<b>Cost Center 510.40.555</b>
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**GENERAL INFORMATION**

Dave White Municipal Golf Course is an 18 hole, par 72-championship course located along the North Branch of the Santa Cruz Wash. Dave White is the only Municipal Golf Course in Pinal County. Nine hole equivalent rounds played for last three years equal \$224,758.

**2012-2013 ACCOMPLISHMENTS**

- Continued utilizing and adopting USGA recommendations to our unique soil conditions to improve course playability.
- Hosted several charity fund raising golf tournaments.
- Conducted numerous Demo Days, Clinics and Junior classes and tournaments.

**MISSION**

The mission of the Municipal Golf Course is to provide a quality golf experience at a reasonable cost to residents and winter visitors alike while generating sufficient revenues to cover operating expenses.

**GOALS AND OBJECTIVES**

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

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

<b>Community Services</b>	<b>Municipal Golf Course</b>	<b>Cost Center 510.40.555</b>
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PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
Gross revenues	\$1,151,316	\$1,095,985	\$1,021,982	\$1,327,000
Net revenues (without capital)	\$73,364	\$56,599	(\$84,995)	\$0
# of 9-hole equivalent rounds of golf	77,470	72,282	63,658	77,500

Funding Sources	Amount	% of Funding
User Fees	\$1,227,530	83.42%
Miscellaneous	3,000	0.20%
Transfers	222,000	15.09%
Taxes	19,000	1.29%
<b>Total Funding</b>	<b>\$1,471,530</b>	<b>100.00%</b>

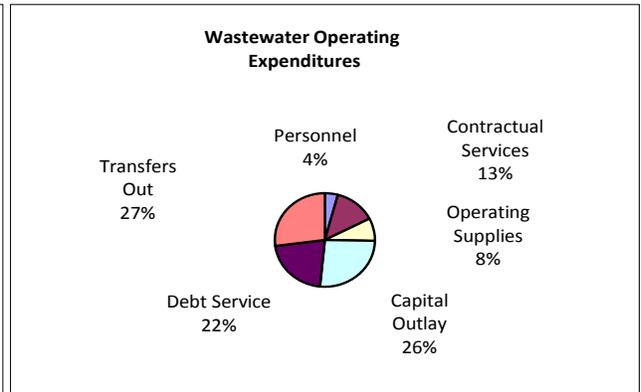
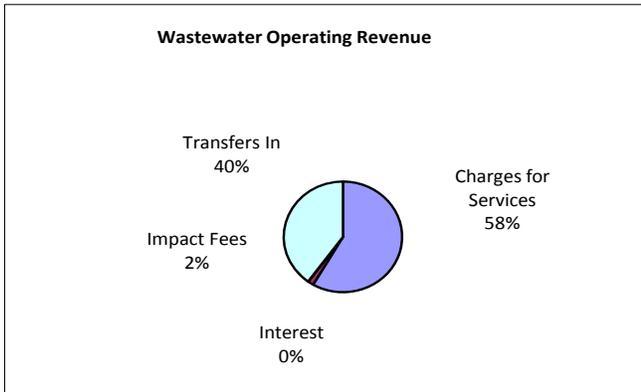
SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$486,897	\$505,790	\$458,000	\$514,840
Contractual Services	330,306	209,990	148,130	207,350
Operating Supplies	401,836	469,160	424,350	437,800
Capital Outlay	14,535	276,400	69,550	130,000
Debt Service	69,437	103,760	0	102,000
Transfers	150,020	114,520	114,520	103,940
<b>DEPARTMENTAL TOTALS</b>	<b>\$1,453,031</b>	<b>\$1,679,620</b>	<b>\$1,214,550</b>	<b>\$1,495,930</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Golf Course Supervisor	1.00	1.00	1.00
Crew Leader	1.00	1.00	1.00
Golf Shop Manager	1.00	1.00	1.00
Equipment Mechanic Assistant	1.00	1.00	1.00
Pro Shop Attendant	1.87	1.00	0.50
Maintenance Worker	4.00	2.50	0.50
Cart/Range Attendant	0.72	1.50	0.00
Concession Attendant	0.58	0.00	0.00
<b>TOTAL POSITIONS</b>	<b>11.17</b>	<b>9.00</b>	<b>5.00</b>

DEPARTMENTAL BUDGET

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

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	6,629,983	6,547,000	6,522,620	7,222,000
Fines	0	0	0	0
Impact Fees	242,088	150,050	496,000	193,000
Interest	13,811	11,100	31,600	9,100
Miscellaneous Revenue	1,740	120,000	41,310	5,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	5,406,111	4,491,700	5,745,140	4,938,770
Proceeds from Lease Purchase	(1,033,927)	2,600,000	0	1,218,000
Proceeds from Bonds	0	0	0	0
Change in Closure/Post Closure	0	0	0	0
Earnings Appropriated	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$11,259,806</b>	<b>\$13,919,850</b>	<b>\$12,836,670</b>	<b>\$13,585,870</b>
<b>EXPENDITURES:</b>				
Personnel	\$627,914	\$768,100	\$530,450	\$849,410
Contractual Services	4,304,211	2,147,210	1,586,390	2,678,290
Operating Supplies	1,335,286	1,335,950	1,283,630	1,583,000
Capital Outlay	0	6,254,000	583,850	5,307,000
Debt Service	2,485,489	4,842,560	5,464,850	4,314,720
<b>OTHER USES:</b>				
Transfers Out	5,804,287	4,862,550	6,141,000	5,469,880
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$14,557,187</b>	<b>\$20,210,370</b>	<b>\$15,590,170</b>	<b>\$20,202,300</b>



<b>Health &amp; Sanitation</b>	<b>Wastewater Operations &amp; Collector System</b>	<b>Cost Center 520.35.451</b>
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**GENERAL INFORMATION**

Wastewater operations provide the most effective and economical methods for the collection and treatment of wastewater and sludge. It ensures compliance with Federal, State, and local regulations. Inclusive, it ensures a safe and properly treated effluent, which meets Federal and State regulations.

- Minimized number of odor complaints.
- Cleaned 1/5 of the City's 1.5 million linear feet of collections lines.
- Rehabilitated several manholes throughout the collections system in order to protect the City's sewer infrastructure and to ensure public safety.
- Submitted AZPDES permit renewal application to ADEQ.

**MISSION**

To provide and maintain an effluent that meets or exceeds all Federal, State, and local regulations. To maintain an efficient collection system through scheduled cleanings and inspections that adequately serves our customers, and monitor industrial dischargers into our system.

**GOALS AND OBJECTIVES**

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

- Maintain cost per 1,000 gallons treated.
- Conclude constructed effluent recharge facility design and move forward with project.
- Treat and deliver wastewater to reuse customers that meets and exceeds A+ water quality standards.
- Continue manhole rehabilitation project so that sewer infrastructure is protected.
- Complete Gila Bend Highway sewer line project to allow for future development along Gila Bend Highway.
- Rehabilitate existing lift stations.

**2012-2013 ACCOMPLISHMENTS**

- Treated approximately 1.69 billion gallons of wastewater to grade A+ water quality standards.
- Delivered approximately 340 million gallons of treated wastewater to customers for reuse purposes.
- Responded to all emergency call outs in timely manner.

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

<b>Health &amp; Sanitation</b>	<b>Wastewater Operations</b>	<b>Cost Center 520.35.451</b>
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PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
Million gallons of wastewater reused	325	338	360	325
Wastewater treatment cost per 1,000 gallons	\$1.50	\$1.79	\$1.88	\$1.49
Billion gallons of water treated	1.660	1.637	1.830	1.660

Funding Sources	Amount	% of Funding
User Fees	\$7,221,000	91.92%
Interest	5,000	0.04%
Miscellaneous	6,000	1.68%
Transfers In	0	0.35%
<b>Total Funding</b>	<b>\$7,232,000</b>	<b>93.99%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$436,244	\$738,780	\$530,000	\$810,180
Contractual Services	2,179,409	1,307,980	686,590	1,279,180
Operating Supplies	1,260,107	1,183,700	1,228,060	1,463,250
Capital Outlay	0	140,000	30,910	140,000
Debt Service	2,296	2,240	1,700	0
Transfers	2,593,775	2,629,200	3,268,420	3,969,880
<b>DEPARTMENTAL TOTALS</b>	<b>\$6,471,831</b>	<b>\$6,001,900</b>	<b>\$5,745,680</b>	<b>\$7,662,490</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
W/W Superintendent	1.00	0.00	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	3.00
Maintenance Worker	2.00	2.50	4.00
W/W Plant Operator	0.00	2.00	1.00
Instrument Technician	0.00	1.00	1.00
Intern	0.00	0.00	0.50
Secretary	0.00	0.50	0.50
<b>TOTAL POSITIONS</b>	<b>9.25</b>	<b>11.25</b>	<b>14.25</b>

**DEPARTMENTAL BUDGET**

<b>Health &amp; Sanitation</b>	<b>Wastewater Collector System</b>	<b>Cost Center 520.35.455</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
% of linear ft. of sewer line cleaned per year	19.0%	12.8%	20.0%	20.0%
Average response time (days) per service request	2	9	3	8
# of breaks, leaks, etc. repaired	272	164	209	145

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Included in Wastewater Operations		
<b>Total Funding</b>	<b>\$0</b>	<b>0.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$191,670	\$29,320	\$450	\$39,230
Contractual Services	187,255	839,230	897,300	1,399,110
Operating Supplies	75,179	152,250	55,570	119,750
Capital Outlay	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$454,104</b>	<b>\$1,020,800</b>	<b>\$953,320</b>	<b>\$1,558,090</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
WW Treatment Plant Operator	1.00	0.50	0.50
Senior Maintenance Worker	1.00	0.00	0.00
Maintenance Worker	1.00	0.00	0.00
<b>TOTAL POSITIONS</b>	<b>3.00</b>	<b>0.50</b>	<b>0.50</b>

**DEPARTMENTAL BUDGET**

<b>Health &amp; Sanitation</b>	<b>Sewer Capacity Fund</b>	<b>Cost Center 521.80.456</b>
<b>General Information:</b>		
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%
<b>Total Funding</b>	<b>\$100</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$0	\$0	\$0	\$0
Contractual Services	124,421	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$124,421</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**DEPARTMENTAL BUDGET**

<b>Health &amp; Sanitation</b>	<b>Wastewater Expansion</b>	<b>Cost Center 522.80.452</b>
<b>General Information:</b>		
<p>This Wastewater Expansion Fund accounts for the construction and the repayment of debt for construction of the Wastewater Treatment Plant. The Plant 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.</p> <p>The managed recharged system is funded for \$2,200,000 this fiscal year.</p>		

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Lease Purchase	\$1,218,000	22.01%
Interest Income	0	0.00%
Transfers In	4,938,770	89.26%
<b>Total Funding</b>	<b>\$6,156,770</b>	<b>111.28%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$0	\$0	\$0	\$0
Contractual Services	1,726,435	0	2,500	0
Operating Supplies	0	0	0	0
Capital Outlay	0	2,200,000	202,940	1,218,000
Debt Service	2,483,193	4,840,320	5,463,150	4,314,720
<b>OTHER USES:</b>				
Transfers Out	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$4,209,628</b>	<b>\$7,040,320</b>	<b>\$5,668,590</b>	<b>\$5,532,720</b>

**DEPARTMENTAL BUDGET**

Health & Sanitation	Sewer Development Fund	Cost Center 523.350
<b>General Information:</b>		
<p>In early 1998, the Mayor and Council of the City of Casa Grande commissioned a feasibility study on Development Fees. The final draft of the Development Fee Study was released to the public in July, 1999. Briefing sessions were held to communicate the results of the Study to the Mayor and City Council, members of the development community and the community in general. The Mayor and Council chose a delayed implementation strategy, with Development Fee assessment beginning January 1, 2001.</p>		
<p>Development Fees collected are placed into an interest-bearing account, and as a general rule may only be expended for the specific purpose collected. Development Fees cannot be used for maintenance and operation or for personnel expenses; they must be used for public facilities or capital equipment, or for debt payment on public facilities or capital equipment.</p>		
<p>The projects scheduled for funding this year are a tractor truck \$130,000 and 2 end dump trailers \$110,000 and transfer to the Sewer Expansion Fund for the WIFA loan repayment.</p>		

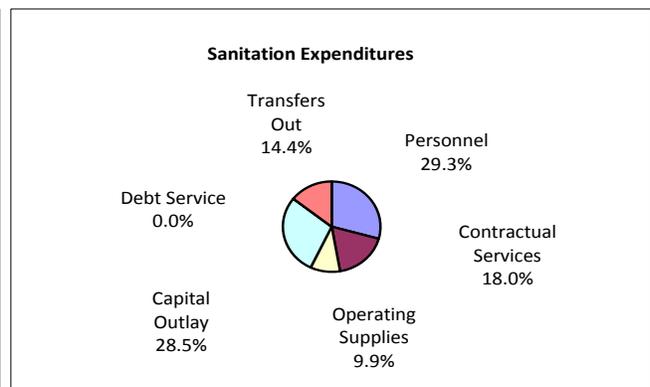
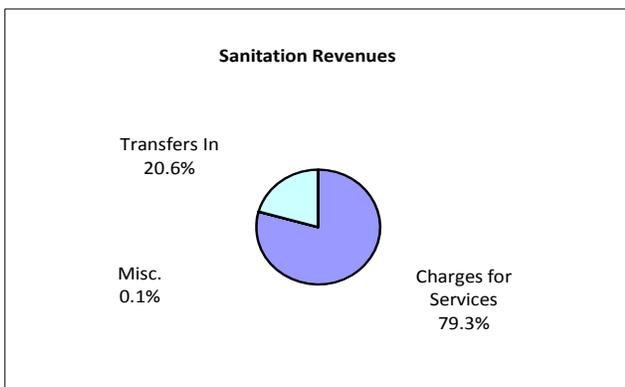
Funding Sources	Amount	% of Funding
Impact Fees	\$193,000	3.54%
Interest Income	4,000	0.07%
<b>Total Funding</b>	<b>\$197,000</b>	<b>3.62%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$0	\$0	\$0	\$0
Contractual Services	86,691	0	0	0
Operating Supplies	0	0	0	0
Capital Outlay	0	3,814,000	350,000	3,949,000
Debt Service	0	0	0	0
Transfers	3,210,512	2,233,350	2,872,580	1,500,000
<b>DEPARTMENTAL TOTALS</b>	<b>\$3,297,203</b>	<b>\$6,047,350</b>	<b>\$3,222,580</b>	<b>\$5,449,000</b>

DEPARTMENTAL BUDGET

Sanitation Funds-Revenues/Expenditures/Other Sources and Uses

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	6,254,466	6,387,000	6,132,000	6,614,000
Fines & Forfeitures	0	0	0	0
Impact Fees	0	0	0	0
Interest	1,229	1,000	9,000	2,000
Miscellaneous Revenue	13,626	5,020,000	11,000	5,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	1,469,507	735,000	0	1,720,000
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Change in Closure/Post Closure	0	0	0	0
Earnings Appropriated	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$7,738,828</b>	<b>\$12,143,000</b>	<b>\$6,152,000</b>	<b>\$8,341,000</b>
<b>EXPENDITURES:</b>				
Personnel	\$2,263,833	\$2,519,830	\$2,173,000	\$2,523,730
Contractual Services	2,023,055	1,521,740	963,940	1,549,450
Operating Supplies	768,750	822,370	713,920	850,570
Capital Outlay	2,307	6,670,450	331,120	2,456,750
Debt Service	2,296	2,240	1,680	2,240
<b>OTHER USES:</b>				
Transfers Out	1,269,026	1,029,610	1,029,610	1,238,770
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$6,329,267</b>	<b>\$12,566,240</b>	<b>\$5,213,270</b>	<b>\$8,621,510</b>



<b>Health &amp; Sanitation</b>	<b>Sanitation - Residential Collection</b>	<b>Cost Center 540.35.420</b>
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**GENERAL INFORMATION**

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

**2012-2013 ACCOMPLISHMENTS**

- Collected 18,355 tons of residential trash.
- Responded to 95% of requests for collection of blocked and missed collections within 24 hours of request.
- Serviced 125 containers per routed staff hour.

**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					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

<b>Health &amp; Sanitation</b>	<b>Sanitation - Residential Collection</b>	<b>Cost Center 540.35.420</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Average # of containers serviced per route	983	992	1,000	1,002
# of households collected per staff hour	122.90	123.93	124.90	125.00

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Charges for Service	\$3,649,000	145.70%
Interest Income	2,000	0.08%
Transfers	860,000	34.34%
<b>Total Funding</b>	<b>\$4,511,000</b>	<b>180.12%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$501,945	\$619,230	\$450,000	\$549,910
Contractual Services	800,346	436,800	397,650	467,520
Operating Supplies	283,308	321,740	272,070	305,700
Capital Outlay	0	260,000	0	790,000
Debt Service	613	2,240	0	2,240
Transfers	475,880	352,860	352,860	389,020
<b>DEPARTMENTAL TOTALS</b>	<b>\$2,062,092</b>	<b>\$1,992,870</b>	<b>\$1,472,580</b>	<b>\$2,504,390</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Sanitation Superintendent	0.20	0.20	0.20
Sanitation Supervisor	0.20	0.20	0.20
Management Analyst	0.25	0.25	0.25
Heavy Equipment Operator	5.40	5.80	4.80
Equipment Operator	0.50	1.10	0.70
Crew Leader	0.00	0.00	0.20
Maintenance Worker	0.40	0.55	0.20
Secretary	0.00	0.50	0.10
<b>TOTAL POSITIONS</b>	<b>6.95</b>	<b>8.60</b>	<b>6.65</b>

<b>Health &amp; Sanitation</b>	<b>Sanitation – Uncontained Trash</b>	<b>Cost Center 540.35.421</b>
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**GENERAL INFORMATION**

Uncontained trash collection is a service offered to residential customers to assist and maintain sanitary living conditions. Also provides collection of disposable items too large to fit in the 90 gallon container. Collection occurs by appointment every 6 weeks.

**2012-2013 ACCOMPLISHMENTS**

- Collected 1,664 tons of bulk trash.
- Completed 91% 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					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

Health & Sanitation	Sanitation - Uncontained Trash			Cost Center 540.35.421
<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
% of collection zones completed by end of week	100%	89%	88%	100%
Tons of uncontained trash collected per quarter	367.55	391.11	411.62	415.00

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

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$325,237	\$333,590	\$262,000	\$356,490
Contractual Services	52,090	47,140	51,800	39,640
Operating Supplies	33,904	39,300	29,920	39,300
Capital Outlay	80	215,000	0	33,000
Debt Service	0	0	0	0
Transfers	51,170	49,940	49,940	112,300
<b>DEPARTMENTAL TOTALS</b>	<b>\$462,481</b>	<b>\$684,970</b>	<b>\$393,660</b>	<b>\$580,730</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Sanitation Superintendent	0.10	0.10	0.10
Sanitation Supervisor	0.20	0.20	0.20
Crew Leader	0.00	0.00	0.20
Heavy Equipment Operator	0.20	0.90	2.20
Equipment Operator	0.30	0.30	2.65
Maintenance Worker	4.40	4.20	3.50
<b>TOTAL POSITIONS</b>	<b>5.20</b>	<b>5.70</b>	<b>8.85</b>

<b>Health &amp; Sanitation</b>	<b>Sanitation - Recycling Collection</b>	<b>Cost Center 540.35.422</b>
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**GENERAL INFORMATION**

The City's curbside recycling program continues to expand. All single-family homes within the City have the opportunity to recycle aluminum, tin cans, glass, scrap metals, newspaper, cardboard, and plastics. The program continues to expand gradually into the apartment complex and recruits businesses and industries.

**MISSION**

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

**2012-2013 ACCOMPLISHMENTS**

- Collected 1,133.2 tons of residential recyclables.
- Collected 474.6 tons of commercial recyclables.

**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					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

<b>Health &amp; Sanitation</b>	<b>Sanitation - Recycling Collection</b>	<b>Cost Center 540.35.422</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Average weight of recyclables collected per commercial account (quarterly in pounds)	589.67	664.28	559.41	600.00
# of businesses collected per staff hour	3.79	3.98	7.79	7.00
Average weight of recyclables collected per household (quarterly in pounds)	46.54	49.18	42.81	45.00

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Recycling Revenue	\$116,000	18.44%
<b>Total Funding</b>	<b>\$116,000</b>	<b>18.44%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$311,149	\$494,640	\$328,000	\$419,810
Contractual Services	118,240	44,200	58,450	28,360
Operating Supplies	57,865	58,960	45,530	52,500
Capital Outlay	414	45,000	0	0
Debt Service	0	0	0	0
Transfers	100,780	73,270	73,270	128,250
<b>DEPARTMENTAL TOTALS</b>	<b>\$588,448</b>	<b>\$716,070</b>	<b>\$505,250</b>	<b>\$628,920</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Superintendent	0.10	0.10	0.10
Supervisor	0.20	1.20	0.20
Crew Leader	0.00	0.00	0.20
Heavy Equipment Operator	1.80	1.90	0.70
Equipment Operator	0.30	0.40	0.75
Maintenance Worker	5.10	4.20	1.60
<b>TOTAL POSITIONS</b>	<b>7.50</b>	<b>7.80</b>	<b>3.55</b>

<b>Health &amp; Sanitation</b>	<b>Sanitation Recycling Operations</b>	<b>Cost Center 540.35.423</b>
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**GENERAL INFORMATION**

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

**2012-2013 ACCOMPLISHMENTS**

- Shipped 1,774 tons of recyclable materials.
- Distributed "Sanitation Newsletter" to all single family households.
- 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 2013 "Design-a-Calendar" artwork contest for third, fourth & fifth grade students.

**MISSION**

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

**GOALS AND OBJECTIVES**

- To prepare all collected recyclables for shipment to recycling facilities.
  - To maximize the tonnage of recyclables shipped to recycling facilities.
  - To develop and publish educational information on recycling and sanitation services provided.

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

Health & Sanitation	Sanitation Recycling Operations			Cost Center 540.35.423
PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
Recyclables shipped to recycling facilities (quarterly in tons)	406.89	446.24	385.76	390.00

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

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$179,884	\$189,970	\$209,000	\$227,990
Contractual Services	46,223	71,370	18,690	35,200
Operating Supplies	22,304	33,100	13,600	33,100
Capital Outlay	0	220,000	0	70,000
Debt Service	1,683	0	1,680	0
Transfers	21,980	21,980	21,980	30,320
<b>DEPARTMENTAL TOTALS</b>	<b>\$272,074</b>	<b>\$536,420</b>	<b>\$264,950</b>	<b>\$396,610</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Superintendent	0.20	0.20	0.20
Supervisor	1.15	0.15	0.65
Crew Leader	0.00	0.00	0.30
Heavy Equipment Operator	1.00	1.00	0.50
Equipment Operator	0.00	0.10	0.00
Maintenance Worker	1.00	1.80	0.50
Secretary	0.00	0.00	0.30
<b>TOTAL POSITIONS</b>	<b>3.35</b>	<b>3.25</b>	<b>2.45</b>

**DEPARTMENTAL BUDGET**

<b>Health &amp; Sanitation</b>	<b>Sanitation Landfill</b>	<b>Cost Center 540.35.425</b>
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**GENERAL INFORMATION**

This division is responsible for the disposal of all refuse within the City.

**MISSION**

To provide a safe disposal of all non-hazardous refuse generated within the City. This division monitors and tests groundwater and landfill gas for indications of pollution. To stay current with environmental regulations regarding the operations of the landfill.

**2012-2013 ACCOMPLISHMENTS**

- Managed 28,460 transactions and 62,992 tons of refuse.
- Achieved “waste compaction” of 1,401 pounds per cubic yard of airspace.
- Achieved “soil to waste ratio” of 1.0 to 3.0 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.
- Implemented Fill Sequence Plan.
- Implemented Bio-Solid blending project to increase cover material.

**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					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

<b>Health &amp; Sanitation</b>	<b>Sanitation - Landfill</b>	<b>Cost Center 540.35.425</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Cubic yards of soil used to cover each ton of waste	0.40	0.21	0.36	0.40
# of tons processed	61,547	60,745	62,295	63,500

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Charges for Service	\$471,000	16.61%
Misc. Revenue	3,000	0.11%
Lease	0	0.00%
Transfers	860,000	30.32%
<b>Total Funding</b>	<b>\$1,334,000</b>	<b>47.04%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$444,685	\$464,860	\$466,000	\$471,440
Contractual Services	863,513	727,830	252,080	839,500
Operating Supplies	180,497	181,400	228,350	232,700
Capital Outlay	1,813	5,614,450	329,020	987,750
Debt Service	0	0	0	0
Transfers	473,320	407,000	407,000	304,580
<b>DEPARTMENTAL TOTALS</b>	<b>\$1,963,828</b>	<b>\$7,395,540</b>	<b>\$1,682,450</b>	<b>\$2,835,970</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Sanitation Superintendent	0.20	0.20	0.20
Sanitation Supervisor	0.85	0.85	0.85
Crew Leader	0.00	0.00	1.00
Heavy Equipment Operator	4.00	4.00	3.65
Landfill Gate Attendant	1.55	1.50	2.00
Maintenance Worker	0.00	0.20	0.70
Secretary	0.00	0.00	0.10
<b>TOTAL POSITIONS</b>	<b>6.60</b>	<b>6.75</b>	<b>8.50</b>

<b>Health &amp; Sanitation</b>	<b>Sanitation – Commercial Front Load</b>	<b>Cost Center 540.35.426</b>
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**GENERAL INFORMATION**

Front load trucks provide solid waste service to all non-residential customers in the city. The service type is dependent on need. Many customers provide containers and the City empties them. Containers served with front load trucks range from 3 yards to 8 yards.

**2012-2013 ACCOMPLISHMENTS**

- Collected 10,480 tons of commercial front load contained trash.
- Responded to 98% of special collection requests within 24 hours of customer’s call.
- Serviced 12.41 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					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

Health & Sanitation	Sanitation - Commercial Front Load			Cost Center 540.35.426
PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
# of containers serviced per staff hour	3.00	12.32	12.19	12.00

Funding Sources	Amount	% of Funding
Charges for Service	\$1,600,000	163.02%
<b>Total Funding</b>	<b>\$1,600,000</b>	<b>163.02%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$297,399	\$271,510	\$291,000	\$297,870
Contractual Services	121,353	153,170	148,270	94,140
Operating Supplies	124,573	128,270	78,800	127,970
Capital Outlay	0	30,000	0	290,000
Debt Service	0	0	0	0
Transfers	48,640	48,640	48,640	171,480
<b>DEPARTMENTAL TOTALS</b>	<b>\$591,965</b>	<b>\$631,590</b>	<b>\$566,710</b>	<b>\$981,460</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Sanitation Superintendent	0.10	0.10	0.10
Sanitation Supervisor	0.20	0.20	0.20
Crew Leader	0.00	0.00	0.20
Heavy Equipment Operator	2.40	2.20	2.50
Equipment Operator	1.20	1.05	1.50
Maintenance Worker	0.20	0.20	0.35
Secretary	0.00	0.00	0.05
<b>TOTAL POSITIONS</b>	<b>4.10</b>	<b>3.75</b>	<b>4.90</b>

<b>Health &amp; Sanitation</b>	<b>Sanitation – Commercial Roll Off</b>	<b>Cost Center 540.35.427</b>
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**GENERAL INFORMATION**

The roll off operation provides waste collection for large scale clean-up projects. Projects include new construction sites, remodels and general clean ups. The containers are delivered and picked up at the convenience of the customer.

**2012-2013 ACCOMPLISHMENTS**

- Collected 8,437 tons of roll off container trash.
- Responded to 100% of service requests within 24 hours of customer call in.
- Serviced 0.87 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					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

Health & Sanitation	Sanitation - Commercial Roll Off			Cost Center 540.35.427
PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
# of containers serviced per staff hour	0.88	0.91	0.88	0.90

Funding Sources	Amount	% of Funding
Charges for Service	\$778,000	112.20%
<b>Total Funding</b>	<b>\$778,000</b>	<b>112.20%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$203,534	\$146,030	\$167,000	\$200,220
Contractual Services	21,290	41,230	37,000	45,090
Operating Supplies	66,299	59,600	45,650	59,300
Capital Outlay	0	286,000	2,100	286,000
Debt Service	0	0	0	0
Transfers	97,256	75,920	75,920	102,820
<b>DEPARTMENTAL TOTALS</b>	<b>\$388,379</b>	<b>\$608,780</b>	<b>\$327,670</b>	<b>\$693,430</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Sanitation Superintendent		0.10	0.10
Sanitation Supervisor		0.20	0.20
Crew Leader		0.00	0.20
Heavy Equipment Operator		1.20	1.50
Equipment Operator		1.30	1.15
Maintenance Worker		1.00	0.20
<b>TOTAL POSITIONS</b>		<b>3.80</b>	<b>3.35</b>

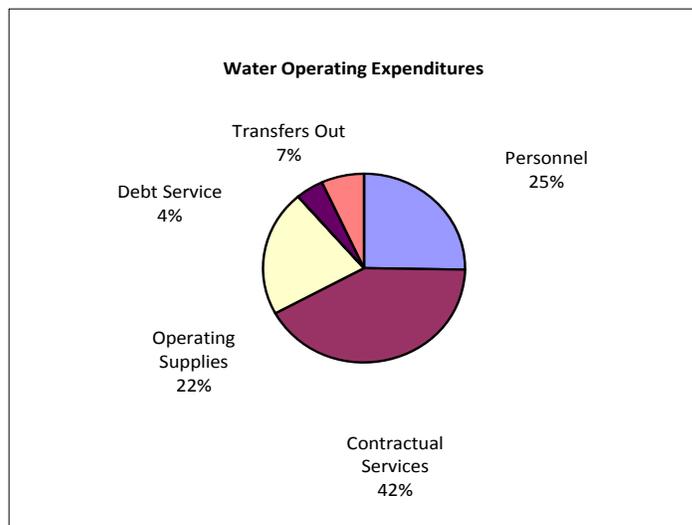
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DEPARTMENTAL BUDGET

Water Fund-Revenues/Expenditures/Other Sources and Uses

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
Charges for Services	185,176	211,000	193,070	185,800
Fines & Forfeitures	0	0	0	0
Impact Fees	0	0	0	0
Interest	0	0	0	0
Miscellaneous Revenue	0	0	0	0
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Change in Closure/Post Closure	0	0	0	0
Earnings Appropriated	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$185,176</b>	<b>\$211,000</b>	<b>\$193,070</b>	<b>\$185,800</b>
<b>EXPENDITURES:</b>				
Personnel	\$53,886	\$78,600	\$71,000	\$19,540
Contractual Services	82,413	130,100	49,760	121,090
Operating Supplies	50,663	67,300	46,800	64,000
Depreciation	0	0	0	0
Capital Outlay	0	100,500	24,380	100,500
Debt Service	3,825	13,920	14,620	14,110
<b>OTHER USES:</b>				
Transfers Out	22,250	21,280	21,280	15,520
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$213,037</b>	<b>\$411,700</b>	<b>\$227,840</b>	<b>\$334,760</b>



<b>Health &amp; Sanitation</b>	<b>Water System</b>	<b>Cost Center 550.35.460</b>
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**GENERAL INFORMATION**

The City provides maintenance and operations to supply potable water to approximately 300 customers in the Saddleback Farms and Santa Rosa subdivisions between Casa Grande and Maricopa.

**MISSION**

To provide safe drinking water to our customers that meets all drinking water standards, and to maintain the water system components to avoid or minimize water outages. It is also our mission to respond to customer service requests in a timely, efficient, and courteous manner.

**2012-2013 ACCOMPLISHMENTS**

- Delivered quality water to customers that meet required water quality standards.
- Installed valves at critical points in the distribution system to minimize impact to customers when repairs are necessary.
- Minimized number of water outages to customers.
- Provided quality drinking water to our customers at lowest possible price.
- Responded to all customer service and Blue Stake requests in a timely manner.

**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.
- Deliver quality drinking water that meets and exceeds drinking water quality standards.
- Provide drinking water to our customers at the lowest possible cost.
- Minimize number and impact of outages to customers.

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

<b>Health &amp; Sanitation</b>	<b>Water System</b>	<b>Cost Center 550.35.460</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
Water Pumped (million gal.)	44,580,540	45,462,090	39,082,200	40,254,666
Meter Installations	0	6	5	5
Chemical Usage (Gal.)	720	605	660	680

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Charges for Service	\$185,800	55.50%
<b>Total Funding</b>	<b>\$185,800</b>	<b>55.50%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$53,886	\$78,600	\$71,000	\$19,540
Contractual Services	82,413	130,100	49,760	121,090
Operating Supplies	50,663	67,300	46,800	64,000
Capital Outlay	0	100,500	24,380	100,500
Debt Service	3,825	13,920	14,620	14,110
Transfers	22,250	21,280	21,280	15,520
<b>DEPARTMENTAL TOTALS</b>	<b>\$213,037</b>	<b>\$411,700</b>	<b>\$227,840</b>	<b>\$334,760</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Maintenance Worker	1.00	1.50	1.50
<b>TOTAL POSITIONS</b>	<b>1.00</b>	<b>1.50</b>	<b>1.50</b>

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## **INTERNAL SERVICES FUND**

*This fund accounts for financing of goods and services provided by one to another department(s) of the government on a cost-reimbursement basis.*

<b>FUND</b>	<b>DESCRIPTION</b>	<b>PAGE</b>
<b>101</b>	<b>FACILITIES MAINTENANCE</b>	<b>322</b>
<b>601</b>	<b>FLEET MAINTENANCE</b>	<b>324</b>
<b>603</b>	<b>INSURANCE &amp; RISK MANAGEMENT</b>	<b>326</b>
<b>605</b>	<b>FACILITIES MAINTENANCE</b>	<b>328</b>

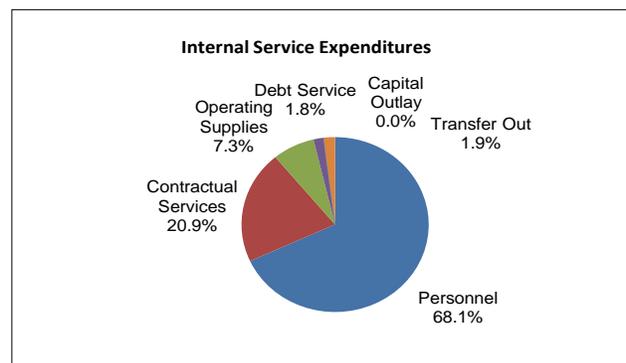
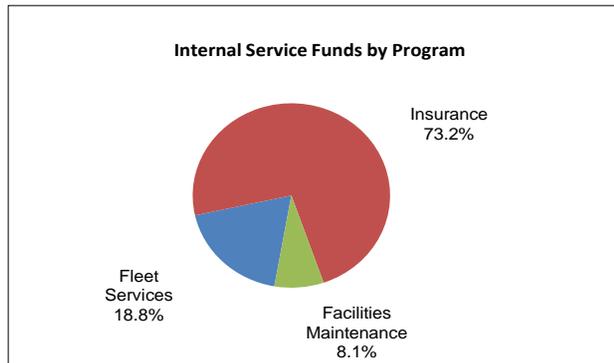
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DEPARTMENTAL BUDGET

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

	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
<b>REVENUE SOURCES:</b>				
Taxes	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Charges for Services	6,941,986	6,776,000	8,037,000	8,859,210
Fines & Forfeitures	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Miscellaneous Revenues	158,359	150,000	135,000	150,000
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Earnings Appropriated	0	0	0	0
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$7,100,345</b>	<b>\$6,926,000</b>	<b>\$8,172,000</b>	<b>\$9,009,210</b>
<b>EXPENDITURES:</b>				
Personnel	\$5,054,077	\$4,577,140	\$5,442,480	\$6,067,610
Contractual Services	1,015,739	1,210,840	1,093,310	1,857,050
Operating Supplies	556,347	555,840	602,060	648,350
Capital Outlay	0	0	0	0
Debt Service	161,588	157,690	158,000	157,690
<b>OTHER USES:</b>				
Transfers Out	94,900	119,000	119,000	173,450
Payment to Refunded Bond Escrow Agent	0	0	0	0
<b>Total Expenditures &amp; Other Uses</b>	<b>\$6,882,651</b>	<b>\$6,620,510</b>	<b>\$7,414,850</b>	<b>\$8,904,150</b>



<b>Health &amp; Sanitation</b>	<b>Facilities Maintenance</b>	<b>Cost Center 101.35.407</b>
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**GENERAL INFORMATION**

Facilities Maintenance activities are centralized under the Public Works Department.

**MISSION**

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

**2012-2013 ACCOMPLISHMENTS**

- Completed Facilities Condition Assessment inspection of all city owned buildings.
- Repaired Peart Center facility.
- Completed first year of on-call contractual services for Facilities Maintenance.
- Replaced older portion of roof at Animal Control with a new Durolast roofing system.
- Replaced three sets of doors at City Hall.

**GOALS AND OBJECTIVES**

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

- To become more pro-active rather than reactive to issues concerning city owned facilities.
- Complete 50% of work requests within the same week of receiving the request.
- Complete a building registry of internal building components that pertain to Facilities Maintenance.

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

<b>Public Works</b>	<b>Facilities Maintenance</b>	<b>Cost Center 101.35.407</b>
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PERFORMANCE INDICATORS:	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ESTIMATE
% of work orders: Preventative Maintenance vs Corrective Maintenance - New	N/A	N/A	49% (2nd half of Fiscal Year)	N/A
Custodial cost per sq ft	\$2.28	\$2.25	\$1.50	N/A
Average building cost per sq ft	\$6.39	\$6.50	\$1.18	N/A
<b>This activity is accounted for as an Internal Service Fund effective July 1, 2013.</b>				

Funding Sources	Amount	% of Funding
General Fund	\$9,700	100.00%
<b>Total Funding</b>	<b>\$9,700</b>	<b>100.00%</b>

SUMMARY BY CATEGORY				
EXPENDITURE CATEGORY	2011-12 ACTUAL	2012-13 ADJUSTED	2012-13 ESTIMATED	2013-14 BUDGET
Personnel	\$229,658	\$234,080	\$161,000	\$0
Contractual Services	258,691	410,580	353,210	0
Operating Supplies	223,587	234,120	211,890	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	3,980	3,240	3,240	9,700
<b>DEPARTMENTAL TOTALS</b>	<b>\$715,916</b>	<b>\$882,020</b>	<b>\$729,340</b>	<b>\$9,700</b>

AUTHORIZED POSITIONS CLASSIFICATION	NUMBER OF PERSONNEL		
	2011-12	2012-13	2013-14
Facilities Maintenance Supervisor	1.00	1.00	0.00
HVAC Technician	1.00	1.00	0.00
Custodian	2.00	2.00	0.00
<b>TOTAL POSITIONS</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>

<b>Internal Service</b>	<b>Fleet Services</b>	<b>Cost Center 601.01.410</b>
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**GENERAL INFORMATION**

Fleet services is responsible for maintaining the City’s vehicles and equipment in a safe and operable condition and to provide a level of service that is timely and acceptable internally and competitive externally. This division maintains a small inventory of parts to provide the fastest turnaround time on vehicle repairs.

**MISSION**

To maintain all of the City’s vehicles and equipment in a professional manner and to provide our service with the most cost effective and safe response time. To work with all user departments in the purchase of the proper new vehicles and equipment.

**2012-2013 ACCOMPLISHMENTS**

- Replaced shop air compressor to keep up with demands of usage.
- Participated in the research and implementation of the GPS system installed in the sanitation vehicles.
- Staff training on newer diesel technologies and diagnostic procedures, gasoline fuel and ignition diagnostics, and advanced air conditioning systems and diagnosis.
- Completed annual fleet and parts inventory.
- Added 34 vehicles/equipment as part of the Vehicle Replacement Program, along with additional budgeted departmental needs.

**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:

- Developing and implementing a more efficient preventative maintenance program for all vehicles and equipment.
- Reducing vehicle replacement budget costs by evaluating the usage and condition of the vehicles due for replacement. Also by extending the life cycle of the vehicle through our preventative maintenance program and in-house repairs, and outsourcing needed work.
- Better communication and feedback with our customer’s needs and expectations.
- Improving overdue preventative maintenance due percentages and in-service rate.
- Reducing breakdown percentages through preventative maintenance.
- Equipping the fleet with fuel efficient vehicles when due for replacement.
- 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					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

<b>Internal Service</b>	<b>Fleet Services</b>	<b>Cost Center 601.01.410</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
% of due preventative maintenance completed	80%	37%	29%	70%
% of time spent on emergency repairs vs total repairs	13%	10%	17%	12%
Total gallons of fuel consumed	298,030	297,610	299,128	290,000

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Repair city vehicles	\$1,690,000	100.21%
<b>Total Funding</b>	<b>\$1,690,000</b>	<b>100.21%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$421,730	\$494,400	\$435,000	\$502,130
Contractual Services	296,450	356,290	293,270	306,890
Operating Supplies	555,258	552,980	602,020	556,000
Capital Outlay	0	0	0	0
Debt Service	161,588	157,690	158,000	157,690
Transfers	94,900	119,000	119,000	163,750
<b>DEPARTMENTAL TOTALS</b>	<b>\$1,529,926</b>	<b>\$1,680,360</b>	<b>\$1,607,290</b>	<b>\$1,686,460</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Equipment Maintenance Supervisor	1.00	1.00	1.00
Lead Equipment Mechanic	1.00	1.00	1.00
Equipment Mechanic	3.00	2.00	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
<b>TOTAL POSITIONS</b>	<b>9.00</b>	<b>8.00</b>	<b>8.00</b>

<b>Internal Service</b>	<b>Insurance &amp; Risk Management</b>	<b>Cost Center 603.01.256</b>
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**GENERAL INFORMATION**

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

- Assisted departments in various safety and loss-control efforts.
- Partnered with existing Safety Committees and assisted departments in the creation of new ones that focused on specific task related safety training.
- Effectively and efficiently managed the renewal process for the City's property/liability and workers' compensation insurance programs.

**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.

**GOALS & OBJECTIVES**

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

- Through education and training, assist in reducing the number of reportable accidents/incidents.
- Improve the workers' compensation experience trend through training and identification of areas for improvement.
- Maintain a positive trend in reduced property and liability claims.
- 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.
- Streamline the vehicle accident reporting process and help department's ensure accidents are reported timely and accurately.

**2012-2013 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 timely and effective resolution.

**PROGRAM BUDGET**

Program Budget	Revenue	Expenditure	Net	Recovery	FTE
Not applicable					
<b>TOTAL</b>					

**DEPARTMENTAL BUDGET**

<b>Internal Service</b>	<b>Insurance &amp; Risk Management</b>	<b>Cost Center 603.01.256</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
# of property/liability claims filed per 10,000 population	15.2	7.1	7.2	5.0
# of Worker's Compensation claims filed per 100 FTE's	12.5	13.3	6.0	4.0
Average # of work days lost per claim	3.5	1.2	3.3	3.0

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Dept. Insurance charge	\$6,441,370	99.25%
Miscellaneous revenue	150,000	2.31%
<b>Total Funding</b>	<b>\$6,591,370</b>	<b>101.56%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	\$4,632,347	\$4,082,740	\$5,007,480	\$5,399,450
Contractual Services	719,289	854,550	800,040	1,088,600
Operating Supplies	1,089	2,860	40	1,800
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
<b>DEPARTMENTAL TOTALS</b>	<b>\$5,352,725</b>	<b>\$4,940,150</b>	<b>\$5,807,560</b>	<b>\$6,489,850</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Safety/Risk Mgmt Specialist	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**DEPARTMENTAL BUDGET**

<b>Internal Service</b>	<b>Facilities Maintenance</b>	<b>Cost Center 605.35.407</b>
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<b>PERFORMANCE INDICATORS:</b>	<b>2010-11 ACTUAL</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ESTIMATE</b>
% of work orders: Preventative maintenance vs Corrective maintenance - new	N/A	N/A	N/A	50%
Custodial cost per sq. ft.	N/A	N/A	N/A	\$1.63
Average maintenance cost per sq. ft.	N/A	N/A	N/A	\$1.73
<b>2013-2014 is the first year this activity is accounted for as an Internal Service Fund.</b>				

<b>Funding Sources</b>	<b>Amount</b>	<b>% of Funding</b>
Interdepartment charge	\$727,840	100.00%
<b>Total Funding</b>	<b>\$727,840</b>	<b>100.00%</b>

<b>SUMMARY BY CATEGORY</b>				
<b>EXPENDITURE CATEGORY</b>	<b>2011-12 ACTUAL</b>	<b>2012-13 ADJUSTED</b>	<b>2012-13 ESTIMATED</b>	<b>2013-14 BUDGET</b>
Personnel	0	0	0	166,030
Contractual Services	0	0	0	461,560
Operating Supplies	0	0	0	90,550
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Transfers	0	0	0	9,700
<b>DEPARTMENTAL TOTALS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$727,840</b>

<b>AUTHORIZED POSITIONS CLASSIFICATION</b>	<b>NUMBER OF PERSONNEL</b>		
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Facilities Maintenance Supervisor		0.00	0.00
Custodian		0.00	0.00
<b>TOTAL POSITIONS</b>		<b>0.00</b>	<b>0.00</b>



# **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, acquisition and development of land for open space preserves, parks, playgrounds and recreational facilities, public safety, law enforcement, fire and emergency services facilities, and streets and transportation facilities. The issuance of general obligation bonds must be submitted to the voters for approval.

The debt capacity as of 6-30-2013 was:

	<b>20%</b>	<b>6%</b>
2012-13 Secondary Assessed Value	\$332,746,626	\$332,746,626
Limit	66,549,325	19,964,798
Outstanding Debt	21,301,650	2,638,350
Debt Capacity	\$ 45,247,675	\$ 17,326,448

**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 in the area are assessed an amount to cover the cost of retiring the bonds. This type of finance mechanism is used generally on such projects as paving streets, placement of sidewalks, extension of sewer and water lines and similar projects. As of 1996, state law permits a city or town by resolution to combine two or more municipal improvement district projects.

**BONDED DEBT SCHEDULES**

Date Payment Due	Total General Obligation & Revenue Bonds			WIFA Loan			Total Debt	
	Bonds Payable	Total Interest Due	Total Debt Due	Bonds Payable	Total Interest Due	Total Debt Due	Total Debt Due	Fiscal Year Total
1-Oct-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	1,367,268	2,752,268	2,486,856	1,003,301	3,490,157	6,242,425	
1-Jul-2014	600,000	536,128	1,136,128			0	1,136,128	9,619,750
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	1,985,000	3,970,000	2,799,717	847,871	3,647,588	7,617,588	
1-Jul-2017	720,000	499,628	1,219,628			0	1,219,628	10,788,020
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			0	1,515,925	7,827,114
1-Jan-2030	0	185,375	185,375			0	185,375	
1-Jul-2030	1,300,000	185,375	1,485,375			0	1,485,375	1,670,750
1-Jan-2031	0	154,500	154,500			0	154,500	
1-Jul-2031	1,400,000	154,500	1,554,500			0	1,554,500	1,709,000
1-Jan-2032	0	121,250	121,250			0	121,250	
1-Jul-2032	1,500,000	121,250	1,621,250			0	1,621,250	1,742,500
1-Jan-2033	0	83,750	83,750			0	83,750	
1-Jul-2033	1,650,000	83,750	1,733,750			0	1,733,750	1,817,500
1-Jan-2034	0	42,500	42,500			0	42,500	
1-Jul-2034	1,700,000	42,500	1,742,500			0	1,742,500	1,785,000
	<b>\$52,230,000</b>	<b>\$27,615,371</b>	<b>\$79,845,371</b>	<b>\$54,400,693</b>	<b>\$17,416,465</b>	<b>\$71,817,158</b>	<b>\$151,662,529</b>	<b>\$151,662,529</b>

**BONDED DEBT SCHEDULES**

**ROAD CONSTRUCTION (20%) & WASTEWATER CONSTRUCTION (80%)  
EXCISE TAX REVENUE BONDS  
SERIES 2003  
\$18,120,000**

In January 2004, the City issued \$18,120,000 of Excise Tax Revenue Obligation Series 2003, to refinance the Series 1994 and 1995 Revenue Bonds that had financed the construction of a wastewater treatment plant and improved certain City streets. Additionally, the Series 2003 financed the expansion of the wastewater treatment plant. The Series 2003 revenue obligations have interest rates that range from 2.00% to 5.00%. Principal payments ranging from \$620,000 to \$1,835,000 are paid semi-annually on October 1 and April 1. These bonds were advance refunded in fiscal year 2012.

<b>Maturity Date</b>	<b>Bonds Payable</b>	<b>Interest Payable</b>	<b>Fiscal Year Total</b>
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
<b>TOTAL</b>	<u><u>\$2,225,000</u></u>	<u><u>\$180,400</u></u>	<u><u>\$2,405,400</u></u>

**BONDED DEBT SCHEDULES**

**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-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
<b>TOTAL</b>	<u><u>\$ 9,355,000</u></u>	<u><u>\$ 2,767,650</u></u>	<u><u>\$ 12,122,650</u></u>

**BONDED DEBT SCHEDULES**

**GENERAL OBLIGATION BONDS  
SERIES 2008  
\$11,000,000**

In June, 2008, the City issued \$11,000,000 of General Obligation Bonds for the construction of a joint use library, fire station, public safety building, and improvements to the community center and golf course. The bonds are issued pursuant to a special bond election held and approved on November 7, 2006. Interest on the 2008 obligations is payable semiannually on each January 1 and July 1. 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.

<b>Maturity Date</b>	<b>Bonds Payable</b>	<b>Interest Payable</b>	<b>Fiscal Year Total</b>
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
<b>TOTAL</b>	<b>\$ 6,435,000</b>	<b>\$ 2,144,569</b>	<b>\$ 8,579,569</b>

**BONDED DEBT SCHEDULES**

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

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

<b>Maturity Date</b>	<b>Bonds Payable</b>	<b>Interest Payable</b>	<b>Fiscal Year Total</b>
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
<b>TOTAL</b>	<b>\$16,710,000</b>	<b>\$8,607,413</b>	<b>\$25,317,413</b>

**BONDED DEBT SCHEDULES**

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

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

<b>Maturity Date</b>	<b>Bonds Payable</b>	<b>Interest Payable</b>	<b>Fiscal Year Total</b>
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
<b>TOTAL</b>	<b>\$17,505,000</b>	<b>\$11,869,144</b>	<b>\$29,374,144</b>



# PERSONNEL DATA

## PERSONNEL DATA

## 2013 - 2014 CLASSIFICATION PLAN

CLASS TITLE	SALARY RANGE	STEP 1 MINIMUM	STEP 15 MAXIMUM
Accountant	56	50,173	69,240
Accounting Clerk	35	31,025	42,756
Administrative Assistant	44	38,093	52,551
Administrative Services Director	83	93,399	128,818
Airport Maintenance Worker	38	33,175	45,779
Airport Manager	55	48,990	67,681
Alarm/Graffiti Abatement Coordinator	42	36,360	50,173
Animal Control Officer	38	33,175	45,779
Animal Control Supervisor	45	38,980	53,747
Assistant City Attorney	75	77,611	107,199
Assistant Fire Chief	77	81,212	112,237
Budget Analyst	56	50,173	69,240
Building Inspector	50	43,750	60,331
Chief Building Official	69	67,681	93,399
Chief Wastewater Treatment Plant Oper.	56	50,173	69,240
City Attorney	91	112,237	154,479
City Clerk	76	79,411	109,725
City Manager	101	141,073	194,374
City Prosecutor	71	70,785	97,793
Civil Engineer	66	63,153	87,097
Code Compliance Specialist	47	40,861	56,300
Community Services Director	81	89,099	123,108
Construction Inspector	50	43,750	60,331
Court Clerk	37	32,423	44,744
Court Security Officer	TBD		
Crew Leader	49	42,756	58,947
Crime Analyst	50	43,750	60,331
Custodian	27	25,799	35,513
Database Analyst	52	45,779	63,153
Deputy City Clerk	53	46,800	64,591
Deputy City Manager	91	112,237	154,479
Deputy Public Works Director	76	79,411	109,725
Development Center Manager	65	61,702	85,082
Economic Development Manager	67	64,591	89,099
Engineering Technician	48	41,815	57,630
Equipment Maintenance Supervisor	50	43,750	60,331
Equipment Mechanic	46	39,921	55,024
Equipment Mechanic Assistant	37	32,423	44,744
Equipment Operator	40	34,721	47,902
Executive Secretary	46	39,921	55,024
Facilities Maintenance Supervisor	46	39,921	55,024
Finance Director	86	100,090	137,902
Fire Battalion Chief	73	74,090	102,388
Fire Captain	65	61,702	85,082
Fire Chief	87	102,388	141,073
Fire Engineer	58	52,551	72,438
Fire Inspector/Plans Examiner	53	46,800	64,591
Fire Marshal	73	74,090	102,388
Fire Prevention Officer	46	39,921	55,024
Fire Recruit	48	41,815	57,630
Firefighter	52	45,779	63,153
GIS Analyst	53	46,800	64,591
GIS Coordinator	58	52,551	72,438
GIS/Drafting Technician	50	43,750	60,331
Golf Course Superintendent	64	60,331	83,147

PERSONNEL DATA

2013 - 2014 CLASSIFICATION PLAN

CLASS TITLE	SALARY RANGE	STEP 1 MINIMUM	STEP 15 MAXIMUM
Golf Shop Assistant	26	25,234	34,721
Golf Shop Manager	47	40,861	56,300
Grants Coordinator	52	45,779	63,153
Grounds Keeper	22	23,004	31,724
Heavy Equipment Operator	46	39,921	55,024
Housing Intake & Financing Specialist	43	37,193	51,342
Housing Program Office Specialist	39	33,928	46,800
Human Resources Analyst	53	46,800	64,591
HVAC Technician	42	36,360	50,173
Industrial Pretreatment Coordinator	45	38,980	53,747
Information Technology Manager	64	60,331	83,147
Information Technology Technician	49	42,756	58,947
Kennel Assistant	30	27,639	38,093
Laboratory Technician	43	37,193	51,342
Landfill Attendant	26	25,234	34,721
Lead Equipment Mechanic	48	41,815	57,630
Librarian	52	45,779	63,153
Library Assistant	31	28,258	38,980
Library Circulation Supervisor	43	37,193	51,342
Library Manager	69	67,681	93,399
Library Page	8	16,662	23,004
Maintenance Worker	36	31,724	43,750
Management Analyst	50	43,750	60,331
Network Administrator	60	55,024	75,851
Office Assistant	29	27,021	37,193
Parks Superintendent	64	60,331	83,147
Permit Technician	40	34,721	47,902
Planner	58	52,551	72,438
Planning & Development Director	82	91,249	125,929
Plans Examiner	54	47,902	66,136
Police Aide	40	34,721	47,902
Police Captain	77	81,211	112,237
Police Chief	88	104,793	144,311
Police Commander	75	77,611	107,199
Police Corporal	58	52,551	72,438
Police Identification Technician	47	40,861	56,300
Police Officer	55	48,990	67,681
Police Property Technician	41	35,513	48,990
Police Recruit	51	44,744	61,702
Police Sergeant	66	63,153	87,097
Police Transport Officer	44	38,093	52,551
Police Volunteer Coordinator	44	38,093	52,551
Project Manager	64	60,331	83,147
Public Information Officer	62	57,630	79,411
Public Safety Clerk	36	31,724	43,750
Public Safety Communications Manager	69	67,681	93,399
Public Safety Communications Supervisor	51	44,744	61,702
Public Safety Dispatcher	46	39,921	55,024
Public Safety Records Supervisor	51	44,744	61,702
Public Safety Technology Coordinator	58	52,551	72,438
Public Works Director	86	100,090	137,902
Recreation Program Aide	11	17,844	24,670
Recreation Program Clerk	6	15,949	21,969
Recreation Program Coordinator	49	42,756	58,947
Recreation Program Superintendent	65	61,702	85,082

## PERSONNEL DATA

## 2013 - 2014 CLASSIFICATION PLAN

CLASS TITLE	SALARY RANGE	STEP 1 MINIMUM	STEP 15 MAXIMUM
Recreation Programmer	38	33,175	45,779
Safety/Risk Management Specialist	54	47,902	66,136
Sanitation Superintendent	64	60,331	83,147
Sanitation Supervisor	55	48,990	67,681
Secretary	37	32,423	44,744
Senior Accounting Clerk	43	37,193	51,342
Senior Court Clerk	43	37,193	51,342
Senior Information Technology Technician	52	45,779	63,153
Senior Library Assistant	35	31,025	42,756
Senior Maintenance Worker	40	34,721	47,902
Senior Management Analyst	63	58,947	81,212
Senior Planner	65	61,702	85,082
Senior Wastewater Treatment Plant Oper.	48	41,815	57,630
Signal Light Technician	48	41,815	57,630
Signal Light Technician Assistant	42	36,360	50,173
Streets Superintendent	65	61,702	85,082
Streets Supervisor	55	48,990	67,681
Supervising Accountant	65	61,702	85,082
Telephone Operator/Receptionist	29	27,021	37,193
Traffic Engineer	71	70,785	97,793
Victim Advocate/Probation Monitor	53	46,800	64,591
Wastewater Environmental Technician	49	42,756	58,947
Wastewater Instrument Technician	53	46,800	64,591
Wastewater Superintendent	65	61,702	85,082
Wastewater Treatment Plant Operator	45	38,980	53,747
Web Master	60	55,024	75,851

**PERSONNEL DATA**

**AUTHORIZED POSITIONS IN BUDGET BY FISCAL YEAR**

DEPARTMENT	09-10*	10-11*	11-12*	12-13	13-14
Administrative Services	4.00	4.00	4.00	4.00	4.00
Risk Management	1.00	1.00	1.00	1.00	1.00
City Attorney	6.10	6.50	6.50	7.00	7.00
City Clerk	4.50	4.50	5.00	5.00	5.00
City Court	6.50	6.50	6.50	6.00	6.00
City Manager	4.75	4.75	4.75	4.75	4.25
Public Information	2.00	2.00	2.00	2.00	2.00
Community Services					
Downtown Library	13.50	13.00	13.00	13.00	11.50
General Recreation	6.75	6.75	6.75	6.75	7.00
Golf Course	4.72	5.00	5.00	9.00	5.00
Keep Casa Grande Beautiful	0.25	0.25	0.25	0.25	0.00
Parks Maintenance	19.25	19.25	19.25	19.25	18.00
Senior Adult Services	2.75	3.75	3.75	3.50	0.50
Teen Programs	2.25	2.25	2.75	3.00	0.00
Vista Grande Public Library	9.50	7.50	8.00	8.00	9.00
Finance Services	11.75	11.75	11.75	11.75	11.75
I.T. & G.I.S.	10.25	10.25	10.25	10.25	10.25
Fire	63.25	62.25	62.25	61.25	62.25
Planning & Development					
C D B G	0.50	0.50	0.50	0.50	0.50
Planning & Development	22.00	22.00	22.00	18.50	19.00
Housing Programs	1.00	1.00	0.00	0.00	0.00
Rural Development	4.00	4.00	2.00	2.00	2.00
Police	110.75	111.88	113.37	111.25	118.25
Animal Control	4.00	4.00	4.00	4.00	4.00
Public Works					
Administration	4.25	4.25	5.25	5.25	4.00
Airport	3.00	3.00	2.75	2.75	3.50
Engineering	7.00	7.00	7.00	7.00	8.00
Facilities Maintenance	4.00	4.00	4.00	4.00	4.00
Fleet Services	9.00	9.00	8.00	8.00	8.00
Operations	1.00	1.00	1.00	1.00	1.00
Sanitation	20.05	20.05	19.45	20.45	23.75
Sanitation Landfill	6.50	7.05	6.60	6.75	8.50
Sanitation Recycling	11.85	11.85	11.75	7.80	6.00
Street Maintenance	19.00	19.00	18.00	18.00	19.00
Wastewater Treatment	11.25	11.25	11.25	11.25	14.75
Water	1.00	1.00	1.00	1.50	1.50
<b>TOTAL FUNDED POSITIONS</b>	<b>413.22</b>	<b>413.08</b>	<b>410.67</b>	<b>405.75</b>	<b>410.25</b>
Authorized and Frozen	24.00	29.00	27.00	16.00	13.50
<b>TOTAL AUTHORIZED</b>	<b>437.22</b>	<b>442.08</b>	<b>437.67</b>	<b>421.75</b>	<b>423.75</b>

\*Method for counting FTE was changed in 2012-13. These totals for 2011-12 may not match detail sheets which reflect this current method and staff distribution.

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# **SALES TAX RATES**

**TAX RATE AND FEE SCHEDULE**

**CITY OF CASA GRANDE TAX RATES**  
Effective July 01, 2012

**Privilege Tax except Retail, Utilities/Telecommunications**

<b>City of Casa Grande</b>	<b>1.80%</b>
Pinal County	1.10%
State of Arizona	6.60%
<b>Total</b>	<b>9.50%</b>

**Construction Contracting**

<b>City of Casa Grande</b>	<b>4.00%</b>
Pinal County	1.10%
State of Arizona	6.60%
<b>Total</b>	<b>11.70%</b>

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

<b>City of Casa Grande</b>	<b>2.00%</b>
Pinal County	1.10%
State of Arizona	6.60%
<b>Total</b>	<b>9.70%</b>

**Retail over \$5,000.00**

<b>City of Casa Grande</b>	<b>1.50%</b>
Pinal County	1.10%
State of Arizona	6.60%
<b>Total</b>	<b>9.20%</b>

**Hotel/Motel**

<b>City of Casa Grande</b>	<b>3.80%</b>
Pinal County	1.10%
State of Arizona	6.60%
<b>Total</b>	<b>11.50%</b>

**Commercial Rental**

<b>City of Casa Grande</b>	<b>1.80%</b>
Pinal County	0.50%
State of Arizona	0.00%
<b>Total</b>	<b>2.30%</b>

**Residential Rental**

<b>City of Casa Grande</b>	<b>1.80%</b>
Pinal County	0.00%
State of Arizona	0.00%
<b>Total</b>	<b>1.80%</b>



# **GLOSSARY**

## GLOSSARY OF TERMS

**Accrual Basis** - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Adopted** - The amount approved by Council that represents the maximum spending authority.

**Allocation** - A part of a larger dollar appropriation designated for expenditure by specific organization units and/or for special purposes, activities, or objects.

**Appropriation** - A legal authorization granted by City Council to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and duration when it may be expended.

**Assessed Valuation** - A value that is established, by the County Assessor, for real and personal property to use as a basis for levying property taxes.

**Asset** - Resource owned or held by a government, which has a monetary value.

**Available (Undesignated) Fund Balance** - Refers to the funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

**Base Budget** - The on-going expense for personnel, operating services, and the replacement of supplies and equipment to maintain existing service levels.

**Bonds** - A written instrument to pay a sum of money at a specified interest rate, on a specific date or dates in the future, called maturity dates. The interest payments and the repayment of the principal are detailed in a bond resolution or ordinance. Two common types of bonds are general obligation and revenue bonds, which are most commonly used for construction of large capital projects such as buildings, streets, and sewers. The difference between a note and a bond is that a bond is used for a longer period of time and requires more formality.

**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.

**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 principles (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.

## GLOSSARY OF TERMS

**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.

**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.

**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.

**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.

**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.

## GLOSSARY OF TERMS

**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, (e.g., 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.

**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.

**Estimated Revenue** - The projected amount of revenues to be collected during any fiscal year.

**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/Expense** - Expenditures include operating expenses such as the acquisition of assets or goods and services, and personnel costs.

**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.

**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.

**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.

## GLOSSARY OF TERMS

**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.

**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.

**General Obligation (G.O.) Bonds** - Bonds that finance a variety of public projects and requires voter approval. These bonds are backed by the full faith and credit of the City. Limitations for bonding capacity are set by State Statute. General obligation bonds for streets, public buildings, fire, and airport are 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.

**Generally Accepted Accounting Principles (GAAP)** - Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**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.

**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.

**Highway Users Revenue Bond** - This type of revenue bond is used solely for street and highway improvements. State law imposes the maximum limitation of highway users revenue that shall be used for debt servicing of revenue bonds.

The amount shall not exceed 50% of the total from highway user revenue for the previous twelve-month period. These bonds require voter authorization.

**Improvement Districts** - Improvement Districts are formed consisting of property owners desiring improvements, primarily street reconstruction, to their property. Bonds are issued to finance these improvements, which are repaid by assessments on affected property owners.

**Indirect Cost** - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned, such as administrative support, facility maintenance, or custodial services.

**Interfund Transfer** - The movement of monies between funds of the same governmental entity.

**Intergovernmental Revenue** - Revenues from other governments in the form of grant, entitlements, shared revenues, or payments in lieu of taxes.

**Internal Service Charges** - The charge to a City department for service provided by other City departments. This includes Equipment Maintenance, Insurance and Risk Management, and Facilities Maintenance.

**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.

**Levy** - Imposed taxes for the support of government activities.

**Line-Item & Budget** - A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

## GLOSSARY OF TERMS

**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 Budget** - 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.

**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.

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

**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 Budget** - 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.

**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.

**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.

**Program Budget** - Budget that focuses on broad functions of a jurisdiction rather than upon its budget units and /or object classes of expenditures.

**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.

## GLOSSARY OF TERMS

**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.

**Resolution** - A special or temporary order of a legislative body requiring less formality than an ordinance or statute.

**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.

**Resources** - Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

**Retained Earnings** - An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

**Revenue** - Receipts from taxes, intergovernmental sources, and user fees or resources from voter-authorized bonds, system development fees, and grants.

**Revenue Bond** - 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.

**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.

**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.

**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.)

**Source of Revenue** - Revenues are classified according to their source or point of origin.

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

**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.

**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.

**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.

**Unreserved Fund Balance** - Monies available for appropriations and not designed for other purposes.

**User Charges** - The payment of a fee for direct receipt of a public service to the party who benefits from the service.

## ACRONYMS

AEMS	Arizona Emergency Medical Systems
AMRRP	Arizona Municipal Risk Retention Pool
ASRS	Arizona State Retirement System
CAFR	Comprehensive Annual Financial Report
CDBG	Community Development Block Grant
CFD	Community Facilities District
CG	Casa Grande
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
VLТ	Vehicle License Tax
WIFA	Water Infrastructure Financing Authority of Arizona